

Public Document Pack



TRAFFORD COUNCIL

Tuesday, 12 February 2013

Quay West,
Trafford Wharf Road,
Trafford Park, M17 1HH

Dear Councillor,

Your attendance is requested at a meeting of the Council of the Borough of Trafford on **WEDNESDAY, 20 FEBRUARY 2013**, at **7.00 PM** in the **COUNCIL CHAMBER, SALE TOWN HALL, SALE WATERSIDE, SALE, M33 7ZF**, for the transaction of the business set out below:

- | | Pages |
|--|--------------|
| 1. Minutes | |
| To approve as a correct record the Minutes of the Meeting of the Council held on 23 January 2013 for signature by the Mayor as Chairman. | 1 - 14 |
| 2. Announcements | |
| To receive any announcements from the Mayor, Leader of the Council, Members of the Executive, Chairmen of Scrutiny Committees and the Head of Paid Service. | |
| 3. Questions By Members | |
| This is an opportunity for Members of Council to ask the Mayor, Members of the Executive or the Chairman of any Committee or Sub-Committee a question on notice under Procedure Rule 10.2. | |
| 4. Proposal to Relocate 6 Licenced Pitch Sites from Sir Matt Busby Way/Wharfside Way, Trafford Park to New Positions Identified on Victoria Place, Trafford Park | |
| To consider a report of the Corporate Director Environment, Transport and Operations. | 15 - 20 |

5. Budget 2013/2014

- (a) To receive and consider the capital and revenue budget estimates presented by the Executive, together with the summaries, statements, schedules of fees and charges and reports of the Executive in relation thereto and to adopt resolutions therein.
- (b) To set and approve the Council Tax Requirement for the District for the year beginning 1st April 2013, in accordance with the Local Government Finance Act 1992, as amended.
- (c) To set and approve, in accordance with the Local Government Finance Act 1992, as amended the amounts as the amounts of the Council Tax for the year 2013/2014 for each of the categories of dwellings included in the respective valuation bands A to H.
- (d) To agree the Treasury Management Strategy 2013/14 – 2015/16.

(Members are requested to refer to the reports circulated in respect of Agenda Items 4-6 for the Executive meeting on 20 February 2013 and also the Fees and Charges Book 2013/14 which will be made available, with the rest of the agenda papers, on the "Council and Democracy" area of the Council's website at www.trafford.gov.uk > Home > Council and democracy > Committees > Council > 20/02/2013.)*

**Note: a hard copy will be made available to Members upon request.*

6. Motion Submitted by the Labour Group

To consider the following Motion submitted in accordance with Procedure Rule 11:

This Council supports the comments of the Local Government Association Chairman that Local Government has borne the brunt of the cuts to public spending and that further severe cuts will be unsustainable.

The level of cuts in Trafford are savage and have resulted in closures of children centres, day care services, elderly people's homes, with severe cuts in youth and children services, libraries, elderly peoples services, and services to people with disabilities, and much more, all of which are having a devastating impact for people and our communities.

Economic Experts - the Institute for Fiscal Studies have given dire warnings about the economic direction of the Government and that the Chancellor will have to borrow a further £64 billion more than planned this next year. A sure sign that the Government Austerity plans are just not working.

Cont'd ...

This Council therefore resolves to campaign for a change in economic direction, and a need for Government to understand the increasing difficulty that local authorities face in protecting front line essential services in Trafford and elsewhere. The campaign should be badged as a "Fair Deal for Councils".

Yours sincerely,



Chief Executive

Informal Meeting of Council

Note:

At the conclusion of the meeting it is intended to hold an informal meeting of the Council to consider issuing invitations to Members of Council to be the Mayor and Deputy Mayor of the Borough for 2013/2014.

Membership of the Council

Councillors Mrs. P. Young (Mayor), D. Butt (Deputy Mayor), D. Acton, S. Adshead, S. Anstee, Dr. K.M. Barclay, Mrs. Baugh, J. Bennett, Miss L. Blackburn, R. Bowker, C. Boyes, Mrs. A. Bruer-Morris, J. Brophy, B Brotherton, D. Bunting, C. Candish, R Chilton, M. Colledge, Mrs. L. Cooke, M. Cordingley, M. Cornes, J. Coupe, Mrs. P. Dixon, A. Duffield, Mrs. L. Evans, T. Fishwick, M. Freeman, P. Gratrix, J. Harding, D. Higgins, J. Holden, M. Hyman, C. Hynes, D. Jarman, P. Lally, J. Lamb, J. Lloyd, E.H. Malik, A. Mitchell, P. Myers, D. O'Sullivan, I. Platt, K. Procter, D. Quayle, J.R. Reilly, Mrs. J. Reilly, B. Rigby, T. Ross, B. Sharp, B. Shaw, J. Smith, E.W. Stennett, N. Taylor, S. Taylor, L. Walsh, Mrs. V. Ward, A. Western, D. Western, K. Weston, M. Whetton, Mrs. J. Wilkinson, A. Williams and M. Young

Further Information

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

Ian Cockill, Democratic Services Officer

Tel: 0161 912 1387

Email: ian.cockill@trafford.gov.uk

This Summons was issued on **Tuesday, 12 February 2013** by the Legal and Democratic Services Section, Trafford Council, Quay West, Trafford Wharf Road, Trafford Park, Manchester, M17 1HH.

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Agenda Item 1

TRAFFORD BOROUGH COUNCIL

23 JANUARY 2013

PRESENT

The Worshipful the Mayor (Councillor Mrs. P. Young), in the Chair.

D. Butt	Mrs. P. Dixon	K. Procter
D. Acton	A. Duffield	D. Quayle
S. Adshead	Mrs. L. Evans	J.R. Reilly
S. Anstee	T. Fishwick	Mrs. J. Reilly
Dr. K.M. Barclay	M. Freeman	T. Ross
Mrs. Baugh	P. Gratrix	B. Sharp
Miss L. Blackburn	J. Harding	B. Shaw
R. Bowker	D. Higgins	J. Smith
C. Boyes	J. Holden	E.W. Stennett
Mrs. A. Bruer-Morris	M. Hyman	N. Taylor
J. Brophy	C. Hynes	S. Taylor
B Brotherton	D. Jarman	L. Walsh
D. Bunting	P. Lally	Mrs. V. Ward
C. Candish	J. Lamb	A. Western
R Chilton	J. Lloyd	D. Western
M. Colledge	E.H. Malik	M. Whetton
Mrs. L. Cooke	A. Mitchell	Mrs. J. Wilkinson
M. Cordingley	P. Myers	A. Williams
M. Cornes	D. O'Sullivan	M. Young
J. Coupe	I. Platt	

In attendance

Chief Executive	Ms. T. Grant
Corporate Director Children and Young People's Service	Mrs. D. Brownlee
Corporate Director Environment Transport and Operations	Mr. P. Molyneux
Corporate Director Transformation and Resources	Mrs. W. Marston
Director of Finance	Mr. I. Duncan
Acting Director of Legal and Democratic Services	Ms. J. Le Fevre
Senior Director of Environment	Mr. P. Harvey
Democratic Services Manager	Mr. P. Forrester
Customer Development and Support Services Manager – Revenues and Benefits	Mr. C. Lamb
Business Change Manager – Transformation Team	Mr. S. Gannon
Democratic Services Officer	Mr. I. Cockill

APOLOGIES

Apologies for absence were received from Councillors J. Bennett, B. Rigby and K. Weston

Meeting of the Council
23 January 2013

60. MINUTES

RESOLVED: That the Minutes of the Meeting of the Council held on 14 November 2012 and the Urgent Extraordinary Meeting of the Council held on 17 December 2012 be approved as a correct record and signed by the Chairman.

61. ANNOUNCEMENTS

(a) Her Majesty the Queen's New Year's Honours

The Mayor took the opportunity to recognise those who reside or have a close connection with Trafford who were named in Her Majesty the Queen's New Year Honours List, namely:

Mrs. Caroline Shaw from Altrincham, Chief Executive of the Christie Hospital NHS Foundation Trust, awarded the citation of Commander of the Most Excellent Order of the British Empire (CBE) for services to the NHS;

Neil Fachie, gold medalist in the Men's individual 1km time trial at the 2012 Summer Paralympics in London and resident of Broadheath, awarded the citation of Member of the Most Excellent Order of the British Empire (MBE) for services to para-cycling;

Ms. Ann Marjorie Johnson, Nurse Educator, Lecturer and Alzheimer's Campaigner from Altrincham, awarded an MBE for services to Healthcare.

Andrew Philip Turner from Altrincham, Deputy Chairman of the Greater Manchester Area Conservative Group, awarded an MBE for political service and service to the community in Hale Barns;

Mrs. Mary Christine Thomas from Altrincham awarded the citation of Medallist of the Order of the British Empire (BEM) for charitable services and to the community in Bowdon; and

Mark Anthony Todd from Stretford, Accessibility Manager for the London Organising Committee of the Olympic and Paralympic Games (LOCOG), awarded the British Empire Medal for services to the London 2012 Olympic and Paralympic Games.

The Mayor informed Members that she had written to convey the Council's congratulations for their achievements.

(b) Scrutiny Committee

Councillor Shaw, Chairman of Scrutiny Committee provided an update on the activities of the Scrutiny Committee, advising that Budget Scrutiny was nearing completion with the Executive's response to the Budget Scrutiny exercise being presented to Scrutiny Committee on 6 February 2013 by the Executive Member

**Meeting of the Council
23 January 2013**

for Finance. In addition, Scrutiny Members would be contributing to the Local Government Association's Safeguarding Children Peer Review as the Review Team visit Trafford and the Scrutiny Topic Groups had commenced their reviews of Doorstep Crime and the Development of a Community Asset Framework.

(c) Health Scrutiny Committee

Councillor Lloyd, Chairman of Health Scrutiny Committee reported on the outcome of the Joint Health Scrutiny Committee with Manchester City Council and advised the Council of the resolution from the meeting held on 14 January 2013. Councillor Lloyd also informed Members of the progress of the Committee's Topic Groups reviewing the Care of Elderly Residents in NHS Hospitals and the Outcomes and Impact of the Personalisation Programme, advising that they were now meeting monthly with Scrutiny Members conducting individual research work as part of their review.

62. QUESTIONS BY MEMBERS

The Mayor reported that four questions had been received under Procedure Rule 10.2.

[Note: Prior to their consideration, the time being 7.13 p.m., the Mayor indicated that Members asking and responding to a question would be limited to a maximum of two minutes.]

(a) Councillor Freeman asked the following question for which he had given notice:

"What is the Council's policy on helping to meet the housing costs of disabled people?"

Responding to the question, Councillor M. Young, Executive Member for Adult Social Services, informed Members of the Council's approach advising of the various policies and the criteria used to access funding.

Councillor Freeman asked as a supplementary question whether residents would be able to access the Disability Living Allowance should they be affected by the new Bedroom Tax. The Executive Member responded by indicating that consideration would be given as part of the proposed Council Tax Support Scheme.

(b) Councillor D. Western asked the following question for which she had given notice:

"What progress is being made on the localisation of the Social Fund in Trafford?"

Meeting of the Council
23 January 2013

Councillor Dr. Barclay, Executive Member for Community Health advised the Council of progress and of schemes being delivered in partnership with the Citizens Advice Bureau, Trafford Partnership and other agencies.

As a supplementary question Councillor D. Western sought clarity on Council help for victims of domestic violence that have to move out of the borough or have become resident and whether they would be able to access the Fund? In response, Councillor Dr. Barclay advised that everyone living in the borough would be free to access the Social Fund.

(c) Councillor Duffield asked the following question for which notice had been given:

“An announcement last month suggested Trafford would receive approximately £1.4m from the New Homes Bonus. How many new homes will be built in Trafford as a result?”

In response, Councillor Hyman, the Executive Member for Economic Growth and Prosperity, asserted that the funding had been top sliced from the National Grant pot for Local Government and therefore was not new money. Allowing for this, Councillor Hyman outlined the Council’s support for housing services in the borough, the action being taken with Trafford Housing Trust to secure funding from the available sources to deliver new homes and the Council’s investment in the Trafford Mortgage Scheme to help first-time buyers.

Stating that spending on construction would help economic growth in Trafford, Councillor Duffield asked as a supplementary question whether an assessment had been made of reduced construction industry activity on the local economy. In response, Councillor Hyman referred to the action and schemes he had outlined and advised on Council strategies designed to increase local construction activity.

(d) Councillor Mrs. Brophy asked the following question for which she had given notice:

“Vehicles parked on pavements can force people with pushchairs or children to walk in the road. Older people and those in wheelchairs can often feel worried about leaving their homes especially on bin collection day as they feel unsafe walking. What is Trafford Council doing to restrict or prohibit pavement parking on our streets and how much is Trafford Council is spending repairing pavements damaged by pavement parkers?”

Councillor Mitchell, the Executive Member for Highways and Environment, advised that whilst the Council does not condone drivers parking on verges, enforcement action can only be taken where there are existing traffic regulation orders in place. Councillor Mitchell also advised on those aspects falling under the jurisdiction of the police and, indicating that the Council has the authority to introduce signage, pointed out the downsides. The Executive Member emphasised the numerous footway and re-surfacing schemes carried out each year and explained that, since

**Meeting of the Council
23 January 2013**

the source of the damage was not always easy to identify, the costs Councillor Brophy referred to were not available.

Referring to recent legislation giving councils permission to use signs to indicate a local pavement parking ban, Councillor Brophy's supplementary question concerned the Council's intentions in light of the problems for pedestrians she had highlighted. Council Mitchell re-affirmed the Council's position on this issue regards confusion and highlighted the prohibitive costs which did not necessarily result in the desired effect.

63. POLICE AND CRIME COMMISSIONER FOR GREATER MANCHESTER

Greater Manchester's new Police and Crime Commissioner, Tony Lloyd attended the meeting and informed Members of his approach to the job of reducing crime and delivering an effective and efficient police service within Trafford and the Greater Manchester area as a whole. Mr. Lloyd stated that partnership working was of the essence and that building and sustaining effective partnerships would be his primary aim.

Mindful of the reduction of the numbers of police officers, Mr. Lloyd emphasised the significance of his monitoring role to ensure there was no material impact on the direction of crime. In relation, the Commissioner informed the Council that he had received assurances from the Chief Constable that new intelligent policing would maintain detection rates ensuring that the reduction of officers would not have an adverse impact.

Members' comments echoed the importance of partnership working and intelligent policing. Responding to specific points, Mr. Lloyd explained the rationale ensuring that resources should be targeted in the right areas rather than shared evenly across all authorities; acknowledged that he was looking at different start times for consultation meetings with the public, however, would ultimately be influenced by levels of turnout; and with regard to meaningful consultation on future changes, was confident on the success of the model, though in due course he would be judged on his monitoring of the force.

Concluding the new Police and Crime Commissioner wanted to see crime continue to reduce in Trafford and with funding being an enduring issue, would use resources in the most intelligent way.

The Mayor thanked Mr. Lloyd for his attendance and wished him every success in his role.

64. REPORT ON SPECIAL URGENCY DECISIONS

RESOLVED: That the Council notes that neither the Leader of the Council nor the Executive have taken decisions under special urgency provisions since the last report to Council on 19 September 2012.

65. PROPOSED CHANGES TO COUNCIL TAX AND COUNCIL TAX BENEFITS

The Executive Member for Finance and the Director of Finance submitted a joint report summarising the outcomes of the consultation on the Council's alternative Council Tax Support Scheme. As part of the Government's welfare reform programme, the existing scheme would end and be replaced with a new local scheme from April 2013.

The report, which outlined the views expressed by various groups and individuals during the consultation process, had been considered at the Executive meeting held on 21 January 2013, at which the Executive had recommended Proposal 1 to Council as the preferred scheme for Trafford's own local arrangements.

RESOLVED –

- (1) That the introduction of a local Council Tax Support Scheme, as outlined in proposal 1 and set out in appendix 6 to the report, be approved.
- (2) That the 100% empty property council tax exemption be removed and replaced with a 100% discount for one month, followed by the full charge.
- (3) That the second home council tax discount be removed.
- (4) That the above changes will be effective from 1 April 2013.

66. URGENT ITEM OF BUSINESS - COUNCIL TAX - INTRODUCTION OF EMPTY PROPERTY PREMIUM

(Note: The Mayor allowed consideration of the following matter as an item of urgent business following a referral from the Executive Meeting held on 21 January 2013 with a recommendation for the Council Tax chargeable financial year commencing 1 April 2013.)

The Executive Member for Economic Growth and Prosperity and the Director of Finance submitted a joint report proposing the introduction of an Empty Property Premium to supplement the existing Empty Homes Strategy.

RESOLVED –

- (1) That from 1 April 2013 a council tax premium of 50% be applied for properties that have remained empty for more than two years.
- (2) That the Executive have the discretion to vary this premium if it deems appropriate to do so following the expected release of guidance from the Department of Communities and Local Government.

**Meeting of the Council
23 January 2013**

67. MOTIONS

The Mayor informed Members that four Motions had been submitted in accordance with Procedure Rule 11.

(a) Motion submitted by the Conservative Group

It was moved and seconded that:

“Following the co-location of the CCTV Control Room to Stretford Police station in September 2011, Council staff have been instrumental in assisting Greater Manchester Police attain arrests, prevent anti-social behaviour and protect residents and police officers themselves.

From December 2011, when the team were given access to the Police Airwaves and direct access to patrols, they have assisted, monitored, or created over 120 arrests. In addition they have also dealt with over 2000 incidents relating either directly to calls from the police over airwaves or viewing requests for footage.

Latest figures (December 2011 to November 2012) show that Trafford has 48.9 crimes per 1,000 residents compared to a GM average of 70.3. Trafford has the lowest crime rates per resident within Greater Manchester.

Indeed the Council recognises and applauds the significant achievement that has made in reducing Crime and Anti-Social Behaviour across the Borough over the past 4 years, culminating in Trafford becoming the safest place in Greater Manchester, as shown by the figures above. These achievements show that positive outcomes can be achieved through innovation, working in partnership and engaging with local people, whilst also providing exceptional value for money.”

Following a debate on the matter, the Motion was agreed with the unanimous consent of the Council.

RESOLVED: That following the co-location of the CCTV Control Room to Stretford Police station in September 2011, Council staff have been instrumental in assisting Greater Manchester Police attain arrests, prevent anti-social behaviour and protect residents and police officers themselves.

From December 2011, when the team were given access to the Police Airwaves and direct access to patrols, they have assisted, monitored, or created over 120 arrests. In addition they have also dealt with over 2000 incidents relating either directly to calls from the police over airwaves or viewing requests for footage.

Meeting of the Council
23 January 2013

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Indeed the Council recognises and applauds the significant achievement that has made in reducing Crime and Anti-Social Behaviour across the Borough over the past 4 years, culminating in Trafford becoming the safest place in Greater Manchester, as shown by the figures above. These achievements show that positive outcomes can be achieved through innovation, working in partnership and engaging with local people, whilst also providing exceptional value for money.

(b) Motion submitted by the Conservative Group

It was moved and seconded that:

“Following the resolution (supported by all parties) at the Council meeting on 14 November 2012, this Council is pleased to note that the Government has now accepted much of the case put by the ten Association of Greater Manchester Authorities (AGMA) for a fairer funding settlement for regional cities and urban areas outside of London.

This Council now renews its call for fairness within AGMA given the scale of cuts proposed by the Labour controlled Greater Manchester Fire and Rescue Service (GMFRS) to our Fire Service here in Trafford (significantly more than for neighbouring Labour controlled councils).

This Council remains concerned that the proposed loss of fire engines and fire crews in Trafford’s Fire Stations will have an adverse impact on emergency response times. The Council, therefore, calls upon GMFRS to change its proposals so that Trafford residents are treated fairly in comparison to those in other AGMA boroughs.”

It was moved and seconded as an amendment that:

“Following the resolution (supported by all parties) at the Council meeting on 14 November 2012, this Council is pleased to note that the Government has now accepted much of the case put by the ten Association of Greater Manchester Authorities (AGMA) for a fairer settlement for regional cities and urban areas outside London. This goes some way to rectify the perverse situation whereby Greater Manchester received a 9.5% cut in government Grant in 2012/13 compared to six Shire Fire Authorities, including Cheshire and Essex, who received a 2% increase.

**Meeting of the Council
23 January 2013**

Nevertheless the Council remains disappointed the Government has announced a further 15% cut in Government Grant for the Greater Manchester Fire and Rescue Authority (GMFRA) over the next two years, which represents a total cut of Government Grant over the five year period of the Comprehensive Spending Review of nearly 30%. This level of cut will result in a further loss of 300 firefighters and further reductions of fire engines across the GMFRA. This will mean that other fire stations across Greater Manchester (where there are two pump stations) will need to stand down their second fire engines as Trafford were required to do last year.

The further cuts in the front line service will be managed operationally through the GMFRA "Risk Management Model", a Model which was supported unanimously by GMFRA Members across party lines, which has been applied to deliver the necessary cuts in Government funding. Remembering that already significant cuts have been taken with regard to "back office savings", reduction of 40% in Management, discontinuation of cooks on stations, loss of 100 firefighter posts, and four fire engines taken off the run.

In light of the above this Council is deeply concerned, following the near 30% overall cut in Government Grant, that Greater Manchester Fire Service will have to further reduce the number of firefighters and fire engines, which will affect response times further, and reduce the ability to ensure safety of the public in Trafford and Greater Manchester. The Council therefore, calls on the Government to reduce the level of cut in Grant to a more reasonable level, which will help to reduce the risk exposed to Trafford and Greater Manchester Residents as a result of the Government Grant settlement announcement."

Following a debate on the matter, the amendment was put to the vote and declared lost.

Further speeches were made in respect of the substantive Motion before it was put to the vote and declared carried.

RESOLVED: That Following the resolution (supported by all parties) at the Council meeting on 14 November 2012, this Council is pleased to note that the Government has now accepted much of the case put by the ten Association of Greater Manchester Authorities (AGMA) for a fairer funding settlement for regional cities and urban areas outside of London.

This Council now renews its call for fairness within AGMA given the scale of cuts proposed by the Labour controlled Greater Manchester Fire and Rescue Service (GMFRS) to our Fire Service here in Trafford (significantly more than for neighbouring Labour controlled councils).

Meeting of the Council
23 January 2013

This Council remains concerned that the proposed loss of fire engines and fire crews in Trafford's Fire Stations will have an adverse impact on emergency response times. The Council, therefore, calls upon GMFRS to change its proposals so that Trafford residents are treated fairly in comparison to those in other AGMA boroughs.

(c) Motion submitted by the Labour Group

[Note: Cllr Adshead declared a personal interest in this item being an employee of Trafford General Hospital and remained in the meeting during consideration of the matter.]

It was moved and seconded that:

“This Council is very disappointed by the refusal of the Secretary of State for Health Jeremy Hunt to intervene personally and halt proposals to downgrade Accident and Emergency services at Trafford General Hospital. Trafford Council has been opposed to the plans from the outset; and it our strong view that any potential changes to services at Trafford General must not be considered in isolation given the wider review of hospital services across Greater Manchester, Healthier Together. We therefore condemn the decision of the Secretary of State in refusing to become directly involved to halt the proposals pending this regional review, and call upon him to reconsider his lack of involvement urgently in the best interests of Trafford residents.”

It was moved and seconded as an amendment that:

“This Council regrets the previous refusal of the Secretary of State for Health Jeremy Hunt to intervene personally and halt proposals to downgrade Accident and Emergency services at Trafford General Hospital. Trafford Council has been opposed to the plans from the outset and it is our strong view that any potential changes to services at Trafford General should not be considered in isolation given the wider review of hospital services across Greater Manchester, Healthier Together. We therefore ask the Secretary of State to consider the views put forward by the joint Overview and Scrutiny Committee, including its view that consideration of the Trafford proposals should be postponed so that they are reviewed in conjunction with the Healthier Together proposals and to urgently determine an outcome in the best interests of Trafford residents.”

The mover of the Motion signified acceptance of the amendment, subject to a slight rewording of the process by which the Secretary of State would be asked to consider, by insertion of “the views of Trafford Borough Council who support” to the second sentence of the amendment. With this understanding and with the consent of the mover and seconder of the amendment, the amendment was agreed with the unanimous consent of the Council.

**Meeting of the Council
23 January 2013**

RESOLVED: That this Council regrets the previous refusal of the Secretary of State for Health Jeremy Hunt to intervene personally and halt proposals to downgrade Accident and Emergency services at Trafford General Hospital. Trafford Council has been opposed to the plans from the outset and it is our strong view that any potential changes to services at Trafford General should not be considered in isolation given the wider review of hospital services across Greater Manchester, Healthier Together. We therefore ask the Secretary of State to consider the views of Trafford Borough Council who support the views put forward by the joint Overview and Scrutiny Committee, including its view that consideration of the Trafford proposals should be postponed so that they are reviewed in conjunction with the Healthier Together proposals and to urgently determine an outcome in the best interests of Trafford residents.

(d) Motion submitted by the Labour Group

It was moved and seconded that:

“We call on the Council to support, in principle, the Ethical Care Charter as set out below, and over the coming months to develop measures to implement the Charter.

Ethical Care Charter for the Commissioning of Homecare Services

Stage 1

The starting point for commissioning of visits will be client need and not minutes or tasks. Workers will have the freedom to provide appropriate care and will be given time to talk to their clients.

The time allocated to visits will match the needs of the clients. In general, 15-minute visits will not be used as they undermine the dignity of the clients.

Homecare workers will be paid for their travel time, their travel costs and other necessary expenses such as mobile phones.

Visits will be scheduled so that homecare workers are not forced to rush their time with clients or leave their clients early to get to the next one on time.

Those homecare workers who are eligible must be paid statutory sick pay.

Stage 2

Clients will be allocated the same homecare worker(s) wherever possible.

Zero hour contracts will not be used in place of permanent contracts.

Providers will have a clear and accountable procedure for following up staff concerns about their clients' wellbeing.

All homecare workers will be regularly trained to the necessary standard to provide a good service (at no cost to themselves and in work time).

Homecare workers will be given the opportunity to regularly meet co-workers to share best practice and limit their isolation.

Meeting of the Council
23 January 2013

Stage 3

All homecare workers will be paid at least the Living Wage. This is currently £7.45 an hour for the whole of the UK apart from London. For London it is £8.55 an hour. The Living Wage will be calculated again each subsequent November. If Council employed homecare workers paid above this rate are outsourced it should be on the basis that the provider is required, and is funded, to maintain these pay levels throughout the contract.

All homecare workers will be covered by an occupational sick pay scheme to ensure that staff do not feel pressurised to work when they are ill in order to protect the welfare of their vulnerable clients.”

It was moved and seconded as an amendment that:

“We call upon the Council to support in principal, the Ethical Care Charter which relates to the quality of care we require from our providers of homecare. These requirements, which are already in force, are summarised below:

The service provided to each user is commissioned on the basis of an assessment of their need. We do not tolerate call cramming.

The time allocated to each individual is centered on the person and their Human Rights in relation to promoting dignity and respect in particular:

- The Service provided must be sensitively oriented to the Person with Care Needs and reflect and promote the following fundamental values:
 - **Privacy** from unnecessary intrusion and the safeguarding of confidentiality.
 - **Dignity & Respect** for the intrinsic worth, dignity and individuality of the person and his/her racial and ethnic identity and cultural heritage.
 - **Fulfillment** in all aspects of life, including the opportunity to develop new skills and knowledge.
 - **Choice & Control** in the formation of Service delivery, Service Delivery Plans and any decisions affecting the Person with Care Needs way of life.
 - **Information** must be comprehensive, accurate, appropriate, accessible and responsive to individual People with Care Needs.
 - **Rights** of the Person with Care Needs are to be taken into consideration at all times and not to be infringed upon in any way.
 - **Making a Positive Contribution**
 - **Improved Health and Wellbeing**
 - **Quality of Life**
 - **Freedom from Discrimination and Harassment**
- Service Users are supported in the way they prefer and require as identified within person centered care plans which maximizes their privacy, dignity, independence and control and underpinned by positive risk taking.

**Meeting of the Council
23 January 2013**

Commissioning is based on National Standards in relation to staff training, management and support to staff to ensure the Homecare workforce has the right skills for the job. All Homecare workers are to be trained to a minimum of NVQ 2 in Care within 1 to 2 years of their appointment.

Regular monitoring of all Homecare providers is undertaken by our Commissioners and Trafford's Lay Advisors.

We also call upon the Council to note that Trafford Council has been recognized nationally for its approach to commissioning Homecare by the Equality and Human Rights Commission National Inquiry in November 2012.

[Note: Prior to the debate on the Motion, the time being 9.16 p.m., the Mayor indicated that speeches would now be limited to a maximum of two minutes per speaker.]

Following the debate on the matter, the amendment was put to the vote and declared carried.

The substantive Motion was subsequently agreed by the Council.

RESOLVED: That we call upon the Council to support in principal, the Ethical Care Charter which relates to the quality of care we require from our providers of homecare. These requirements, which are already in force, are summarised below:

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Meeting of the Council
23 January 2013

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 - **Making a Positive Contribution**
 - **Improved Health and Wellbeing**
 - **Quality of Life**
 - **Freedom from Discrimination and Harassment**
-
- Service Users are supported in the way they prefer and require as identified within person centered care plans which maximizes their privacy, dignity, independence and control and underpinned by positive risk taking.

Commissioning is based on National Standards in relation to staff training, management and support to staff to ensure the Homecare workforce has the right skills for the job. All Homecare workers are to be trained to a minimum of NVQ 2 in Care within 1 to 2 years of their appointment.

Regular monitoring of all Homecare providers is undertaken by our Commissioners and Trafford's Lay Advisors.

We also call upon the Council to note that Trafford Council has been recognized nationally for its approach to commissioning Homecare by the Equality and Human Rights Commission National Inquiry in November 2012.

The meeting commenced at 7.05 pm and finished at 9.28 pm

TRAFFORD COUNCIL

Report to: The Council
Date: 20 February 2013
Report for: Decision
Report of: Corporate Director of Environment, Transport and Operations

Report Title

SIR MATT BUSBY WAY/WHARFSIDE WAY, TRAFFORD PARK
Proposal to relocate 6 Licenced Pitch sites from the above location to new positions identified on Victoria Place, Trafford Park due to development plans which affect future trading on the existing pitch locations.

Summary

To seek approval to relocate 6 existing Licenced Pitch sites – known as Licenced Pitch numbers 3 to 8 (as detailed in the attached schedule) to Victoria Place (off Trafford Wharf Road), Trafford Park.

There is already a mix of both food and souvenir stalls operating on Victoria Place, this report has identified a further 6 Licenced Pitch locations within this area (as detailed in the schedule) suitable as relocation sites.

Recommendation(s)

1. That the relocation of existing licenced pitch traders is approved because there is not enough space in the street for the licence-holders to engage in the trading permitted by the licence without causing undue interference or inconvenience to persons using the street as a result of a recently approved Hotel and Supporters Club development.
2. That the Council resolves to relocate the existing pitches to positions noted within the attached schedule of this report on the 21st March 2013 and therefore the junction of Waters Reach and Victoria Place shall be licence streets to the extent of the new pitches referred to above otherwise, to the extent that they are not already so designated, they shall be prohibited streets.

Contact person for access to background papers and further information:

Name: Nicola Henry
Extension: 4046

Background Papers: None

Background Information

Relationship to Corporate Priorities	To support an approved planning application which contributes to the local area
Financial	Should this report not be approved the annual loss of income for the 6 Licenced Pitch locations will affect the ETO budget as a loss of approx. £10k pa.
Legal Implications	None
Equality/Diversity Implications	None
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	None
Risk Management Implications	None
Health and Safety Implications	Consideration of crowd control issues has been made to ensure when large events take place the relocation pitches will not impeded the crossing points which will remain accessible for pedestrian safety. Fire and ambulance access to the locations is unchanged.

1.0 Background

- 1.1 The Council's Planning Department have recently approved a large development for a hotel and football supporters club with a 2 year development schedule which impacts on the existing licenced pitches for 5 souvenir traders and one food trader at sites known as Licenced Pitch numbers 3,4,5,6,7 and 8. The planned development area is at the easterly corner of Sir Matt Busby Way and Wharfside Way, Trafford Park. The development has one entrance point for construction purposes, which on completion will be the entrance to the development which is accessed directly from the public highway. This location is currently the trading location for the 6 Licenced Pitch holders. There is not enough space in the street for the licence-holders to engage in the trading permitted by the licence without causing undue interference or inconvenience to persons using the street as a result of this proposed development. All affected traders have expressed that they would like to continue trading and as such alternative sites have been identified (see schedule).
- 1.2 As part of this proposal the Council has considered the impact of pedestrian flow and movement at this location and confirm that the proposed sites will work well alongside the existing trading environment where a number of Licenced Pitch sites, of both souvenir and hot food currently operate.
- 1.3 The affected licence holders have been consulted in writing and have confirmed unanimously that they felt that the recommendations of this report continue to provide them with a 'like for like' trading environment.

Other Options

Other locations have been reviewed but were deemed unsuitable due to the proximity to residential properties which would have had caused unnecessary noise and light which is created by the Licenced Pitch stalls.

To remove the Licenced Pitches without finding alternative sites would result not only in a loss of future income to the Council but would also create a poor relationship with existing traders, some of whom have been trading with Trafford Council for many years.

Consultation

Both the affected traders and the developer have been consulted on the recommendations of this report and both parties confirm that they are satisfied with the recommendations.

Ward Councillors were also consulted about this proposal and all three Councillors were in approval of the changes.

Reasons for Recommendation

Following the Council's recent planning approval of the Old Trafford Supporters Club development for a 10 storey hotel and supporters club on the easterly corner of Sir Matt Busby Way and Wharfside Way, Trafford Park, **there is not enough space in the street for the licence-holders to engage in the trading permitted by the licence without causing undue interference or inconvenience to persons using the street. Therefore,** the Council has reviewed options for the existing Licenced Pitch holders at this location. The decision to relocate the traders from their current sites to the sites proposed in the schedule allows for continuous trading in a 'like for like' environment. The affected traders of Licenced Pitch numbers 3 – 8 are unanimous in their decision to accept the relocation sites described in this report should this report be approved and ensures ongoing trading within Trafford.

Finance Officer Clearance (type in initials).....GB.....

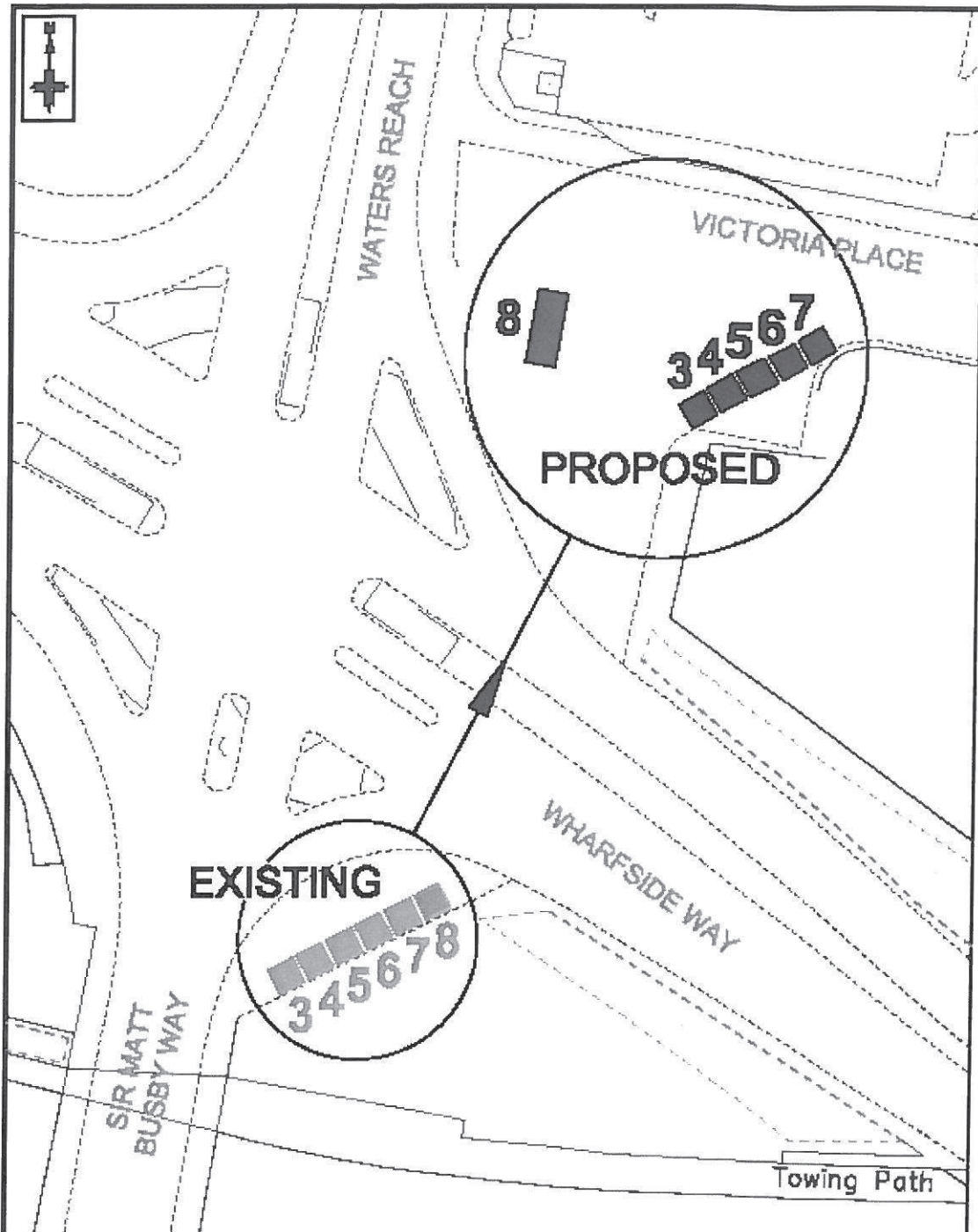
Legal Officer Clearance (type in initials).....MJ.....

[CORPORATE] DIRECTOR'S SIGNATURE (electronic)..........

SCHEDULE

SIR MATT BUSBY WAY, TRAFFORD PARK					
STREET TRADING PITCHES - EXISTING LOCATIONS					
Approximate location of centre of pitch					
Pitch No.	Description	O.S. Grid Reference		Global Positioning	
		Easting	Northing	Longitude	Latitude
3	A point 6.9 metres east of the projected eastern kerbline of Sir Matt Busby Way and 22.0 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380875	396445	53.464°N	2.289°W
4	A point 9.5 metres east of the projected eastern kerbline of Sir Matt Busby Way and 19.1 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380878	396446	53.464°N	2.289°W
5	A point 12.1 metres east of the projected eastern kerbline of Sir Matt Busby Way and 16.3 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380881	396448	53.464°N	2.289°W
6	A point 14.7 metres east of the projected eastern kerbline of Sir Matt Busby Way and 13.4 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380884	396449	53.464°N	2.289°W
7	A point 17.3 metres east of the projected eastern kerbline of Sir Matt Busby Way and 10.5 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380887	396451	53.464°N	2.289°W
8	A point 20.0 metres east of the projected eastern kerbline of Sir Matt Busby Way and 7.7 metres south west of the projected south west kerbline of Wharfside Way (A5081)	380890	396452	53.464°N	2.289°W

VICTORIA PLACE, TRAFFORD PARK					
STREET TRADING PITCHES - PROPOSED PITCH RELOCATIONS					
Approximate location of centre of pitch					
Pitch No.	Description	O.S. Grid Reference		Global Positioning	
		Easting	Northing	Longitude	Latitude
3	A point 41.7 metres east of the projected eastern kerbline of Waters Reach and 14.4 metres south of the northern kerbline of Victoria Place	380927	396507	53.465°N	2.288°W
4	A point 39.4 metres east of the projected eastern kerbline of Waters Reach and 16.3 metres south of the northern kerbline of Victoria Place	380924	396506	53.465°N	2.288°W
5	A point 37.1 metres east of the projected eastern kerbline of Waters Reach and 18.3 metres south of the northern kerbline of Victoria Place	380922	396504	53.465°N	2.288°W
6	A point 34.8 metres east of the projected eastern kerbline of Waters Reach and 20.3 metres south of the northern kerbline of Victoria Place	380919	396503	53.465°N	2.288°W
7	A point 32.5 metres east of the projected eastern kerbline of Waters Reach and 22.3 metres south of the northern kerbline of Victoria Place	380916	396501	53.465°N	2.289°W
8	A point 41.7 metres east of the projected eastern kerbline of Waters Reach and 14.4 metres south of the northern kerbline of Victoria Place	380901	396511	53.465°N	2.289°W



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PROJECT & TITLE Victoria Place, Trafford Park Relocation of Street Trading Pitches Location Plan		TRAFFORD COUNCIL		SCALE 1:500 (A4) DATE Nov.'12 FILE NO.		REFERENCE NO. E/8818/01		APPROVED	

TRAFFORD BOROUGH COUNCIL

Report to: Executive and Council
Date: 20 February 2013
Report for: Decision
Report of: Executive Member for Finance and the
Director of Finance

Report Title

Executive's Revenue Budget Proposals 2013/14, the Indicative Revenue Budget Proposals 2014/15, and Proposed Capital Programme 2013/16

Summary

This report sets out the Executive's proposed revenue budget for 2013/14, and included for the first time are the indicative revenue budget proposals for the following year, 2014/15. It also outlines the proposed capital budgets for 2013/16.

Overall the proposals will see the 2013/14 revenue base budget decrease by £(11.063)m, or (6.5)%, to £158.947m, when compared to an adjusted 2012/13 base budget of £170.010m. Taking into account budgetary pressures of £21.746m, total savings are proposed of £(18.685)m, with no increase in the level of Council Tax. Therefore, the Council will be able to take advantage of £(0.886)m of additional grant for a two year period.

The various cost pressures and investments are detailed in section 7 of the report. The major components include:

- Reduction in Government Funding £9.8m
- Inflation £5.2m
- Demography £2.5m
- Levies £1.8m

The savings put forward, £(18.7)m to achieve a balanced budget are summarised in section 7 and full details appear in the service schedules in annexes G to K.

Similar information is available for the indicative budget for 2014/15.

The Director of Finance has set out his view on the reasonableness and robustness of the budget, and the availability and adequacy of reserves, in annex M.

The proposed budget for 2013/14 sets out the planned resource availability for the Council. The Executive's proposals are made having had regard to the findings of a public consultation exercise and a review by the Overview and Scrutiny Committee. A number of decisions on savings, following public consultation, are required and will be taken by the Executive on 4 March 2013.

Recommendation(s)

It is recommended that the Executive propose to the Council to approve:

- That the net Revenue Budget for 2013/14 is £158.947m, a decrease of £(11.063)m, or (6.5)%, when compared to an adjusted 2012/13 base budget of £170.010m;
- That the minimum level of General Reserve for 2013/14 be set at £6m, the same as in 2012/13 (Annex M);
- That there is no increase in the proposed Council Tax level for Trafford related services in 2013/14 (the valuation bands are as detailed in Annex A);
- That the fees and charges be set per the booklet available alongside this report on the Council's website, including specifically:
 - an increase in the weekly charge for Allotment fees in 2014/15 (12 month notice period is required);
 - cease contributions to Mersey Valley and Bollin Valley Partnerships in 2014/15 (12 month notice period required);

the financial impact of which are all included in the budget proposals in the report;

- That the overall Capital Investment Programme level of £77.0m be approved (Annex L).
- That the Prudential Borrowing Indicators be approved (Appendix 1, page 14, of the attached Treasury Management Strategy

In recommending the above to Council, that the Executive will also present to Council:

- The objective assessment by the Director of Finance of the robustness of budget estimates and adequacy of the General Reserve (Annex M).

Contact person for access to background papers and further information:

Name: Cllr Sean Anstee Ian Duncan
Extension: 4884 4884

Background Papers:

Budget Report 2012/13

Draft 2013/14 and Indicative 2014/15 Revenue Budget Proposals and draft Capital Programme 2013/16 of 22 October 2012

Relationship to Policy Framework/Corporate Priorities	Value for Money. The proposed budget for 2013/14 and indicative budget for 2014/15 cross cuts all key priorities and policies.
Financial	The report sets out the proposed budget for 2013/14, with indicative financial plans for 2014/15.
Legal Implications:	It is a statutory requirement for the Council to set and approve a balanced, robust budget and council tax level. Budget proposals take account of various legislative changes as they affect Council services. The Council has begun the statutory processes associated with the effect of the proposed budget on staffing levels.
Equality/Diversity Implications	The likely impact of the budget proposals on issues of equality and diversity has been assessed and where appropriate will be mitigated.
Sustainability Implications	None arising out of this report.
Staffing/E-Government/Asset Management Implications	Human Resources – statutory processes have begun and the impact on staffing is still subject to consultation.
Risk Management Implications	An impact assessment of each budget proposal is undertaken as part of the overall budget setting process.
Health and Safety Implications	An impact assessment of each budget proposal is undertaken as part of the overall budget setting process.

Consultation

A budget consultation has been carried out, the details and results of which are shown in Section 2 of this Report.

Reasons for Recommendation

To enable the Council to set its Revenue Budget and Council Tax for 2013/14.

Key Decision

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

Finance Officer ClearanceID.....

Legal Officer Clearance ...JL.....

CORPORATE DIRECTOR'S SIGNATURE

(electronic).....

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



TRAFFORD
COUNCIL

**Executive's
Revenue Budget Proposals
2013/14, indicative Revenue
Budget Proposals 2014/15, and
Capital Programme 2013/16
20 February 2013**

INTRODUCTION BY THE LEADER OF THE COUNCIL

COUNCILLOR MATTHEW COLLEDGE

Welcome to the Executive's budget proposals for 2013/14 and indicative budget proposals for 2014/15. Following the Coalition Government's first emergency 'austerity' budget in July 2010 to address the national deficit, these proposals will reflect the fourth and fifth austerity budget since the economic crisis of 2008.

The effects of the challenging financial situation that the UK finds itself in has meant that Trafford Council has to deliver the services that we all rely on within significantly reduced resources. Over the next two years we expect Government support to reduce by £13.7 million, with an additional £1.6m of pressure caused by the changes to the Council Tax benefit system. It is also expected that austerity budgets will continue for a few years after this, and it is unlikely that funding and income will keep pace with rising costs and community need for many years after that.

In the past we have managed to find efficiencies and new income to reduce the impact on services, which have reduced the budget deficit by up to three quarters over the last three years. For the next two years less than half of the savings required are expected to come from policy choices that impact on front line services.

We are proud that we have the 20th lowest Council Tax in the country, and that we have managed to have no Council Tax rise in two years. We will continue to strip out inefficiencies, introduce new ways of delivering services through innovation and new technology and by working collaboratively with other organisations and the community itself.

Volunteers and voluntary organisations have been working with and alongside the Council for many years, from Friends of Parks organisations to mentors within Youth Offending Service and volunteers on Justice panels. In December 2011 we launched a campaign to strengthen the links, recognise the goodwill and good works, and to enable more people make that first step to a personally rewarding and enriching contribution to the community.

The campaign involved over 500 events across the Borough with over 15,000 volunteers participating. This included the first ever *Volunteer Awards* at a neighbourhood event in March 2012. We are now working closely with a third sector organisation to harness the interest and commitment we found. However, we already have 39 trained and committed volunteers extending our library service, and the Olympics attracted another 600 local volunteers which were essential in making it such an enjoyable, safe and successful event.

It is clear that the Council cannot continue to provide the same services in the same way into the future, and that a root change in the provision of services to the Community is needed. With this in mind, alongside the draft budget proposals we are also announcing a new vision and direction for the residents, businesses and other stakeholders for the Borough of Trafford. Together, with community leaders, volunteers, charities, public and private sector partners we will build on the success in our community:

Your Environment

We have one of the best performing and low cost waste collection services in Greater Manchester.

The Borough has the lowest number of people killed or seriously injured road casualties in Greater Manchester.

Your Community

2012 saw the introduction of e-books and Trafford is the first authority to loan out e-readers.

Crime reduced by 15.1% in the first six months of this fiscal year (April to September), with nearly 900 less victims of crime. Anti-social behaviour has fallen by 30.1%, over 1,300 less incidents, and violent crimes have reduced by nearly 11%.

In October 2012, the Council's CCTV service has been awarded a Divisional Commander's award by Greater Manchester Police for their collaborative work and making an 'outstanding contribution to front line policing'. In addition, the Environmental Health Team has also been working closely with the Police, and together have assisted in reducing commercial robberies in the Borough by 52% in 2011.

Trafford is the safest place in Greater Manchester, with the highest level of public confidence and satisfaction.

Over 300 new affordable homes will be built between 2012 and 2015.

Your Economy

Trafford has the highest percentage of young people in employment, education or training in Greater Manchester, and despite the wider economic challenges the overall unemployment rate in the Borough has remained stable at 3.1% which compares favourably with the Greater Manchester average of 4.7%.

The Council has been operating a successful apprenticeship scheme, with 43 apprentices taken on so far, 5 of them now having permanent jobs with the Council. The apprentice scheme will be promoted further during the National Apprenticeship week, which commences on 11 March 2013.

Businesses either have, or have plans, to invest around £1bn of capital into the economic infrastructure of the Borough by building such developments as the new Paper Mill at Carrington, Tesco in Stretford, ITV Studios at Trafford Park, and the Power Plant at Partington.

Your Children & Young People

13 of the Borough's 18 secondary schools are judged as outstanding by Ofsted, and collectively they have the second highest level in the country for achieving 3 or more A/A* grade A-Levels, and are fourth highest at achieving 5 or more C-A* GCSE grades.

Child obesity has dropped from 10.7% in 2008 to 8.2% in 2010, comparing favourably with a regional average of 9.9%.

There has been a 68% reduction in the number of young people entering the criminal justice system.

There has been an increase in the number of available foster parents.

Your Adult Social Care

50% of eligible adults now determine their own care provision through the personalisation programme.

Services to vulnerable adults have been rated as excellent by the Care Quality Commission.

Your Council

Local taxation collection rates have improved for the third year running and are the best in Greater Manchester at 97.8% for Council Tax and 97.4% for Business Rates.

The average time to process new benefit claims is the best in Greater Manchester at 14 days.

The Audit Commission continues to commend the Council for its disciplined approach and willingness to challenge itself in its drive to identify efficiencies and ways of improving services.

In November 2012 the Council was awarded 'Best Public Sector Organisation (over 250 people)' by the North of England Excellence Awards. In particular the judges commented on the Council's ability to adapt and change in response to external economic pressures whilst maintaining excellence of service to its customers.

BACKGROUND and SUMMARY
by THE EXECUTIVE MEMBER FOR FINANCE
COUNCILLOR SEAN ANSTEE

Background

Since 2005 it has been the clear policy of the Council to deliver value for money and a low Council Tax. This can only be achieved by a strong culture of financial management across all services.

Trafford Council has a proven track record and the recognition of the Audit Commission of delivering significant efficiencies, for setting robust and stable budgets, with minimal and reducing reliance on reserves, and for delivering improving high quality services within budget year after year.

From 2004 the Council has delivered £54.8m of permanent efficiencies, with an emphasis on management and back-office functions, reducing the risk to front line service delivery. The proposals outlined in this report contain provision for an additional £15.5m of efficiencies and changes in staff terms and conditions, which will bring the total to £70.3m. This level of efficiencies is equivalent to a Council Tax reduction of nearly 90%, and has assisted the Council in keeping Council Tax rises minimal such that the Borough currently has the lowest 'on the doormat' Council Tax in the North West of England.

The Council has internally invested in professional Procurement and Transformation teams, and also hosts the Association of Greater Manchester Authorities (AGMA) Procurement Hub and is the lead authority for the AGMA Improvement & Efficiency Commission. These teams have assisted in delivering much of the recent efficiencies, and will play a major role in contributing to future efficiencies. The AGMA I&E identified £9.2m for member authorities in 2011/12, of which Trafford benefited by £0.9m.

Since 2004/05 the average actual annual spend on services has been just £(283)k less than was budgeted which is an average of 1% below budget. This is an extraordinary achievement of controlling spend whilst ensuring that your Council Tax is spent on your services.

Successfully managing the treasury and tax functions over the same period and the resultant receipts from dividends, tax claims and improved debt collection, has helped generate a net benefit of £(25.0)m. This has assisted in funding one-off projects and improvements in Community Safety, our road network, and Town Centre investment, as well as maintaining a reasonable but healthy reserve balance to cope with organisational change and the financial consequences of issues such as equal pay.

As well as tackling historic overspending, the Council has also reduced its base budget reliance on reserves slowly but steadily from £2.7m in 2004/05 to £1.0m in 2012/13, which will reduce further to £0.9m in 2013/14, providing a more stable basis for future service delivery.

Where it has been in the interest of residents, the Council has engaged with other public sector organisations to share resources and capacity in delivering common community goals, improving the service to the customer, reducing 'red tape', ensuring greater customer focused services and delivering cost reductions.

Since 2005 the Council's policies and objectives, and in collaboration with partners, have delivered significantly improved customer focused services, secured significant permanent cost reductions, maintained a low Council Tax, tightly controlled expenditure, and established a culture of austerity and longer term planning.

In addition, the Council has stimulated local economic growth and brought new jobs to the Borough:

The Council has facilitated the £29m sports regeneration project centred around the Lancashire County Cricket Club which will complete in this year, and is expected to generate 240 jobs, 130 of which have been recruited to the new Tesco store. In addition, working in partnership with Manchester Investment Development Agency Services the new SAICA paper mill in Carrington will provide for a further 143 jobs.

Maintained low car parking charges which will continue stimulate the local economy for the benefit of our Town centres.

Summary of the draft 2013/14 and indicative 2014/15 Budgets

The current economic climate poses many issues for the Council as it does for households and businesses across the Borough; suppressed income, low investment rates, and relatively high inflation.

The next two years will be the fourth and fifth national austerity budget whilst the Coalition Government addresses the national deficit. It is estimated that the Council will have a budget deficit of £38.9m over the next two years, £21.7m in 2013/14 and £17.2m in 2014/15 for which it will need to identify savings and funding, as a result of:

£14.5m reduction in sustainable Government funding, and an additional loss of £1.6m of support to the cost of benefits.

Inflation, increasing public expectation and demographic pressures in key services, increasing charges from levying bodies for waste disposal and passenger transport, and some reduction in income totalling another £22.8m.

In meeting this challenge the Executive have identified over the two years proposals for £(12.6)m of efficiencies, changes to employee terms and conditions of £(2.9)m, £(3.4)m of new income, which with the prudent use of reserves will reduce the budget gap by over half:

£5.1m of efficiencies driven by improved procurement and commissioning of goods and services, and reducing back-office overheads

£4.5m efficiencies and economy savings realised by remodelling services including working with partners, and refocusing to meet customer need, choice and control,

£1.9m by reducing running costs by the use of new technology such as thin client,

£1.1m from pro-active risk and financial management.

The revenue and capital budgets allow for investment in priority services areas:

An investment of £5.1m for Children and Adult Social Care to meet the expectations of increasing service demands, and;

the planned level of grants to provide equipment to elderly and vulnerable people so that they can continue to live in their own homes has been increased by £1m to a total of £4.2m, and;

doubling the investment by another £0.4m in communications and early warning equipment to support the vulnerable living in their own homes for longer, and;

£0.2m extra support so that those people who have suffered an accident or illness can return to their own homes sooner.

Additional grant will see an increase of £4.1m made available to educating young people.

Almost an extra £1m has been set aside for Social Fund and the transitional effects of welfare reform.

£145k for under-5 year old community projects.

The capital programme 2013/16, which has been enhanced by an additional £4.6m of resources and totals £77.0m, will allow for:

Improved roads £12.7m; 54km of highway, 66km of footway, 750 new street lighting columns, 10 major bridge refurbishments.

Schools improvements of £20m in 2013/14, including increasing the number of primary school places by 1,750, and another £26.5m of capital spend being planned for the later years.

Schemes supporting the local economy of £5.8m, which includes for an additional £2.0m for Town Centre investment to support and drive the local economy.

£1m investment in improving recycling rates which will reduce future growing pressures of waste disposal, being both green and efficient.

Priority investment of £5.4m in other Council assets to ensure continued service delivery.

Investment in technology and service innovation of £1.9m to improve services and enable service change and efficiency.

However, inevitably some choices to reallocate resources from some services to those of a higher priority need to be made in order to balance the budget. This report provides details on all of the proposals being put forward by the Executive by each services area and can be reviewed at annexes E through J.

Where decisions to reallocate resources have been taken, the emphasis has been on management and back-office functions. Of the estimated 171 positions that are at risk to be removed from the establishment 50% are in management and back-office roles. The Council will employ a number of processes to minimise the impact on the staff concerned, and estimates that around 108 are currently considered at risk.

The budget proposals also contain for a review of a number of staff terms and conditions, as well as introducing a more cost-effective car business use and leasing schemes, and reducing overtime, sickness and agency costs. The majority of these proposals are not planned to be introduced until 2014/15.

CONTENTS

	Pages
Introduction and Background:	
Introduction by the Leader of the Council	6
Background by the Executive Member for Finance	9
Section	
1 Executive Summary	14
2 Budget Consultation	18
3 Scrutiny Review & Recommendations	22
4 Changes to the Executive's Proposals	23
5 Approach to Budget Challenge	27
6 Changes to how the Council is funded	31
7 Revenue Budget	37
8 Impact of the Budget on Staff	46
9 Risk, Robustness and Reserves	49
10 Capital Programme	51
11 Medium Term Financial Outlook	56
12 Council Tax Requirements & Statutory Calculations	61
13 Recommendations	65
Annexes	
A Council Tax Levels by Valuation Bands	66
B Base Budget Assumptions for Medium Term	67
C Draft (base) Budget 2013/14 Subjective Analysis	68
D Revenue Budget Proposals Summary 2013/14	69
E Draft (base) Budget 2014/15 Subjective Analysis	74
F Revenue Budget Proposals Summary 2014/15	75
Service Summaries	
G Children, Families & Wellbeing	80
H Environment, Transport & Operations	112
I Economic Growth & Prosperity	125
J Transformation & Resources	131
K Council-Wide Budgets	144
L Draft Proposed Capital Programme 2013/16	151
M Robustness & Adequacy of Reserves Assessment	153

1. EXECUTIVE SUMMARY

- 1.1 In approaching long term planning and budgeting the Council has since 2005 established a culture and key principles to deliver:

Sound financial management; expenditure contained within approved budget every year delivering a total £25.0m underspend, helping to keep the Council Tax low whilst enabling investment in priorities; such as £2.3m in Town Centres and £2.2m in fast tracking Highways improvements.

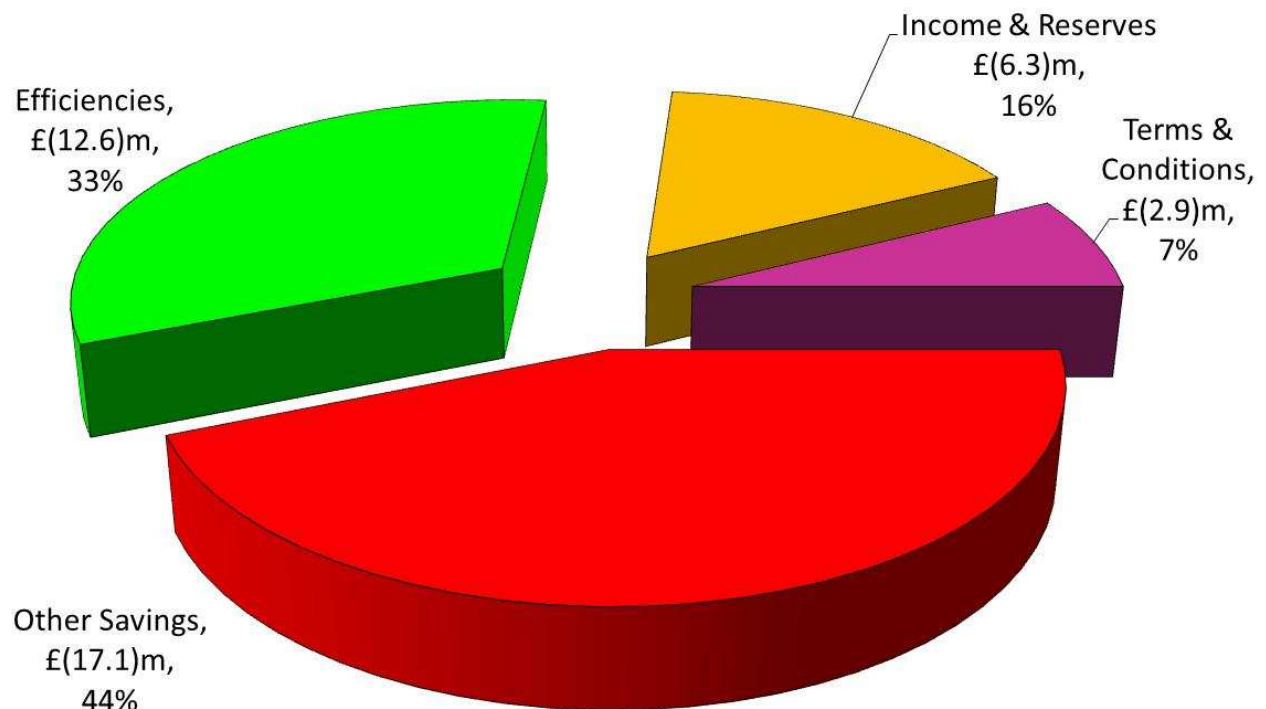
Value for money; £70.3m of permanent efficiencies delivered or planned equivalent to a nearly 90% reduction on the Council Tax, with a focus on reducing management and back-office inefficiency and investing in procurement and internal capacity to deliver rapid change.

Working collaboratively with partners; to deliver customer-focused service improvement, share resources and share costs.

Delivering excellence; a strong performance management culture, establishing clear vision and targets.

- 1.2 For 2013/15, 58% of the £38.9m budget deficit will be balanced by efficiencies, new income, changes to staff terms and conditions, and the use of reserves:

2013/15 Budget: Balancing the £38.9m deficit



- 1.3 Through collaboration the Council has not only reduced its own costs, but also assisted authorities across the rest of Greater Manchester and the North West achieve savings:

At the heart of delivering children and young people's services is the unique partnership between the Council's education and social services functions, and the Primary and Acute Care Trusts. This service centres around the needs of the child rather than the traditional delivery methods of the organisations which reduces unnecessary contact time and improves outcomes.

A new Human Resources computer system specified, procured and established in partnership with Stockport and Wigan Councils, a project referred to as SWiTch, avoided £2.5m of initial costs and has established a platform for a number of back-office revenue savings, and the project is a finalist in the 2012 Payroll World awards.

The CCTV team sharing accommodation and working closely with Greater Manchester Police, and in recognition of the success of this partnership they have been awarded a Divisional Commander's award for 'an outstanding contribution to front line policing' in October 2012. In addition, the Environmental Health Team has also been working closely with the Police, and together have assisted in reducing commercial robberies in the Borough by 52% in 2011.

- 1.4 Applying new technology and innovatively redesigning service the Council will reduce costs and/or improve customer-focused front line services:

Through integration and promoting independence, adult social services has saved £5.9m in 2011/12 whilst improving outcomes and customer choice.

Trafford is one of the first Councils to introduce the lending of e-readers as well as e-books as part of its innovative library services.

The Council's award winning phone application has been extended to work on other devices, and mobile technology friendly versions of Council's web site are being developed.

Modern advances such as thin client technology will be employed to reduce computer and communication costs by £0.9m.

81% of new claimants now use the e-benefit claim form, making it easier for them and reducing the input and administration time for the Council, so that it can maintain and improve on turning around new claims within 14 days.

A new business database is being developed to assist all Council departments in improving service provision and relationships with businesses.

- 1.5 At the forefront of the Council's commitment to the public is to improve accountability and transparency:

Trafford was one of the first Council's to publish all non-personal monthly expenditure (available under open-data on the website).

The Council has recently published infoTrafford (www.infotrafford.org.uk), which allows public access to a large and growing number of datasets about their local community, such as crime statistic, real-time tracking of gritting lorries, and soon to be launched, detailed ward profiles.

- 1.6 At a time of reducing funding and increasing cost pressures and public expectations, the draft proposed budget has identified investment to support the most vulnerable, and to support the local economy:

An investment of £5.1m for Children and Adult Social Care to meet the expectations of increasing service demands, and;

the planned level of grants to provide equipment to elderly and vulnerable people so that they can continue to live in their own homes has been increased by £1m to a total of £4.2m, and;

doubling the investment by another £0.4m in communications and early warning equipment to support the vulnerable living in their own homes for longer, and;

£0.2m extra support so that those people who have suffered an accident or illness can return to their own homes sooner.

Additional grant will see an increase of £4.1m made available to educating young people.

Almost an extra £1m has been set aside for Social Fund and the transitional effects of welfare reform.

£56k to support community based projects in deprived areas designed to build skills, confidence, and improve access to jobs and better life choices.

A £77.0m capital programme over the next three years, with specific investment in Town Centres of £2.4m.

- 1.7 Further investment and support has been found to support Trafford businesses and local economy to assist economic recovery:

Maintaining some of the lowest car parking fees in the country in order to stimulate local economic growth for our Town Centres.

2013/14 will see the completion of a £29m sports regeneration programme centred around the Lancashire County Cricket Club, which is expected to create 240 new jobs in the area, and

the opening of the new Town Hall which consolidate 5 administration buildings, and will help the Council save £5m in maintenance and utility costs over the next 25 years.

Businesses have invested, or intend to invest, around £1bn of capital into the economic infrastructure of the Borough by building such developments as the new Paper Mill and Power Plant at Carrington, Tesco in Stretford, and ITV Studios at Trafford Park.

2. BUDGET CONSULTATION

- 2.1 The Council released detailed budget proposals for the coming two years, 2013-2015 and the consultation process began on 15 October 2012, allowing for a full three months of consultation for each specific proposal in year one of the plan.
- 2.2 The budget process was launched through, media briefings, a dedicated Budget Consultation 2013-2015 section on the Council's website, the delivery of a Budget themed Your Trafford to every household and staff briefings.
- 2.3 The website hosted a video message from the Leader and also areas which covered:
- Key messages
 - Financial background including details of how the Council is funded and
 - Vision 2015
 - New ways of working
 - Draft budget proposals
 - Details of how to get involved in the consultations
- 2.4 The website received 1,513 hits with 1,007 unique page views.
- 2.5 A number of the consultation methods were adopted by Directorates to ensure that they were able to reach their service users, families of the service user, providers and partner agencies. These included:
- 'Easy read' versions of the proposals,
 - Questionnaires and surveys, including an easy read version
 - Letters to service users
 - Face to face meetings and briefings
 - Public meetings
 - Dedicated helplines and email addresses
 - Use of brokers e.g. Age UK, Trafford Centre for Independent Living
- 2.6 The budget consultation ended on 14th January 2013 with over 3,000 service users and over 200 organisations responding to the consultations.
- 2.7 The following table outlines the number of responses received for the specific consultations:

Directorate	No. of respondents
CWB	331
CYPS	193
Transformation and Resources	399
ETO (Waste Management)	2204*
TOTAL	3,127

**2086 were respondents to the initial survey issued during June / July 2012, the remaining 118 were attendees at consultation events held during October and November.*

Impact of consultation on service proposals

2.8 Directorates undertook specific consultations in relation to:

- **Communities and Well Being:**
 - Advocacy
 - Broome House
 - Charging
 - Community meals service
 - External Day support
 - Information and Advice (Council wide)
 - Katherine Lowe residential care home
 - Services for People with learning disabilities
 - Internal Day support (Pathways and Princess Centre)
 - Pre-paid cards
 - Public Health
 - Supported Living for Adults with a Learning Disability
 - Supporting People
- **Children and Young People's Services:**
 - Children's Centres
 - Complex and Additional Needs Service (Personalisation)
 - Youth Services
- **Transformation and Resources:**
 - Libraries
- **Environment, Transport and Operations:**
 - Waste collection

Highlighted below are the salient points arising from the consultations:

Communities and Well Being

2.9 In relation to the budget consultation within the Communities and Wellbeing Directorate, there have been 311 forms returned, broken down as follows:

Form	Responses	% of total responses
Charging	92	27.8%
General Overview	88	26.6%
Supporting People	44	13.3%
General Overview (Easy read)	40	12.1%
Day Centres	34	10.3%
Meals	22	6.6%
Katherine Lowe	7	2.1%
Supported Living	4	1.2%
Carers	0	0.0%
TOTAL	331	100%

Details of the individual responses have been collated and are being considered.

- 2.10 The consultation asked a number of generic questions relating to the impact or the proposals overall:

What do you think about Trafford's ideas in this leaflet to reduce costs?

- 61% felt that Ideas to reduce costs are good as long as the most vulnerable are protected, 19.5% considered the ideas to reduce costs to be bad and will have a significant impact on vulnerable people and 7.3% thought the plans are reasonable and fair in the light of the current budgetary situation.

How do you think these ideas will change the support you get?

- 45% felt that the ideas would worsen their support, 27.5% thought there would be no effect with 12.5% hoping that it doesn't make a difference to support.

How do you think these ideas will change the support other people get?

- 37.8% believe that some will find it harder and that others will see no change, 27% felt that it will be very bad for a lot of people and 18.9% considered there would be little or no impact for most people.

Children and Young People's Services

- 2.11 A total of three consultations were undertaken with Children and Young Peoples Service with a total of 185 responses.
- 2.12 The Children's Centres received the highest number of responses, 185 in total. This is in the context of the Children's Centres having over 3,000 adult users. Of the responses received 73% stated that they did not support the proposals, 24% did support the proposals, 2% felt there was insufficient evidence and 1% stated 'don't know'
- 2.13 In relation to the Complex and Additional Needs Service (Personalisation) 200 families along with a number of agencies and health colleagues were invited to comment. A total of 8 responses were received with a number of verbal responses received at forums and meetings. Overall personalisation and the offer of personal budgets are seen as a positive as children, young people and families are given control and choice of services that meet their assessed needs. Some concern has been raised during the consultation related to how this will be implemented and the potential impact of this on individual families.
- 2.14 In relation to the Youth Service no responses were received from the public.

Transformation and Resources

- 2.15 From the two library consultations, a total of 206 responses were received with regard to the use of volunteers across all libraries and 116 relating to the transfer of Greatstone Library to the Trafford Town Hall.
- 2.16 With regard to the use of volunteers across all libraries, 35.6 % supported this proposal, with 6.7% offering no views either way, 2.9% stating 'don't know' and 54.8% opposing the proposal.
- 2.17 In terms of the proposal to transfer Greatstone Library to the Town Hall, 30.4 % supported this proposal, with 29.3% offering no views either way, 14.5% stating 'don't know' and 25.7% opposing the proposal.

Environment, Transport and Operations

- 2.18 The review of the waste and recycling collection process actually began in June 2012 followed by a series of public meetings held during the budget consultation process. The outcome of the consultation was presented to the Executive on 26th November, however a final decision was not able to be taken until negotiations with DCLG have concluded.
- 2.19 There were no specific budget proposals which required consultation from Economic Growth and Prosperity.
- 2.20 The feedback of the public consultation will be taken in to account in the operational decisions required to implement the budget should the Council approve the Executive's proposals. The relevant savings proposals have been highlighted in grey within the savings schedules attached to the Service Summaries at annexes G to K. The proposal on the Weekly Food Waste Collection Service, is expected to be considered by the Executive Portfolio Holder under delegated authority, on the 18 February 2013. The remaining proposals will be considered at the Executive on 4 March 2013, should the Council approve the budget framework.

3. SCRUTINY REVIEW & RECOMMENDATIONS

- 3.1 The Executive submitted the draft 2013/14 and indicative 2014/15 Revenue Budget proposals and the 2013/16 draft Capital Programme to the Council's Scrutiny Committee on the 22 October 2012.
- 3.2 These proposals were reviewed by four topic groups established by the Scrutiny Committee, and a joint report of their findings and recommendations was issued to the Executive on 21 January 2013. The joint report made 14 recommendations along two themes:
 - requests that the Executive provide future reports on the progress and impact of some of the proposals should they be approved by Council, and/or,
 - that the Executive either seek assurance or provide further assurance to Scrutiny that the impact and consequence of implementation of some proposals would be as anticipated.
- 3.3 The Executive accepted and formally responded to Scrutiny on 6 February 2013, having either provided additional information or undertaking to do so at an agreed future date. The details of the response can be found on the agenda for that Scrutiny meeting on the Council's website.

4. CHANGES IN THE EXECUTIVE'S PROPOSALS FOLLOWING CONSULTATION

4.1 The Executive published its draft revenue and capital budget proposals on 22 October 2012. As a consequence of feedback from the various consultation exercises, Core Overview & Scrutiny, additional planning and review and the consequences of the February 2013 Local Government Finance Settlement, there are a number of changes to those draft proposals:

Changes to the revenue budget since the draft proposals of 22 October 2012	2013/14 (£000's)	2014/15 (£000's)
22 October 2012	1,508	1,773
Grant Settlement	3,979	1,545
Additional Savings	(705)	(52)
Cost Estimates	(2,201)	(202)
Proposed Grant to Partington Parish Council	32	(32)
Council Tax Freeze grant 2013/14	(886)	
Proposed use of Reserves	(850)	(1,150)
Council Tax Support Scheme	(1,066)	
Council Tax Surplus and Tax Base	208	50
To be Identified		(1,932)
Total	0	0

4.2 The consequences of the Local Government Finance Settlement are complex, especially when combined with the changes brought about by the Council Tax Support scheme replacing the current Council Tax Benefits regime, and these issues are discussed separately in section 6.

Grant Settlement		2013/14 (£000's)	2014/15 (£000's)
CFW	Increases in Learning Disability and Health Reform	(128)	(130)
CFW	Early Intervention Grant 2 year old top-slice	2,521	431
CFW	Social Fund	(5)	
CFW	Education Support Services and Academies top-slice	4,817	
CFW	Education Support Services Grant	(3,385)	
CFW	Health & Social Care Grant increases	(527)	216
EGP	Preventing Repossessions funding	82	
T&R	Benefit Administration Grant	127	137
C-W	Reduction in Council Tax Support	1,201	141
C-W	Additional New Homes Bonus	(311)	(235)
C-W	Changes in Formula Funding	(413)	985
Total Changes		3,797	1,545

- 4.3 In order to balance the budget following further reductions in Government funding announced in late December, additional savings proposals have been required. These additional savings proposals are listed below, and further details are contained within the respective service summaries and savings schedules at annexes F to J:

Additional Savings			2013/14 (£000's)	2014/15 (£000's)
CFW	E	Further procurement through market management	(80)	
CFW	E	Emergency Card Scheme	(16)	
CFW	E	Telecare extension	(200)	
CFW	E	Carers Development	(40)	
CFW	E	Support services, introducing new technology	(23)	
CFW	PC	Isobel Baillie Lodge	(60)	
ETO	PC	Street Lighting Maintenance	(60)	
ETO	PC	Environmental Enforcement Team review	(170)	
ETO	PC	Leisure Building Maintenance, brought forward a year	(35)	35
ETO	PC	Rephase Mersey & Bollin Valley	167	(167)
EGP	PC	Preventing Repossession		80
T&R	E	Reduce books purchases due to introduction of e-reading	(13)	
T&R	E	ICT infrastructure due to move to new Town Hall	(20)	
T&R	E	Moving Council Tax information from hard copy to WEB	(10)	
T&R	E	Rationalisation of management costs	(22)	
T&R	I	Sale of legal advice to external bodies	(18)	
T&R	PC	Financial Management Team further review	(125)	
C-W	T&C	Rephase of Terms and Conditions savings	20	
Total Savings Proposals			(705)	(52)

Key:

E: Efficiency I: Income PC: Policy Choice T&C: Staff Terms & Conditions

- 4.4 As work continued on the budget following the publication of the draft proposals, a number of changes have been brought about by reviewing cost estimates and rephasing savings proposals:

Cost Estimates		2013/14 (£000's)	2014/15 (£000's)
CFW	Rephase expenditure on Stronger Families initiative	(100)	100
CFW	Transfer of 2 year old Education to DSG	(469)	
CFW	Nursery Sustainability responsibility transfer to Schools	(131)	
CFW	Review of inflation estimates	(677)	
ETO	Waste levy; updated estimate and application of smoothing reserve	(500)	(49)
C-W	Budget adjustments relating to Council Tax Support & Benefits schemes	(136)	
C-W	Transport levy and Combined Authority estimates update	(82)	(174)
C-W	Carbon Reduction Allowances	(125)	(79)
Total Movements		(2,220)	(202)

- 4.5 The new Council Tax Support scheme has the effect of reducing the Council Tax Base. As a consequence Partington Town Council would either need to reduce expenditure or raise their Council Tax precept rate in order to maintain the same level of revenue. To mitigate this, the Executive proposes that the Council provides a transitional grant of £32k for 2013/14.
- 4.6 Many adjustments relate to increased expenditure commensurate with increases in specific Government grants that were announced or confirmed after the draft Budget Report was written. The Executive have been specifically mindful to make the following changes:

New grants with new responsibilities		2013/14 (£000's)	2014/15 (£000's)
CFW	Public Health	(10,171)	(285)
CFW	Early Intervention: Recruitment of Adopters	(160)	
CFW	Local (NHS) Complaints Advocacy	(57)	57
CFW	Local Reform & Community Voices	(166)	5
CFW	Social Fund	(562)	8
T&R	Community Right to Bid	(8)	
T&R	Right to Challenge	(9)	
T&R	Community Value	(5)	
T&R	Council Tax Support: New Burdens	(114)	
	Increase Budget to meet associated expenditure	11,236	215
Total Grants		0	0

4.7 In addition to the above, the Trafford Partnership has released £154k of reserves to support under 5 year old community projects throughout the Borough, to be awarded on a participatory budget basis.

4.8 The following table summarises the changes to the Capital Investment Proposals 2013/16 since the draft Budget Report of 22 October 2012:

Changes to the capital programme budget since the draft proposals on 22 October 2012	2013/14 (£000's)	2014/15 (£000's)	2015/16 (£000's)
Draft Proposals 22 October 2012	40,912	22,176	11,069
Additional Q3 budget re-phasing	(1,970)	4,534	720
Adjusted proposals	38,942	26,710	11,789
Highways Structural Maintenance : Additional grant	392	213	
New project for A56 Cycle Safety works	320		
Adjustment to grant for:			
- Nursery Place Provision	(180)		
- Personal Social Services Grant	8	19	
Bridgewater Way Integrated Travel - Transfer of responsibility for some work to Developer.	(770)	50	
Settlement adjustment to Highway Maintenance Grant			(500)
Proposed Capital Budget 2013/16	38,712	26,992	11,289

4.9 The main reasons for the changes to the Capital Investment Programme as shown above are :

- Re-phasing of budgets for a number of major expansion work projects at primary schools and highway improvement works in west Timperley.
- Confirmation and notification of additional government grant awards. Projects have been adjusted for this funding change, with future years assumptions amended to take account also.
- Additional scheme, supported by external resources, to improve cycle safety by providing a route parallel to the A56 in Stretford.
- Changes to reflect the responsibilities of the Developer in the delivery of the Bridgewater Way integrated transport project.

5. APPROACH TO THE BUDGET CHALLENGE

Principles

5.1 The change in the global economy has had far reaching consequences for everyone. The severity of funding reductions, suppression of existing income sources, increasing public expectations and genuine increasing demand in the community means that traditional approaches to budget setting are no longer sufficient. To ensure that the general services used by all, such as roads and waste collection & disposal, and the support services, such as social care, are available for all into the future. A radical new approach to budgeting and service planning is needed.

5.2 The Executive and Corporate Management Team have for the last three years been putting measures in place to ensure that the Council provides the highest quality public services, that meet the continuously changing needs of customers and residents in a fast pace society, at the lowest cost:

Investing in a dedicated procurement team to reduce existing contract costs, obtain the best value for money, and reduce the impact of current high inflation.

Hosting the Association of Greater Manchester Authorities (AGMA) Procurement Hub, that undertakes to make savings using combined purchasing power for all authorities both across Manchester and the North West.

Leading on the Association of Greater Manchester Authorities Improvement & Efficiency Commission.

Improving internal capacity to meet the challenge of change and to identify and eliminate inefficiency.

5.3 These investments have driven out cost reductions and efficiencies which otherwise would not have been delivered in such magnitude, with such speed.

5.4 In addition to these measures, the Executive and the Corporate Management Team have put at the heart of service planning and budgeting a number of principles which impact on the culture of the organisation and the behaviour of all staff and managers.

Establishing Shared Services and Local Collaboration

5.5 Working with neighbouring authorities will increase efficiencies but more importantly provide more customer focused services. Some examples of how Trafford is doing this are provided below:

The AGMA Improvement & Efficiency Commission has identified £9.2m of efficiencies and cost savings across Greater Manchester in 2011/12, with £0.9m benefitting Trafford.

Alongside Wigan and Stockport , the Council has been developing a collaboratively shared Human Resources (HR) and Payroll system, under the umbrella project name of SWiTch. The project is the largest collaboration in Greater Manchester of its kind, and is a 2012 Payroll World winner. Collaboration saved or avoided £2.5m of costs between the authorities, and it has been a test bed for Councils working together and a spring board for £0.2m of back-office efficiencies.

Trafford Council and Greater Manchester Police are actively working in collaboration to improve outcomes for our residents and local businesses. By bringing some of our related services closer together we will deliver a better customer experience, maximise the opportunities for efficiencies through co-location and will actively encourage our other strategic partners to join our collaboration. There has been a wide range of improvements to date, including:

- Ability to deploy resources dynamically, based upon risk
- Improved working relationships, including shared intelligence e.g. hotspot locations
- Improved and more robust action plans
- one conversation with witnesses and victims of crime
- shared objectives across Council and Police staff
- Instant access to shared data - far quicker progress to court
- Increased skill set – e.g. knowledge of respective legislation

Trafford Council has also been working with GM Fire and Rescue Service to develop a range of projects and activities, including:

- A volunteering programme
- ‘STEP’ programme for unemployed people which used a bike project to mentor and support basic skills to improve employment prospects
- Information Sharing Workshop for stakeholders to encourage further collaboration

Redesigning Services

- 5.6 The Council is actively exploring new service delivery models and opportunities to review existing arrangements. In the last year we have been driving forward some fundamental changes to the way services are delivered and working in partnership to do this has been a vital success factor.

- 5.7 The establishment of an integrated health and social care service is a key priority for both Trafford Council and Bridgewater Community NHS Trust, and is in line with the priorities set by the Integrated Care Services initiative led by NHS Trafford. To meet this priority it has been proposed to integrate the Operational Services within Communities and Well Being (Adult Social Care) and Trafford Provider Services (NHS). This will provide the most effective, efficient and value-for-money services possible within the resources available but most importantly, improve the patient and staff experience of service delivery, and to improve outcomes for residents of Trafford. The benefits of setting up an integrated service will include:
- A streamlined and clearer care pathway that will provide improved personalised care, proportionate to need.
 - Safe and effective alternatives to intensive Health and Social Care Services, promoting independence in adults and older people.
 - More efficient and effective use and deployment of resources between partners.
 - Effective, anticipatory, systematic approach to the care and management of people with Long Term Conditions in neighbourhoods.
 - Reduced reliance on hospital based services by promoting the delivery of support to people in primary care, community or home environments.
 - Reduced health inequalities by working in partnership with residents, agencies, organisations and the third sector within Trafford.
- 5.8 Trafford's approach to the Government's Troubled Families agenda, known locally as 'stronger families', is in development and partners are working together to share staff and resources to create new delivery models and better family assessment methods.

Customers and Residents

- 5.9 The budget proposals in each Directorate have all maintained the importance of customer focus, some examples include:

More personal budgets are now available across children's and adults services so residents are in control about how money is spent on their needs and in doing this we will get much better information about the types of support services required in general.

New services have been commissioned which support older people and those leaving hospital to live independently.

As a result of Trafford being a host borough for the Olympics, we have been able to improve the local environment – more dropped kerbs, improved street lighting and more CCTV has created a more accessible and safer environment.

We have made further improvements to our i-phone app, following customer feedback received.

- 5.10 In 2013 we will be launching our Customer Services Strategy; the aim of this strategy is to put customers at the heart of everything we do and make it easy for anyone living, visiting, working or studying in Trafford to access Council services where and when they need them. We will deliver a quality experience for all of our customers and wherever possible offer joined up services with partner agencies.
- 5.11 Our locality working proposals will provide a greater range of opportunities for residents to influence how services are designed and delivered.
- 5.12 The joint development of Trafford Council's Citizen's Charter with residents and local businesses will very much help clarify the expectations and principles for living in Trafford and our locality arrangements will help to monitor the Charter's success and where it needs to change or be updated over time.

Exploiting Technology

- 5.13 This is a reoccurring theme across all Directorates and is often an enabler to realising savings. We will continue to exploit our use of technology and social media to improve our internal and external communication channels, speed of response to customer needs and customer experience. Examples of how technology has either delivered or enabled efficiency and/or service improvement are:

Through integration and promoting independence, adult social services has saved £5.9m in 2011/12 whilst improving outcomes and customer choice.

Trafford is one of the first Councils to introduce the lending of e-readers as well as e-books as part of its innovative library services.

The Council's award winning phone application has been extended to work on other devices, and mobile technology friendly versions of Council's web site are being developed.

Modern advances such as thin client technology will be employed to reduce computer and communication costs by £0.9m.

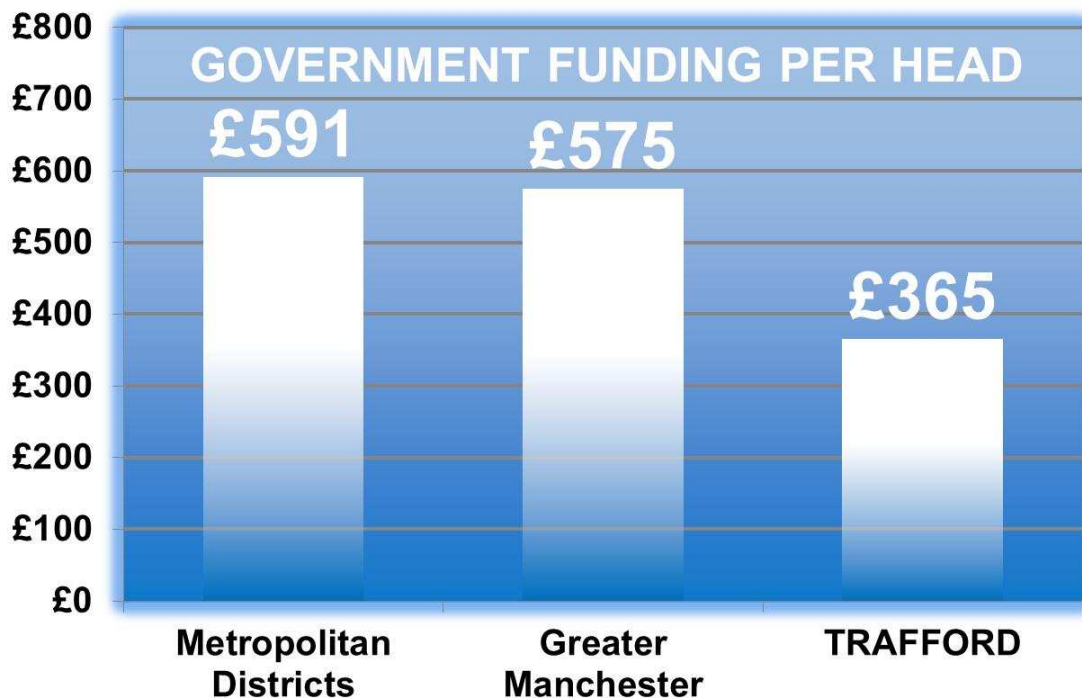
81% of new claimants now use the e-benefit claim form, making it easier for them and reducing the input and administration time for the Council, so that it can maintain and improve on turning around new claims within 14 days.

A new business database is being developed to assist all Council departments in improving service provision and relationships with businesses.

6. CHANGES TO HOW THE COUNCIL IS FUNDED

Background - Government Funding

- 6.1 Traditionally, Trafford is already a low funded authority as it is seen on the one hand as not being as comparatively deprived as other Councils and at the same time has a higher than average Council Tax base. Relative to similar authorities and neighbouring authorities, for 2013/14 this trend of low funding per head will continue, with Trafford receiving around 60% of the average level of funding.



Changes to how Local Government is Funded

- 6.2 2013/14 will see a number of changes to how the Council is funded and to its statutory responsibilities:
- Formula Grant, the main Government general grant supporting the budget, has been replaced with Start-Up funding, and has changed in its proportions of Revenue Support Grant and retained Business Rates. Some new specific grants have been created, in particular Education Support grant, which reflects the changing nature of support to LEA Schools and Academies by the Government and Local Councils.
 - A number of large specific grants have been folded into Start-Up funding.
 - New funding has been provided for a number of new statutory responsibilities (listed at the table at paragraph 4.6), not least of which is the transfer of Public Health responsibilities at around £10m from the disestablished Primary Care Trust.

- The nature of Council Tax Benefits has changed (please see Changes to Council Tax and Council Tax benefit on the agenda for the Executive of the 21 January 2013 on the Council's website).
- Other specific grants have also changed, some increasing and some decreasing.
- Business Rates Retention is now a feature of the available funding to the Council. The Council may now retain 24.5% of increases in business rates above a Government determined baseline, however, it is also responsible to contribute 49% towards any shortfall to that target level up to a safety net loss of £2.4m.

6.3 Taken as a whole these changes make it difficult to readily compare levels of funding between 2012/13 and 2013/14. The changes can probably be more readily understood if the 2012/13 budget is first restated on the same funding basis as 2013/14 and onwards, and then the changes in level of funding between the restated position and the settlement for 2013/14 are examined.

Adjusting the 2012/13 Budget for Comparison Purposes

6.4 From April 2013 the current Council Tax Benefits system will be replaced by a Council Tax Support scheme. The element of the Council Tax relating to Council services that comes from benefit is around £11m. Unlike benefits, Council Tax support is treated as a discount to the Council Tax liability and has the effect of reducing the Council Tax level in 2012/13 from £(88)m to £(77)m.

6.5 In establishing Start-Up funding the Government has transferred around £15m of the following specific grants, which has the effect of increasing both the net budget and the level of funding.

Transferring Specific Grant	Value of Transfer (£000's)
2012/13 Budget	155,395
Early Intervention Grant	9,288
Learning Disability & Health Reform	5,097
Flood	117
Homelessness	113
Total specific grant transfers into funding	14,615
2012/13 adjusted budget	170,010

6.6 As a consequence, the adjusted 2012/13 budget reflects a net budget of £170m from the original £155m, being funded by Government Start-Up funding of £(92)m rather than £(66)m, and Council Tax of £(77)m down from £(88)m for the element of benefits for Council services paid on residents' behalf by the Government.

Local Government Finance Settlement

- 6.7 Trafford received one of the highest reductions in funding in the Country. Using the Government's own comparator, "Spending Power", the Council's percentage reduction was the second highest in the Country, with only Brighton & Hove Council being worse off in 2013/14:

Local Authority	Reduction in Spending Power (£m)	Reduction in Spending Power (%)	Ranking (1 highest reduction)
Brighton & Hove	6.9	2.80%	1
Trafford	4.6	2.75%	2
Solihull	4.3	2.71%	3
Kensington & Chelsea	5.2	2.67%	4
Bristol	10.2	2.52%	5
Bury	3.7	2.42%	6
Wirral	7.4	2.42%	7
North Somerset	3.8	2.38%	8
Isle of Wight	3.4	2.38%	9
Bath & NE Somerset	3.1	2.37%	10

- 6.8 The average national reduction was 1.58%. After taking into account the various funding and methodology changes and reflecting the relative need of the Borough, Trafford's reduction of 2.75% represents an additional loss of £2.0m above the national average reduction. Locally, the Greater Manchester average reduction was 1.86%.
- 6.9 There are a number of grants still to be announced by the Government:
- in particular this report includes for an estimate for the Education Support Grant totally £(3.4)m which is subject to change dependent upon pupil count. Should there be a relative change in pupil numbers with other authorities and/or Academies the value of this grant could change, and any shortfall will impact adversely.
 - The Extended Rights & Sustainable Travel grant of £(86)k has also not been announced and a reduction would also adversely affect the budget.
 - The remaining unconfirmed grants total £(1.3)m, however, these relate primarily to project type expenditure, and it would be expected that plans would be rephased or adapted to available funding.
 - There is a possibility that there are grants that have not previously existed yet to be announced, but these would not adversely affect the budget unless the statutory responsibility cost more locally than was provided by the grant.

- 6.10 From those grants that have been declared the total loss in Government support will be around £15.2m over the two years; £8.9m for 2013/14 and £6.3m for 2014/15. This is around £1.8m more than was estimated in the draft report of 22 October 2012, but reflects the late autumn announcement by the Chancellor of deeper austerity of 2% for Local Government in 2014/15 which is equivalent to a further £1.4m loss (detail of movement at para 4.2):

Change in total Government support	2013/14 (£m)	2014/15 (£m)	Total (£m)
22 October 2012 estimate	5.8	5.0	10.8
February 2013 Final Settlement	9.8	6.3	16.1
Additional loss over estimate	4.0	1.3	5.3

Note; the above excludes 2013/14 Council Tax Freeze grant of £(0.886)m

- 6.11 The main movements in Government support are:

	2013/14 (£000's)	2014/15 (£000's)	Total (£000's)
Start-Up Funding			
- Main element	10,843	6,886	17,729
- Council Tax Support	1,201	141	1,342
Specific Grants:			
- Education Support	(3,385)		(3,385)
- Health & Social Care	(907)	(164)	(1,071)
- New Homes Bonus	(661)	(523)	(1,184)
- Council Tax Freeze 2012/13	2,210		2,210
- Council Tax Administration	127	137	264
- Community Safety	137		137
- Other grants	260	(205)	55
Total net loss in Government support	9,825	6,272	16,097

- 6.12 One of the reasons the reduction in Start-Up funding is higher than anticipated is the top slice for statutory educational support responsibilities, which is then to be funded by the introduction of the Educational Support grant. The following table summarises the significant movements in base funding:

	2013/14 (£000's)	2014/15 (£000's)	2 year (£000's)
(adjusted) Start-Up funding brought forward	(91,680)	(79,636)	
Austerity / formula changes	3,319	6,587	9,906
Statutory education support top slice	5,117	(1)	5,116
Early Intervention Grant:			
- 2 year old education transferred to schools	1,691		1,691
- Top-slice for national initiatives	593		593
- Austerity	237	431	668
Council Tax Support (benefits)	1,201	141	1,342
Homelessness	19	(1)	18
Learning Disability & Health Reform	(128)	(130)	(258)
Social Fund administration	(5)		(5)
Start-Up funding / total movement	79,636	72,609	19,071

- 6.13 A number of the changes that were not known until the Provisional Local Government Finance Settlement, issued late just before Christmas, have significant adverse effects on the Council's budget, and have required additional savings to be identified:
- The reduction caused by statutory education support of £5.1m is not covered by the introduction of the new grant at £(3.3)m. The Government have, to an extent, been funding Local Authorities to support Academies whilst the Government have been providing the majority of that support directly. This change is to reflect the relative responsibilities and reapportionment funding accordingly. However, this is still a loss of £1.7m to the Council.
 - Alongside the reduction of £2.5m caused by the transfer of responsibility for 2 year old education to schools is a reduction in expenditure of just under £(0.5)m. The £2m difference is a funding pressure that has had to be met by other savings across the Council.
 - The reduction in Council Tax Support grant of £1.2m was in the main known at the time of the draft Budget, however, the actual reduction in funding is around £0.1m more than the 10% previously advised.
- 6.14 Another significant funding reduction relates to the 2012/13 Council Tax Freeze grant of £2.2m being for one-year only, though this is compensated to a degree by the new Council Tax Freeze grant for 2013/14 of £(0.9)m though this will only last for two years causing a budget pressure in 2015/16.
- 6.15 Part of the Early Intervention top-slice for national initiatives will be returned to Local Authorities, but for the additional responsibility of improving the recruitment of adopters. The remainder of this top slice is anticipated to be returned to Local Authorities for one year only as an unringfenced grant, but this is yet to be confirmed, and has not been brought into the budget as it is both unconfirmed and unsustainable.
- 6.16 The final change in the new methodology for funding Local Government is the possibility of retaining an element of the growth in the business rates. The scheme is complex, however, the key elements for Trafford are:
- The 2012/13 expected business rate collection for the Borough is £154.7m.
 - The Government baseline (target) for collection in 2013/14 is £151.6m.
 - It is currently estimated that the value of outstanding valuation appeals could impact on collection by as much as £8.9m in 2013/14, and puts achievement of the baseline at risk.
 - Should actual collection exceed baseline, the Council will retain 24.5% of any excess.
 - Should the actual collection fall below baseline in 2013/14, the Council will be required to meet the costs of 49% of this shortfall up to a safety net of £147m, or a budgetary impact of £2.4m.

- The Government is considering introducing legislation which will allow Councils to spread the implications of any loss over five years, however without the details of such legislation it is difficult to forecast its impact.
- 6.17 Whilst there is significant investment in the Borough with such developments as the Paper Mill and Power Plant in Carrington, Lancashire cricket ground and Tesco in Stretford and ITV Studios in Trafford Park, the extent of back dated valuations makes it difficult to be sure that actual business rate collection will certainly be above the baseline.
- 6.18 On the basis of the level of uncertainty in the current economic climate and taking into account the level of appeals which are determined by the Valuation Office independently of the Council, no expectations of additional retained business rates has been included in the budget. Furthermore, the consideration of a potential maximum loss of £2.4m has been considered when determining the risks facing the sustainable budget in the Director of Finance's robustness assessment.

7. REVENUE BUDGET

Background - Financial Standing

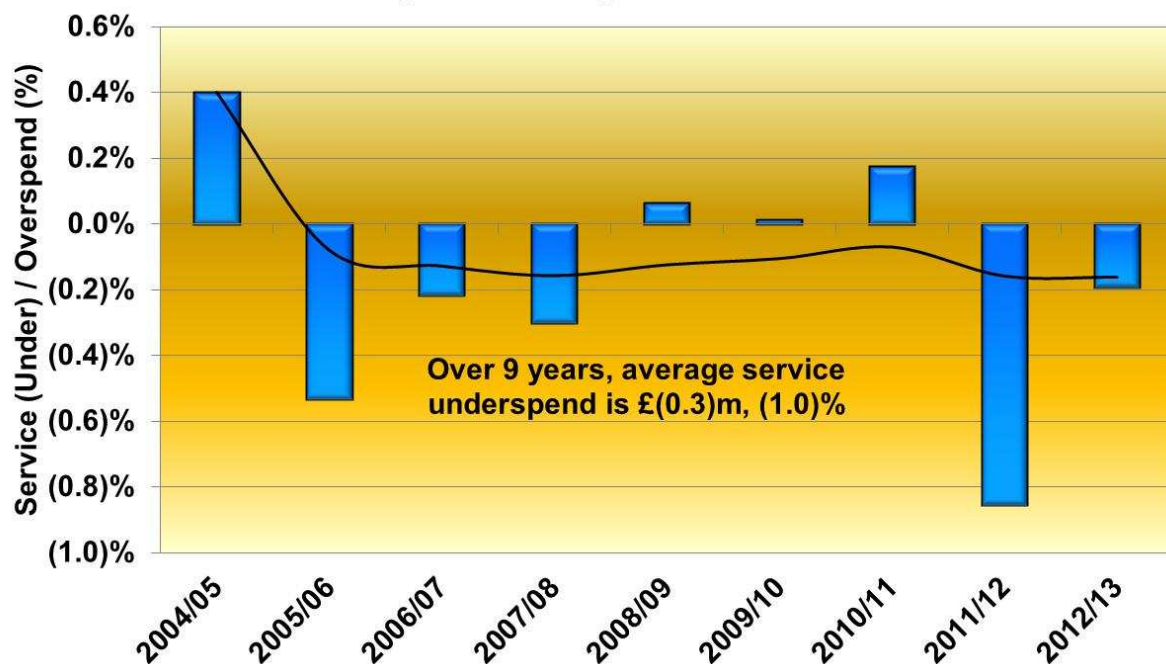
- 7.1 Trafford Council has a proven track record in delivering significant efficiencies, for setting robust and stable budgets with minimal and reducing reliance on reserves, and for delivering improving high quality services within budget year after year.

“The Council’s disciplined approach to financial planning and willingness to challenge itself should help to secure a sustainable [future] financial position.”

Audit Commission, Annual Governance Report 2012

- 7.2 Over a nine-year period, 2004-2013, the average actual spend on services has been just £0.3m less than budgeted. Over this time the balance was struck between unplanned impact on reserves and ensuring that the Council Tax raised was spent on services.

Total (Under) / Over Service Spending against Budget 2004/13



- 7.3 In the same period, pro-active tax, debt and treasury management generated an additional £25m of cash savings which have been used to invest in service priorities:

£9.5m of investment in capacity to deliver efficiencies and organisational change,

£1.0m for additional Community Safety initiatives,

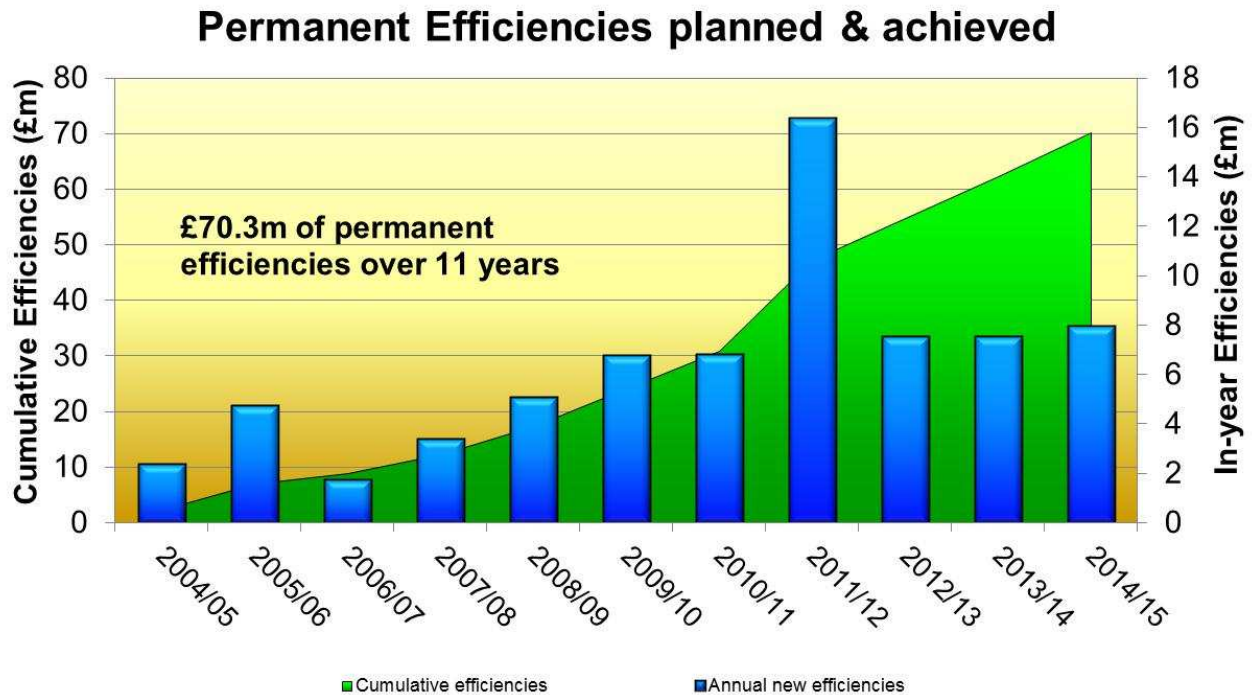
£2.2m to fast track highways improvements,

£2.3m investment in the Town Centres,

£9.1m base budget support.

Funding to deal with arising issues such as Equal Pay without impacting on base budget and sustainable service delivery.

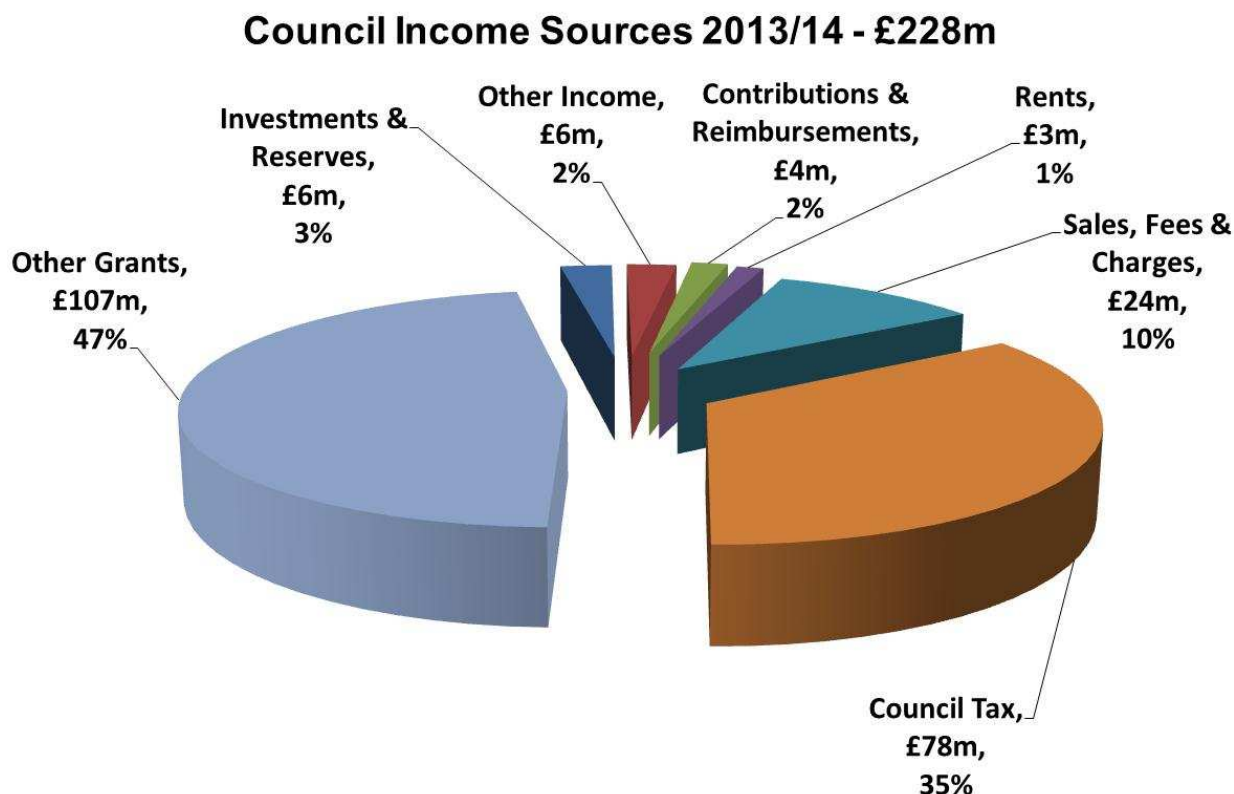
- 7.4 From 2004/05 to 2012/13 the Council has or is in the process of delivering £(54.8)m of permanent efficiencies, and the draft and indicative budget proposals provision for a further £(15.5)m bringing the total to £(70.3)m equivalent to a reduction in the Council Tax of nearly 90%:



Funding and Income Sources

- 7.5 The size of the budget, or the level of approved expenditure, is entirely limited by how much income and funding the Council receives. Central Government remains the major partner in determining the Council's overall level of spend.
- 7.6 Within the overall spend of the Council is schools related expenditure which is 100% funded by the Dedicated School Grant, and Housing Benefits which is almost entirely funded by Government subsidy. The Dedicated Schools Grant and Housing Benefit Subsidy are ring-fenced to their relevant areas, so cannot be used to support other expenditure or services.
- 7.7 The remaining gross expenditure of the Council is estimated to be £228m for 2013/14, of this 47% is funding directly from the Government. A decrease in Government funding therefore has a major influence on the Council's budget,

particularly as other income streams have been suppressed in the current economic climate.



7.8 Income by way of investments, whether in terms of cash reserves or the property portfolio, and many sources of income through fees and charges have been suppressed by the current economic conditions. The Council is looking for new income sources, primarily selling on support services to other public bodies, and adjusting pricing policies where it is more appropriate for services to be more commercially based.

7.9 Increases in Council Tax are limited as the Government seeks to avoid “excessive” Council Tax rises, and places limits above which a referendum is required. For 2013/14 there is a choice between freezing Council Tax and attracting a time-limited grant of £(0.886)m, or sustainably increasing the Council Tax level up to the referendum trigger point. This is considered further in section 12, however the Executive is recommending a freeze in the level of Council Tax.

Cost Pressures and Financial Assumptions

7.10 The current economic climate poses a number of challenges for the Council:

Inflation for the supply of goods and services has increased and the budget is based on an inflation rate of around 3%. In addition, there are increases in some supply costs, such as energy, which are considerably more than the average rate of inflation.

Demography, which is the term relating to the general increase in the number of service users and/or the complexity of their needs. Primarily this pressure affects Social Services provision and related services such as the Drug Action Team.

Levies, which are payments to other public bodies such as the Greater Manchester Waste Disposal Authority and Transport for Greater Manchester, who deliver services on behalf of Trafford and other Councils. In both cases the costs of the levies are rising in excess of £1m each per year and represent a significant cost pressure to the Council.

- 7.11 The following table details the 2013/14, 2014/15 basic budget assumptions in relation to cost pressures, and for completeness, changes in funding (section 6). The detail of cost pressures for each Directorate can be found at annex C for 2013/14 and annex E for 2014/15. Reference is also made to the Fees and Charges Book for 2013/14 (available elsewhere on the agenda), upon which the increases in income listed below is based.

Base Budget Assumptions	2013/14 (£m)	2014/15 (£m)
Cost Pressures		
- Pay & prices	5.191	4.758
- Demography	2.541	3.100
- Levies	1.788	1.482
- Other	1.207	0.731
Total Cost Pressures	10.727	10.071
Funding Pressures		
- Movement in specific grants	(2.219)	(0.755)
- Movement in Start-Up funding	10.843	7.027
- Movement in Council Tax Support	1.201	
- Use of reserves adjustment	1.194	0.850
Total Funding Pressures	11.019	7.122
Total Budget Deficit	21.746	17.193

Investing in Services

- 7.12 The Council's plans supported by the 2013/14 proposed, 2014/15 indicative revenue budgets and the 2013/16 capital programme will include provision for a number of investments in key service areas:

An investment of £5.1m for Children and Adult Social Care to meet the expectations of increasing service demands, and;

the planned level of grants to provide equipment to elderly and vulnerable people so that they can continue to live in their own homes has been increased by £1m to a total of £4.2m, and doubling the investment in communications and early warning equipment by another £0.4m, and; £0.2m extra support so that those people who have suffered an accident or illness can return to their own homes sooner.

Additional grant will see an increase of £4.1m made available for educating young people.

Schools improvements of £20m in 2013/14, including increasing the number of primary school places by 1,750, with another £26.5m of capital spend being planned for the later years. Plus an additional grant will see an increase of £4.1m made available to educating young people.

Improved roads £12.7m; 54km of highway, 66km of footway, 750 new street lighting columns, 10 major bridge refurbishments.

Schemes supporting the local economy of £5.8m, which includes for an additional £2.3m for Town Centre investment to support and drive the local economy.

£1m investment in improving recycling rates which will reduce future growing pressures of waste disposal, being both green and efficient.

Almost an extra £1m has been set aside for Social Fund and the transitional effects of welfare reform.

Priority investment of £5.4m in other Council assets to ensure continued service delivery.

Investment in technology and service innovation of £1.9m to improve services and enable service change and efficiency.

£145k has been specifically set aside from reserves for under 5 year old community projects to be awarded on a participatory budget basis

7.13 In addition to the above, budget plans will also include for:

Keeping all 14 libraries open through working with residents to support volunteering.

Maintaining school crossing patrols

Maintaining some of the lowest car parking fees in the country in order to stimulate local economic growth for our Town Centres.

Social Services spend of £51m on care packages for 9,000 adults and supporting 2,600 unpaid carers to look after family members or friends at home.

2013/14 will see the completion of a £29m sports regeneration programme centred around the Lancashire County Cricket Club, which is expected to create 240 new jobs in the area,

And the opening of the new Town Hall, which will amalgamate five Council administration building, will help the Council save £5m in maintenance and utility costs over the next 25 years.

The Council will make a land contribution investment, worth £1.2m, towards the development of state of the art Extra Care facilities Atkinson Road Sale, which will support older people with dementia and adults with a learning disability.

Balancing the Budget

- 7.14 The Executive published in October 2012 a number of savings proposals for public consultation. Further reductions in Government support announced in late December has required the Executive to identify additional savings (discussed in section 4). In order to balance the two year budget deficit of £38.9m, the Executive has identified:

£(12.7)m of efficiencies

£(2.9)m worth of changes to staff terms and conditions of employment

£(1.0)m of new income

£(15.2)m of policy choice savings

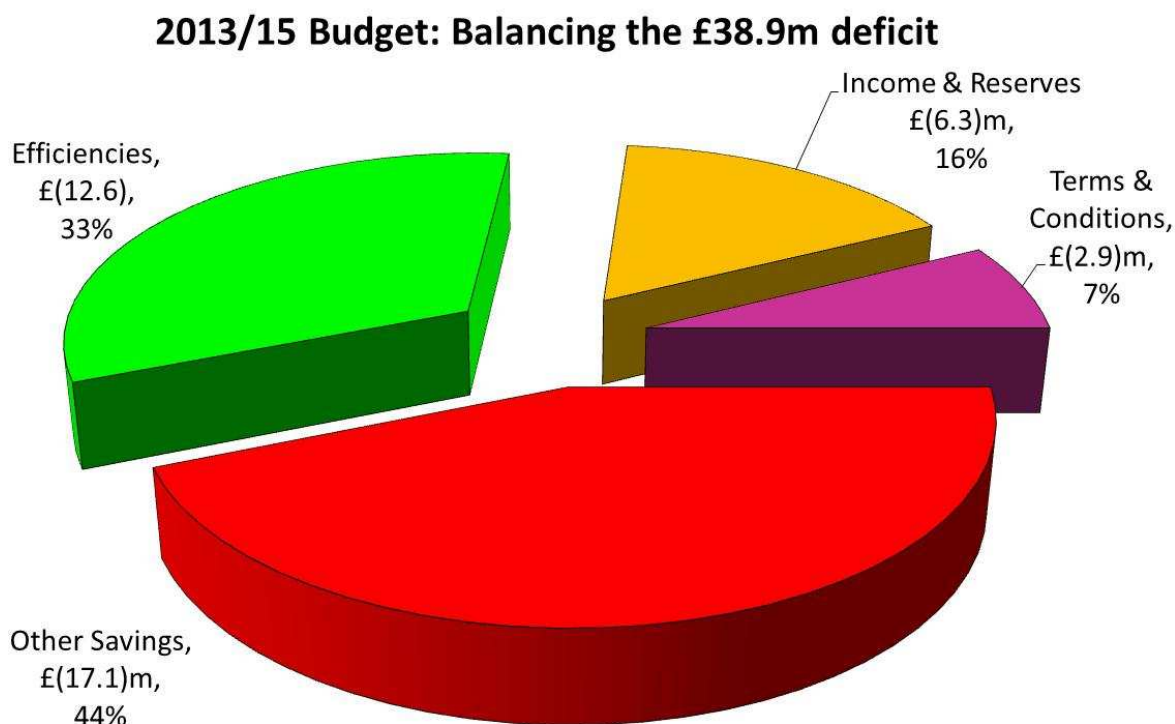
a growth in the Council Tax base mostly due to the introduction of the new support scheme that replaces benefits from 1 April of £(1.6)m

and the Executive also proposes to utilise £(0.8)m of reserves in 2013/14, increasing to £(2.0)m in 2014/15.

- 7.15 A full listing of savings proposals and discussion on their impact on services is provided within the Service Summaries attached at annexes G to K. Some of these proposals, highlighted in grey in the savings schedules, are subject to other decision making processes as indicated in paragraph 2.20.

Balancing the Budget	2013/14 (£m)	2014/15 (£m)
Total Budget Deficit	21.746	17.193
Mitigated by:	(7.394)	(5.256)
- Efficiencies	(0.180)	(2.700)
- Changes to staff Terms & Conditions		
- New or additional income	(0.737)	(0.306)
- Council Tax Support Scheme	(1.066)	
- Growth in the Council Tax base	(0.259)	(0.198)
- Council Freeze Grant	(0.886)	
- Application of Reserves	(0.850)	(2.000)
- Policy Choices	(10.374)	(4.801)
- Unidentified savings		(1.932)
Total	(21.746)	(17.193)
Balance	0.0	0.0

7.16 Combined these proposals will mean that 55% of the £38.9m 2 year budget deficit will be balanced by efficiencies, new income, changes to staff terms and conditions, the introduction of the new Council Tax Support scheme, and the application of reserves and Council Tax Freeze grant:



Education and Schools

7.17 As mentioned above, front line education or school spending is directly funded by the ring-fenced Dedicated Schools Grant (DSG). For 2013/14 DSG will rise from £167.4m to £171.5m, a £4.1m rise in front line education provision. There are major reforms affecting education services, one of which is the division of such services and the DSG into three blocks:

- Main block, £136.3m; consisting of the majority of the spend on primary and secondary education, including academies. Funding is distributed by a new formula, upon which the Schools' Funding Forum has been fully engaged and consulted on. Schools will no longer receive funding apportionments based on the physical size of their buildings with the elimination of premises factors. This and other changes has caused winners and losers in the system when compared to funding in 2012/13, however, the Minimum Funding Guarantee and the capping of winners has smoothed the transitional effects.
- High Needs block, £24.1m; the majority of spend relates to Special Educational Needs, which from 1 April 2013 now includes for funding post 16 students up to the age of 25.
- Early Years block, £11.1m; funding educational provision for 2 to 5 year olds in both Schools and Private, Voluntary and Independent (PVI) settings. Money is distributed between organisations through the Early Years Single Funding Formula.

7.18 The increase of £4.1m in DSG is categorised as follows:

- £1.4m; for SEN students, £0.6m relating to a grant transfer into DSG and £0.8m for increased responsibilities.
- £1.7m; increased provision for 2 year olds
- £1.2m; increased pupil numbers
- £(0.2)m; as the Council is no longer responsible for funding hospital based education

7.19 The increase in stated pupils and placements is around £0.6m and the costs relating to post 16 students transferring to the Council's responsibility is around £0.9m. There is a distinct pressure relating to SEN services.

7.20 As it is for other Council services, Schools must contain all inflationary and demographic pressures within their funding allocations. The DSG rate per pupil has remained static for the first time and this will place new challenges on head teachers and Governors to control their budgets.

7.21 The Council stands ready to assist any Schools that are experiencing extreme difficulties in managing their costs during this transition:

- Assistance in financial planning, including drawing up deficit agreements to manage the change of a number of years.
- There is a central redundancy provision so that in-year budgets are not affected by staff rationalisation

8. IMPACT OF THE BUDGET ON STAFF

The Consultation Process

- 8.1 On 15 October 2012, the Council entered into a period of 90 day collective consultation. This was formally marked by the submission of a S.188 notice to the recognised trade unions and an HR1 to the Department of Business, Innovation & Skills (BIS). These official notices stated that Trafford Council was contemplating in the region of 200 redundancies.
- 8.2 The purpose of collective consultation was:
- to listen to and consider comments and suggestions from staff and trade unions about the proposals, including the proposed implementation strategies;
 - to consider any alternative proposals from staff and the trade unions that would meet the identified objectives;
 - to seek to minimise the need for compulsory redundancies
 - to agree a method of redundancy selection, should this be required
- 8.3 During the 90 day period, extensive consultation took place. This included:
- An initial briefing with trade unions on the general budget proposals, held on 12th October 2012;
 - A number of staff briefings held across the borough during week commencing 15th October 2012
 - Fortnightly corporate consultation meetings with senior management and trade union officials;
 - Regular meetings with staff and trade unions at a Directorate and service level; with the facility for verbal, written and electronic feedback on the budget proposals;
 - Individual meetings with directly affected staff and their trade union representative (where appropriate); with the facility for staff to provide verbal, written and electronic feedback on the proposals;
 - Corporate and directorate intranet pages, dedicated to the budget proposals, with the facility for staff to provide on-line feedback on the proposals.
- 8.4 At the beginning of consultation, the draft budget proposals equated to an estimated reduction of 172.76 FTE posts across all service areas, putting 194 staff at risk of redundancy.

- 8.5 During consultation, staff and trade unions were positively engaged in the process and out of a total of twenty five consultations that took place; ten proposals have been reviewed and revised in light of the feedback that was received.
- 8.6 In addition, 63 staff have submitted requests for voluntary redundancy/voluntary early retirement and seven staff have been successfully redeployed into alternative posts.

The Outcome of Consultation

- 8.7 As a result of the extensive consultation process, it is now anticipated that taking into account the alternative proposals put forward and the number of successful redeployments, the revised headcount reduction for 2013/14 will be in the region of 171, which equates to 140.2 FTE posts. Given that there have been 63 requests for early release, it is further anticipated that this will mitigate the number of compulsory redundancies, reducing this figure to a total of 108.
- 8.8 A summary of the revised staffing impact is set out below:

Staffing type	Original headcount reduction 2013/14	Revised headcount reduction 2013/14	Original % of total workforce	Revised % of total workforce
Management	38	45	1.1%	1.4%
Back office/Other	47	40	1.4%	1.2%
Front line	109	86	3.3%	2.6%
Total	194	171*	5.8%	5.2%

** with a further 8 anticipated in 2014/15*

- 8.9 Key areas where there have been positive outcomes as a result of consultation are:
- The Youth Service, where the significant number of applications for early release received from managers has resulted in a revised service delivery model being developed which increases the reduction in management jobs, thus enabling the retention of more front line jobs;
 - The Sustainability Team, where as a result of proposed collaboration with another local authority, one post will be shared which will mitigate a redundancy situation;
 - The Transformation Team, where a counter proposal from staff coupled with the number of applications for early release has removed the requirement for any compulsory redundancies
- 8.10 In summary, as a result of the consultation exercise, the number of compulsory job losses for 2013/14 has been significantly reduced.

- 8.11 It is noted, however, that as a result of further budget pressures, there will be further proposals to review services; these will be subject to separate consultation exercises once clear business cases have been developed and may result in additional job losses in year.

Redundancy Selection

- 8.12 During consultation, negotiations also took place with the recognised trade unions on a revised redundancy selection matrix, should there be a requirement to move to compulsory selection.
- 8.13 Whilst difficult, the discussions were positive and constructive and agreement was reached with the trade unions that the final selection matrix developed was the best model that could be achieved in the circumstances.

Outplacement Support

- 8.14 A comprehensive package of support was developed during consultation. The aim was to support staff with managing change. In this respect, employees who feel uncertain about their future are able to access:
- one to one meetings with their manager;
 - the Occupational Health service;
 - the BDMA Counselling service;
 - 'Managing Change' sessions
- 8.15 In addition, employees who find themselves in a redundancy situation (voluntary or compulsory) are able to access:
- The Council's redeployment scheme;
 - JobCentre Plus 'Redundancy Support' sessions;
 - 'Applying and Interviewing for Jobs' sessions;
- 8.16 Further bespoke support is also available on an individual basis from JobCentre Plus and Penna.

9. RISK, ROBUSTNESS and RESERVES

Robustness

- 9.1 It is a requirement of the Local Government Act 2003 for the Council's Chief Finance Officer to give an opinion as to the robustness of the budget proposals (s25) and the adequacy of reserves (s26). These opinions are provided to Members to assist in their determination as to whether the proposed budget is sufficient to meet the needs of the Council.
- 9.2 Members' attention is drawn to the statement by the Director of Finance attached at Annex M, which should be taken into account before approving the budget. There are a number of matters to be drawn to the attention of Members:
- The negative effects of the current economic climate in terms of uncertainty and; suppressed income, potentially higher numbers of Social Services client and/or increased needs, reduced investment rates and volatility in borrowing rates.
 - The potential slippage in delivering savings, however the Council does have an excellent track record on delivering such programmes and has developed dedicated capacity.
 - Uncertainty over a possible pay award.
 - That not all Government funding has been announced, and some reductions in grant levels is anticipated.
 - Changes in the local government finance regime, which now places greater risk on the Council.
- 9.3 An overall assessment of the current budget, future budget proposals, costings, activity forecasts, savings plans and base budget assumptions identifies that whilst there are risks, the overall budget provisions should be sufficient to meet the Council's legal responsibilities and other obligations. A review of risks, mitigations, and contingencies has been undertaken alongside a review of reserves and provisions.

Reserves

- 9.4 The Director of Finance is also required to report to the Council on the adequacy of reserves, and a detailed statement can be found and summary analysis of earmarked reserves at Annex M. It is proposed that the Council approves a minimum General reserve level of £6m for 2013/14.
- 9.5 The Council's approach to reserves has been to reduce the dependency on them to support recurring expenditure and to hold earmarked reserves for specific named purposes. Lately the Government has urged local authorities to spend reserves in order to protect front line services. In considering this request Members are asked to exercise some caution. The commentary in section 12 refers to the difficult medium term financial position and that decisions on reserves should not be for the immediate year only.

- 9.6 Further, the proposed sustainable budget is supported by £0.850m of reserves and £0.893m of Council Tax Freeze grant. Both of these funding sources are one-off in nature, and will need to be made good with sustainable resources into the medium term. In addition, the indicative budget for 2014/15 includes for an increase in the use of reserves at £2m and there remains robust savings proposals to find of another £2m. The length of time available to exchange this £1.743m of one-off resources will depend upon the level of reserves available into the future to smooth out the budgetary impact.
- 9.7 In addition, there is a significant increase in risk to future funding should the business rate tax base not grow at the pace determined by the Government, and/or should there be significant revaluations of business properties. Any shortfall in target up to £2.4m a year will need to be made good by the Council. At a time of future austerity budgets and uncertain economic times, prudent use of reserves is advised in order to avoid sudden and significant impact on available funding.
- 9.8 A review of General, Capital and Earmarked reserves has identified: that they should be sufficient to meet the Council's plans for 2013/14:
- That establishing a minimum General Reserve level of £6m should be sufficient to meet the Council's plans and responsibilities, taking into account potential emergencies and unexpected events, during 2013/14.
 - That the balance on the General Reserve at 1 April 2013 is expected to be £(9.8)m. After appropriations and expenditure in 2013/14 the balance is forecast to be £(8.6)m by 31 March 2014, however, the indicative 2014/15 budget includes for the use of £2.0m of reserves, such that the available level of General reserve for planning purposes at the end of March 2015 will be an estimated £(6.6)m.
 - That £(2.646)m is transferred from the Insurance Reserve to the General.
- 9.9 Taking into account the robustness assessment, the availability of earmarked reserves and provisions, establishing a minimum General Reserve of £6m should be sufficient to meet the Council's legal and other obligations, and potential risks.

10. CAPITAL PROGRAMME

Introduction

- 10.1 The capital programme includes a wide range of projects aimed at delivering the Council's key objectives. Capital expenditure mainly includes spending on the acquisition or improvement of physical assets or in some cases on contributions to third party owned assets. In addition it can also include expenditure on equal pay claims or redundancy costs but these items need permission from the Government.
- 10.2 The capital programme is vital in delivering infrastructure improvements required to meet the Council's objectives for schools, highway infrastructure, housing and assist in promoting economic growth, regeneration and creation of local jobs.
- 10.3 The level and availability of capital funding determines the size of the overall capital programme. This is heavily reliant on external funding, mainly in the form of capital grants from the government but the programme is also reliant on internal funding to deliver more local priorities like town centre regeneration and building rationalisation programmes. There are though significant constraints on the availability of internal funds due to a finite asset base which puts pressure on delivering capital receipts from the sale of surplus assets. The Council also borrows to pay for some capital investment but this is done primarily for invest to save schemes, for example the long term accommodation project, where a robust business case demonstrates that the savings generated from the scheme are at least sufficient to meet any additional debt costs. All borrowing is done within prudential limits and needs to be affordable and sustainable. A range of indicators are maintained to demonstrate this. At this stage all available capital resources are allocated across the current three year capital programme to deliver on the Council's capital strategy.

2012-13 Capital Programme

- 10.4 The current forecasted expenditure for 2012/13 is £63.9m with estimated resources available to support this programme of £64.5m. The current three year capital programme 2012/13 to 2014/15 originally approved by the Executive in February 2012 is being implemented and has been updated for the amendments and additions approved throughout the year. As part of the budget process the Programme has been reviewed to ensure it continues to meet Council priorities and remains affordable within the level of resources available.
- 10.5 The 2012/13 programme includes the delivery of a number of key projects including:
- £16.5m on the long term accommodation strategy involving major improvements to the 1930's listed building and the rebuilding of the extension of Trafford Town Hall which when compared to the 'do minimum' option offers savings of £0.2m per annum.

£18.8m investment in schools buildings including the completion of the rebuild of St Ambrose College, creation of Stretford Sports Village and significant investment in primary schools to provide additional school places.

£11.8m in regeneration schemes including support towards the refurbishment at Lancashire CCC, which has been enabled through funding negotiated by the Council from the private sector.

£5.5m investment in highways related projects, including integrated transport schemes, major structural maintenance to roads, footpaths and bridges and street lighting

£3.0m of investment in new IT systems

£2.0m of support to assist first time buyers as part of the Local Authority Mortgage Scheme

Availability of Capital Resources 2013/14 to 2015/16

- 10.6 Resources of £77.4m (including the surplus from 2012/13) have been identified to fund the Council's capital programme for 2013/14 to 2015/16 and these can be categorised into specific resources and discretionary (corporate) resources. Details are shown in the chart below.
- 10.7 **Specific Resources** – These total £63.9m (83% of the overall capital programme) and mainly include government grants awarded for specific schemes, for example school building improvements and expansion or highway structural maintenance. Over the period 2013/16, 76% of the Programme is supported by capital grants which equates to £59.1m. Also the Council applies developer contributions to fund some infrastructure improvements but these need to be spent on specific schemes in the vicinity of development sites. Over recent years the Council has received contributions totalling £12.8m, of which £7.1m has either been spent or is committed to schemes in the current programme, with £5.7m available to support further projects. Until schemes are identified this amount has not been included in the resources available above. In addition there are signed planning agreements such that if developments proceed then the Council will receive up to a further £30m to support infrastructure improvements.
- 10.8 **Discretionary Resources** – The Council has discretion over the use of internally generated capital resources which mainly include capital receipts from the Land Sale Programme, LSVT VAT receipts, prudential borrowing and the use of reserves and revenue contributions. The total level of discretionary resources available is £13.5m comprising £8.9m supporting the previously approved programme and £4.6m of new resources (see below). These resources are allocated in accordance with the prioritisation process included in the Council's Capital Strategy which gives priority to:

Schemes of a mandatory nature e.g. health & safety;

Invest to Save

Supporting the Asset Base (backlog maintenance)

Council priorities

Other remaining projects

10.9 It is important that this discretion is used to ensure that these scarce capital resources are used to support capital schemes that make a major contribution to ensuring the Council's assets are suitable for delivering the future priorities, improving service delivery and generating revenue savings.

10.10 **The Land Sales Programme** - includes all available sites that will be surplus to operational requirements over the period 2013/16 .The majority of the proceeds from a number of sites are already committed to support existing capital priorities for example the long term accommodation project and others are earmarked to support affordable housing schemes in partnership with registered social landlords, or to support regeneration in our town centres where they demonstrate added value to development potential. Overall the level of available capital receipts exceeds the amount required to support the programme by £0.4m. (as shown below).

Capital receipts estimate	2013/14 £m	2014/15 £m	Total £m
Gross receipts estimate *	12.6	0.5	13.1
Less :			
Disposal costs	(0.1)		(0.1)
Ring-fenced receipts	(6.2)		(6.2)
Net receipts estimate	6.3	0.5	6.8
Amount allocated to support proposed Capital Programme	(4.7)	(1.7)	(6.4)
Estimated Surplus	1.6	(1.2)	0.4

* Includes surplus receipts from 2012/13 and reimbursement of costs in respect of Urmston town centre.

10.11 **LSVT VAT Receipts** - Potential also exists to release some of the LSVT VAT Shelter receipts currently being received from Trafford Housing Trust (THT). An element of caution needs to be placed on this because a number of warranties were given to THT when the stock was transferred, for example asbestos. Therefore provision still needs to be made to cover potential liabilities that will arise. Following discussion with THT on the potential liabilities for the Council it has been estimated that a further £4.2m can be used to support a number of key invest to save projects and other priorities.

10.12 Therefore additional resources of £4.6m are now available to support new investment. The Executive has recently approved investment in:

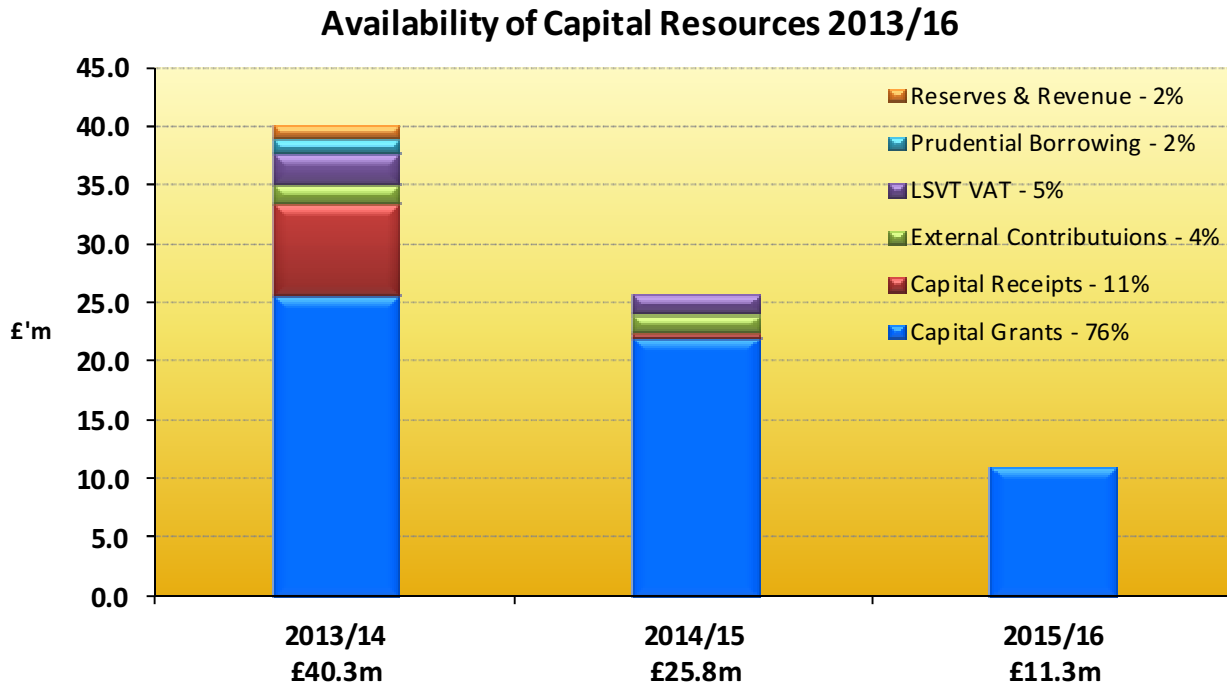
Weekly Food Waste Collection £0.804m

Altrincham Forward – Town Centre Regeneration £2.0m

10.13 Other priorities are recommended for addition to the 2013/16 programme:

Telecare Equipment £0.4m

Disabled Facilities Grants £1.0m



2013/16 Indicative Capital Programme

10.14 The value of the indicative three year budget is £77.0m. Since all available resources were allocated in setting the 2012/14 programme only a desktop exercise has been undertaken to review schemes to ensure they meet the priorities of the Council's Capital Strategy. This programme has been supplemented by the allocation of further LSVT VAT and other receipts as indicated in Para 10.11.

10.15 At this stage the figures for 2013/14 are known in more detail, whereas the resource position for 2014/15 and 2015/16 is less certain, which means that the programme that we are aware of for those two years is at a lower level than in 2013/14, but is likely to increase as additional resources are confirmed.

10.16 Full details of the programme are included at Annex L and a summary is shown in the table below.

Capital Programme 2013/16 : Analysis by Priority	Budget 2013/14 £000	Budget 2014/15 £000	Budget 2015/16 £000	Budget Total £000
Protecting the Asset Base	2,861	1,081		3,942
Supporting Service Provision	21,713	18,672	8,539	48,924
Supporting the Local Economy	5,896	2,394	750	9,040
Investing in New Technology	2,348			2,348
Investing in Major Infrastructure	5,894	4,845	2,000	12,739
Total Investment	38,712	26,992	11,289	76,993

10.17 **Protecting the Asset Base** – This includes investment in public buildings and infrastructure which is crucial in ensuring much needed facilities, used by the public, are kept open as lack of investment will lead to health and safety issues and potential closures.

10.18 **Supporting Service Provision** – This predominantly relates to the continuation of investment in school buildings including a programme that will create 1,750 additional school places across the Borough to address the shortage of primary school places as well as addressing priority condition needs.

10.19 **Supporting the Local Economy** – Includes major investment in the Borough's town centres

10.20 **Investing in New Technology** – This investment will support the completion of a number of corporate improvements. Also investment in Telecare products which monitor people at risk in their own homes, improving their safety and helping them to stay independent and healthy for longer.

10.21 **Investing in Major Infrastructure** – This investment includes improvements to 54km of carriageway, 66km of footways, 750 new street lighting columns, 10 major bridge refurbishments and some major junction improvements.

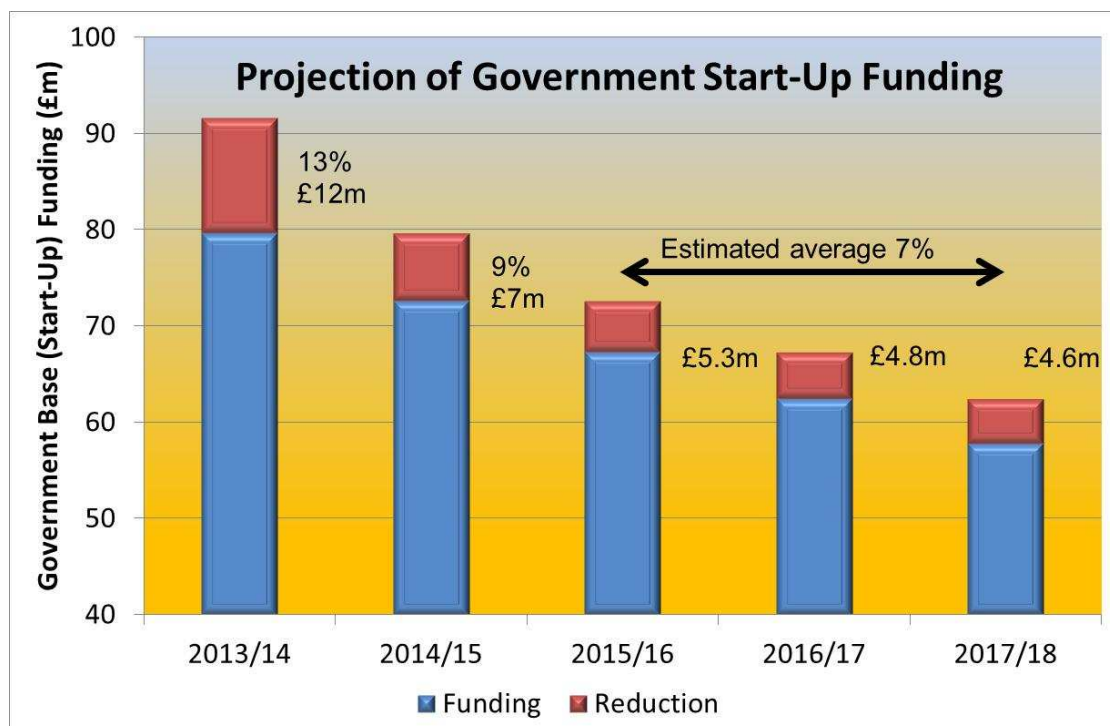
Prudential Indicators

10.22 The Council is required to set these indicators to demonstrate that its capital expenditure plans are affordable, that borrowing is sustainable and that treasury management decisions are taken in accordance with good professional practice. These indicators will be included in the Treasury Management Strategy Report.

11. MEDIUM TERM FINANCIAL OUTLOOK

Government Funding

- 11.1 To address the Country's structural national debt imbalance, the Government has proposed a number of 'austerity years' to reduce public expenditure. Initially the Chancellor indicated a reduction in Local Government support of 28% spread over the financial years 2010/11 to 2014/15. In the Chancellor's recent autumn statement he included for an increase to the rate of austerity for Local Government in 2014/15 of an additional 2%, and a potential extension of austerity levels similar to the ones already experienced up to 2017/18.
- 11.2 There are no levels of detail on future Government funding currently available, and it is unlikely this situation will change until the next Comprehensive Spending Review later this year. Based on the limited amount of information available, for planning purposes, the Council has assumed a steady reduction of around 7% per year in base funding until 2017/18.



- 11.3 There are some legacy pressures contained within the proposed 2013/14 budget and indicative 2014/15 budget in terms on one-off or time limited funding, which will have an impact on future years' budgets:

	2014/15 (£000's)	2015/16 (£000's)
Use of reserves	850	2,000
2013/14 2 year Council Tax Freeze grant		886
Current budget imbalance (includes above)	1,932	16,848

Budget Pressures

- 11.4 The base budget assumptions for the 2013/14 budget proposals, 2014/15 indicative and the 2015/16 – 2017/18 planning budgets are contained at annex B. The summary of the impact of these assumptions is contained in the table below alongside a summary of the funding pressures from the chart at 11.2 (above):

	2013/14 (£m)	2014/15 (£m)	2015/16 (£m)	2016/17 (£m)	2017/18 (£m)
Cost Pressures					
- Pay & prices	5.2	4.8	6.0	5.9	6.0
- Demography	2.5	3.1	2.6	2.0	2.0
- Levies	1.8	1.5	1.7	2.0	2.3
- Other	1.2	0.7	1.2	1.0	1.0
Total Cost Pressures	10.7	10.1	11.5	10.9	11.3
Funding Pressures:					
- Government support	7.6	6.2	5.3	4.8	4.6
- Council Tax Freeze grant	2.2		0.9		
- Use of Reserves	1.2	0.9	2.0		
Total Funding Pressures	11.0	7.1	8.2	4.8	4.6
Total Pressures / Deficit	21.7	17.2	19.7	15.7	15.9

- 11.5 Whilst there is considerable pressure from the Government to keep public sector pay rises low, it has been a number of years since the last pay award and at a time that inflation has been relatively high. The Chancellor announced a 1% pay award for 2013/14, however, future years may be more towards 2% and/or more in line with the rate of inflation.
- 11.6 At the time of economic uncertainty it is difficult to make inflation forecasts. However, there are no indications of either a rise or fall, and so an average of around 3% has been assumed for planning purposes.
- 11.7 The numbers of social services clients and their needs have risen in the past and are likely to do so in the future. A number of initiatives have been implemented, particularly in adult social care, to reduce future cost pressure by enabling people to look after themselves for longer in their own homes.

- 11.8 However, an additional cost pressure of around £2m per year would be in line with previous experience. On 11 February the Government announced its intention to make changes in how adult social care is paid for. However these changes require more understanding and in any event will not come into force until 2017. No assumptions on this change have been factored into the medium term forecasts.
- 11.9 Improved recycling rates greatly helps reduce the rising cost of waste disposal, however these costs will continue to rise into the future. The rate of increase will however diminish as the capital repayment costs of the PFI become embedded into the base budget by 2015/16. The transport levy costs are also expected to continue to rise by around 5.5%. However, there will be additional costs of around £0.5m in 2016/17 and 2017/18 due to pensioner concessionary fares when the reserves currently supporting those costs run out.
- 11.10 Income budgets continue to present a challenge in the current economic climate. Investment rates remain suppressed which has reduced the Council's earnings from investments by around £4m a year. However, the Council is pro-actively managing new borrowing to use internal cash balances rather than borrowing externally at much higher rates. In addition, and for the third year running, the 2013/14 budget includes for significant reductions in some income targets in the sum of £0.4m. Whilst the year-on-year trend is reducing, there may yet be further reductions in future years.

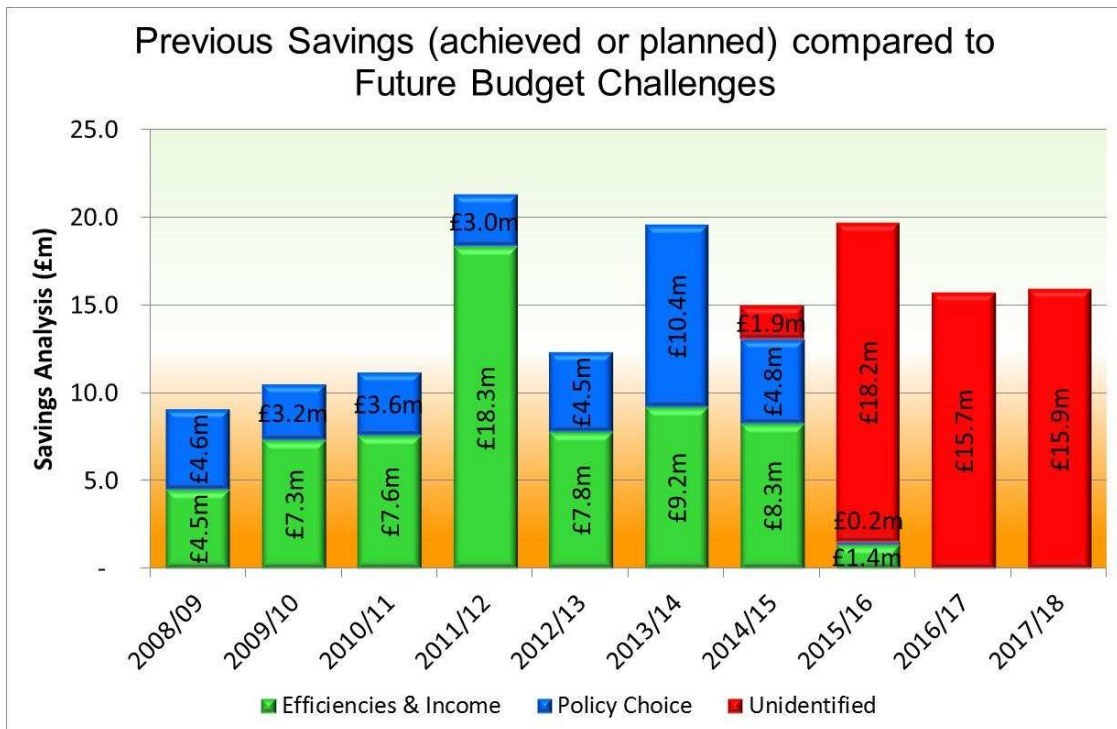
Other Issues

- 11.11 In addition to the above forecasted and/or estimated cost and funding pressures, there are new developments in operations that will impact on future plans and budgets.
- 11.12 **Academy status** for Schools does pose some issues for centrally retained education budgets as some of the costs involved are of a stepped nature and in the short term cannot be readily rationalised. Equally, whilst trading services within the Council should compete to retain Academy business, the nature of independence has an impact on the customer dynamic. At a time of reviewing business models this causes yet a further pressure and potential risk to losing clients who may never be won back.
- 11.13 **Locality Working** has presented a number of opportunities for new business models, volunteering and community engagement. The Council is moving quickly to enable and support community groups so that these opportunities can be capitalised upon. Whilst these opportunities are welcome, overall they add to the extent of change facing the Council at a time of reducing funding and capacity.

11.14 **The Localism Act** has also seen universal capping powers replaced by the possibility of a public referendum on Council Tax increases. This does allow for the community to have a further say in determining the balance between tax and service levels, though it will also be at an administrative cost.

Future Deficit Challenge

11.15 Taking into account the best information available and based on the experience of current trends, there is a strong likelihood of further significant savings being required for the next few years. In 2015/16 this requirement will be reinforced by the need to replace one-off funding in the form of reserves and Council Tax freeze grant. However, as can be seen in the chart below, the Council has successfully faced up to such challenges in the past, identifying economies and efficiencies, remodelling and collaborating:



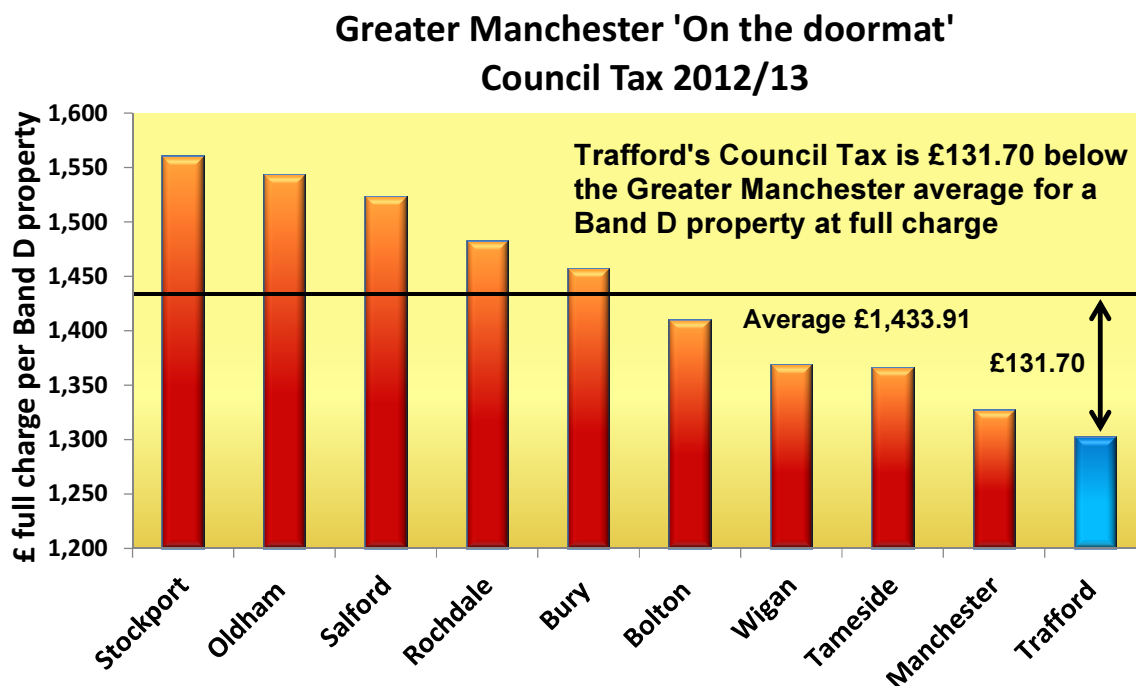
Note: the above chart compares previous savings proposals with future budget deficit levels. It does not include for the use of reserves, and prior to 2011/12 Council Tax increases which also assist in balancing the budget.

11.16 Further efficiencies that are deliverable in short time frames and/or cost-effective to deliver are proving harder to find. The future of further cost reductions would seem to rely on the ability to spread overheads as wide as possible, either by engaging in trading activity and/or other forms of collaboration with other organisations. Identifying new business models, appropriate partners, and then undertaking the organisational change required whilst continuing to deliver on current savings targets and operating services presents new challenges.

11.17 There is also the possibility that business rate increases may go towards future budgets. However, the level of business rates would need to be assured, which is difficult at a time of both economic uncertainty and also uncertainty regarding the level of potential back dated valuation appeals. The Council's share of growth above target is only 24.5%, so unless the local economy greatly accelerates the likelihood that this funding source will significantly contribute to future budget deficits is limited.

12. COUNCIL TAX REQUIREMENTS & STATUTORY CALCULATIONS

12.1 In 2012/13 Trafford Council has the lowest Council Tax in the North West, and the 20th lowest in England, at £1,302.21 for a Band D property. The average Council Tax charge per household is £1,105, which translates to £21 per week for two or more people.



12.2 In the last two budgets agreed by the Council it was decided to freeze the level of council tax in each year. As a consequence the Council qualified to receive a council tax freeze grant equivalent to a tax increase of 2.5% (approx. £2.2m in each year). For 2012/13 the grant was a one-off and therefore the 2013/14 budget has had to factor in this loss of income.

12.3 Once again the Government is encouraging local authorities to freeze their tax levels in 2013/14. The grant being offered in recognition of a freeze has been reduced to 1% and is worth approximately £(886)k. Furthermore it will be paid for two years only i.e. ends on 31 March 2015.

12.4 Authorities are not obliged to freeze their council tax but in considering whether to have an increase the Government has announced a threshold, above which a referendum must be held. The headline threshold is 2% but after adjustment for waste disposal and transport levies, Trafford's threshold for holding a referendum is 2.91%. A 2.9% increase in council tax would raise an additional sum of £(2.275)m.

- 12.5 In considering the level of Council Tax for 2013/14 it is important that Members are aware that this is only a short term grant being offered by the Government compared to the enduring nature of a tax increase. The permanence and certainty of any tax increase needs to be considered alongside the medium term outlook for the Council as set out in section 11.
- 12.6 The Executive has taken this into account, together with the impact on residents in the current economic climate, and is recommending a council tax freeze in 2013/14.
- 12.7 The Local Government Finance Act 1992, as amended by the Localism Act, requires the Council to make the following calculations:
- an estimate of the Council's gross revenue expenditure - Section 31A(2);
 - an estimate of anticipated income - Section 31A(3)
 - a calculation of the difference between (i) and (ii) above, (i.e. net revenue expenditure) - Section 31A(4) – this is known as the **Council Tax Requirement**;
 - a calculation of the Council's **Basic Amount of Council Tax**, calculated by dividing the **Council Tax Requirement** by the Taxbase (expressed in Band D's).
- 12.8 If the proposals in this budget report are agreed, the calculation for the 2013/14 Council Tax Requirement will be as follows:

LGFA 1992	Calculation of Council Tax Requirement & Basic Amount of Council Tax 2013/14	£
S 31A(2)	Gross Expenditure	
(a) – (f)	Service expenditure	423,328,133
S 31A(3)	Gross Income	
(a, c, d)	Fees, charges and specific grants	(265,231,000)
	Budget Requirement (previous regulations)	158,097,133
(b)	Revenue Support Grant	(47,821,449)
(b)	Retained Business Rates	(31,814,301)
(b)	Collection Fund surplus	0
S 31A(4)	Council Tax Requirement	78,461,383
	Council Tax Base in Band D's	70,991
	Basic Amount of Council Tax	£1,105.23

- 12.9 The Director of Finance approved the Council Tax Base (number of equivalent Band D properties in the borough) on 21st January 2013 at 70,991.

- 12.10 For the third year running the Council has decided not to increase its Council Tax. However, the two major precepting bodies, GM Police Authority and GM Fire & Rescue Service, are proposing to increase their Council Tax by 3.46% and 9.48% respectively in 2013/14.
- 12.11 Partington Town Council at its meeting on 6 November 2012 elected to keep the level of Band D Council Tax at £42.50, the same as 2012/13. However, the new Council Tax Support scheme has the effect of reducing the Parish Tax Base from 2,079 in 2012/13 to 1,331 in 2013/14 (see paragraph 4.5), and as a consequence the precept will be reduced to £56,568. In order to maintain the same level of revenue the Executive proposes that the Council provides a transitional grant of £31,790 for 2013/14 to mitigate this loss. This will be in addition to the Council grant of £24,070 already contained within the 2013/14 budget proposals.
- 12.12 The overall Precepts and Council Tax levels for 2013/14 for Trafford properties are as follows:

Council Tax per precepting body	Precept Amount £	Council Tax Per Band D Property £	Council tax level Increase %
Trafford Services	78,461,383	1,105.23	0%
GM Police Authority (see note)	10,601,086	149.33	3.46%
GM Fire Authority (see note)	4,091,921	57.64	9.48%
Total (excluding Partington)	93,154,390	1,312.20	0.77%
Partington Precept	56,568	42.50	0%
Total for Partington		1,354.70	0.74%

Note: The Council tax figures for the Office of the GM Police and Crime Commissioner and the GM Fire & Rescue Authority included above are the recommended amounts. At the time of writing neither body has yet made the formal decision to accept the proposals.

- 12.13 The council tax for 2013/14 for each of the eight valuation bands would be as follows:

2013/14 Council Tax levels by valuation band (including Precepts):

Band	Valuation range (in 1991 prices)	Partington Council Tax £	All other areas Council Tax £
A	Up to £40,000	903.13	874.80
B	Over £40,000 and up to £52,000	1,053.66	1,020.60
C	Over £52,000 and up to £68,000	1,204.18	1,166.40
D	Over £68,000 and up to £88,000	1,354.70	1,312.20
E	Over £88,000 and up to £120,000	1,655.74	1,603.80
F	Over £120,000 and up to £160,000	1,956.79	1,895.40
G	Over £160,000 and up to £320,000	2,257.83	2,187.00
H	Over £320,000	2,709.40	2,624.40

Note: The Council tax figures for the Office of the GM Police and Crime Commissioner and the GM Fire & Rescue Authority included above are the recommended amounts. At the time of writing neither body has yet made the formal decision to accept the proposals.

13. RECOMMENDATIONS

- 13.1 The overall 2013/14 budget recommended to the Council is £158.947m, a decrease of £(11.063)m, or (6.5)%, when compared to an adjusted 2012/13 base budget of £170.010m.
- 13.2 Members are asked to note the report of the Director of Finance on the Robustness of the Budget Estimates and Adequacy of General Reserves (Annex M).
- 13.3 To support this level of expenditure, the proposed Council Tax for each of the valuation bands is set as detailed in Annex A.
- 13.4 That the minimum level of reserves be set at £6m, the same as 2012/13.
- 13.5 That the fees and charges be set per the booklet available alongside this report on the Council's website, including:
- an increase in the weekly charge for Allotment fees in 2014/15 (12 month notice period is required);
 - cease contributions to Mersey Valley and Bollin Valley Partnerships in 2014/15 (12 month notice period required)

the financial impact of which are all included in the budget proposals in the report.

- 13.6 That the overall Capital Investment Programme level of £77.0m be approved (Annex L).
- 13.7 That the Prudential Borrowing Indicators be approved (Appendix 1, page 14, of the attached Treasury Management Strategy Report).

**2013/14 COUNCIL TAX LEVELS
BY VALUATION BAND
(including Precepts)**

Band	Valuation range (in 1991 prices)	Partington Council Tax £	All other areas Council Tax £
A	Up to £40,000	903.13	874.80
B	Over £40,000 and up to £52,000	1,053.66	1,020.60
C	Over £52,000 and up to £68,000	1,204.18	1,166.40
D	Over £68,000 and up to £88,000	1,344.70	1,312.20
E	Over £88,000 and up to £120,000	1,655.74	1,603.80
F	Over £120,000 and up to £160,000	1,956.79	1,895.40
G	Over £160,000 and up to £320,000	2,257.83	2,187.00
H	Over £320,000	2,709.40	2,624.40

Note: The Council Tax for GM Police Authority included above is the recommended amount. At time of writing the Authority has not yet made the formal decision to accept the proposal

Annex B

Medium Term Financial Outlook – Base Budget Assumptions

Base Budget Assumptions	2013/14	2014/15	2015/16	2016/17	2017/18
Pay	1.0%	1.0%	2.0%	2.0%	2.0%
Pay	£0.9m	£0.8m	£1.6m	£1.6m	£1.6m
Pension	+1.0%	+1.0%	+1.0%	+1.0%	+1.0%
Pension	£0.6m	£0.6m	£0.6m	£0.6m	£0.7m
Prices	2.9%	3.0%	3.4%	3.0%	3.0%
Prices	£2.4m	£2.6m	£3.0m	£2.7m	£2.8m
Demography – Young People	£0.5m	£0.5m	£0.5m	£0.5m	£0.5m
Demography - Adults	£2.0m	£2.1m	£2.1m	£1.5m	£1.5m
Waste (GMWDA) Levy	7.5%	7.5%	7.5%	3.0%	3.0%
Total Waste Levy increase	£1.0m	£1.1m	£0.7m	£0.5m	£0.5m
Transport (TfGM) Levy increase	3.63%	5.0%	5.5%	5.5%	5.5%
Transport (TfGM) Levy increase	£0.6m	£0.8m	£1.0m	£1.0m	£1.1m
Transport – Population adjustment	£0.4m	-	-	-	-
Transport – Concessionary Fares	-	-	-	£0.5m	£0.7m
Total Transport Levy increase	£1.0m	£0.8m	£1.0m	£1.5m	£1.8m
Investment Rates	1.0%	1.0%	2.0%	2.0%	2.0%
Debt Rates	5.0%	5.0%	5.0%	5.0%	5.0%
Council Tax rate increase	0%	0%	0%	0%	0%
Council Tax base increase	0.2%	0.2%			
Freeze Grant 2012/13 @ 2.5%	£2.2m	-	-	-	-
Freeze Grant 2013/14 @ 1.0%	£(0.9)m	-	£0.9m	-	-

Proposed Budget 2013/14 Subjective Analysis	CYP (£000's)	C&WB (£000's)	ETO (£000's)	EGP (£000's)	T&R (£000's)	Council- wide (£000's)	Total (£000's)
Budget Brought Forward	34,794	54,157	32,275	3,303	19,768	25,713	170,010
Pay and Prices	813	2,323	1,099	298	600	58	5,191
Levies			798			978	1,776
Legislative; Grant/Service Transfers	(22)	(11,261)		82	7	(3,049)	(14,243)
Investment Interest						(729)	(729)
Debt Management						883	883
Demographic (Quantitative)	500	2,041				12	2,553
Governance/Compliance	160	10,339	25		175	929	11,628
Other Unavoidable Business Consequences	(494)	0	492	168	134	191	491
Total Pressures (excl. new investment)	957	3,442	2,414	548	916	(727)	7,550
Service Improvement/New Services	0	0	0	72	0		72
Total New Cost Pressures	957	3,442	2,414	620	916	(727)	7,622
Cashable Efficiencies	(1,338)	(2,966)	(605)	(351)	(963)	(1,351)	(7,574)
New Income	(50)	(172)	(332)	(122)	(61)	0	(737)
Policy Choice	(3,461)	(2,691)	(2,134)	(223)	(1,865)	0	(10,374)
Total New Cost Reductions	(4,849)	(5,829)	(3,071)	(696)	(2,889)	(1,351)	(18,685)
Net Budgetary Effect of Proposals	(3,892)	(2,387)	(657)	(76)	(1,973)	(2,078)	(11,063)
Proposed total budget for 2013/14	30,902	51,770	31,618	3,227	17,795	23,635	158,947
	(11.2%)	(4.4%)	(2.0%)	(2.3%)	(10.0%)	(8.1%)	(6.5%)

Revenue Budget Proposals Summary 2013/14 : Net Controllable Expenditure by Service

Annex D

Service	Revised Budget 2012/13	Grant Adjustment 2012/13	Revised Adjusted Budget 2012/13	Growth/ Pressures 2013/14	Efficiency & Income 2013/14	Policy choice 2013/14	Proposed Budget 2013/14	Change	Change
	£000	£000	£000	£000	£000	£000	£000	£000	%
Children & Young People's Services									
<u>Education Portfolio</u>									
Dedicated Schools Grant	0		0				0	0	0.0%
Education Early Years	2,236		2,236	(607)		(464)	1,165	(1,071)	(47.9%)
Connexions Service	966		944	22		(100)	866	(78)	(8.3%)
sub total	3,202	0	3,180	(585)	0	(564)	2,031	(1,149)	(36.1%)
<u>Supporting Children & Families Portfolio</u>									
Children's Social Services	14,705		14,705	885	(508)	(45)	15,037	332	2.3%
Children with Complex & Additional Needs	2,101		2,101	30	(125)		2,006	(95)	(4.5%)
Support Services to CYP	6,931		6,953	56	(425)	(696)	5,888	(1,065)	(15.3%)
Commissioning & Multi Agency Referral & Assessment Service (MARAS)	3,193	(70)	3,123	421	(330)		3,214	91	2.9%
Youth Offending Service	744		744	144		(281)	607	(137)	(18.4%)
Children's Centres	3,988		3,988	6		(1,875)	2,119	(1,869)	(46.9%)
Early Intervention Grant	(9,288)	9,288	0				0	0	0.0%
sub total	22,374	9,218	31,614	1,542	(1,388)	(2,897)	28,871	(2,743)	(8.7%)
Total Children & Young People's Services	25,576	9,218	34,794	957	(1,388)	(3,461)	30,902	(3,892)	(11.2%)

Service	Revised Budget	Grant Adjustment	Revised Adjusted Budget	Growth/ Pressures	Efficiency & Income	Policy choice	Proposed Budget	Change	Change
	2012/13	2012/13	2012/13	2013/14	2013/14	2013/14	2013/14		
	£000	£000	£000	£000	£000	£000	£000	£000	%
Communities & Wellbeing									
<u>Adult Care, Health & Wellbeing Portfolio</u>									
Older Peoples Services	22,717		22,717	1,007	(1,809)	(1,409)	20,506	(2,211)	(9.7%)
Physical Disabilities	4,246		4,246	930	(131)	(80)	4,964	718	16.9%
Learning Disabilities	13,667	5,097	18,764	1,328	(471)	(315)	19,306	542	2.9%
Mental Health	3,426		3,426	171	(55)	(96)	3,446	20	0.6%
Other Adult Services	782		782	25	(110)		697	(85)	(10.9%)
Support Services	1,204		1,204	20	(102)	(1)	1,121	(83)	(6.9%)
Adaptations	(69)		(69)	4			(65)	4	6.5%
Supporting People	2,661		2,661			(790)	1,871	(790)	(29.7%)
Drugs & Alcohol service	292		292	8	(40)		260	(32)	(10.8%)
Equality & Diversity	134		134	3			137	3	2.3%
Public Health	0		0	(55)	(420)		(475)	(475)	N/A
Total Communities & Wellbeing	49,060	5,097	54,157	3,442	(3,138)	(2,691)	51,770	(2,387)	(4.4%)

Service	Revised Budget	Grant Adjustment	Revised Adjusted Budget	Growth/ Pressures	Efficiency & Income	Policy choice	Proposed Budget	Change	Change
	2012/13	2012/13	2012/13	2013/14	2013/14	2013/14	2013/14		
	£000	£000	£000	£000	£000	£000	£000	£000	%
Environment, Transport & Operations									
<u>Highways & Environment Portfolio</u>									
Highways & Network Management, incl. Traffic & Transportation	5,162	(25)	5,137	688	(435)	(364)	5,026	(111)	(2.2%)
School Crossing Patrols	523		523	8			531	8	1.5%
Parking Services	(341)		(341)	191			(150)	191	56.0%
Groundforce	5,216		5,216	227	(123)	(351)	4,969	(247)	(4.7%)
Pavement Services	(911)		(911)	8	(120)		(1,023)	(112)	(12.3%)
Sustainability & Greenspace	562		562	38	(36)	(36)	528	(34)	(6.0%)
Waste Management (excl. WDA Levy)	4,788		4,788	419	(70)		5,137	349	7.3%
Waste Levy	13,975		13,975	598		(1,050)	13,523	(452)	(3.2%)
Public Protection	1,096		1,096	120	(44)	(128)	1,044	(52)	(4.7%)
sub total	30,070	(25)	30,045	2,297	(828)	(1,929)	29,585	(460)	(1.5%)
<u>Safe, Strong Communities Portfolio</u>									
Environmental Enforcement	250		250	12	(62)	(170)	30	(220)	(88.0%)
Culture & Sport	2,309		2,309	23	(25)	(35)	2,272	(37)	(1.6%)
sub total	2,559	0	2,559	35	(87)	(205)	2,302	(257)	(10.0%)
<u>Operational Services for Education (Catering, Cleaning, Transport)</u>	(329)		(329)	82	(22)		(269)	60	18.2%
Total Environment, Transport & Operations	32,300	(25)	32,275	2,414	(937)	(2,134)	31,618	(657)	(2.0%)

Service	Revised Budget	Grant Adjustment	Revised Adjusted Budget	Growth/ Pressures	Efficiency & Income	Policy choice	Proposed Budget	Change	Change
	2012/13	2012/13	2012/13	2013/14	2013/14	2013/14	2013/14		
	£000	£000	£000	£000	£000	£000	£000	£000	%
<u>Economic Growth & Prosperity Portfolio</u>									
Asset Management	1,217		1,217	369	(233)	(122)	1,232	14	1.2%
Planning & Building Control	220		220	85	(55)		250	30	13.7%
Strategic Planning	557		557	55	(62)		550	(8)	(1.4%)
Economic Growth	680		680	15	(36)		659	(21)	(3.1%)
Housing Strategy	628		628	97	(88)	(101)	536	(92)	(14.6%)
Total	3,303	0	3,303	620	(473)	(223)	3,227	(76)	(2.3%)
<u>Transformation and Resources Portfolio</u>									
Legal & Democratic	1,943		1,943	60	(43)		1,960	17	0.9%
Communication & Customer Services	7,598		7,598	285	(648)	(393)	6,842	(756)	(9.9%)
Partnerships & Performance	2,992		2,992	119	(88)	(524)	2,499	(493)	(16.5%)
Strategic Human Resources	3,024		3,024	80	(50)	(615)	2,439	(585)	(19.3%)
Corporate Leadership & Support	401		401	7	(41)		367	(34)	(8.5%)
Total	15,958	0	15,958	551	(870)	(1,532)	14,107	(1,851)	(11.6%)

Annex D cont.

Service	Revised Budget	Grant Adjustment	Revised Adjusted Budget	Growth/ Pressures	Efficiency & Income	Policy choice	Proposed Budget	Change	Change
	2012/13	2012/13	2012/13	2013/14	2013/14	2013/14	2013/14		
	£000	£000	£000	£000	£000	£000	£000	£000	%
Finance Services	3,810		3,810	365	(154)	(333)	3,688	(122)	(3.2%)
Precepts, Levies & Subscriptions	16,540		16,540	1,070			17,610	1,070	6.5%
Provisions	1,745		1,745	142	(331)		1,556	(189)	(10.8%)
Treasury Management	9,051		9,051	154	(834)		8,371	(680)	(7.5%)
Insurance	647		647	100	(57)		690	43	6.6%
Members Expenses	942		942	15			957	15	1.6%
Other Centrally held budgets	90		90	377	(129)		338	248	275.6%
Specific Grants	(3,627)	325	(3,302)	(2,585)			(5,887)	(2,585)	(78.3)%
Total	29,198	325	29,523	(362)	(1,505)	(333)	27,323	(2,200)	(7.5%)
Total All Services	155,395	14,615	170,010	7,622	(8,311)	(10,374)	158,947	(11,063)	(6.5%)

Indicative Budget 2014/15 Subjective Analysis	CYP (£000's)	C&WB (£000's)	ETO (£000's)	EGP (£000's)	T&R (£000's)	Council- wide (£000's)	Total (£000's)
Budget Brought Forward	30,902	51,770	31,618	3,227	17,795	23,635	158,947
Pay and Prices	945	1,904	936	308	602	63	4,758
Levies			1,078			862	1,940
Legislative; Grant/Service Transfers	20	(397)		0	145	(523)	(755)
Investment Interest						514	514
Debt Management						(99)	(99)
Demographic (Quantitative)	500	2,100				2	2,602
Governance/Compliance	0	233			(8)	40	265
Other Unavoidable Business Consequences	100	0	23			(32)	91
Total Pressures (excl. new investment)	1,565	3,840	2,037	308	739	827	9,316
Service Improvement/New Services	0	0	0	0	0		0
Total New Cost Pressures (A+B+C+D+E+F)	1,565	3,840	2,037	308	739	827	9,316
Cashable Efficiencies	(1,305)	(2,622)	(491)	(144)	(694)	(2,700)	(7,956)
New Income	0	(23)	(273)	(10)	0	0	(306)
Policy Choice	(400)	(875)	(2,622)	0	(890)	(14)	(4,801)
Total New Cost Reductions	(1,705)	(3,520)	(3,386)	(154)	(1,584)	(2,714)	(13,063)
Net Budgetary Effect of Proposals	(140)	320	(1,349)	154	(845)	(1,887)	(3,747)
Sub-total	30,762	52,090	30,269	3,381	16,950	21,748	155,200
Savings to be identified	(0.5%)	0.6%	(4.3%)	4.8%	(4.7%)	(8.0%)	(2.4%)
Indicative total budget for 2014/15							153,268

Indicative Revenue Budget Proposals Summary 2014/15 : Net Controllable Expenditure by Service

Annex F

Page 95

Service	Proposed Budget 2013/14 £000	Growth/ Pressures 2014/15 £000	Efficiency & Income 2014/15 £000	Policy choice 2014/15 £000	Indicative Budget 2014/15 £000	Change £000	Change %
Children & Young People's Services							
<u>Education Portfolio</u>							
Dedicated Schools Grant	0				0	0	0.0%
Education Early Years	1,165			(25)	1,140	(25)	(2.1%)
Connexions Service	866	26		(100)	792	(74)	(8.5%)
sub total	2,031	26	0	(125)	1,932	(99)	(4.9%)
<u>Supporting Children & Families Portfolio</u>							
Children's Social Services	15,037	936	(530)	(20)	15,423	386	2.6%
Children with Complex & Additional Needs	2,006	35	(125)		1,916	(90)	(4.5%)
Support Services to CYP	5,888	65	(300)	(105)	5,548	(340)	(5.8%)
Commissioning & Multi Agency Referral & Assessment Service (MARAS)	3,214	489	(350)		3,353	139	4.3%
Youth Offending Service	607	14		(150)	471	(136)	(22.4%)
Children's Centres	2,119				2,119	0	0.0%
Early Intervention Grant	0				0	0	0.0%
sub total	28,871	1,539	(1,305)	(275)	28,830	(41)	(0.1%)
Total Children & Young People's Services	30,902	1,565	(1,305)	(400)	30,762	(140)	(0.5%)

Service	Proposed Budget 2013/14 £000	Growth/ Pressures 2014/15 £000	Efficiency & Income 2014/15 £000	Policy choice 2014/15 £000	Indicative Budget 2014/15 £000	Change £000	Change %
Communities & Wellbeing							
<u>Adult Care, Health & Wellbeing Portfolio</u>							
Older Peoples Services	20,506	1,798	(1,478)	(240)	20,586	80	0.4%
Physical Disabilities	4,964	440	(96)	(51)	5,257	293	5.9%
Learning Disabilities	19,306	1,360	(387)	(304)	19,975	669	3.5%
Mental Health	3,446	106	(123)	(31)	3,398	(48)	(1.4%)
Other Adult Services	697	23	(18)		702	5	0.7%
Support Services	1,121	19	(6)		1,134	13	1.2%
Adaptations	(65)		(4)		(69)	(4)	(6.2)%
Supporting People	1,871	2		(249)	1,624	(247)	(13.2)%
Drugs & Alcohol service	260	91	(80)		271	11	4.2%
Equality & Diversity	137	1	(3)		135	(2)	(1.5)%
Public Health	(475)		(450)		(925)	(450)	(94.7)%
Total Communities & Wellbeing	51,770	3,840	(2,645)	(875)	52,090	320	0.6%

Service	Proposed Budget	Growth/ Pressures	Efficiency & Income	Policy choice	Indicative Budget	Change	Change
	2013/14 £000	2014/15 £000	2014/15 £000	2014/15 £000	2014/15 £000	£000	%
<u>Environment, Transport & Operations</u>							
Highways & Network Management, incl. Traffic & Transportation	5,026	260	(66)		5,220	194	3.9%
School Crossing Patrols	531	16			547	16	3.0%
Parking Services	(150)	80			(70)	80	53.3%
Groundforce	4,969	109	(359)	(816)	3,903	(1,066)	(21.5%)
Bereavement Services	(1,023)	16	(50)		(1,057)	(34)	(3.3%)
Sustainability & Greenspace	528	15		(167)	376	(152)	(28.8%)
Waste Management (excl. WDA Levy)	5,137	294	(90)		5,341	204	4.0%
Waste Levy	13,523	1,078	(50)	(250)	14,301	778	5.8%
Public Protection	1,044	97	(15)	(15)	1,111	67	6.4%
sub total	29,585	1,965	(630)	(1,248)	29,672	87	0.3%
<u>Safe, Strong Communities Portfolio</u>							
Environmental Enforcement	30				30	0	0.0%
Culture & Sport	2,272	67	(134)	(1,374)	831	(1,441)	(63.4%)
sub total	2,302	67	(134)	(1,374)	861	(1,441)	(62.6%)
<u>Operational Services for Education (Catering, Cleaning, Transport)</u>	(269)	5			(264)	5	1.9%
Total Environment, Transport & Operations	31,618	2,037	(764)	(2,622)	30,269	(1,349)	(4.3%)

Service	Proposed Budget 2013/14 £000	Growth/ Pressures 2014/15 £000	Efficiency & Income 2014/15 £000	Policy choice 2014/15 £000	Indicative Budget 2014/15 £000	Change £000	Change %
<u>Economic Growth & Prosperity Portfolio</u>							
Asset Management	1,232	208	(76)		1,363	131	10.7%
Planning & Building Control	250	49	(19)		280	30	12.0%
Strategic Planning	550	20	(32)		538	(12)	(2.1%)
Economic Growth	659	16	(7)		667	8	1.2%
Housing Strategy	536	15	(19)		533	(4)	(0.7%)
Total	3,227	308	(154)	0	3,381	154	4.8%
<u>Transformation and Resources Portfolio</u>							
Legal & Democratic	1,960	61	(26)		1,995	35	1.8%
Communication & Customer Services	6,842	215	(576)	(160)	6,321	(521)	(7.6%)
Partnerships & Performance	2,499	89	(32)	(350)	2,206	(293)	(11.7%)
Strategic Human Resources	2,439	81	(26)	(200)	2,294	(145)	(5.9%)
Corporate Leadership & Support	367	7	(1)		373	6	1.6%
Total	14,107	453	(661)	(710)	13,189	(918)	(6.5%)

Service	Proposed Budget 2013/14 £000	Growth/ Pressures 2014/15 £000	Efficiency & Income 2014/15 £000	Policy choice 2014/15 £000	Indicative Budget 2014/15 £000	Change £000	Change %
Finance Portfolio							
Finance Services	3,688	286	(33)	(180)	3,761	73	2.0%
Precepts, Levies & Subscriptions	17,610	831			18,441	831	4.7%
Provisions	1,556	47	(2,700)		(1,097)	(2,653)	(170.5%)
Treasury Management	8,371	415			8,786	415	5.0%
Insurance	690	100			790	100	14.5%
Members Expenses	957	15		(14)	958	1	0.1%
Other Centrally held budgets	338	(58)			280	(58)	(17.2%)
Specific Grants	(5,887)	(523)			(6,410)	(523)	(8.9%)
Total	27,323	1,113	(2,733)	(194)	25,509	(1,814)	(6.6%)
Total All Services	158,947	9,316	(8,262)	(4,801)	155,200	(3,747)	(2.4%)

Children, Families and Wellbeing

April 2013 sees the development of a new directorate formed by the bringing together of the council's Communities and Wellbeing and Children and Young People's Services and NHS Trafford's Public Health service. The Children, Families and Wellbeing Directorate will put the council in an excellent position to face future challenges whilst continuing to provide excellent services to Trafford residents.

The structure for the new Directorate is:

- Children and Young People's Services (CYPS)
- Communities and Wellbeing (CWB)
- Public Health

Children & Young People's Service (CYPS)

Service Narrative

Trafford CYPS was formed, in 2007, as a unique partnership between the Local Authority, Primary Care and Acute Hospital Trusts. Its vision is based upon a determination to ensure better outcomes for children and young people by providing integrated commissioning and delivery services. These are co-ordinated around the needs of the child or young person, rather than the needs of the organisations responsible for commissioning and delivering these services. This vision remains at the heart of our work but has expanded to include an increased emphasis on the importance of the family.

As part of the development of a 2015 Vision for CYPS a range of key principles have been developed that underpin how we are going to deliver services. These principles are:

- To work to meet the needs of all children and young people in Trafford, but with a key focus on the needs of those who are most vulnerable
- To endorse the value of family and to work in partnership to enable strong and resilient families to promote the best outcomes for children whilst always maintaining our focus on the needs of the child or young person
- To work in an outcome focused way and seek to maximise agreed outcomes for children, young people and families through effective assessment, planning and quality service delivery
- To maximise the safeguarding of children and young people according to identified risks and needs
- To use a creative commissioning approach with effective needs assessment to make best use of available resources and enable the community and individual families to be involved in commissioning services that meet their needs and maximise responsibility for their own outcomes
- To understand the effectiveness of intervention offered, linked to an evidence base wherever possible, in order to continue to improve services over time

- To promote the effectiveness of early intervention and prevention, in order to minimise the need for high cost services linked to quality outcomes from intervention
- To work in partnership with the community and with partner organisations in order to maximise the use of our collective resource and promote community resilience and ownership.

We deliver a range of integrated services bringing together professionals from health, social care, and education so children and their families receive co-ordinated support to meet their needs. CYPS is comprised of the following services:

Area Family Support Teams: CYPS operates integrated family support teams bringing together a wide range of health, social care and learning and development professionals at the heart of communities. The teams have established strong working relationships with leaders and partners in their localities laying a strong foundation for the Council's 2015 locality vision.

Multi-Agency Referral and Assessment Service: An integrated service offering a borough wide service for assessment of specialist need for children requiring social care, special educational needs and health support. It also provides a quality assurance function overseeing safeguarding practice and scrutiny of plans for children in care and child protection.

Children in Care: A specialist integrated service for children and young people in long term care and those leaving care, in addition to managing the residential, foster care and adoption services. The service works collaboratively with other LA's, is integrated with health, and has implemented innovative approaches such as ME2, which is therapeutic foster care.

Complex Additional Needs: A fully integrated service meeting the needs of children and young people who have complex health needs and require social care support. The service is leading the development of personalisation which is a key component of the 2015 vision.

Youth Offending Service: The service co-ordinates provision of youth justice services in Trafford. It is designed to tackle offending behaviour and the risk factors associated with it undertaking work to prevent offending and working with families to encourage more positive activities. This is a multi-disciplinary service which is exploring a collaborative model on an AGMA wide basis for specialist services and preventative work on a locality basis within the Area Family Support Teams.

Education and Early Years: Services work with schools and early years settings providing direct support and challenge to ensure high quality leadership, effective teaching, learning and development and high standards of achievement. The service is changing in line with national policy with a greater focus on the vulnerable and inequalities through innovative models of delivery including school to school support.

Children's Centres: Deliver early intervention and support for families in the heart of the community working closely with health services, the voluntary and community sector and schools. A service review is underway to fully integrate into the locality model and explore new service delivery models, innovative approaches, and AGMA collaboration.

CAMHS: Trafford Child and Adolescent Mental Health Services (CAMHS) is a multi disciplinary service co-located to provide services from Tier 1 to 3 to increase the emotional and mental health needs of local children and young people. Early intervention work will be integrated into the area teams to support delivery of the locality model.

Integrated Commissioning: Leads commissioning activity using pooled resources across health, education and social care to maximise resources, outcomes and value for money. The unit supports some of the key mechanisms for change to deliver the 2015 vision.

Service Performance

Trafford CYPS is a high performing service that has been rated as 'Performing Excellently' by Ofsted in their annual assessment for the last two years. This has been achieved through achieving a broad range of outcomes for children and families including;

- Children's Services in Trafford is rated as "Performing Excellently" by Ofsted for last 2 years
- Ofsted inspection of Initial Referral and Assessment Services in 2011 identified 12 strengths and only 3 areas for development and no areas for priority action.
- Ofsted inspection of both Fostering and Adoption Services in 2011 identified services as good with outstanding features
- Two of our three Children's Homes are judged by Ofsted to be outstanding and the third is good
- 72% of Trafford's secondary schools are judged outstanding by Ofsted.
- 53% of Trafford's primary schools are judged outstanding by Ofsted and a further 37% good
- Trafford's Primary Schools have fantastic results with the percentage of 11yr olds achieving level 4+ in English and Maths is the second highest in the country. Trafford's results at the higher levels were also very impressive, with 38% achieving at least level 5 in both English and maths compared to only 27% nationally.
- Educational attainment at secondary level is also exceptionally high with the second highest level in the country for percentage of candidates achieving 3 or more 'A' Levels at grades A /A*. GCSE performance at five or more A* - C grades including English and maths fourth highest in the country.
- The percentage of young people continuing in education has increased from 76% in 2003 to over 91% in 2010 with continual increases year on year. This compares to 86% nationally (2009)
- GCSE performance of pupils eligible for a free school meal is the highest in the North West.

- Attendance rates in Trafford schools are the best in the North West.
- Trafford has the lowest proportion of 16 – 18 year olds who are not in employment, education or training in Greater Manchester.
- Child Obesity rate in Reception Year has been reduced from 10.7% in 2008 to 8.2% in 2010 against a regional average of 9.9%.
- Breastfeeding Initiation rate of 78.3% compared to the regional average of 63.2%.
Prevalence at 6-8 weeks 51.3% compared to regional average of 33.3%
- Teenage Pregnancy rate of 29.7 per 1,000 compared to regional average of 43.7 and a national average of 38.2. This is a 14.3% reduction on the 1998 baseline
- Rate of Under 18 alcohol related hospital admissions 59.83 compared to regional average of 102.81.
- Rate of Under 18 substance misuse 55.6 compared to regional average of 87.7.
- CAMHS has reduced waiting times for first appointment to 6 weeks against the target of 18 weeks.
- Multi-systemic therapy (MST) for children at risk of custody or entering care has had a 93% success rate in helping young people stay with their family.
- Trafford is a national pathfinder for the Single Education, Health and Care Assessment Model for children with complex needs
- We have increased the number of Trafford foster carers enabling a greater number of local children to stay in local families

CYPS Savings Proposals

CYPS has continued to evolve based on its integrated model and the principles set out in the 2015 vision. Our proposals have been developed based on those principles for how we want to deliver services in the future. Proposals are a combination of major transformational changes and service redesign along with some prioritisation and targeting of the services we deliver. Over the last 3 years a strong focus on efficiency has delivered substantial savings.

What is continuing?

We will continue to provide high quality integrated services for children, young people and their families in Trafford. All of the services outlined above are continuing and we are transforming our services based on the locality model to meet needs within communities. We have an ongoing focus on the principles set out in the service description and they will continue to shape the delivery of our services.

The proposals set out below will lead to changes in the way we deliver some services with an increased focus on the most vulnerable and our statutory duties as overall budgets reduce.

What is changing?

Education and Early Years:

Whilst reviewing and changing the way we deliver the service we will continue to fulfil our statutory duties in relation to schools and early years providers and respond to changes in National Policy. A range of school improvement responsibilities have transferred to schools with the development of teaching schools and peer support. A number of the remaining services will be based on an income generation model. A consultation process has been undertaken with schools and other partners.

Complex Additional Needs:

We will continue to reduce spend through the full implementation of a personalisation model based on equitable provision and empowerment of families to take control of service planning. A service specific consultation has been undertaken on this proposal.

Children in Care:

We will continue to provide a valuable service whilst reducing spend through demand management with improved prevention and development of in house family placement provision to meet the needs of those young people requiring care. Effective implementation of this strategy will result in better outcomes for children and young people as well as reduced spend.

Home to School Transport:

We have implemented a revised Home to School Transport policy which changes eligibility for mainstream transport support. We are continuing to provide valuable transport for children with Special Educational Needs (SEN) whilst developing independence through a range of alternative transport options.

Market Management:

We will continue to ensure we provide value for money by reviewing our external spend and will also review funding for external contracts to all groups including those in the voluntary and community sector and private providers.

How is the business reshaping and supporting locality working?

Youth Service:

We will be working to provide a targeted Youth Service delivered through locality hubs with a greater focus on outreach and street based provision. There will be a transfer of one youth centre to the community and a review of activity across other centres. There will be an increase in community provision and potential for new delivery models via community asset transfers or social enterprises. A service specific consultation has been undertaken on this proposal.

Youth Offending Service:

There is substantial change in national policy in relation to this area of service and the Council recognises the need to be responsive to these changes whilst saving money. To support this we will be integrating prevention services into area teams and working collaboratively to ensure specialist services continue to be delivered.

Children's Centres:

We will be carrying out a review of our Children's Centres to make sure that we continue to provide a valuable service to families within Trafford. We will look to attract alternative investment and target provision through more of an outreach model delivered from 6 locality hubs. A service specific consultation has been undertaken on this proposal

Connexions:

We propose to reduce the staffing for targeted service for vulnerable young people over a two year period. A traded service model with schools has been developed for universal services and other alternative delivery options are being considered to mitigate the impact.

CAMHS:

Trafford CAMHS is being reviewed to align preventative services with the Area Family Support Teams to support the delivery of co-ordinated locality services.

Equalities and Diversity

Trafford Council has in place an Equalities and Diversity Policy. The Directorate is committed to fully implementing the policy. The Directorate is working towards ensuring that every member of staff has Diversity and Equality training and using Equality Impact Assessments to ensure all our services promote equality and diversity. A robust Equality Impact Assessment has been completed as part of the comprehensive budget consultation process.

Budget Movement Summary 2013/15

The following summary table categorises the movement in the Directorate's budget over the next 2 years. The Savings are also cross referenced to the Savings Schedules below.

Children & Young People's Service	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s).
Unadjusted Budget Brought Forward	25,576		
Adjusted Budget Brought Forward	34,794	30,902	
Additional Resources to meet Pressures:			
- Pay Related Inflation	405	381	
- Contract Related Inflation	408	564	
- Demography	668	500	
- Transfer of Grant Related Expenditure	(524)	120	
Total New Resources Allocated	957	1,565	
Resource Reallocations Through:			
- Efficiencies	(1,038)	(880)	CYPS 1-7, 10
- New or Increased Income	(50)		CYPS 31
- Invest to Save	(300)	(425)	CYPS 8-9
- Policy Choices	(3,461)	(400)	CYPS 35-41
Total Resources Reallocated	(4,849)	(1,705)	
Net Year-On-Year Change	(3,892) (11.2)%	(140) (0.5)%	
Net Budget Proposal	30,902	30,762	
Comparative Year-On-Year Change Adjusting for 2013/14 Funding Changes	(3,892) (11.2)%	(140) (0.5)%	

Communities and Wellbeing Summary

Service Description

Communities & Wellbeing represents approximately £51.7m of the Council's total net revenue expenditure. The Directorate provides a wide range of services in the key area of Adult Social Care Services

The Directorate supports the Council's key priority of ***improving the health and wellbeing of residents*** in addition to supporting the Executive Lead Member for Adult Social Care

Adult Social Care

The role is to commission and deliver a range of social care services to people over 18 in Trafford, in order to provide them with independence, choice and well-being and to protect vulnerable people. The service aims to provide high quality and cost effective services that meet the needs of people eligible for services.

Our vision is that together we will transform social care in Trafford, so that people can have control over the support they need to live the life that they choose

The Care Quality Commission (CQC) has identified that our services are excellent.

Our services range from individual care packages meeting the needs of people with very complex and challenging needs to preventative services that support people to live independent lives in the community. We are increasingly using personal budgets where people can use an allocated budget to arrange their own support package around their individual needs. We focus our services on people with substantial or critical levels of needs grouped into the following areas:

Older People: whilst many people enjoy a vigorous and independent old age, some older people need support due to increasing frailty and the impact of dementia and the issues linked to aging. Often they are supported by family carers who themselves benefit from extra support such as respite. We aim to support people to remain in their own homes, as well as providing residential and nursing care places where this is necessary.

Learning Disabilities: People with learning disabilities range from those with very complex and challenging needs to those who live and work in the community requiring little or no support. We provide a range of services, from residential and supported housing for those who need this level of support, to day support and home support, increasingly using personal budgets.

Physical Disabilities: We aim to support Disabled People to live in their own homes, through the provision of support, equipment and adaptations, as well as providing

residential care for those who need this level of support. We promote the use of personal budgets to increase peoples' choice and control

Mental Health: We work in partnership with Greater Manchester West Mental Health Trust to provide an integrated mental health service focused on supporting people to recover from mental health problems. For those with on-going mental health problems we provide a range of residential care, supported housing, home support and help to get or stay in work.

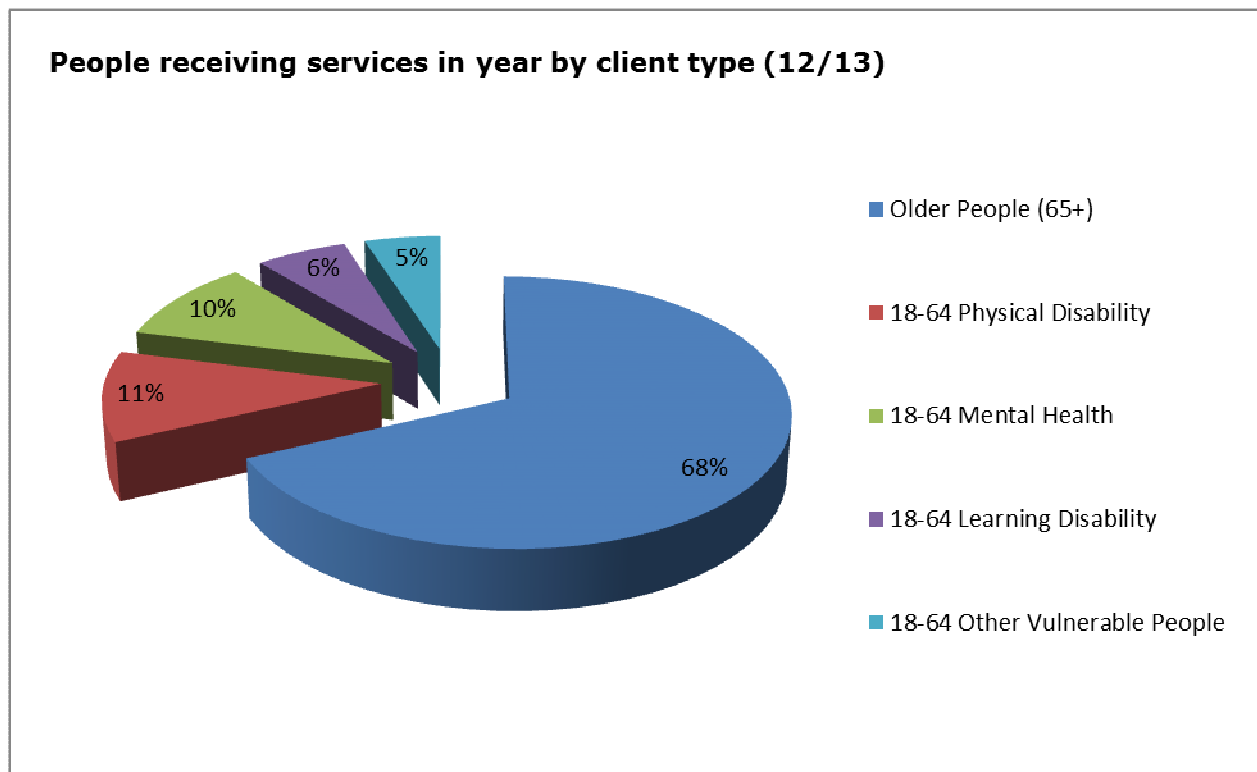
Supporting People (Housing related services): We fund services to help older people and others to live independently at home, ensuring that such services are effective and of good quality. We have contracts with the organisations providing the services which specify the type of service to be provided. The services are targeted to support vulnerable adults across a wide range of service disciplines; older people, adults with a mental health condition, learning disabilities, young adults leaving care, women fleeing domestic violence. The services are based on a short term intervention approach which promotes independence and general health and wellbeing.

Adult Social Care services are based on five key principles:

- **Personalisation:** we have already developed the use of personal budgets where people get their own budget, so that they can have more choice and control over the support they receive. We intend to extend this further, in order to have as many people as possible with their own personal budgets.
- **Promoting independence:** We are committed to working with people to be as independent as possible. We have developed reablement services to work with people in their own homes to be as independent as possible. We have promoted the use of Telecare to help people, as well as developing different approaches for people with very complex needs. We will continue to make promoting independence central to our approach.
- **Integration:** We recognise that working with the local health services will provide a more effective and efficient way of meeting needs. We are committed to creating Integrated Health and Social Services across the Borough, and to work with the Health Services to create innovative services that will support people to live independently in the community.
- **Safeguarding:** We will continue to work in partnership to support the safeguarding of vulnerable adults.
- **Partnership:** We will continue to work in partnership a broad range of organisations in the health, third and voluntary sectors to provide services to the citizens of Trafford.

Performance in 2012/13

Adult Social Care services are provided to approximately 9000 people, with the majority receiving Older People's services.



We also support around 2,600 carers in their caring role through the Trafford Carers' Centre.

In the last year we have achieved:

- 52% of eligible service users and carers with personal budgets that enable them to have maximum choice and control over the services they receive.
- Everyone who needs a Social Care Service is now offered a period of re-ablement. This has been extremely successful with an average reduction of 70% less services needed at the end of the re-ablement period compared to the level of need at the beginning. In addition, 70% of people successfully completing a period of community reablement require no on-going service on completion.
- The number of people in receipt of telecare in year has increased by 43%
- The number of Delayed Transfers of Care from hospital that are attributable to Adult Social Care has reduced by 25%.
- The number of permanent admissions of older people to hospital has decreased by 10%

- The number of carers receiving services and / or advice and information has increased by 8%
- Establishment of a joint trading venture with private sector partner, AMEY. The aim is to make a commercial return from supporting other local authorities and NHS bodies across the UK in delivering their vision for the integration of Health and Social Care. Tender for the provision of Telecare services in Hampshire (contract value £10 million) submitted in January 2013. One of five councils nationally involved in the Local Government Association's pilot programme for cutting edge projects.
- Shortlisted for Local Government Chronicle (LGC) award in the Health and Social Care Category for Personalisation in Trafford. Decision to be made March 2013.
- A national review of Local Accounts was undertaken by the "Towards Excellence in Adult Social Care" Board (TEASC) in August 2012. Trafford was highlighted within the summary report as being a good example of an account that was "built upon a robust and reasonable self-assessment". Trafford presented their approach at the national conference organised by the Local Government Association (LGA) on November 12th 2012.
- An Equality and Human Rights Commission report recognised Trafford's approach to the commissioning of homecare as excellent practice, promoting individual resilience and enhancing respect and control.
- An All Party Parliamentary Enquiry into the Future of Adult Social Care Funding recognised Trafford's approach to transforming services, increasing a diverse range of services based on a real approach to co-production and the delivery of savings.
- National recognition for our Telecare Transformation Programme.

Approach to the Budget

Adult Social Care has a net budget of over £51.7m to support the provision of care and community services to the people of Trafford. As elsewhere we face increasing demand for services, due to a range of factors including

- The demographic pressures created by an aging population that will continue to make greater demands on adult social care
- The increasing numbers of learning disabled people with complex needs, especially younger people coming through transition
- The changing nature of families and communities which leads to greater expectation on the Council to support vulnerable people and their carers
- The increasing awareness of adult abuse and the need to provide services to protect vulnerable people from harm
- The impact of increasing health problems due such issues as alcohol abuse and obesity.

Focusing on our five key principles of Personalisation, Promoting Independence, Integration, Safeguarding and Partnership, we will meet the challenges for the coming year by

- Transforming and implementing a new service model approach for Supporting People. Aligning savings to the review of priority needs reflected in the Supporting People Commissioning and Procurement Strategy. The review was led by the Supporting People Board in partnership with key stakeholders. This will be a key strand in our budget strategy. The three main approaches to the continuation of this programme of work will be;
 - Personalisation
 - Promoting independence
 - Embedding a new model of accommodation and support
- Continue to develop our reablement services, including further developing our reablement service for learning disabled people. This will include extending the use of Telecare, as well as ensuring that we continue to make the most effective use of equipment and adaptations.
- Expanding the use of personal budgets that provide better outcomes for residents as well as being an effective use of resources.
- Either reducing the costs of services, or keeping inflationary increases to a minimum.
- Maximising income
- Focusing on high cost provision, seeking to reduce costs through service redesign and improved procurement.
- Not changing the eligibility threshold for services that will remain at substantial/critical (as defined by the Fair Access to Care Service criteria), but will refocus the services delivered under this criteria.
- Continue to develop our existing partnerships with our health colleagues in the local NHS services in Trafford.
- Continue to work with local providers to maintain and improve standards of care across all services. Where necessary, working with partners and regulators we will take rapid action to safeguard vulnerable people and ensure that all necessary steps are deal with any risks to the quality of care provided to our vulnerable residents.
- Continue to work with the voluntary and community sector to further develop a range of preventative services.

However, we recognise that to manage the increasing demands with reducing resources we will need to work more closely with the local health services. To that end it is a major priority for the Adult social Services to integrate its operational services with Trafford Provider Services to create an integrated health and social care service in the community in Trafford. This will provide the basis for further service development and innovation that will underpin the delivery of the MTFP in future years.

Delivering a Quality Service

The Directorate aims to deliver high quality services. Service users and carers are directly involved in assessing the quality of services and in planning improvements. Performance Management is at the core of the directorate with a comprehensive service plan and more detailed action plans driving improvement, together with regular monitoring of our performance against targets. We have a programme to review our services to ensure that they are high quality and deliver Value for Money.

Equalities and Diversity

Trafford Council has in place an Equalities and Diversity Policy. The Directorate is committed to fully implementing the policy. The Directorate is working towards ensuring that every member of staff has Diversity and Equality training and using Equality Impact Assessments to ensure all our services promote equality and diversity. A robust Equality Impact Assessment has been completed as part of the comprehensive budget consultation process.

Budget Movement Summary 2013/15

The following summary table categorises the movement in the Directorate's budget over the next 2 years. The Savings are also cross referenced to the Savings Schedules below.

Adult Social Services	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s).
Unadjusted Budget Brought Forward	49,060		
Adjusted Budget Brought Forward	54,157	51,770	
Additional Resources to meet Pressures:			
- Pay Related Inflation	302	270	
- Contract Related Inflation	2,021	1,634	
- Demography	2,041	2,100	
- Transfer of Grant Related Expenditure	(11,261)	(397)	
- Governance/Compliance	10,339	233	
Total New Resources Allocated	3,442	3,840	
Resource Reallocations Through:			
- Efficiencies	(2,026)	(1,722)	CWB 11-20, 23-24, 26-30
- New or Increased Income	(172)	(23)	CWB 32-34
- Invest to Save	(900)	(900)	CWB 22-25
- Full Year Effect of Previous Years Decisions	(40)		CWB 21
- Policy Choices	(2,691)	(875)	CWB 42-56
Total Resources Reallocated	(5,829)	(3,520)	
Net Year-On-Year Change	(2,387) (4.4)%	320 0.6%	
Net Budget Proposal	51,770	52,090	
Comparative Year-On-Year Change Adjusting for 2013/14 Funding Changes	(2,387) (4.4)%	320 0.6%	

Public Health Service Summary

Service Description

Public Health represents approximately £10.2m of the Council's total net revenue expenditure. The Service provides a wide range of services in the key area of Public Health. This is a new service for Trafford following the transfer of substantial health improvement duties on the 1 April 2013 from the NHS. We will develop a local public health service that is designed to improve public health in Trafford.

The Service supports the Council's key priority of ***improving the health and wellbeing of residents*** in addition to supporting the Executive Lead Member for Community Health and Wellbeing

Public Health

The role is to commission and deliver a range of public health services to people aged 5 and over in Trafford.

Our services are designed to:

- Improve significantly the health and wellbeing of the people of Trafford
- Carry out health protection functions
- Reduce health inequalities across the life course, including within hard to reach groups
- Ensure the provision of population healthcare advice

We focus our services in the following areas:

- Sexual health services
- STI testing and treatment
- Sexual health services – Contraception
- NHS Health Check programme
- Local authority role in health protection
- Public health advice
- National Child Measurement Programme
- Sexual health services - Advice, prevention and promotion
- Obesity – adults and children
- Physical activity – adults and children
- Drug misuse – adults
- Alcohol misuse – adults

- Substance misuse (drugs and alcohol) - youth services
- Stop smoking services and interventions
- Wider tobacco control
- Children 5-19 public health programmes
- Miscellaneous, which includes:
 - Non-mandatory elements of the NHS Health Check programme
 - Nutrition initiatives
 - Health at work
 - Programmes to prevent accidents
 - Public mental health
 - General prevention activities
 - Community safety, violence prevention & social exclusion
 - Dental public health
 - Fluoridation
 - Local authority role in surveillance and control of infectious disease
 - Information & Intelligence
 - Any public health related to environmental hazards protection
 - Local initiatives to reduce excess deaths from seasonal mortality
 - Population level interventions to reduce and prevent birth defects (supporting role)

Performance in 2012/13

Public Health services, transferred from the NHS on 1 April 2013 will be required to draw up its public health priorities for Trafford. Performance in 2012/13 was the responsibility of the NHS. We will work with the new Clinical Commissioning Group and other partners such as the police and community safety partnerships to assess the current and future health needs and assets of the local community. This work is a key part of the development of a public health strategy in Trafford. We will work with all our partners and the community in order to deliver services based on local needs whilst addressing the requirements of the national Public health Outcomes Framework.

Approach to the Budget

Public Health has a budget of £10.2m to support the provision of health improvement services to the people of Trafford. As a new service we will align our resources to deliver our Public Health strategy taking into account increasing demand for services, due to factors such as the impact of increasing health problems from alcohol abuse and obesity.

It is a major priority for Trafford to develop its public health services and to create an integrated public health, health and social care service in the community in Trafford. This will provide the basis for further service development and innovation that will underpin the delivery of the MTFP in future years.

Delivering a Quality Service

The Directorate aims to deliver high quality services. Service users will be involved in assessing the quality of services and in planning improvements. Performance Management is at the core of the directorate with a comprehensive service plan and more detailed action plans driving improvement, together with regular monitoring of our performance against targets. We have a programme to review our services to ensure that they are high quality and deliver Value for Money.

Equalities and Diversity

Trafford Council has in place an Equalities and Diversity Policy. The Directorate is committed to fully implementing the policy. The Directorate is working towards ensuring that every member of staff has Diversity and Equality training and using Equality Impact Assessments to ensure all our services promote equality and diversity. A robust Equality Impact Assessment has been completed as part of the comprehensive budget consultation process

Budget 2013/15 – Saving Schedule – CFW Service

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	SCF	1	Children's Social Care	Leaving Care Service	Efficiency	(110)	0	The leaving care service is largely a demand led budget with a statutory requirement to meet the needs of young people leaving care. Reductions in funding will be carefully managed to mitigate any impact with effective targeting of support.
Page 117 CYPS	SCF	2	Children's Social Care	Children in Care Placements	Efficiency	(328)	(480)	The budget is demand led so children's needs will still be met with a focus on quality of provision. Investment to expand in-house foster care provision will enable us to reduce use of agency placements with a major cost reduction.
CYPS	SCF	3	Children's Social Care	Reducing cost of Homelessness provision for Young People	Efficiency	(500)	(50)	Effective management of our homelessness service has reduced demand. There will also be an increased use of supported lodgings which reduces cost and improves outcomes for some young people.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	SCF	4	Children's Social Care	Reduction in payment of expert witness fees	Efficiency	(20)	0	No significant impact expected from this saving
CYPS	SCF	5	Multi Agency Referral & assessment Service	Reduction in cost of MARAS	Efficiency	(100)	(150)	The saving in 2013-14 will be achieved by a staffing review within the Safeguarding Services. Due to the nature of the service the changes have potential risks that are being mitigated through a review of the work of the team.
CYPS	ED, SCF	6	Commissioning	Market Management	Efficiency	(180)	(200)	Impact will in the main relate to external providers both in the private and voluntary sectors. The main focus is to ensure greater value for money and it is hoped to achieve the saving through improved efficiency.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	ED, SCF, HW, AC	7	Various	Integration of Directorates	Efficiency	(240)	0	The current CYPS and CWB management structures will be integrated resulting in a reduction in management and back office posts. The loss of management capacity will be mitigated by a more coherent approach to both the commissioning and provision of services on an all age basis. The integration of Public Health staff into the new structure will also enable a more co-ordinated approach to all aspects of health, education and social care provision for the whole community.
CYPS	SCF	8	Complex and Additional Needs	Reduction in Placement Budgets	Efficiency	(125)	(125)	This saving is to be achieved through implementation of personalisation. This will fundamentally change the service delivery model for children with complex additional needs. There will be an extensive consultation process that will also inform the EIA.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	ED	9	Support to Children and Young People	Home To School Transport	Efficiency	(175)	(300)	This saving relates to the revised Home to School Transport Policy that has now been implemented. This saving is linked to reducing the cost of contracts for SEN transport and introduction of alternative travel options. The documentation and EIA published in July 2011 as part of the approval process sets out in detail the impact of the changes.
CYPS	ED	10	Education and Early Years	Reduction in the cost of Teachers Pensions	Efficiency	(10)	0	No impact in relation to this saving.
CWB	ACHW	11	Learning Disabilities	Supported Network Houses remodelling of service	Efficiency	(123)	0	Reduction in staffing and some running costs. Users will switch to Personal Budget model, which has been positive in other areas. Conversion should provide options for future development of innovative service provision.
CWB	ACHW	12	Learning Disabilities	Retendering of schemes and reducing cost of high value placements	Efficiency	(128)	(150)	Services, specifications and contracts would be redesigned.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	13	Older Peoples Services	Pool funding to Advocacy services to create all-inclusive service	Efficiency	(50)	0	Pool funding and establish an all-inclusive advocacy service
CWB	ACHW	14	Mental Health	Implement Personal Budgets	Efficiency	0	(50)	Personal Budgets will be fully implemented in the Mental Health Service.
CWB	ACHW	15	Other Adult Services	Efficiencies in Information and Advice services	Efficiency	0	(50)	Efficiencies from a review of information and advice services.
CWB	ACHW	16	Learning Disabilities	Implement Personal Budgets for transport provision	Efficiency	0	(200)	Service users will be supported to make innovative use of Personal Budgets, especially for transport provision.
CWB	ACHW	17	All adult social services	Reduction in running costs equal to general inflation provision	Efficiency	(498)	(422)	In order to negate future general inflationary cost increases, efficiencies from procurement and continued austerity will be achieved. This will focus on reducing price and volume without affecting service levels.

Page 121

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	18	Other Adult Services	Efficiencies from moving to locality based working	Efficiency	0	(50)	Integration with Trafford Provider Services will reduce duplication of services and lead to more effective population demand management diverting people away from inappropriate admission to services
CWB	ACHW	19	Older Peoples Services	Efficiencies in the running costs of Ascot House	Efficiency	0	(100)	Integration will reduce duplication of services and lead to more effective population demand management diverting people away from inappropriate admission to services. Integrated running with Trafford Provider Services will reduce costs.
CWB	ACHW	20	Older Peoples Services	Efficiencies in Operational Services following integration with Trafford Provider Services	Efficiency	0	(100)	Integration will reduce duplication of services and lead to more effective population demand management diverting people away from inappropriate admission to services. Integrated running with Trafford Provider Services will reduce costs.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	21	Older Peoples Services	Full year effect of 2012/13 senior management review	Efficiency	(40)	0	None, saving already in place
CWB	ACHW	22	Older Peoples Services	Enhanced Reablement offer delivering reduced on-going demand for services	Efficiency	(500)	(500)	Increasing the availability of reablement services will reduce the demand and on-going costs of residential and community based services
CWB	ACHW	23	Support Services	Efficiencies in back office services	Efficiency	(99)	0	Will deliver efficiencies in current support services functions
CWB	ACHW	24	Older Peoples Services	Changing focus in home care services	Efficiency	(312)	0	Managed through the Council's commissioning approach
CWB	ACHW	25	Older Peoples Services	Enhanced Telecare offer delivering reduced demand for services	Efficiency	(400)	(400)	Increasing the availability of telecare services will reduce the on-going costs of community based services and delay the use of residential care
CWB	ACHW	26	Older Peoples Services	Emergency Card Scheme	Efficiency	(16)	0	Reduction to reflect current demand on budget
CWB	ACHW	27	Older Peoples Services	Carers Development	Efficiency	(40)	0	Efficiencies in the Carers Development service

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	28	All adult social services	Efficiencies in the procurement of contracted care services	Efficiency	(260)	0	Procurement efficiencies in inflationary increases on care services contracts
CWB	ACHW	29	Council Wide	Efficiencies in Council wide delivered Advice and Information services	Efficiency	(100)	(150)	Efficiencies from a review of information and advice services in Trafford
CWB	ACHW	30	Public Health	Efficiencies in functions shared between the Council and Public Health	Efficiency	(400)	(450)	Transition work undertaken in the move of Public Health to the Local Authority has identified efficiencies in planned tenders of services and workforce profiling has identified opportunities to streamline functions.
Efficiency sub total						(4,304)	(3,9272)	
CYPS	SCF	31	MARAS	Additional Income MARAS	Income	(50)	0	No impact in relation to this saving
CWB	ACHW	32	All adult social services	Community Care Services' charges – removal of local subsidy arrangements in assessment process	Income	(130)	0	Removing subsidy for Community Based Care services for people in receipt of home care, day care and direct payments.
CWB	ACHW	33	All adult social services	Inflationary increase for rents	Income	(22)	(23)	Inflationary increase on rents charged.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	34	Public Health	Raising of administration charge to Public Health service for business running costs	Income	(20)	0	Public Health services transfer to local authority control from the NHS. Will not impact on service provision
Income sub total						(222)	(23)	
CYPS	SCF	35	Youth Services	Reduction in costs in delivering Youth Services	Policy Choice	(316)	0	There will be a focus on increased community provision and locality delivery. This will be through a hub and spoke model with outreach provision, plus a transfer of 1 youth centre to the community and a review of activity across other centres.
CYPS	SCF	36	Connexions	Reduction in costs Connexions	Policy Choice	(100)	(100)	Saving relates to staffing reductions which could impact on the provision of Independent Information, Advice and Guidance to vulnerable young people. Impact to be mitigated by targeting of resources and links to the universal service that is self-funding.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	SCF	37	Youth Offending Services	Reduction in costs Youth Offending Service	Policy Choice	(326)	(170)	There are major changes in youth justice nationally that are leading to reduced funding and revised delivery model. There are potential risks to support for young people at risk or offending or those already within the youth justice system. Mitigation will be provided by integrating prevention services into the locality model and exploring collaborative opportunities for Tier 3 and 4 services. This saving includes an estimated reduction in Youth Justice Board funding which has yet to be confirmed. The service will need to reflect the level of funding made available.
CYPS	SCF	38	Children's Centres	Reorganisation of Children Centre Provision	Policy Choice	(1,811)	0	There will be a reconfiguration of children's centre provision based on 6 locality hubs. It will mean a reduction in centre based support with an increase in outreach and targeted provision. Services will be fully integrated into the Area Teams.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CYPS	ED	39	Home to School Transport	Change in policy for Transport eligibility	Policy Choice	(125)	0	Revised policy means that transport support for mainstream pupils will no longer be provided for those attending schools beyond statutory walking distance due to parental preference. Extensive consultation and a full EIA were completed in July 2011 highlighting the impact of changes.
Page 127 CYPS	ED	40	Education Early Years	Early Years Education Childcare	Policy Choice	(319)	(25)	There will be a reduction in resource available to scrutinise and support child care provision within Trafford. The service will be reorganised to mitigate the impact of the savings.
CYPS	ED	41	Education Early Years	School Improvement	Policy Choice	(400)	(105)	A new locality focused school improvement service is being put in place in line with national policy. We will now broker and facilitate support for schools through the new structures emerging such as teaching schools and peer support rather than direct delivery.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	42	Older Peoples Services	Extension of use of pre-paid cards for distribution of Personal Budgets	Policy Choice	(60)	(40)	Pre-payment cards will reduce external accountancy fees and improve efficiency in service delivery. Will support personalisation and transformation agenda by increasing access to Personal Budgets.
CWB	ACHW	43	Older Peoples Services	Older Peoples Home Care Fees	Policy Choice	(30)	0	Efficiencies in the home care service
CWB	ACHW	44	Older Peoples Services	Closure of Katherine Lowe House and alternative service provision	Policy Choice	(458)	0	Closure of Katherine Lowe EPH and the commissioning of an equivalent number of residential beds in the private sector. Formal consultation with residents, families and staff.
CWB	ACHW	45	Older Peoples Services & Learning Disabilities	Closure of Princess Centre and co-location of services at Pathways. Efficiencies in joint provision	Policy Choice	(326)	(100)	Co-locating in one building will benefit both service user groups. Improved social inclusion for both learning disability and older people. Will reduce premises costs and allow reduction in staff costs.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	46	Older Peoples Services	End external provision of Day Centres and replace with Personal Budget provision	Policy Choice	(70)	(50)	End externally provided day support, reinvesting in personal budgets to ensure no overall reduction in service provided. Conversion should provide options for future development of innovative service provision.
CWB	ACHW	47	Older Peoples Services	End current contract arrangements for Carers Services and replace with Personal Budget provision	Policy Choice	(40)	(50)	End current contract and offer personal budgets releasing savings from back office and management. Will have no impact as efficiency saving.
CWB	ACHW	48	Mental Health	Closure of Broome House and provide services on a locality basis	Policy Choice	(90)	0	Development of Mental Health service on a locality model rather than building based traditional approach. Service users will be able to access services from multiple locations
CWB	ACHW	49	Older Peoples Services	End commissioned meals service and support through Personal Budgets and alternative provision	Policy Choice	(79)	0	Ending of the current model of meals provision. Consultation with users including what service they may require in the future and the most appropriate way of delivering this.

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	50	Housing Services	New service plan for Older Peoples, Social Inclusion and Young Peoples services funded through Supporting People	Policy Choice	(790)	(249)	Significant reduction in service provision: savings will be prioritised to meet strategic priorities and key service areas, but overall level of housing support to vulnerable adults across the borough will be reduced.
CWB	ACHW	51	All adult social services	Inflationary increase for fees and	Policy Choice	(428)	(386)	Inflationary increase on residential and community based services. Impact on service users mitigated by national assessment framework
CWB	ACHW	52	Older Peoples Services	End projects funded through the specific Memory Grant which has now ended	Policy Choice	(40)	0	Specific projects funded and delivered in conjunction with NHS Trafford will end.
CWB	ACHW	53	Learning Disabilities	Reduction in the Learning Disabilities Development Fund	Policy Choice	(100)	0	Reduce the resource available to the Fund, potentially impacting on the development of new services
CWB	ACHW	54	Older Peoples Services	Remove vacant post in operational services	Policy Choice	(20)	0	Remove one currently vacant post within operational services

Dir'	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
CWB	ACHW	55	Older Peoples Services	Review eligible needs in Community Based care services	Policy Choice	(100)	0	Continue with new assessment framework, review reviewing cycle and exception policy. Level of direct service provision to individuals may change. Alternative options will be set up.
CWB	ACHW	56	Older Peoples Services	Isobel Baillie Lodge – Day Services	Policy Choice	(60)	0	Efficiencies in day services. Will support personalisation and transformation agenda by increasing access to Personal Budgets.
				Policy choice sub total		(6,088)	(1,275)	
				Net Total All Proposals		(10,614)	(5,225)	

Page 131

Portfolio Key

SCF: Supporting Children & Families Portfolio

Ed: Education Portfolio

ACHW: Adult Care, Health & wellbeing

Savings highlighted in grey are subject to future decisions to be taken by the Executive on 4 March, should these proposals be approved by Council.

Environment, Transport and Operations

Trafford's Environment, Transport and Operations Directorate delivers services relating to the maintenance and improvements of highways and parks, street cleaning, culture and sport, public protection, waste management, and transport, catering and cleaning. Budgeted gross expenditure for 2012/13, including traded services, is £49.8m, with a net budget of £32.3m.

Services will be organised around the needs of residents, focussed on working with communities and local service delivery to improve neighbourhoods and community cohesion, improve the quality of life of Trafford's people, and provide a safe environment.

Services Provided

Highways and Green Spaces

Each year the Council maintains and repairs 500 miles of roads and footways in Trafford, cleans the Borough's streets and pavements, removing more than 3,000 tonnes of leaves that fall onto the surfaces in the year, and clearing over 20,000 gullies that let water drain away from the roads.

The Borough's 60,000 trees on the highway network are also regularly maintained and 30,000 streetlights looked after. The Council manages 40 public parks, 50 amenity green spaces, 21 recreation/sports grounds, five cemeteries/crematoria, 41 woodlands, 86 children's playgrounds and 35 allotment sites.

In winter, we will keep traffic and people moving by gritting 170 miles of designated routes, as well as the pavements in town centres.

Waste and Recycling

The Council will continue to remove household waste from its 95,000 households and will continue to improve Trafford's overall recycling rate of approximately 50%, which will directly reduce the amount of money that the Council will have to spend to dispose of the waste.

Public Protection

We will continue to support and regulate over 5,000 premises for food, health and safety, trading standards, pollution and licensing and maintain other health and safety initiatives. We will continue to offer the free Consumer Alert Network to all businesses and residents in Trafford.

Culture and Sport

We will continue to promote sport, leisure, arts and culture across the Borough. Waterside Arts Centre will grow as a cultural attraction improving on the current year's visitor numbers of 93,000 with shows, events and activities suitable for a range of ages and interests.

Transport, Catering and Cleaning (Traded Services)

The Catering Service serves on average 11,500 meals per day, over two million meals per year, making us the largest and first choice supplier in the Borough. Both Catering and Cleaning need to combine high standards with efficiency in order to compete with the private sector.

We provide over 97 designated school crossing patrols and schedule approximately 10,000 school transport journeys per month for 565 children with special educational needs.

Performance

- Residents and businesses benefit from being able to park anywhere in the Borough for only 10p for the first hour. This is the lowest rate in Greater Manchester.
- Trafford is one of the best performing and low cost waste collection services in Greater Manchester.
- The Borough has the lowest killed and seriously injured road casualties in Greater Manchester.
- Residents live no more than 600 metres away from a park or open space.
- More of our school crossing points are staffed than is recommended by RoSPA (the charity that advises on road safety).

Proposals 2013/15

- To transform the way that we do many things to achieve savings using new ways of working (maintenance of roadside verges) and reviewing staff deployed on the frontline, in back office and managerial roles.
- There are ways that we can generate additional income. Better marketing for the Waterside Arts Centre will increase ticket sales. We also aim to increase the revenue from chargeable services that we provide, such as businesses operating on our land and replacement grey wheelie bins. Fees and charges will be reviewed and, where appropriate, increased in line with inflation or in comparison with neighbouring Councils.
- There are services that will be cheaper if we fund other organisations to deliver them. We propose alternative funding models for winter gritting and park gates opening and closing, and to reduce the cost of the waste and recycling contract.
- We currently give money to partner organisations, such as the Mersey and Bollin Valley Partnerships. We will review these funding arrangements to get better value for this money.
- We will need to reduce the levels of frontline, back-office and managerial staff in a range of service areas within the Directorate, such as Groundforce, highways and consumer advice. Some of these services are proposed to be reduced, and others modified so that they are able to provide services by locality. This will help to minimise potential issues that may arise due to lower staffing levels.
- We have undertaken a consultation exercise with a representative sample of residents to assist in determining the future recycling and waste services provided to households.

Amendments to the service resulting from the consultation are anticipated to produce savings in waste sent to landfill and improvement in Trafford's recycling rate.

- We will work with partners in sport, leisure, greenspace, highways, enforcement and parking to develop new models for the maintenance of facilities and delivery of activity.

Budget Movement Summary 2013/15

The following summary table categorises the movement in the Directorate's budget over the next 2 years. The Savings are also cross referenced to the Savings Schedules below.

Environment, Transport & Operations	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s).
Unadjusted Budget Brought Forward	32,275		
Adjusted Budget Brought Forward	32,275	31,618	
Additional Resources to meet Pressures:			
- Pay Related Inflation	236	233	
- Contract Related Inflation	863	703	
- Waste Disposal Authority Levy	798	1,078	
- Effects of Economic Climate on Income (Car Parking, etc.)	386	23	
- Open Space Funding Shortfall	106		
- Flood Defence (Grant Funded)	25		
Total New Resources Allocated	2,414	2,037	
Resource Reallocations Through:			
- Efficiencies	(477)	(491)	ETO 1-15
- New or Increased Income	(332)	(273)	ETO 21-31
- Full Year Effect of Previous Years Decisions	(128)		ETO 16-20
- Policy Choices	(2,134)	(2,622)	ETO 32-51
Total Resources Reallocated	(3,071)	(3,386)	
Net Year-On-Year Change	(657) (2.0)%	(1,349) (4.3)%	
Net Budget Proposal	31,618	30,269	
Comparative Year-On-Year Change Adjusting for 2013/14 Funding Changes	(657) (2.0)%	(1,349) (4.3)%	

2013/15 – Saving Schedule – Environment, Transport & Operations

Dir.	Port- folio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 1	Highway Operations	Review of existing contracts and the reduction in plant, materials and equipment as a consequence of the proposed service changes.	Efficiency	(80)		There will be a reduction in the amount of plant, materials and equipment necessary to deliver the proposed service changes.
ETO	HES	ETO 2	Highway Operations	Reduction in fuel costs as a consequence of a reduction in vehicles.	Efficiency	(37)		Fuel costs will be reduced due to a reduction in the number of vehicles.
ETO	HES	ETO 3	Highway Operations	Winter Maintenance - alternative service delivery model, built upon the existing successful team.	Efficiency		(100)	A mutual co-operative service delivery model for Winter Maintenance will be developed.
ETO	HES	ETO 4	Operations	Business process efficiencies due to operational service reviews	Efficiency	(15)	(29)	Streamlining of business process in line with operational service reviews
ETO	HES	ETO 5	Highway Operations	Trafford Communities already play a part in the maintenance of verges. We intend to extend and formalise the process with residents and businesses of Trafford.	Efficiency		(150)	The introduction of a new business delivery model for maintenance of verges, working in cooperation with the residents and businesses of Trafford.
ETO	HES	ETO 6	Highway Operations	Recovery of design and implementation costs from	Efficiency	(131)	(13)	Recovery of costs from capital projects to more accurately reflect

Dir.	Port- folio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
				capital projects				how they are delivered.
ETO	HES	ETO 7	Environmental Enforcement	Implement new ways of delivering environmental enforcement	Efficiency	(62)		Reduce reliance on environmental penalty notice enforcement by introducing a more intelligence led approach, including better use of existing Council Groundforce resources
Page 136	HES	ETO 8	Groundforce	Parks Partnership will see the Council enter into a partnership with an external partner organisation to support the management and running of our parks assets with additional benefits to the wider community.	Efficiency	(68)	(59)	The parks partnership is a brand new initiative created in Trafford to drive down cost and provide long term employment and training for young people. This will involve a national partner who will provide expertise within trial park space areas. The young people will be recruited from Trafford.
ETO	HES	ETO 9	Waste Management	Reduce cost of disposing commercial waste	Efficiency	(40)	(40)	Review of waste disposal arrangements for commercial waste.
ETO	HES	ETO 10	Waste Management	New waste collection contract	Efficiency		(50)	New waste collection contract being let from October 2014.
ETO	HES	ETO 11	Waste management	Waste Disposal Authority - sell off spare capacity	Efficiency		(50)	Collaboration with WDA to sell off their spare capacity in order to reduce disposal costs through the levy.
ETO	HES	ETO 12	Public Protection	Reduced costs for Animal Welfare inspections (pet	Efficiency	(5)		We currently pay Oldham Council to do this work, and this has reduced

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
				shops, animal boarding, horse riding etc.)				our costs. Other GM Councils are now buying this service from Oldham and charges will be reduced further.
ETO	HES	ETO 13	Public Protection	Reduced costs of Dog Warden service.	Efficiency	(5)		The quality and coverage of the current service will not change; the proposed saving will be made by improved management of the contract.
Page 137	HES	ETO 14	Public Protection	Replace two computer software systems with a single combined system.	Efficiency	(12)		The proposed change will not affect service quality and there will be no negative impact on customers.
137	HES	ETO 15	Public Protection	Stop subscriptions to a number of professional information services.	Efficiency	(22)		Improved free access to online information and increased sharing of information with partners means this proposal will have a minimal effect on service delivery.
ETO	HES	ETO 16	Street Lighting Operations	Full year effect of service review savings from previous years	Full year effect from 12/13	(15)		This relates to savings from previous years that have already been delivered.
ETO	HES	ETO 17	Groundforce	Full year effect of service review savings from previous years.	Full year effect from 12/13	(35)		This relates to savings from previous years that have already been delivered.
ETO	HES	ETO 18	Groundforce	Full year effect of service review savings from previous years	Full year effect from 12/13	(20)		This relates to savings from previous years that have already been delivered.

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 19	Greenspace & Sustainability	Action for sustainable living grant saving has already been delivered	Full year effect from 12/13	(36)		This relates to savings from previous years that have already been delivered.
ETO	HES	ETO 20	Operational Services for Education	Review of operational services for Education	Full year effect from 12/13	(22)		Full year effect of savings approved for 2012/13.
Efficiency & Full Year Effects sub total						(605)	(491)	
Page 138	HES	ETO 21	Highway Operations	Re-design of the vehicle dropped crossing provision. The initiative will be the subject of a full procurement process which will determine the current "market" value for money rate.	Income	(20)		Improved cost recovery model.
ETO	HES	ETO 22	Highway Operations	Implementation of the AGMA wide coring program to improve the condition of utility road reinstatements.	Income		(12)	Improved utility road reinstatements.
ETO	HES	ETO 23	Highway Operations	Implementation of the Greater Manchester Road Access Permits scheme to reduce the amount of utility road opening times.	Income	(32)	(22)	Reduced length of utility road opening times.
ETO	HES	ETO 24	Operations	Business development - income generation.	Income	(5)	(5)	Identification of new work income streams. No significant

Dir.	Port- folio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
								resident/business impact anticipated
ETO	HES	ETO 25	Groundforce	Review of Trafford Community Leisure Trust building maintenance contracts and contributions from leisure user community groups' towards utility and building maintenance costs.	Income		(84)	External partners and community users to share in the management and payment of utility and maintenance costs.
Page 139	HES	ETO 26	Groundforce	Banded trading licences will operate in parks and greenspaces. These will exist where income generating activities occur by individuals and companies for commercial gain.	Income		(15)	Introduction of trading licences for private businesses operating in the Council's parks (these may include Ice Cream vans, fairgrounds and fitness businesses). Introduction of suitability criteria for events in parks. This is not an initiative that seeks to penalise or restrict community initiatives.
ETO	HES	ETO 27	Groundforce	Increase allotment fees	Income		(35)	Increase in weekly charge from £1 to £1.50. It will provide the opportunity for allotment holders to improve spaces not currently managed by some customers.
ETO	HES	ETO 28	Waste Management	Charge for replacement grey (non-recycling) wheeled bins	Income	(30)		Resistance from residents. Potential increased fly tipping to avoid charges.

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 29	ETO all services	Fees & Charges - inflationary increases	Income	(120)	(50)	Inflationary and benchmarked increases in discretionary fees and charges.
ETO	HES	ETO 30	Operational Services for Education	Contributions/Sponsorship / Commissions	Income	(100)		Income from outdoor media sites already contracted.
ETO	SSC	ETO 31	Culture and Sport	Waterside Arts Centre – increased ticket sales will improve cost recovery	Income	(25)	(50)	Higher ticket sales following improvements in marketing/catering will enable better recovery of Arts Centre costs.
Income sub total						(332)	(273)	
ETO	HES	ETO 32	Highways, Bridges & Structures	Development of shared services with other local authorities.	Policy Choice	(25)		On-going delivery of the Council's ambition to work more collaboratively with other local authorities.
ETO	HES	ETO 33	Highway Operations	Re-structuring of the Highway Maintenance team resulting in the reduction of 2 posts.	Policy Choice	(50)		Reduced resilience to deal with extreme weather conditions and other exceptional events.
ETO	HES	ETO 34	Street Lighting Operations	Cease painting street lighting columns.	Policy Choice	(28)		Possible negative aesthetic impact on the street scene.
ETO	HES	ETO 35	Street Lighting Operations	Reduce street lighting maintenance teams	Policy Choice	(60)		Reducing the response time for outages of street lighting lanterns at peak periods.

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 36	Transport'n & Road Safety	Re-structure of the Road Safety Section resulting in the reduction of 1 Road Safety Officer's post.	Policy Choice	(28)		Reduction in the amount of road safety campaigns undertaken.
ETO	HES	ETO 37	Highways Operations Drainage	Re-prioritisation of deep drainage repair work to be undertaken within a defined budget in line with asset management principles.	Policy Choice	(139)		There will be delays in non-essential drainage repair works.
ETO	HES	ETO 38	Groundforce	Service redesign to achieve a minimum of 7.5% organisational savings - resulting in the reduction of 10 posts within the Groundforce teams.	Policy Choice	(385)	(16)	Reduced flexibility and response times.
ETO	HES	ETO 39	Groundforce	Parks maintenance - this is an initiative set to challenge our existing manicured approach to all public park space using park based staff. We want to explore the potential ecological, operational and financial benefits of an alternative approach.	Policy Choice		(800)	The Council's intends to explore the potential ecological, operational and financial benefits of an alternative approach to the maintenance of its parks. The existing manicured approach to all public park space using park based staff will be challenged.

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 40	Greenspace & Sustainability	Cease contribution to the Mersey Valley Partnership, which is no longer sustainable.	Policy Choice		(117)	Existing partnership to be dissolved and a new maintenance regime to be put in place.
ETO	HES	ETO 41	Greenspace & Sustainability	Cease contribution to the Bollin Valley Partnership, which is no longer sustainable.	Policy Choice		(50)	Existing partnership dissolved and a new maintenance regime put in place.
ETO	HES	ETO 42	Greenspace & Sustainability	Alternative delivery model, including AGMA collaboration	Policy Choice	(36)		Potential impact on the ability to support the delivery of AGMA and national sustainability targets.
ETO	HES & SSC	ETO 43	Environmental/ Parking enforcement	Implement new ways of delivering environmental and parking enforcement	Policy Choice	(170)		Reduce reliance on environmental penalty notice enforcement by introducing a more intelligence led approach, including better use of existing Council Groundforce resources.
ETO	HES	ETO 44	Waste Management	Weekly food waste collection service	Policy Choice	(1,050)	(250)	Revised waste collection service will reduce disposal costs charged from the GM Waste Disposal Authority in the levy. This will depend on higher levels of food waste recycling and consequent reduction in non-recycled waste.

Dir.	Port- folio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	HES	ETO 45	Public Protection	Reducing the cost of the regulation of licensing and sports grounds.	Policy Choice	(52)		Following a review of enforcement duties in this area, the proposal is to reduce the amount of staff time currently spent on licensing and safety at sports grounds. This work will be shared amongst a wider group of staff within Public Protection to ensure that safety standards are maintained.
ETO	HES	ETO 46	Public Protection	Stop providing in-house Consumer Advice service and associated work.	Policy Choice	(66)		The proposal is that all consumer advice queries will be referred to the Citizens Advice consumer service. Other associated work will also stop and staffing levels will be reduced.
ETO	HES	ETO 47	Public Protection	Fewer samples taken for air quality, food, water etc.	Policy Choice	(10)		The proposal is to reduce the overall number of samples taken by targeting these activities where they are most needed.
ETO	HES	ETO 48	Public Protection	Stop inspections of lower risk businesses.	Policy Choice		(15)	The proposal is to stop routinely visiting low and medium risk premises. Advice and information will be available by post or on-line.
ETO	SSC	ETO 49	Culture and Sport	Athletic Stadia Management arrangements	Policy Choice		(74)	New arrangements in place for the management and maintenance of Trafford's three Athletic stadia

Dir.	Portfolio	Ref	Service Area	Description of Saving	Category of Saving	Value of saving (net) 2013/14 £000's	Value of saving (net) 2014/15 £000's	Impact of Saving (e.g. service, equality, other)
ETO	SSC	ETO 50	Culture and Sport	Sports & Leisure facilities building maintenance	Policy Choice	(35)		Collaboration with Leisure Trust. Remaining budget will be for compliance testing only.
ETO	SSC	ETO 51	Culture and Sport	Review of funding arrangements for Sport and Leisure	Policy Choice		(1,300)	Negotiation and collaborative opportunities to be explored with partners to achieve the saving.
Policy Choice sub total						(2,134)	(2,622)	
Net Total All Proposals						(3,071)	(3,386)	

Page 144

Portfolio Key

HES: Highways & Environmental Service Portfolio

SSC: Safer, Stronger Communities Portfolio

Savings highlighted in grey are subject to future decisions to be taken by the Executive on 4 March, should these proposals be approved by Council, except for “weekly food waste collection services”, which will be considered by the Executive on 18 February ahead of Budget Council.

Economic Growth & Prosperity 2013/15

Economic Growth and Prosperity consists of Economic Growth, Strategic Planning, Housing Services, Planning, Building Control and Asset Management. These functions are fundamental to securing increased levels of investment and jobs into Trafford. The Directorate is also responsible for the management of, and maximising the use of our community, investment and administrative properties. In addition, although social housing provision is undertaken by housing associations, the Council maintains statutory responsibilities to ensure that the housing needs of the residents of Trafford are met.

Services Provided

Economic Growth

The Council supports economic growth by working at a Greater Manchester level to ensure that we maximise all growth and inward investment opportunities. We will also work with the Trafford Economic Alliance and its partners to identify new investment and improve skills and employment prospects. We will continue to actively work with businesses to support them to start and grow, including Trafford Park.

We will continue working on the regeneration of our town centres as a priority, with particular emphasis on Altrincham, Old Trafford, Partington, Sale, Stretford and Urmston. We will bring forward key development sites in partnership with the private sector and other partner organisations.

Strategic Planning

The service will produce and maintain the statutory planning framework, deliver the council's growth aspirations, ensure the quality of Trafford's environment and provide certainty for investors to develop in the Borough.

This includes bringing forward the plans to develop Carrington and bringing Metrolink into the heart of Trafford Park.

Housing

We will continue to ensure that the housing needs of the residents of Trafford are met and work with partners to deliver housing growth, including the provision of new affordable housing. We will also provide support to first time buyers, helping them get on the property ladder, providing both a boost to the local housing market and an investment return for the Council.

Planning/Building Control

We will continue to carry out these statutory functions, with the central objective of facilitating housing and economic growth.

Asset Management

The Council will explore ways to maximise the use of all our properties, including those we use to deliver Council and partner services, and those such as farm land, shops, offices and industrial estates which generate over £2m income. We will also maximise funds from the sale of land and property to support the Council's priorities.

Performance

- Trafford Park remains one of the largest and most successful business parks in western Europe
- There are more than 8,000 businesses in Trafford.
- Altrincham Forward has been set up to spearhead the revitalisation of the town.
- Over 300 affordable homes will be built in Trafford between 2012 and 2015.
- Trafford has the highest proportion of its residents skilled to NVQ4 level and above in Greater Manchester.
- Trafford's unemployment rate has remained stable at 3.1%, despite wider economic challenges, and is lower than the Greater Manchester average of 4.7%.
- The % of people unemployed for longer than six months is 1.3% compared to the Greater Manchester average of 2.1%.
- Twelve sites have been disposed by the Council with a value of £6m in the last financial year, with a further £3m of receipts anticipated from disposals in 2012/13 and further sites with an estimated value of £6m have been identified for disposal from 2013/14. This helps support the Council's capital investment programme in areas such as highways, transport and town centres.

Proposals

- To secure efficiencies through better housekeeping (housing options and waste and mineral plans contract management).
- Review management and staffing resources to better deliver on the intended service outcomes and improve value for money.
- Continued management of procurement and spending to negate the effect of inflation.
- Continue to transform our approach by working with partners on the management of buildings. This includes sharing buildings, reviewing leases, reduction of assets and efficiencies in maintenance and management.
- Reduction of discretionary services in line with grant reductions - homeless prevention.
- Participation in new Green Deal for energy efficiency to secure income generation.

Budget Movement Summary 2013/15

The following summary table categorises the movement in the Directorate's budget over the next 2 years. The Savings are also cross referenced to the Savings Schedules below.

Economic Growth & Prosperity	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s).
Unadjusted Budget Brought Forward	3,303		
Adjusted Budget Brought Forward	3,303	3,227	
Additional Resources to meet Pressures:			
- Pay Related Inflation	114	114	
- Contract Related Inflation	184	194	
- Reduction in Specific Grants – Homelessness Prevention	82		
- Effect of Economic Climate – Investment Property Rental Income	168		
- Community Infrastructure Levy Support Costs	72		
Total New Resources Allocated	620	308	
Resource Reallocations Through:			
- Efficiencies	(304)	(122)	EGP 1, 4-5
- New or Increased Income	(122)	(10)	EGP 6-7
- Full Year Effect of Previous Years Decisions	(47)	(22)	EGP 2-3
- Policy Choices	(223)		EGP 8-11
Total Resources Reallocated	(696)	(154)	
Net Year-On-Year Change	(76)	154	
	(2.3)%	4.8%	
Net Budget Proposal	3,227	3,381	
Comparative Year-On-Year Change	(76)	154	
Adjusting for 2013/14 Funding Changes	(2.3)%	4.8%	

Budget 2013/15 – Saving Schedule – Economic Growth & Prosperity

Dir.	Port-Folio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
EGP	EGP	EGP1	Asset Management	Adoption of a Corporate Landlord approach across the Organisation	Efficiency	(130)		Efficiencies to be achieved from procurement, building transfers, efficient use of office space, and income generation/self sufficiency
EGP	EGP	EGP2	Housing Services	Housing Options savings	Full year effect from 12/13	(29)		Second year of savings, which are a result of tendering the housing options contract, as agreed in the contract.
EGP	EGP	EGP3	Strategic Planning	Savings from Waste & Minerals Plan over three years	Full year effect from 12/13	(18)	(22)	GM authorities have retained capacity to ensure that statutory requirements relating to monitoring and enforcement are still met.
EGP	EGP	EGP4	EGP Directorate	Rationalising of budgets across all EGP services	Efficiency	(29)		The EGP management review has enabled budgets to be rationalised across the Directorate and deliver efficiencies.
EGP	EGP	EGP5	EGP Directorate	Procurement & austerity measures	Efficiency	(145)	(122)	Removal of general inflation (excluding levies) over the next two financial years.
Efficiency sub-total						(351)	(144)	

Dir.	Port-Folio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
EGP	EGP	EGP6	Strategic Planning	Community Infrastructure Levy - management/ admin fee	New Income	(72)		Management fee already approved by Executive with respect to implementation of national Community Infrastructure Levy on economic development. This is cost recovery only.
EGP	EGP	EGP7	Housing Services	Green Deal	New Income	(50)	(10)	The Green Deal is a new national initiative to improve the energy efficiency of residential properties, which provides an opportunity for the Council to generate additional income and improve homes.
New income sub-total						(122)	(10)	
EGP	EGP	EGP8	Asset Management	Admin Buildings - decant Bowfell House	Policy Choice	(49)		Current occupants will require relocating to other existing buildings.
EGP	EGP	EGP9	Asset Management	Admin Buildings - Reduced admin and supervision	Policy Choice	(60)		This is a consequence of the closure / transfer of buildings.

Dir.	Port-Folio	Ref	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
EGP	EGP	EGP10	Asset Management	Community Buildings – residual repair costs transferred to community associations	Policy Choice	(13)		Longer leases and access to capital should ensure centres can access funding to manage their own repair costs.
EGP	EGP	EGP11	Housing Services	Homelessness - Reduce activity in line with grant reductions	Policy Choice	(101)		End funding of prevention of homeless services above the statutory minimum the Council have to provide. Reduced levels of service for preventing homelessness, including the rent and bond scheme and the preventing mortgage repossession fund.
Policy Choice sub-total						(223)	0	
Net Total All Proposals						(696)	(154)	

Savings highlighted in grey are subject to future decisions to be taken by the Executive on 4 March, should these proposals be approved by Council.

Transformation & Resources (T&R)

Service Description

Transformation and Resources has a diverse range of services and extensive customer base. It is responsible for all the 'back office' functions which deliver services to other directorates; a number of these services also sell their services to others e.g. schools. The directorate provides a large number of customer facing services too, such as Access Trafford (our customer service centre) housing benefits and library services. The remaining part of the directorate works closely with our partners and the community to create opportunities for local collaboration and influence in service planning and delivery.

A total budget of £19.770m is invested in the delivery of the Transformation & Resources directorate. The information below describes how the Transformation & Resources directorate has been changing to become even better value for money.

Front Line Services: 43% of the 622 full time equivalent staff posts within the directorate are employed in delivering services directly to the widest possible range of public and business customers.

- Access Trafford: there are 12 staffed libraries and two self-service libraries with 882,000 lends per year and over 1 million visitors. 2012 saw the introduction of e-books and Trafford are the first local authority to loan out e-book readers. The Council's customer contact service deal with over 300,000 telephone enquiries per year.
- The Strong Communities Service works to support the Council and Trafford Partnership priorities, improve neighbourhoods and community engagement through local problem solving and accessing alternative funding opportunities.
- Electoral Services are responsible for maintaining the 168,000 voter registration and organising local, general and European elections and referendums;
- The Registrar's Service is based at Sale Town Hall and responsible for the registration of over 10,000 births, deaths and marriages every year; conducting marriages and civil ceremonies; nationality checking and citizenship ceremonies .
- The Community Safety team are co-located at Stretford Police Station, working closely with the Police and Probation services to reduce crime and anti-social behaviour incidents.
- Our CCTV Control Room, again co-located at Stretford Police Station, provides 24 hour service monitoring over 100 public realm cameras and offers a competitive service for both camera and alarm monitoring.

Support Services; 53% of the directorate assist the whole Council in delivering their services by operating key business services which have been centralised to reduce costs, reduce risks, and provide consistently high professional standards:

- The Financial Management Service directly manages a number of corporate budgets, maintains the integrity of financial systems and data, and provides financial reports, analysis and advice;
- Procurement and Payment Services manage all of the major contracts and payments for goods and services (£330m, with over 60,000 invoices from contractors and suppliers a year);

- Accounts Receivable are responsible for raising and pursuing £15m of annual income on behalf of all Council services from 6,000 debtor accounts;
- The ICT Service maintains and supports 3,000+ devices across the Council and the corporate infrastructure and business systems through teams of technical specialists, communications and network engineers, help-desk and field staff.
- Legal Services provide in-house support across the whole range of the Council functions; advice and support around policy development, the Council's corporate functions, governance and decision making.
- Our Human Resources service provides a comprehensive and integrated employment, training, occupational health and payroll service to Schools and Council Directorates. HR Shared Service ensures that over 7000 staff and teachers are paid accurately and on-time. The HR service is a key enabler in supporting the Council to deliver significant organisational change and maintain an engaged and productive workforce.
- The Transformation Team brings capacity and provides robust programme governance to enable high profile projects to be delivered on behalf of the council and partners. There are 50 projects in the 2012/13 Transformation Programme which will yield £7.2m of savings; to date 89% of the savings have been achieved. This year, the team:
 - programme managed the Olympics which included coordination of 26 different organisations across 3 boroughs and 531 volunteer ambassadors.
 - Project managed the delivery of SWiTch to deliver more efficient HR processes and new ICT system across Trafford, Wigan and Stockport, resulting in £2m savings
 - project managing the re-development of the Town Hall, where over 1000 staff from the Council and Partner agencies will be based.
 - will be significantly reducing in size, by 10.8 FTE in 2013 and further reductions are proposed for 2014. This is due to the successful completion of the SWiTch and Town Hall redevelopment. The remaining team will continue to support the delivery of the Councils Vision and savings programme for 2013/15.

	2012/13 (£000's)	2013/14 (£000's)	2014/15 (£000's)
Employee costs	1,164	742	392
Running costs	13	11	7
Gross Expenditure	1,177	753	399
Staff numbers (fte)	26.8	16.0	8.0
Reduction in staffing from 2012/13		40%	70%

- The council's Emergency Planning service works closely with its multi-agency partners, (Emergency Services, government and voluntary agencies), together with the AGMA group, in order to assess current risks, for example terrorism or flooding and put in place emergency plans. Together we organise training events, we co-operate and share information in order to enhance co-ordination & response should an emergency occur.

- The Performance Team provides all performance needs across the Council, seeking to ensure that through the use of technology data collection and the translation into intelligence to support service re-design and innovation to reduce demand is as efficient as possible. Key deliverables include :
 - Corporate Strategy
 - Annual Delivery Plan
 - Monthly Performance dashboards
 - Statutory government returns
 - User surveys
 - Info Trafford data observatory
 - Joint Strategic Needs Assessment
 - Case management systems for Adults and Children’s Services
- The Communications & Marketing Team supports all Council services in the areas of communications, marketing, design, web and social media activities at both corporate and local levels. Key activities include; setting the strategic direction, managing media relations, press enquires and releases and producing publications and other targeted communications. The team also co-ordinate and deliver events programmes and local initiatives to support town centres and communities and deliver the consultation strategy and action plan and research activities including analysis to inform council and partnership policy decisions.

Council services; around 4% of the directorate is devoted to the direct support of Councillors and the Council leadership:

- Democratic & Scrutiny services organise and support the decisions of the various Council, Executive, Regulatory and Scrutiny Committee meetings. They also provide support to the Mayor and Councillors and support the organisation of elections.
- The Partnerships Team supports the whole of the Trafford Partnership which is a single body which brings together more than 100 organisations, including local and regional partners from across the public, private, voluntary and community sectors.
- Strong Communities service supports elected members with ward case work.

Service Performance

From recent comparisons with similar authorities, many of these services are high performing and/or low to mid-cost. 10% of all services are rated as highly efficient comparatively, with 71% being rated as mid-range. We have striven to improve or maintain performance in the current year. Some notable service performances and improvements are:

- The Council has the highest collection rate for Council Tax in Greater Manchester at 97.8% with over 70% of people paying by direct debit ;
- The collection rate for business rates is the highest in AGMA at 97.4% and, over 1,700 small businesses have now been awarded additional small business rate relief;
- The time to process new benefit claims is 14 working days. This is the best rate of all AGMA authorities. The accuracy of claims has been maintained at 98%;

- 88% of telephone calls are answered within 30 seconds in the contact centre compared to 81% last year;
- Delivery ahead of schedule of the Transformation Programme savings for 2011/12, which were in excess of £10m.
- The first cohort of apprentices joined Trafford in October 2011. 38 apprentices are currently on the apprenticeship programme. A further 5 have secured permanent employment with Trafford since the commencement of their apprenticeship. The Council is currently liaising with services in respect to nominations for new apprenticeship roles, which will be promoted during National Apprenticeship Week (w/c 11th March 2013).
- The development of a Trafford Council Apprenticeship Scheme has given young people in the borough an opportunity to develop a career combined with a qualification that will help them gain valuable work experience and contribute to the Trafford community.
- Trafford remains the safest place in Greater Manchester, with the highest level of Public Confidence and Satisfaction;
- Between 2006/7 and 2011/12, Total Crime in Trafford fell by 47% - Over 11,000 fewer offences per year, Serious Violent Crime reduced by 74% and Serious Acquisitive Crime (Burglary, Robbery and Vehicle Crime) reduced by 68%; This downward trajectory is continuing with an all time high in year reduction of 15%, Between 1/4/12 and 3/1/13 there were 8431 crimes committed in Trafford, compared to 9965 over the same period in 2011/12. This is a reduction of 1534 crimes or 15.4%.
- Between 1/4/12 and 3/1/13 there were 4574 Anti-Social Behaviour Incidents in Trafford, compared to 6554 over the same period in 2011/12. This is a reduction of 13980 incidents or 30.2%.
- Since the introduction of the Police airwaves radio in to the CCTV Control Room, located at Stretford Police Station, the team have assisted in over 120 arrests. In recognition of their outstanding contribution to front line policing delivery on the Trafford Division the team were recently been awarded the Divisional Commander's Award.
- In response to the feedback from residents to devolve decision making, the Partnerships team delivered four participatory budgeting events where voluntary groups presented their innovative ideas to meet local needs. Residents were then invited to vote and allocated a total of £200k to 56 local projects. The satisfaction rate of these events was 89%.
- Award winning mobile application for accessing Council services from smartphones, that is now available on Apple and Android, with Blackberry and Windows versions planned later in 2012/13
- Trafford Council continues to utilise technology to its potential, we have upgraded the Council to Windows 7, standardising our software packages and virtualisation of the software resulting in more cost effective performance, maintenance and upgrades. The implementation of Microsoft Lync will allow video conferencing, instant messaging and staff to view work across desktops, saving time and money for the organisation. We are understanding how mobile devices can benefit the organisation and how this can reduce hard copy printing, increase access to the corporate network from across different borough locations while maintaining security of the information;

- 2012 saw the launch of 'InfoTrafford' an open data observatory allowing members of the public and residents to access open data sets.
- The cost of the Legal Service per 1,000 population is one of the lowest against comparable unitary authorities at 30% below the average cost;
- The Audit Commission in 2012 has commended the Council on its financial management performance and ability to deliver value for money. "The Council's disciplined approach to financial planning and willingness to challenge itself should help to secure a sustainable [future] financial position."

Transformation & Resources savings proposals

The directorate has again needed to manage a number of issues and challenges, and still deliver high performing front line services that meet the needs of residents and businesses in the borough. Equally, high quality support services are needed to assist the whole Council in achieving significant change to improve service quality and reduce costs.

What is continuing and improving?

- Our Transformation Programme will continue to help deliver savings and/or improved outcomes for service users. This multi-year programme will assist in the fiscal challenges the Council faces over the next 2-3 years;
- We will continue to engage with the improvement & efficiency and public service reform initiative across AGMA to identify and support implementation of more efficient and effective ways of working across a wide range of public sector partners;

What is changing?

Reductions in the back office

- Finance Services, Performance & Partnerships and Human Resources (HR) will build on the reviews that have previously taken place to streamline processes and review staffing levels. There will be further consolidation of transactional activity across the council and a rationalisation of training spend.
- ICT will be reducing running costs, making licence savings, reducing telephony maintenance, changing from thick to thin client on our PC refresh programme and rationalising processes and systems; this will be alongside minor changes in staffing to reflect new technology and demands.
- A review of team managers in Libraries and staff in the Contact Centre has resulted in a reduction of FTEs, no frontline staff are affected.

Collaboration

- HR will further develop their collaborative work with Stockport and Wigan to retain the existing customer base and increase the number of organisations buying the service.
- We will be progressing our collaboration with other authorities to create a Strategic Procurement Unit ,
- Re-design the services which support the Safe and Strong Communities agenda in line with Locality governance arrangements

Responding to changes in external funding

- There will be a reduction in Safer Community Projects expenditure equivalent to loss of grant funding.
- The original proposal was to remove the base budget funding provided by Trafford Council for Let's Go Global, however during the consultation period additional funding for a six month period will be provided by T&R and the Cabinet Office to facilitate the transfer to a Mutual organisation.

Improving technology

- HR will promote 'self-service' for employees and managers in HR transactions through the new 'Mi-Trent' system.
- We will be implementing a Customer Relationship Management (CRM) System to support the new Customer Services Strategy and more efficient processes. This will help improve the way our customers can contact the authority, providing them with different channels from web enabled access 24 hours a day, video links to telephone, while maintaining the face to face aspect.
- We will have a new corporate document management system to improve storage, access and more efficient use of information, a new Adult Social Care System to improve practices and performance, a new content management system to enhance the management of online content and rollout of a new corporate desktop based on Windows 7, Office 2010 and Lync to improve standardisation, features and functionality for users.
- New higher speed network links will be established between core sites (including libraries) to improve network connection and performance. Our customers will benefit from better connections to the internet with a faster speed on returning the information they require. The new connections will also improve our Guest network which enables our customers to bring their own devices and access Wi-Fi, and also improve internet access for all Council employees. Wi-Fi is currently available in 3 libraries and is now being evaluation for expansion to all libraries.
- Additional functionality for the mobile application has been developed for Apple and android as a result of feedback from residents. The main website will be optimised for mobile devices.
- A new data centre will improve the resilience and availability of Council systems this will ensure that Trafford Council can continually improve its services through the use of technology while also maintaining the increasing needs of internal services as we become a more efficient but streamlined organisation. The new data centre will enable a more cost effective business continuity approach for the organisation ensuring that our networks that enable our customers to communicate with use remain robust.
- Savings will be made by producing electronic versions of Your Trafford and the staff newsletter.

Income Generation

- Services such as Financial Management, HR, ICT and Legal will be trading some aspects of their services, predominantly to schools, to generate income to offset the impact of their savings proposals.

There is also a wide variety of small savings in running costs across the Directorate achieved through reduced usage and tighter procurement control.

How is the business reshaping and supporting locality working?

The directorate will continue to support neighbourhoods and in particular the implementation of our locality working proposals; specifically this will include the organisation of the Locality Boards and supporting Councillors to undertake their role as Community Leaders, working with partners to encourage residents active participation in the new arrangements, volunteering and the development of the Citizen's Charter; and improved support to the voluntary and community sector to enable them to prepare for and respond to the changes in funding and new ways of working.

The Performance Team will continue to develop 'InfoTrafford' which stores, maps and analyses data from a variety of sources which greatly helps to inform service planning and redesign decisions; this system will be used to help us create our locality needs assessments.

Budget movement summary 2012/13 to 2014/15

The following tables categorises the movement in the Directorate's budget over the next two years, where applicable cross-referenced to the Service Summary (paragraph or section), and/or the Savings Schedule (directly following overleaf).

Transformation & Resources	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s)
Unadjusted Budget Brought Forward	19,768		
Adjusted Budget Brought Forward	19,768	17,597	
Additional Resources to meet Pressures:			
- Pay Related Inflation	382	371	
- Contract Related Inflation	218	231	
- Specific Grant Reductions	127	145	
- New or Increased Specific Grants	(120)		
- New Statutory Responsibilities	175	(8)	
- Other	134		
Total new resources allocated	916	739	
Resource Reallocations through:			
- Efficiencies	(926)	(694)	T&R 1-2, 4-8
- New or Increased Income	(61)		T&R 9-11
- Full Year Effect of Previous Decisions	(37)		T&R 3
- Policy Choices	(1,865)	(890)	
Total Resources Reallocated	(2,889)	(1,584)	T&R 12 - 20
Net Year-On-Year Change	(1,973) (10.0)%	(845) (4.8)%	
Net Budget Proposal	17,795	16,752	
Comparative Year-On-Year Change	(1,973) (10.0)%	(845) (4.8)%	
Adjusting for 2013/14 Funding Changes	(1,973) (10.0)%	(845) (4.8)%	

2013/14 & 2014/15 – Savings Schedule – Transformation & Resources

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R F	1	Directorate-wide	Negation of any overall inflationary pressure across T&R Directorate third party spend	Efficiency	(231)	(231)	Positive impact on the budgeted position and improved operational efficiency.
T&R	F	2	Revenues & Benefits	Reduction in Revenues & Benefits Running Costs	Efficiency	(96)		Benefit realisation of running cost savings identified during 2012/13 budget re-alignment in Revenues & Benefits. This is an accounting exercise and should not impact on Service
T&R	T&R	3	Access Trafford	Cessation of Mobile Library Service (FYE)	Efficiency – Full Year effect	(37)		The Full Year effect of cessation of the Mobile library service will have no impact on current service.
T&R	T&R	4	Transformation	Reduction in Transformation Team after completion of LTA and SWiTch projects	Efficiency	(57)		Reduced capacity across the team may impact on robustness of programme governance (monitoring) and increase pressure across the business to manage the projects which deliver the transformation programme benefits. Plans to income generate are in development in order to mitigate against these risks.

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	5	ICT	Various measures including income generation, reducing running costs, license savings, reduction in telephony maintenance, change from thick to thin client on PC refresh	Efficiency	(486)	(435)	No individual groups will be unfairly affected by these proposals as the services are business based; the overall contract reductions are not limiting services to any groups. Utilising staff expertise and knowledge to generate new business opportunities
T&R	T&R F	6	Communications/ Revenues & Benefits	Council Tax leaflets and staff newsletter to be made available on-line	Efficiency	(16)		Statutory elements of the Council Tax leaflet will still have to be included with Council Tax bills. Action will be taken to ensure those without internet connectivity are not disadvantaged.
T&R	T&R	7	Executive	Review of senior management salaries	Efficiency	(40)		Benefit realisation of changes already made. No impact on the service.
T&R	T&R	8	Access Trafford	Implement New Library Management System	Efficiency		(28)	This will not only deliver a saving but also improve customer service
Efficiency sub total						(963)	(694)	
T&R	F	9	Financial Management	CIL/S106 Management Fee. Linked to £72k saving in EGP	Income	(18)		No impact.

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	10	HR	Traded Income	Income	(25)		It will enhance the image of the council and build relationships.
T&R	T&R	11	Legal & Democratic	Registrars and Probation income	Income	(18)		Increased demand for services is being met within existing resources
			Income sub total			(61)		
T&R	T&R	12	HR	HR Staffing review	Policy Choice	(415)	(200)	Impact on capability to undertake basic disciplinary/sickness activity.

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	13	Directorate-wide	Staffing reviews across the directorate including Contact Centre, Revenues & Benefits, Internal Audit, Partnerships & Performance and Financial Management	Policy Choice	(601)	(424)	Contact Centre – channel shift from telephone enquiry to self-service. Revenues & Benefits – review of service reflecting wind-down of Housing Benefit paid locally and improvement in processes leading to reduction in workload. Limited impact on groups claiming benefit. Internal audit – Service plans, work allocations and training reviewed to enable staff reduction whilst maintaining effective service. Partnerships & Performance – phase 2 of the review seeking to identify efficiencies by reducing the number of data systems in operation and a move to collect it once – use it many times. Re-design the services which support the Safe and Strong Communities agenda in line with Locality governance arrangements (2014/15)
T&R	T&R	14	Access Trafford	Further review of library strategy. Increase in use of volunteers	Policy Choice	(106)	(116)	Additional volunteers across all libraries, and reduced management, relocation of Greatstone when TTH Library Facility opens. £30k loss of income re Children's Centres.

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	15	HR	Review of Training spend and reducing not critical/life & limb	Policy Choice	(200)		Phase 1 recently completed – priority will be given to ensuring the Council meets its statutory obligations.
T&R	F	16	Procurement	In collaboration with other local authorities, creation of Strategic Procurement Unit	Policy Choice	(125)	(50)	Savings will have limited impact on levels of services although links with commissioning activity will be crucial. In delivering the longer term benefits of joint procurement through the SPU this may mean development of more consistent service specifications across authorities.
T&R	T&R	17	Partnerships / & Performance Safer Community Project	Reduction in Safer Community Projects	Policy Choice	(271)		<p>Cease some projects that are funded from this budget: Integrated Offender Management Non-Statutory Provision</p> <ul style="list-style-type: none"> • Victims and Witness Support Domestic Abuse Advocate. • GMFRS Fire Fly Youth Engagement Project • Various operations and activity to tackle seasonal and tactical threats <p>Reductions in services to support victims, manage offenders, reduce reoffending and prevent/reduce crime. Reduction in services to support victims of Domestic Abuse. Reduction in Youth Engagement Activity. Cessation of travel expenses and reduction in training for Neighbourhood Justice Panels. Likely reduction in new volunteers and difficulties in retaining current volunteers.</p>

Dir'	Port- folio	Ref .	Service Area	Description of Saving	Category of Saving	2013/14 £000's	2014/15 £000's	Impact of Saving (e.g. service, equality, other)
T&R	T&R	18	Let's Go Global	Total cost of Let's Go Global to be fully self-funding by 2013/14	Policy Choice	(112)		The intent is for this commercially successful service to become entirely self-funding. This may mean a reduction in the size of the service to that which is commercially viable impacting on communications and marketing strategy. Additional funding for six months will be provided by the Council and the Cabinet Office to facilitate the transfer to a Mutual organisation.
T&R	T&R	19	Partnerships & Performance	Voluntary Sector Grants- cross council review including option to commission services and review rent grants.	Policy Choice		(100)	The review will involve participation of partners to map all funding and support provided to the voluntary and community sector. The objective is to reduce reliance on grant funding whilst maintaining the same level of outputs through alternative funding sources including commissioning of services from the voluntary and community sector.
T&R	T&R	20	Communications	Your Trafford to be issued electronically	Policy Choice	(35)		The current email database will be increased by promoting Your Trafford's availability online, via the web and social media.
			Policy Choice sub total			(1,865)	(890)	
			Total All Proposals			(2,889)	(1,584)	

Page 163

Portfolio Key

T&R: Transformation and Resources Portfolio

F: Finance Portfolio

Savings highlighted in grey are subject to future decisions to be taken by the Executive on 4 March, should these proposals be approved by Council.

Council Wide Budgets

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

Over the last 9 years, pro-active management of insurances, investments, long term loans, bad and doubtful debts and tax have generated over £24m of cash savings (above that planned in the budget) and numerous permanent savings. Further savings of a net £(1.2)m are proposed for 2013/15.

The current 2012/2013 net budget is £25.7m, of which the majority relates to the transport levy payable to the Greater Manchester Combined Authority, and debt charges for loans taken out to support past investment in infrastructure through the capital programme.

Based on the draft and indicative proposals for the next two years, the budget is estimated to reduce by £4.0m to £21.7m. A summary of the financial movements can be found at the end of this section, however, the three main reasons for the budgetary change are; an increase in transport levy £1.0m, a new grant to cover Statutory Responsibility for Pupils of £(3.4)m and efficiency savings from proposed changes to terms and conditions £(2.9)m.

Un-Ring-Fenced Grants

The proposed Council Wide budget holds approximately £(6.34)m of Un-Ring-fenced grants. There has been a net increase in these grants of £(3.1)m in 2013/2014 consisting of a reduction in Council Tax Support grant of £1.3m, transfer of Community Safety Fund grant £0.1m to the PCC, new grants to cover Statutory Responsibilities for Pupils £(3.3)m, the Local Welfare Fund £(0.5)m and increases in New Homes Bonus Grant of £(0.7)m in 2013/2014 and £(0.5)m in 2014/2015.

Precept & Levies

The Council has the legal responsibility to contribute to a number of agencies that provide services on behalf of all or a number of Greater Manchester Authorities; Transport for Greater Manchester, Coroners (South Manchester Coronal District), Flood defence (Environment Agency).

TfGM provide the Metrolink system, subsidy for bus and rail routes and concessionary fares for the elderly, contributing positively to the local economy. The costs for providing these services are forecast to rise by 3.63% in 2013/14 (£0.6m) & 5.0% in 2014/15 (£0.8m). In addition, due to an increase in our population, which is the baseline used to calculate each authority's levy across AGMA, Trafford's contribution will increase by a further £0.4m in 2013/2014.

Treasury Management

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

As a result of the continuing worldwide economic climate, a cautious approach will continue to be adopted ensuring that the risk exposure of the Council's funds is kept to a minimum with investments continuing to be placed with low risk counterparties. As a consequence of borrowing rates (4.3%) continuing to be higher when compared to investment rates (1.5%), no new borrowing will be undertaken during 2013-15 resulting in a saving in interest payable of £(0.8)m. The Council owns a share of the Manchester Airport Group and income in the form of a dividend is anticipated to continue to be received.

Local Welfare Fund

The Social Fund, currently administered by the Department of Works and Pensions (DWP), supports the most financially vulnerable people in society by paying for one off expenses and unforeseen costs. As part of wide ranging welfare reforms, the Social Fund is being abolished with effect from the 1st April 2013, with responsibility for delivering Local Welfare Assistance transferring to Local Authorities. Trafford has established a Local Welfare Fund, held within Council Wide, of £(0.5)m which will be met from an equivalent Government Grant (see Un-Ring-Fenced Grants above).

Other Budgets

Council Tax and Housing Benefit Subsidy; The budgets for Council Tax Benefit and Housing Benefit payments and subsidy, which is administered on behalf of the Government, are held within Council Wide. The budget has been amended in 2013/2014 by the removal of the Council Tax Benefit/Subsidy budget of £(0.4)m; this budget has been replaced with a new Council Tax Support Grant, which forms part of the Council's Start Up funding.

Provisions; monies set aside for bad and doubtful debts on the £17m of invoiced income the Council raises each year, and liabilities relating to previous organisational changes.

Insurance; the cost of premiums and claims mainly for fire, public and employers liabilities. This budget is net of the recharge for similar insurance cover provided to Schools. Continued improvements in risk management are estimated to reduce costs by a further £(83)k in 2013/2014.

Members Expenses; the costs for Councillors' allowances and their communications and computing equipment, training and some printing, stationery, publications, etc. Allowances paid to Trafford Councillors are the lowest in Greater Manchester and are over 35% lower than the average for that group. The indicative

budget for 2014/15 assumes a saving in members allowances; this is linked to possible changes in staff Terms & Conditions.

Partington Parish Grant; The new Council Tax Support scheme has the effect of reducing the Council Tax Base. As a consequence Partington Parish Town Council would either need to reduce expenditure or raise their Council Tax precept rate in order to maintain the same level of revenue. In order to provide sufficient time for the parish to consider how to adjust their financial circumstances, the Council have made a provision to make a one-off grant in 2013/2014 of £0.032m.

Unallocated Terms and Conditions; a budget of £(0.2)m 2013/2014 and £(2.7)m 2014/2015 has been loaded on a temporary basis within Council Wide relating to amendments to Terms and Conditions which have yet to be formally concluded. Certain changes, such as amendments to the Car Lease Scheme, are in progress, however others remain in dialogue. Once concluded these will be redistributed across service Directorates. Savings regarding the existing Car Lease scheme will be approximately £(0.2m) as the scheme is wound down over the next 5 years.

Carbon Reduction Commitment; A budget of £0.06m exists in 2013/2014 for the purchase of annual Carbon Allowances as part of the Carbon Reduction Commitment scheme. Changes to simplify the scheme were announced in the Chancellor's Autumn Statement and the results of further consultation released in December. Amendments in the way passive street lights are treated and the removal of state schools from the CRC scheme, will currently result in Trafford falling under the minimum threshold required to participate in the scheme in 2014/2015. The budget for 2014/2015 has been adjusted to reflect these changes. It should be noted that the amendments to the scheme have not yet been enacted and the situation may subsequently change; Trafford may additionally fall back within Phase 3 of the scheme which begins in 2018/2019.

Document Storage; a budget provision of £0.1m has been established to cover off-site storage costs required as part of the long term accommodation strategy to reduce the amount of premium office space being used unnecessarily for files and documentation. The strategy has been supplemented by the introduction of an electronic document management system which will further reduce the demand for onsite storage and help in streamlining business processes.

Savings Proposals

Improving procedures in the debt recovery processes to reduce bad and doubtful debts £(130)k;

External audit fees through improved financial management have reduced, saving £(106)k and a reduction in the budget following an upgrade in Payment Card Industry compliance software of £(18)k.

Maintaining generally good risk management across the Council, which has helped secure a reduction in insurance premiums, and introducing new risk management techniques to further reduce the incidence and cost of claims, £(83)k

Using internal funds to support capital expenditure, rather than borrowing externally, will save £(834)k.

Amendments to Terms and Conditions; budgeted efficiency savings of £(0.018)k 2013/2014 and £(2,700)k 2014/2015 has been loaded on a temporary basis within Council Wide relating to amendments to Terms and Conditions which have yet to be formally concluded. Once agreed these will be redistributed across service Directorates.

In line with the work being carried out across the Council by the ICT Department within the T&R Directorate to reduce communications and computing costs, realising potential benefits within Members Expenses of £(14)k in 2014/2015.

Budget Movement Summary 2013/15

The following summary table categorises the movement in the Directorate's budget over the next 2 years. The Savings are also cross referenced to the Savings Schedules below.

Council Wide	2013/14 (£000's)	2014/15 (£000's)	Savings Schedule Reference(s)
Unadjusted Budget Brought Forward	25,388		
Adjusted Budget Brought Forward	25,713	23,635	
Additional Resources to meet Pressures:			
- Changes in Government Grants	(3,049)	(523)	
- Removal of Council Tax Benefit	360		
- Transport Levy	955	838	
- Net Changes in Treasury Management	154	415	
- Carbon Allowances	5	(60)	
- Reducing Reserve Support to Insurance Budgets	100	100	
- Partington Precept Top Up	32	(32)	
- Document Storage	100		
- Local Welfare Fund	464		
- Other Levies, Liabilities and Inflationary Pressures	93	89	
- AGMA Budgets	59		
Total new resources allocated	(727)	827	
Resource Reallocations Through:			
- Efficiencies	(1,351)	(2,700)	C-W 1-5
- Policy Choices		(14)	C-W 6
Total Resources Reallocated	(1,351)	(2,714)	
Net Year-On-Year Change	(2,078)	(1,887)	
	(8.1)%	(8.0)%	
Net Budget Proposal	23,635	21,748	
Comparative Year-On-Year Change	(2,078)	(1,887)	
Adjusting for 2013/14 Funding Changes	(8.1)%	(8.0)%	

Budget 2013/15 – Saving Schedule – Council-Wide Budgets

Dir'	Port- folio	Ref	Service Area	Description of Saving	Category of Saving	2013/14	2014/15	Impact of Saving (e.g. service, equality, other)
						£000's	£000's	
C-W	F	C-W1	Revenues & Benefits	Improved debt collection and management procedures.	Efficiency	(130)	0	Continuation of managed debt recovery process leading to fewer bad debts.
C-W	F	C-W2	Financial Management	Improved financial management, reduction in external audit and banking regulation.	Efficiency	(124)	0	External audit fees have reduced. Reduction in budget following upgrade in Payment Card Industry compliance software.
C-W	F	C-W3	Insurance Management	Improved risk mitigation reducing premiums and level of self-insurance.	Efficiency	(83)	0	There may be changes to regulations that would require speeding up insurance claims processing and this would be seen by claimants as a significant service improvement.
C-W	F	C-W4	Financial Management	Interest saved from not undertaking any new long term borrowing.	Efficiency	(834)	0	Continuation of internal borrowing strategy due to higher borrowing than investment interest rates.
C-W	F	C-W5	All Council	Unallocated savings related to Terms and Conditions	Efficiency	(180)	(2,700)	Unallocated savings associated with amendments to staff terms and conditions

				Efficiency sub total		(1,351)	(2,700)	
C-W	F	C-W6	Member's Allowances	Budget reductions.	Policy Choice	0	(14)	Reductions in the cost of communication and computing equipment.
				Policy Choice sub total		0	(14)	
				Net Total All Proposals		(1,351)	(2,714)	

Portfolio Key

F: Finance

Draft Proposed Capital Programme 2013/16

Indicative Capital Programme	Estimate 2013/14 (£000)	Estimate 2014/15 (£000)	Estimate 2015/16 (£000)	Estimate Total (£000)
Service Area Summary :				
Children, Families & Well Being	23,403	19,366	9,289	52,058
Economic Growth & Prosperity	5,661	2,431		8,092
Environment, Transport & Operations	8,100	5,195	2,000	15,295
Transformation & Resources	1,548			1,548
Total	38,712	26,992	11,289	76,993
Specific Resources				
Children, Families & Well Being	21,746	19,346	9,289	50,381
Economic Growth & Prosperity	1,774			1,774
Environment, Transport & Operations	5,404	4,345	2,000	11,749
Specific Resources Total	28,924	23,691	11,289	63,904
Discretionary Resources				
Capital Receipts				
Minor Schools schemes	257	20		277
Corporate Landlord schemes	782	781		1,563
Town Centres – Public Realm	200			200
Altrincham – Altair Development	1,000			1,000
Highways schemes	1,052	500		1,552
Parks Infrastructure	280			280
Additional Burial Land	300	300		600
Grants to Homeowners / Empty Property Initiatives	100	100		200
ICT schemes	704			704
Total Capital Receipts Requirement	4,675	1,701		6,376
LSVT VAT Receipts				
Adult Social Care – Telecare System	400			400
Disabled Facility Grants	1,000			1,000
Altrincham Forward	400	1,600		2,000
Weekly Food Waste Collection	804			804
Total LSVT VAT Receipts	2,604	1,600		4,204
Reserves & Revenue				
Altrincham Market Improvements	260			260
ICT schemes	844			844
Bringing Town Centres Alive	100			100

Reserves & Revenue Total	1,204			1,204
Prudential Borrowing				
Long Term Accommodation Strategy	1,305			1,305
Discretionary Resources Total	9,788	3,301		13,089
Total Capital Programme 2013-16	38,712	26,992	11,289	76,993

Available Resources 2013/16	Estimate 2013/14 (£000)	Estimate 2014/15 (£000)	Estimate 2015/16 (£000)	Estimate Total (£000)
Capital Grants	25,666	22,155	11,289	59,110
Developer Contributions	1,784	1,536		3,320
Specific Capital Receipts	1,474			1,474
Total Specific Resources	28,924	23,691	11,289	63,904
Prudential Borrowing	1,305			1,305
Reserves & Revenue	1,204			1,204
LSVT VAT Receipts	2,604	1,600		4,204
Capital Receipts	6,310	520		6,830
Total Discretionary Resources	11,423	2,120	0	13,543
Total Resources	40,347	25,811	11,289	77,447

**REPORT of the DIRECTOR OF FINANCE
to the COUNCIL 20 FEBRUARY 2013**

**ROBUSTNESS of the 2013/14 PROPOSED BUDGET ESTIMATES
and the ADEQUACY of RESERVES (S25-26 LGA 2003)**

1. INTRODUCTION

- 1.1 The Local Government Act 2003 requires the Chief Finance Officer (Director of Finance) to report independently to the Council his own opinion as to the robustness of the budget requirement estimate (S25 of the Act) and on the adequacy of reserves (S26).
- 1.2 The Law requires that such a report is put before Council as part of the overall budget deliberations, and that such a report be considered prior to the approval of the Budget Requirement and the setting of a Council Tax.
- 1.3 A summary of this report providing the general opinion is included within the main report at section 9.

2. BACKGROUND

- 2.1 With the support of the Head of Financial Management and Finance Managers for each relevant area of the budget, I have reviewed the Executive's budget proposals at varying levels of detail, and as far as possible have taken into account those known factors that will have a significant bearing on the conduct of the Council's business in 2013/14 and the medium term. This has included information and assurances supplied by Corporate Directors. I have also assessed the level of reserves which can be considered adequate to meet reasonable unforeseen circumstances not included in the detailed budget proposals.
- 2.2 The Council's proposed budget is based on the Government's notified grant settlement for 2013/14, including some important changes to the financial regime for local authorities. The budget takes account of the challenges presented by this settlement, and by the Comprehensive Spending Review announced in October 2010, plus the continuing effects of the current economic climate on the Council.
- 2.3 The consequences of the common business risks facing the Council can be summarised into three categories:

Spending exceeds budget; this can include where demand for services is higher than expected, either in terms of number or need, such as in the statutory services in social care. This can also be where external factors affect Council operations, such as the weather on winter gritting spending. There may also be new expenditure pressures or commitments which were not anticipated during the budget process, for example due to changes in regulations/legislation;

Income falling short of expected levels; the risks include customers no longer buying services or buying them from elsewhere, or reduced support from sponsors whether this is partners, Government departments or other public bodies. External factors, such as the economy, can have a significant impact on certain expected income levels;

Challenge of organisational change; the general challenge for local government to make a significant contribution to reducing the national budget deficit. The Council's proposed budget for 2013/14 contains for savings proposals of £(18.7)m, which is on top of the unprecedented levels of savings achieved over the last two financial years, and there is a specific risk that savings will not be sufficiently realised, or are not realised quickly enough.

- 2.4 My team and I have ensured at a detailed level that budgets are based on forecasted activity, and that these forecasts have been subject to appropriate challenge, sensitivity analysis and that they reasonably allow for a degree of error. In addition, risks can be mitigated during the year through a variety of management actions, and my team and I have worked with management to identify appropriate activity monitoring systems to identify early deviation from forecasts, and ensure that there is the capacity and ability to undertake corrective action as necessary. In addition, the Council has a policy of monthly financial monitoring of all Council activity on an outturn basis from June each year.
- 2.5 All aspects of the budget have been reviewed to ensure that reasonableness (robustness) tests have been carried out, that detailed calculations are sound, and that the risks have been quantified and provided for as far as possible. When taken with an assessment of minimum reserve levels, a reasonable professional opinion on robustness can therefore be determined.
- 2.6 The following sections outline the assessment of expenditure and income, and the determination of an appropriate reserve level for the 2013/14 Executive Budget proposals in order for them to be considered as robust.

3. EXPENDITURE ANALYSIS

Schools related expenditure

- 3.1 There are two main elements of Schools related expenditure; that which is delegated to Schools at around £115m, and that which is retained centrally around £16m.
- 3.2 The challenges facing the Schools delegated budgets are:
- There is a 0% increase in the per pupil amount of funding, so that all inflationary pressures will have to be met by savings or organisational rationalisation
 - This will include for any pressures relating to the national pay award for Teaching and non-Teaching staff.
 - Some Schools will have falling numbers of pupil numbers which will reduce funding, and there is a stepped nature to the costs for Schools experiencing either increasing or decreasing rolls
 - There is pressure on Schools from Government to address the attainment gap between affluent and not so affluent pupils. However, to assist in with this ambition the Pupil Premium Grant has increased from £600 per pupil to £900.
- 3.3 Schools set their own budgets and are aware of their responsibilities and the Scheme for Financing Schools. There is a framework whereby schools facing financial difficulties must inform the Council as soon as possible so that financial risks can be mitigated. Any reductions in pupil numbers are monitored closely and schools that may have problems are contacted. To assist schools in discharging their financial responsibilities the Council provides a dedicated professional finance team on a buy-back basis.
- 3.4 The level of schools balances overall is healthy, however, if an individual schools faces financial difficulty, for example as a result of falling rolls, the Council will work closely with the school to construct a recovery plan with the use of the licensed deficit scheme.
- 3.5 There are similar pressures on the centrally held funding, with the addition of:
- There is a draw on these budgets to fund the Minimum Funding Guarantee to Schools
 - Historical volatile pressures on SEN out-of-Borough placements
- 3.6 These risks are mitigated by:
- Increased funding from increasing pupil rolls
 - There is an expectation of selling on central services to Academies

- The number of available spaces for in-Borough placements has increased
- There is currently an SEN review taking place which is expected to reduce pressures on SEN expenditure
- The level of Dedicated Schools Grant has been announced for 2013/14 by the Government, thus reducing the level of uncertainty which has been an issue in the past..

(Non-schools) Employee costs

- 3.7 Potential risks in this area include for national pay award, national insurance and pension changes, and the continuing effects of job evaluation. In the Autumn Statement, the Government has announced a 1% rise in public sector pay award for 2013/14 and a suitable provision has been built in to the draft budget. An allowance has been made within the calculation of the minimum level of reserves should a higher national pay award be announced.
- 3.8 Pension costs are subject to a triennial assessment by the pension fund actuaries and 2013/14 will be year 3 of the current assessment, therefore the budget provision of 1% is considered sound. Any changes to employers' national insurance contributions are usually heralded in the autumn, and no change is expected.
- 3.9 In addition, further controls to ensure pay enhancements, such as honoraria, regrading and other such allowances are appropriate and affordable have been introduced as a consequence of Job Evaluation in 2010, these continue to be reinforced by the Human Resource service.

Agency Staff

- 3.10 Agency and contract costs have been strictly controlled since the Executive introduced austerity measures in July 2010, enhanced by an AGMA procured Agency contract which has fixed the rates for many job roles.

Organisational Change Costs

- 3.11 The Council has established an earmarked reserve to cover the costs from organisational change. The reserve level has been based on average experienced costs and future likely activity for the next 2-3 years of continued austerity. The reserve is certainly of an adequate level for 2013/14 and any consequences that will accrue into 2014/15, but will be kept under review and recalculated based on experience and future plans.

Contract Costs

- 3.12 The budget makes a general allowance based on known inflation rates for increases in contract costs, and specific additional allowance for particular contracts that have inflationary rates more specific to them.
- 3.13 Through the Council's Contract Procedure Rules, the Council's own Procurement Team and the AGMA Procurement Team the Council hosts, there is considerable contract activity to ensure that costs for goods and services are kept as low as possible. In many cases services have put forward savings in terms of contract cost reduction as a consequence of professional procurement activity, and each of these savings proposals has been subject to robust assessment by the appropriate professional staff.
- 3.14 The Council spends approximately £50.9m providing support for over 9,000 adults in residential and community care. A consultation process and market review of charges, with older peoples' residential and home care providers has already been completed and fees for 2013/2014 have been provisionally agreed, therefore mitigating the risk of unknown inflationary increases.

Demand led budgets

- 3.15 Social care budgets, in particular, are dependent on the numbers of clients, and client need, which can be difficult to predict. The costs of service provision can also be volatile, as any one single client may cost hundreds or perhaps thousands of pounds per week. A significant risk arises therefore that the social services budgets, and similar volatile demand led budgets, are not sufficient to cover the Council's legal obligations, which would lead to an impact on reserves or other service budgets.
- 3.16 The proposed budget includes specific provision, £2.5m 2013/2014 and £2.6m 2014/2015, for additional placement costs and demographic pressure in both adults and children's service using forecasts of future demands. There has been a further £0.2m investment in reablement services within adult social care, which is intended to reduce long term client demand. There is an additional £0.4m investment from the capital programme to purchase additional telecare equipment to enhance our service allowing residents to remain independent for longer and reducing long term costs of care. Nevertheless a risk will still exist, particularly at a time of economic difficulties.

Benefit Payments

- 3.17 In 2012/13 there is a significant gross budget at £79m (housing benefit £66m, Council Tax benefit £13m) which has increased over the last three years as a result of the economic climate. Both the cost of benefits and the cost of administration are largely covered by Government support as the Council undertakes this role essentially on an agency basis. The remaining funding of the costs of benefits comes from the recovery of overpaid benefit.

- 3.18 Caseload appears to have plateaued recently; however, there are risks associated with caseload demand increasing beyond expected levels in 2013/14, and the associated potential for reduced performance in the accurate awarding of benefit. Management action to improve processes to recover overpaid benefits sooner, have been implemented successfully over recent year sufficient to mitigate the risk of under recovery.
- 3.19 There are two major changes being introduced from 1st April which present new and increased risk for the Council. The first change is the abolition of the national council tax benefit scheme and the introduction of a local council tax support scheme (also known as the council tax reduction scheme). At the same time there will be a reduction in funding at a national level of 10% with each authority deciding how to deal with the funding reduction by determining its own Benefits Policy. The local scheme must protect pensioners from any changes.
- 3.20 The Council agreed its local scheme on 23 January and met the reduction in funding from a mixture of reduced benefit entitlement, changes to council tax exemptions and finally base budget. The financial risks to the Council are two-fold. The first is the number of claimants entitled to council tax support as any increase in this number has to be met from the Council's own budget whereas it was previously the Government's responsibility. Every 1% change could result in a cost of £110k. The second risk is that some households will have to pay more in council tax and some will be paying for the first time. An allowance for a reduction in the collection of council tax has been included in the budget but there is a risk that Council Tax collections may be lower than anticipated.
- 3.21 The second change in April is that the Council will be responsible for the administration of the Local Welfare Assistance fund, previously known as the Social Fund and was the responsibility of the DWP. A budget of £0.46m has been established which is met by an equivalent Government Grant. Strict criteria is being developed for approving applications to the fund, however any payments above the grant will need to be met by the Council. These two new risks have been taken into account within the minimum reserve level.

Debt Servicing

- 3.22 There are a number of risks associated with treasury management and the Capital Investment Programme, many of which are outlined in more detail in the relevant reports also on the agenda. In 2013/14, given the historically low level of interest rates, the Council has built into its budget plans that no new external borrowing will take place and that cash balances will be run down instead. This is common in many authorities but the difference for Trafford will be that any changes in the approach would likely lead to adverse budget consequences.

3.23 These risks are influenced by external factors relating to the overall economy, which at the present time continues to be difficult to predict and may have uncertain effects.

3.24 The primary Treasury Management risks are:

Movements in the cash flow cycle, caused by changes in the rate of payments or receipts. A decline in the economy could reduce the rate at which income is received. The Council's cash flow is monitored on a daily basis, and a new end of year position and average cash flow level forecasted. This provides an early warning system so that appropriate action can be taken.

Interest rate changes for either debt or investments. Investment rates are expected to continue at their current low levels which will remain to suppress the Council's income. However, in the short term, as borrowing rates are significantly higher the Council will continue to borrow from cash flow to part finance its capital programme and avoid these higher costs. The loss in investment rate is therefore mitigated by avoiding higher borrowing costs. However, rates could change rapidly, and the Council not only undertakes pro-active Treasury Management, it also employs on a retainer basis external consultants who ensure as best as possible that the Council is informed early of any adverse changes and/or potential opportunities.

This pro-active Treasury Management is governed by a number of rules, indicators and regular review by Members as outlined in the Treasury Management Strategy elsewhere on the agenda.

3.25 In addition to debt charges the proposed Capital Investment Programme (elsewhere on the agenda) has other business implications. Capital receipts may not be realised before expenditure has taken place. Past experience has shown this is a small risk.

3.26 A Treasury Management smoothing fund has also been established to avoid changes in the external markets impacting on the budget. None the less, the sums and risks involved in these areas can be considerable, and special attention has been given in the assessment of the minimum reserve calculation.

Levy payments

- 3.27 The risks associated with levy payments for GM Combined Authority (passenger transport) and Flood Defence are borne by the respective levying body. The Waste Disposal levy can vary according to the tonnage of waste collected. A reasonable assumption on the tonnage figures has been included in the budget and monthly figures are provided by the Waste Disposal Authority to assist in monitoring of the budget. In addition there is a small smoothing reserve available to equalise the costs of the Waste Disposal PFI over the medium term.

Efficiencies

- 3.28 The 2013/14 budget is based on achieving savings totalling £7.4m. The Council has now built up considerable expertise in efficiency programming, monitoring, delivery and benefit realisation, and a tradition of successfully delivering significant savings.
- 3.29 Each of the savings proposals is subject to milestone and contingency planning, backed up by a robust delivery plan. However, the generation of efficiencies is getting harder, taking more effort and time to deliver. Whilst confidence in the processes is high, there remains the possibility that for other business reasons, projects may slip or may not be fully deliverable, and as such these considerations have been taken into account when forming a view on the minimum reserve level.

4. INCOME ANALYSIS

Government Grants

- 4.1 The main source of funding remains Government grants. The proposed 2013/14 budget is based on the level of general and specific grants as notified by the Government. There are a few grants still to be announced by the Government in particular Education Support Grant, budgeted at £(3.4)m which is subject to change dependent upon pupil count. Should there be a relative change in pupil numbers with other authorities and/or Academies the value of this grant could change, and any shortfall will impact adversely. The Extended Rights & Sustainable Travel grant of £(86)k has also not been announced and a reduction would also adversely affect the budget. The remaining unconfirmed grants total £(1.3)m, however, these grants relate primarily to project type expenditure, and it would be expected that plans would be rephased or adapted to available funding.

- 4.2 To mitigate this risk, Management has identified projects which can be scaled to the level of funding provided, in addition based on prior year pupil number forecasts being accurate to within 1%, the likelihood of significant variation is deemed not to exceed a level which can be eliminated by management action within the base budget.

Fees and Charges

- 4.3 Variations in income are expected to be managed by services within their budgets. However, certain income streams have reduced significantly due to the effects of the current economic climate since 2009, and this is continued to be reflected in Directorate budget proposals for 2013/14, although to a much lesser extent than in previous years.
- 4.4 The budget includes income from Fees and Charges of £20m. The calculation of the minimum general reserve level allows for potential reductions in fees and charges generally, and for any further effects of the economic climate on existing and, in particular, new income streams included in the proposed budget.
- 4.5 Any downturn in the economic climate can also reduce the ability to collect debt, and improved arrangements for bad debt collection were introduced during 2010/11 giving managers more responsibility for the recovery.
- 4.6 Trading activities will be closely monitored during the year and costs reduced to compensate for changes in trading levels.

Investment Income and Dividends

- 4.7 The main source of dividend income is from Manchester Airports Group (MAG). The budget includes for £1m in dividend as notified, and is based on the company's ten year business plan. MAG is in the legal process of acquiring Stansted Airport but this is not expected to have an adverse impact on the 2013/14 dividend payment. This will be kept under review each year as the aviation industry is volatile.
- 4.8 Interest rates are forecast to continue at their current low levels for the duration of the year with the first movement upwards not expected until 2015, however this will depend on the speed of economic recovery. This issue is discussed in greater detail in the Treasury Management Strategy elsewhere on the agenda. A small provision for either a rate reduction and lower than expected balances has been built into the calculation of the minimum general reserve level.

Council Tax

- 4.9 On the whole council tax is a reliable and sustainable source of income, however, it does have some risks:

In recent years there has been an unexpected rise in the number of council tax discounts and exemptions requested, some of these being back-dated for up to six years.

Revaluation claims, thought to be on the decline, have shown signs of increasing again during 2012/13.

A number of households will have to pay more in council tax as a result of changes to exemptions and also the new council tax support scheme (see para 3.19 and 3.20 above). The service has a track record of increasing collection performance year on year, and the Council has the highest performance in Greater Manchester. However these new changes could have an adverse impact and therefore will be kept under close review during the year

- 4.10 With a council tax freeze proposed by the Council, and improving collection performance, the risks to income levels will only arise should future discounts and exemptions exceed expected levels. This is monitored closely throughout the year and reported to the Executive in the monthly revenue budget monitoring reports.

Business Rate Retention Scheme

- 4.11 This is another important changes in the financial regime governing local authorities. The Local Government Resource Review introduced the potential for Local Government to retain an element of the growth in their business rates. The scheme is complex, however, the key element for Trafford are:

- The Government baseline (target) for collection in 2013/14 is £151.6m.
- It is currently estimated that the value of outstanding valuation appeals in the Borough is £8.9m, which will impact on the amount collected should they be successful.
- Should actual collection exceed baseline in 2013/14, the Council will retain 24.5% of any excess.
- Should the actual collection fall below baseline in 2013/14, the Council will be required to meet the costs of 49% of this shortfall up to a safety net of £146.7m, or a budgetary impact of £2.4m.

- Considerable uncertainty exists over the likely financial impact of outstanding appeals against rateable values (RV) lodged with the Valuation Office. Nearly 50% of the total RV in Trafford is subject to appeal and for the first time the Council has a financial interest in the outcome of all appeals.

The Council is not budgeting for any loss, nor surplus, on business rates as a result of the new Rate Retention Scheme. However the financial impact of underwriting the safety net payment has therefore been included in the minimum reserve calculation.

5. **GENERAL APPROACH TO THE BUDGET**

- 5.1 The budget process has involved the identification or forecasting of spending needs, likely resource availability, and opportunities for efficiencies, income generation and resource realignment. Issues identified during the 2012/13 budget monitoring process and planning process review have all been addressed in the 2013/14 budget wherever appropriate.
- 5.2 The process has involved the Executive Portfolio Holders, members of the Corporate Management Team and other service management supported by Finance Managers.
- 5.3 All budget managers have been requested to sign their budget working papers and are therefore aware of their proposed budget for 2013/14 and 2014/2015, and the assumptions the budget is based on, which includes income targets.

6. **EMERGENCIES and CONTINGENCIES**

- 6.1 Across the Council relevant services have been reviewing their contingency and emergency plans to deal with business interruptions, such as a power cut or high levels of localised sickness, and emergencies, such as extreme weather conditions. Business continuity plans are developed to reduce reliance on increased expenditure.
- 6.2 The Council carries some insurance to mitigate some potential risks and circumstances, and in the cases of emergencies, the Government has an emergency funding (the "Bellwin") scheme.
- 6.3 However, there are limits to insurance and the extent of the Council's insurance reserves, and the Government emergency funding scheme has both an activation threshold and a maximum percentage contribution to costs. The minimum level of general reserve also includes for the need to set aside monies for emergencies and disasters.

7. CONCLUSION ON ROBUSTNESS

7.1 There can be no guarantee that expenditure will be contained within each and every budget; this is due to the varying demands that are part and parcel of the Council's business. In recognition of this there is a comprehensive approach to the budget preparation and the assumptions underpinning its calculation, together with monitoring arrangements, provide reasonable assurance that overall the Council will meet the majority of its financial responsibilities with the planned resources available.

7.2 The year ahead presents a number of financial challenges, and in particular I would draw Members' attention to:

The negative effects of the current economic climate in terms of uncertainty and:

- The level of reduction in Business Rates required to be covered by the Council before the Government safety net applies under the business rate retention scheme;
- The implications of changes to the new council tax support scheme and changes to exemptions for council tax;
- Reduced income from fees and charges, in particular new income streams, and income from Town Centre rents and leases;
- Potentially higher than anticipated numbers of `clients in demand led budgets;
- Reduced investment rates and the potential for volatility in the market;

The positive effects of the current economic climate:

- potentially greater competition in the market place assisting securing efficiency by way of procurement;
- low annual pay awards.

Areas of uncertainty for which mitigating action is included in the budget and/or reserves, if required;

- Changes in Welfare Reform associated with amendments to the administration of Council Tax Benefit and Local Welfare Assistance Fund;
- Slippage in achieving efficiencies and income generation proposals;
- The ability to manage inflation target through better procurement;
- The effect of any pay award above the provision assumed;

8. GENERAL and other RESERVES 2013/14 – MINIMUM LEVEL and MOVEMENTS

- 8.1 Based on the above robustness assessment I advise Council to set a minimum level of £6.0m for the general reserve, as assessed in the following table which links to the relevant risk area in the above report. The overall risk has been reduced by 30% to reflect that not all risks will occur at the same time:

Para Ref	Table 1: Advised minimum level of General Reserve	2013/14 £m
3.21 – 3.25	Tax & Treasury Management	0.31
3.7 – 3.14	Pay & inflation	1.48
4.3 – 4.6	Fees and Charges	0.10
6.0	Emergency & Disaster Recovery	1.97
3.27 – 3.28	Efficiencies	1.86
3.15 – 3.20	Demand led budgets	0.43
4.1 – 4.11	General Fund Financing	2.60
	TOTAL	8.75
	Nominal reduction of 30%	(2.63)
	Advisory level of minimum reserve	6.12

- 8.2 Based on the latest available 2012/13 revenue budget monitoring information, the expected balance on the General Reserve as at 1 April 2013 and the uncommitted balances for future years is as follows:

Forecast General Reserve level	Forecast (£000's)
Balance brought forward 31 March 2012	(9,802)
Reversal of PCT support in 2011/12 for LD Pool	(400)
Adjusted balance brought forward	(10,202)
Planned base budget support 2012/13	994
Further authorised use in 2012/13:	
- Purchase of e-Book Readers	10
- Town Centre Regeneration	750
- Improvements to Highways and Footpaths	650
- Residential Parking Improvements	100
- Reduction in Youth and Drug Intervention	38
- Maximising Community Infrastructure Levy 3 year project	140
- Second Year Apprenticeship Programme	50
- Payment Card Industry Standard Security	40
- Pathology & Mortuary Contract Transition	22
- Legal Costs Biomass appeal	120
- Waste Service Improvements	100
- Catering Services Investment	60
- Increase Equal Pay Provision	500
Underspend on Council-Wide budgets	(507)
-Transfer from Insurance Reserve	(2,646)
Forecast balance 31 March 2013	(9,781)

Forecast balance 31 March 2013	(9,781)
Commitments 2013/14:	
Planned base budget support 2013/14	850
Further planned support (one-off schemes):	
- Reablement Community and Wellbeing	200
- Waterside Investment	50
- Enforcement Review	60
Forecast balance 31 March 2014	(8,621)
Commitments 2014/15:	
Planned base budget support 2014/15	2,000
Forecast after commitments	(6,621)

8.3 The above table shows a modest balance of 10% over the recommended minimum level of £6m.

8.4 In addition to the general reserve there are a number of other earmarked reserves and provisions held for specific purposes, in summary these are:

Reserve Statement (estimated as at February 2013)	Estimated Balance at 1 April 2013 (£000's)	Estimated net spend 2013/14 (£000's)	Estimated Balance at 31 March 2014 (£000's)	Estimated net spend 2014/15 (£000's)	Estimated Balance at 31 March 2015 (£000's)
Schools	(13,567)		(13,567)		(13,567)
Non-Schools Earmarked Reserves:					
Synthetic pitches	(105)	(15)	(120)	(15)	(135)
Insurance	(2,528)	245	(2,283)	220	(2,063)
Revenue Projects	(2,735)	(12)	(2,747)	(236)	(2,983)
Employment Rationalisation Transformation	(1,415)	500	(915)	500	(415)
Services' Carry Forward	(1,747)	1,071	(676)	392	(284)
Smoothing Reserves	(1,954)	102	(1,852)	0	(1,852)
Total	(2,815)	1,222	(1,593)	419	(1,174)
General Reserve	(9,781)	1,160	(8,621)	2,000	(6,621)
Total of non-School Revenue Reserves	(23,080)	4,273	(18,807)	3,280	(15,527)
Capital reserves:					
Capital Projects	(14,748)	11,030	(3,718)	3,011	(707)
VAT Shelter	(6,902)	1,921	(4,981)	917	(4,064)
Total Capital Reserves	(21,650)	12,951	(8,699)	3,928	(4,771)

8.5 A review of these reserves and provisions has been undertaken, and the following transfers, which have been included in the above table, have taken place :

- £2.65m from the Insurance reserve to the General Reserve; following a review of the long term needs for this reserve this amount is thought safe to release for other purposes.

- £0.73m from the Insurance reserve to the provision relating to Municipal Mutual Insurance clawback

8.6 In addition to reserves the Council also has a number of provisions. In addition to bad debt provisions, the Council has three provisions dealing with specific liabilities:

- **Equal Pay**; currently the Council is in litigation with a number of past and present members of staff and the outcome may not be known for some time. The Council is defending these claims but has taken the prudent step of maintaining a sum of money in the event that it is found that some liability exists. It is not possible to be precise about the extent of liability, if any, until the legal process has been completed.
- **Public and Employee Liability**; relating to insurance claims, these provisions are reviewed by an independent Actuary every May, and the levels reflect the advice of the Actuary.
- **Section 117 Mental Health Act**; following a legal challenge at another authority and subsequent change in the law, previous common practices on the charging of income have been deemed unlawful. The Council has set money aside to compensate claimants.

9. CONCLUSION

9.1 If the general reserve is set at £6.0m, the reserves available to the Council in 2013/14 are considered to be adequate to cover the calculated financial risks contained within the 2013/14 budget proposals.

IAN DUNCAN
DIRECTOR OF FINANCE
12 FEBRUARY 2013

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TRAFFORD COUNCIL

Report to: Accounts & Audit Committee 5 February 2013
Executive & Council Meetings 20 February 2013
Report for: Decision
Report of: The Executive Member for Finance and Director of Finance

Report Title

TREASURY MANAGEMENT STRATEGY 2013/14 – 2015/16

Summary

This report presents the:-
expected treasury operations for this period,
risks facing local authorities in Treasury Management operations,
measures to minimise these risks and
prudential indicators for 2013/14 – 2015/16
In response to the continuing stagnant world economic climate, the recommended strategy will remain similar to that approved last year with only a minor change requested to be implemented to the Investment criteria as highlighted in Appendix 1.

Recommendation(s)

That the Executive and Accounts & Audit Committees recommend to Council the 3 key elements of this report for approval :-
policy on debt strategy for 2013/14 to 2015/16 as set out in section 3,
investment strategy for 2013/14 to 2015/16 as set out in section 5,
Prudential Indicators and limits including the Authorised Limit and Operational Boundary as required by section 3(1) of the Local Government Act 2003,
Minimum Revenue Provision Statement and Investment criteria as detailed in Appendix 1.

Contact person for access to background papers and further information:

Name: Graham Perkins
Extension: 4017

Background papers: None

Relationship to Policy Framework / Corporate Priorities	Value for Money
Financial	The treasury management strategy will aim to maximise investment interest and reduce interest payable on debt, whilst minimising the risk to the Council.
Legal Implications:	Actions being taken are in accordance with legislation, CIPFA Treasury Management Code of Practice.
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	The overriding aim will always be to minimise risk and in respect of this the annual strategy report will therefore remain a cornerstone of the treasury management decision making process.
Health and Safety Implications	Not applicable

Other Options

This report has been produced in order to comply with Financial Procedures and relevant legislation and provides a plan of action for the period 2013-14 to 2015-16 which is flexible enough to take account of changes in financial markets.

Consultation

Advice has been obtained from Sector, the Council's external advisors.

Reasons for Recommendation

The Financial Procedure Rules incorporating the requirements of the revised CIPFA Prudential Code and the CIPFA Treasury Management Code. These consider that the annual strategy report is an essential control over treasury management activities and one whereby Members approve the parameters under which officers will operate. In addition The Local Government Act 2003 requires that the Council approves an annual borrowing limit (the Authorised Limit) and CLG Guidance an annual investment strategy (setting out the limits to investment activities).

Key Decision

This will be a key decision likely to be taken in: February 2013

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

Treasury Management Strategy – Key Points

This report outlines the expected treasury activities for the forthcoming 3 years and has been prepared in accordance with the Council's Financial Procedure Rules. Additional treasury management reports are produced during the course of the year reporting actual activity for the preceding year and a mid-year update.

Economic situation (Section 2)

The world economic climate continues to remain stagnant with growth prospects forecasted to remain weak. Consumer spending, the usual driving force of any recovery, is likely to remain under pressure due to falling real incomes, repayment of personal debt and employment fears.

During 2012/13 the main economic events were;

- continuing debt crisis within the Eurozone - several countries received additional emergency financial bailouts,
- a delay in corrective action being put into place to address the worsening economic situation in the US due to the Presidential elections,
- UK economy remains fragile although both inflation and unemployment rates started to show signs of improvement and
- expectations of a worldwide recovery, led by the emerging markets of China, India and Brazil, did not materialise.

As a consequence of these factors and in order to maintain the Council's risk exposure to a minimum, investments were placed for an average period of 2 months and no new debt was taken in 2012/13.

Debt (Section 3)

The Council policy of not taking on any additional external loans in order to fund its borrowing requirement will result in it being under borrowed by £49m at 31 March 2013. This approach has been adopted as a result of continuing risks associated with investment counterparties and the large difference between debt costs and investment returns and has been widely adopted by councils throughout the country

Any debt restructuring exercises will be undertaken in order to produce revenue savings.

Investments (See Section 5 and Appendix 1)

The primary principle governing the Council's investment criteria remains unchanged as that previously adopted of firstly security of capital, then liquidity of its cash flows and finally yield.

The Council is required to agree the lending criteria, which is primarily determined by credit ratings issued by all 3 major credit rating agencies as detailed at Appendix 1. *The only recommended change to that previously agreed by Council in February 2012 relates to the increase in the maximum duration amounts can be lent to those UK institutions deemed to be pivotal to the UK monetary system.*

Prudential Indicators and limits (Section 7 and Appendix 1)

The Council is required to approve a set of Prudential Indicators and limits which ensure the Council's capital expenditure plans and borrowing remain robust, prudent, affordable and sustainable. These are detailed at Appendix 1 for Member approval.

1. Background

Please note a glossary of all abbreviations appears at Appendix 6 for reference.

- 1.1 Treasury management is an important part of the overall financial management of the Council's affairs and in accordance with the CIPFA Code of Practice is defined as:

"The management of the organisation's investments and cash flows, its banking, money market and capital market transactions(debt); the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

- 1.2 The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity.
- 1.3 The Council's treasury activities are strictly regulated by statutory requirements, and these are detailed for reference at Appendix 2.
- 1.4 In November 2012, CIPFA amended the Prudential Code to reflect the introduction of a new Prudential Indicator "Gross debt and the Capital Financing Requirement". The purpose of this new indicator is to ensure that external debt over the medium term will only be for a capital purpose and will not exceed the total of the Capital Financing Requirement.
- 1.5 The Council uses Sector as its treasury management advisors who provide a range of services from technical support on treasury matters to the supply of credit ratings as issued by the three main credit rating agencies.
- 1.6 Whilst the advisors provide support to the internal treasury management function, the Council recognises that the final decision on all treasury management matters remains with the organisation at all times. This service is subject to regular review.
- 1.7 The Council recognises the importance of ensuring that all Members and staff involved in the treasury management function receive adequate training and are fully equipped to undertake the duties and responsibilities allocated to them by ensuring that;
- Members will continue to have access to training which will be relevant to their needs & responsibilities;
 - Officers will attend courses / seminars presented by CIPFA, LGC, Advisors & any other suitable professional organisation in accordance with Council policy on this issue.
- 1.8 Excluded from this report are the activities carried out by the Council's schools which operate within separate criteria as stipulated by the Director of Finance and in accordance with the Council's Financial Procedure Rules.

2. Economic & Interest Rate forecast

- 2.1 In the current global financial climate economic forecasting, with any degree of accuracy, continues to remain difficult with analysts agreeing that any prospects of a sustained recovery remains fragile. This situation is set to remain for some time particularly as consumers, corporates and banks continue to focus on reducing their debt levels, rather than incurring any further additional spending. This historically has been the main catalyst to any recovery and it is unlikely the UK economy will begin any sustained recovery until the consumer sector feels more optimistic and real household incomes improve.
- 2.2 A summary of the main economic headlines occurring in 2012 are outlined below;

UK economy-

- the Government's austerity measures, aimed at getting the public sector deficit into order by 2014-15, was extended to 2016-17 in the Chancellor's Autumn statement presented to Parliament in December 2012. Achieving this target however is dependent on a number of factors being met such as the Eurozone economy growing at a reasonable pace and the UK economy growing at expected levels, which would allow for increased tax receipts together with a reduction in welfare benefit payments;
- Unemployment benefit claimants fell with employment rates rising to their highest since records began in 1971;
- Preliminary growth figures issued for quarter 4 showed that the economy reduced by 0.3%, with both consumer confidence levels and manufacturing output remaining weak. As a consequence of this, growth for 2012 remained flat and market commentators are now suggesting that the possibility of a "triple dip" could be encountered;
- The UK continued to be seen as a safe haven for foreign investors and as a consequence of this, the Government benefited from low borrowing costs;
- Banks continue to realign their balance sheets to more manageable levels and consequently the availability of credit continues to remain tight. The Bank of England's Funding for Lending scheme, launched in August 2012 of encouraging the availability of cheap funding to be released from the banks to small businesses and consumers, can now be seen to be having its desired effect on the economy as short term market investment interest rates have reduced during the past few months. Quantitative Easing (QE) was increased again by £50bn in July 2012 to a total of £375bn. Bank rate remained at 0.5%;
- Consumer Purchases Index (CPI) fell sharply during 2012 from its peak of 5.2% in September 2011 to 2.7% in November 2012, although cost pressures from the energy sector may see future pressures.

Eurozone –

- the sovereign debt crisis subsided during the year following the European Central Bank's pledge to buy unlimited amounts of bonds of those countries asking for a bailout,
- Spain & France had their sovereign credit rating downgraded with other countries being placed on a Negative Rating Outlook (this indicates the direction a rating may move over a 1 – 2 year period should current trends continue).

US –

- the economy, although at a disappointing low level, continued to grow, responding to the Federal Reserve combined actions of undertaking a huge programme of Quantitative Easing (QE) and committing to a policy of maintaining low interest rates into 2015,
- Unemployment levels fell although this trend may reverse as a result of businesses retaining any surplus funds in readiness for the actions

which the President will need to take in order to address the country's budget deficit,

- The key difficulty will be the Presidential response to the “fiscal cliff” which will see \$600bn of stimulus being taken out of the economy in the first year and still needs to be addressed despite January's vote postponing the introduction of these measures,
- The housing market now looks to have bottomed with house prices now on the increase.

Emerging markets –

hopes for a broad based recovery have, receded due to the increasing concerns with the Chinese economy may be heading for a hard landing rather than a gradual slow down as previously predicted.

- 2.3 As a consequence of the above situations it is widely predicted that the UK economy will, remain relatively fragile and currently forecasts for several key areas are shown below;

UK bank rate, currently at 0.5%, is not expected to move until March 2015, at the earliest,

Additional Quantitative Easing is likely to take place, if the economy performs worse than expected,

Consumer Price Inflation will fall from 2.7%, (at the end of quarter 4 2012), to the 2% Government target level within two years, although energy price rises may upset this objective,

Growth is expected to remain fragile, with the possibility of negative growth in future.

- 2.4 The UK continues to enjoy an AAA sovereign credit rating however the rating agencies have already stated that they will not hesitate to downgrade this should the economy not perform in line with the Government's debt reduction plans. The impact of such a downgrade, should it happen, is not expected to have a major impact on bond prices given the state of economies elsewhere, especially in the Eurozone.
- 2.5 Sector, the Council's external treasury management advisors, has produced a set of interest rate forecasts up to March 2016 and these are shown in the table below;

Annual Average %	Bank Rate	Investment Rates		Borrowing Rates	
		3 month	1 year	5 year	25 year
2012/13	0.50	0.50	1.00	1.55	3.80
2013/14	0.50	0.50	1.00	1.65	3.80
2014/15	0.55	0.70	1.20	1.90	4.10
2015/16	1.35	1.50	1.95	2.60	4.70

- 2.6 As a result of this economic position the Council will take a cautious approach to its treasury strategy during this period.

3. Debt Strategy 2013/14 – 2015/16

- 3.1 The Council maintains an under-borrowed position. This has resulted from the underlying borrowing need arising from the capital programme and historic capital decisions (the Capital Financing Requirement, CFR), not been fully funded by

taking on external debt. Instead cash supporting the Council's reserves, balances and cash flow Has been used to finance this requirement.

3.2 The Council's forecasted under-borrowed position is set to peak at £49m, as at 31 March 2013, and thereafter is set to fall as a result of

a move from an annual positive capital financing requirement to an negative one (this is as a result of the annual minimum revenue provision set aside to pay down the CFR being greater than the actual new loan requirement) and

existing external loans maturing not being replaced.

3.3 The strategy of not undertaking any external borrowing which the Director of Finance, under delegated powers has adopted, is set to continue for the foreseeable future. This prudent approach has been widely implemented by the majority of councils throughout the country during the current climate of low investment returns and high risk of counterparty default.

3.4 As a result of the above action the Council's total external debt levels will fall from the current level of £100.5m to £93.2m by 31 March 2016.

3.5 In addition to this debt, the Council is also responsible for a further £1.2m of loans which are administered by Tameside Borough Council on behalf of all the 10 Greater Manchester Authorities. This follows the conversion in February 2010, of loans previously held on behalf of Manchester International Airport into an equity rated instrument.

3.6 As short term borrowing rates will be cheaper than longer term fixed interest rates, there may be potential opportunities in the future to generate revenue savings by switching from long term debt to short term debt. Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

3.7 Any interest savings generated from undertaking a debt restructuring exercise, will however need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred) to ensure it represents value for money.

3.8 The Council is required to set its limits for external debt for 2013/14 to 2015/16 in accordance with the Local Government Act 2003, having regard for CIPFA's prudential code before the commencement of each financial year. **These limits are detailed at Appendix 1 for Council approval.**

3.9 The Council has some flexibility to borrow funds in advance, for use in future years and the Director of Finance may do this under delegated powers where, for instance, a sharp rise in interest rates is expected. Any decision to borrow in advance will be considered carefully to ensure that value for money can be demonstrated and the subsequent reporting to Members will be undertaken through the mid-year or annual reporting mechanism.

3.10 The Director of Finance will adopt a cautious approach to any such borrowing and this will be undertaken within the constraints below;

no more than 50% of the expected increase in borrowing need (CFR) over the three year planning period is to be taken in this manner and

borrowing only up to a maximum 12 months in advance of need.

3.11 A breakdown of the Council's expected debt maturity profile as at 31 March 2013 is provided at Appendix 4 for reference which also shows, in accordance with the Code of Practice, the potential first date the lending banks could amend the rate of interest for the market loans.

4. Minimum Revenue Provision Strategy

4.1 The Council is required to set aside an amount each year for the repayment of debt (by reducing the CFR), through a revenue charge called the Minimum Revenue Provision (MRP). In addition the Council is also allowed to undertake additional voluntary payments (VRP).

4.2 CLG regulations have been issued which require full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils so long as there is a prudent provision. **The Council is requested to approve the MRP statement as detailed at Appendix 1.**

5. Investment Strategy

5.1 The primary principle governing the Council's investment criteria is the security of its investments and in order to comply with this, the Council's investment priorities will therefore remain unchanged as that previously adopted;

security of capital,

liquidity of its cash flows and

yield.

5.2 In order to minimise the risk of a counterparty defaulting, the Director of Finance will maintain, as in previous years, a list comprising of high creditworthy counterparties with which the Council can invest funds based on the lowest common denominator method. This approach involves considering the credit ratings, issued by all three of the main rating agencies (Fitch, Moody's and Standard and Poor's) and defaulting to the lowest equivalent rating in order to produce a counterparty list.

5.3 To enable a counterparty to be included on this list, credit ratings from at least two of the three independent rating agencies needs to be assigned to an institution and that these must meet all the minimum levels required by the Council as shown at Appendix 1. This is in compliance with CIPFA's Treasury Management Code of Practice.

5.4 Information on credit ratings is supplied electronically by the Council's treasury advisors on a real time basis and action is implemented immediately when appropriate. For instance should a counterparty be issued with a negative rating watch, which results in its credit ratings failing to meet the minimum required by the Council, then this counterparty will be suspended from further use.

5.5 A full explanation of the credit ratings determining the counterparties which the Council will choose can be found at Appendix 3.

5.6 The criteria for providing a list of high quality investment counterparties (both Specified and Non-specified), and reducing exposure of the Council's investments by country, group and sector are explained in more detail at Appendix 3 together with time and value limits.

5.7 Whilst the Council's criteria relies primarily on the application of credit ratings to provide a group of appropriate counterparties for officers to use, additional operational market information will be applied in accordance with the Code of Practice before making any specific investment decision. This additional market information is detailed for Members reference at Appendix 3.

- 5.8 The use of longer term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded and will be limited to the Prudential Indicator detailed at Appendix 1.
- 5.9 In the normal course of the Council's cash flow operations it is expected that both Specified and Non-specified investments will be utilised for the control of liquidity as both categories allow for short term investments.
- 5.10 The criteria for choosing counterparties as set out at Appendix 1 provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria, the Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval should any exceptional market conditions be encountered. These restrictions would remain in place until the banking system returned to "normal" conditions. Similarly the time periods for investments will be restricted.
- 5.11 The UK banks are perceived to be more secure than those within the Euro zone, due to their stronger credit ratings and balance sheets. **In order to further safeguard the Council's investments, it is recommended that the maximum duration for which investments can be invested with those UK institutions (deemed to be pivotal to the UK monetary system and which are actively in the money market), be increased as indicated at Appendix 1.**
- 5.12 The minimum criteria for providing a list of high quality investment counterparties, instruments and limits to be applied are highlighted at **Appendix 1** and Council is requested to approve these requirements.

6. Investment Risk Benchmarking

- 6.1 The Code of Practice and CLG Investment Guidance require that appropriate security and liquidity benchmarks are considered and reported to Members and these are explained in more detail in Appendix 3.
- 6.2 These benchmarks are simple guides to maximum risk (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. Their purpose is to assist officers to monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported to Members, with supporting reasons in the Mid-Year or Annual Report. For reference these benchmarks will be;

Security - for each individual year the security benchmark when compared to historic default rates are not to exceed:

1 year investments	2 year investments	3 year investments
0.09%	0.04%	0.14%

Liquidity - In respect of this the Council seeks to maintain;

- Bank overdraft of £0.5m,
- Weighted Average Life (WAL) benchmark for 2013/14 is set at 6 months, with a maximum of 3 years,
- Liquid short term deposits of at least £20m are available with a week's notice

Yield benchmarks are currently used to assess investment performance and internal returns are required to achieve above the 7 day LIBID rate.

7. Prudential Indicators

- 7.1 A number of prudential indicators have been devised for both the treasury management and capital operations. These are designed to assist managing risk and reducing the impact of an adverse movement in interest rate as well as ensuring that the Council’s capital expenditure plans are prudent, affordable and sustainable. These indicators have been set in order that they are not too restrictive thereby impairing the opportunities to reduce costs and reflect the capital programme proposals, included within the main budget report.
- 7.2 Members are requested to approve the prudential indicators for both the Council’s capital expenditure and treasury management activities as detailed at **Appendix 1**.

8. Recommendations

That the Executive and Accounts & Audit Committee recommend to Council the key elements of this report for approval;-

the policy on debt strategy for 2013/14 to 2015/16 as set out in section 3;

the investment strategy for 2013/14 to 2015/16 as set out in section 5;

the Prudential Indicators and limits including the Authorised Limit (as required by section 3(1) of the Local Government Act 2003), The Minimum Revenue Provision Statement and Investment criteria as detailed in Appendix 1.

Finance Officer Clearance *.....ID.....*

Legal Officer Clearance *...MJ.....*

Director of Finance Signature **[Signature appended in hard copy.]**

KEY ELEMENTS FOR COUNCIL APPROVAL

In accordance with CLG Guidance, the CIPFA Prudential Code and the CIPFA Code of Practice on Treasury Management each council is required to set, before the commencement of each financial year, Treasury Management Prudential Indicators and limits, a Minimum Revenue Provision Statement and Investment criteria.

The Executive and Accounts and Audit Committee are requested to recommend that Council approve these for the period 2013/14 – 2015/16 as detailed below;

PRUDENTIAL INDICATORS AND LIMITS

Treasury Management - (changes annually)

In accordance with the CIPFA Prudential code, the Council is required to produce prudential indicators and limits reflecting the expected capital activity regarding its capital investment programme. These have an impact on the Council's treasury management activities and the Council is required to approve the prudential indicators and limits affecting treasury management performance as shown below;

Treasury Management Prudential Indicators	2012/13 estimate £m	2013/14 estimate £m	2014/15 estimate £m	2015/16 estimate £m
(1) Upper Limits – Fixed interest rate exposure (interest costs)	3.4	3.6	3.1	2.4
(2) Upper Limits – Variable interest rate exposure (interest costs)	1.7	1.9	3.0	3.1
Upper Interest Limits – identifies the maximum limit for both fixed and variable interest rates exposure based upon the Council's debt position net of investments (debt interest payable less investment interest receivable).				
(3) Authorised Limit for External debt				
- External debt (01.04)	125	120	120	115
- Other long term Liabilities (PFI)	7	6	6	6
Total	132	126	126	121
Authorised external debt limit - maximum level of external debt that the authority will require to cover all known potential requirements and includes headroom to cover the risk of short-term cash flow variations that could lead to a need for temporary borrowing. This limit needs to be set or revised by Council and is the statutory limit determined under section 3(1) of the Local Government Act 2003.				
(4) Operational Boundary Limit for External debt				
- External debt (01.04)	101	101	97	95
- Other long term Liabilities (PFI)	7	6	6	6
Total	108	107	103	101
Operational boundary - calculated on a similar basis as the authorised limit but represents the likely level of external debt that may be reached during the course of the year excluding any temporary borrowing and is not a limit.				

(5) Upper limit for sums invested over 364 days	50	50	40	30
Upper Limit for sums invested for over 364 days – these limits are set with regard to the Council’s liquidity requirements and to reduce the need for early sale of an investment.				
(6) Gross debt and Capital Financing Requirement				
-External debt (01.04)	101	101	97	95
-Other long term Liabilities (PFI)	7	6	6	6
Gross debt	108	107	103	101
-C.F.R.	149	144	137	133
Excess C.F.R.	41	37	34	32
Gross Debt and the Capital Financing Requirement – this new indicator incorporated into the Prudential code in November 2012 is to be implemented from 1 April 2013 and reflects that over the medium term, debt will only be for capital purposes. The Director of Finance will ensure that all external debt does not exceed the capital financing requirement with any exceptions being reported to Council.				

MATURITY STRUCTURE of BORROWING 2013/14 to 2015/16		
	Lower limit %	Upper limit %
Under 12 months	0	70
12 months to 2 years	0	25
2 years to 5 years	0	25
5 years to 10 years	0	25
10 years to 20 years	0	25
20 years to 30 years	0	25
30 years to 40 years	0	25
40 years and above	0	25

Maturity Structure of Borrowing – these gross limits are set to reduce the Council’s exposure to large sums falling due for refinancing and this indicator reflects the next date on which the lending bank can amend the interest rate for the Lender Option Borrower Option loans.

Capital – (changes annually)

Capital Prudential Indicators	2012/13 Estimate £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m
Capital Expenditure	63.9	38.7	27.0	11.3

Capital expenditure - the table above shows the estimated capital expenditure to be incurred for 2012/13 and the following three years. This indicator has been updated following the Accounts & Audit meeting on 5 February 2013 in order to reflect the latest spend profile of the Council’s capital programme.

Capital Financing Requirement as at 31 March	149.3	144.1	137.3	132.7
Capital Financing Requirement (CFR) - this reflects the estimated need to borrow for capital investment (i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts). The actual calculation of the CFR is derived from the balance sheet as at 31/3/12 including estimates of the end of year position for the current and future years.				
Financing Cost to Net Revenue Stream	6.2%	7.0%	7.6%	7.2%
Financing costs to net revenue stream - this indicator shows the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Council's net revenue stream.				
Incremental Impact on Band D Council Tax (£)	5.25	13.66	0.00*	0.00*
Incremental impact on band D council tax – reflects the incremental impact on the Council Tax arising from new borrowing undertaken in order to finance the capital investment decisions taken by the Council during the budget cycle. The figures above, reflects the movement away from borrowing to grant funding for future years spend.				

*this reflects that the Capital Financing Requirement is set to reduce in 2013/14 as no further borrowing is expected to be undertaken.

All the prudential indicators are monitored on a regular basis. If the situation arises that any of the prudential indicators appear that they will be breached for a sustained period, then this will be reported to the Council at the earliest opportunity.

MINIMUM REVENUE PROVISION - (no change)

In accordance with C.L.G. Guidance, the Council shall determine for the current financial year, an amount of minimum revenue provision that it considers to be prudent and submit an MRP Statement setting out its policy for its annual MRP to Council for approval. The following MRP Statement has been prepared in accordance with the Council's accounting procedures as stated in the annual Statement of Accounts publication and is recommended for approval:

Capital expenditure supported by external borrowing approvals -, the MRP policy will follow the existing practice outlined in former C.L.G. Guidance, i.e. 4% of the Capital Financing Requirement;

Capital expenditure supported by prudential borrowing -, the policy will be based on the estimated life of the assets once operational with MRP charged on a straight line basis or annuity basis in accordance with the Guidance;

MRP regarding PFI schemes and leases shown on the balance sheet will be based on the amount of the principal lease repayment included within the annual unitary payments made;

For expenditure that does not create an asset, or following the use of a Capitalisation Direction, provision will be made over a period not exceeding 20 years, in accordance with Guidance.

In May 2012, the Council participated in the national Local Authority Mortgage Scheme using the cash backed option with Lloyds TSB. This involved the Council placing a five year deposit totalling £2m with the bank matching the five year life of the indemnity. This deposit provides an integral part of the

mortgage lending, and is treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of the total indemnity. The deposit is due to be returned in full at maturity and once received will be classed as a capital receipt, and the CFR will reduce accordingly. As this is a temporary (five years) arrangement and the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. Interest earned on this deposit is paid annually and in order to keep to a minimum any future potential call on the Council's resources due to mortgage defaults, a proportion of interest earned, net of cash flow impact on the £2.0m advanced, is placed into a reserve to be used as a first call on any future liabilities. At the end of the indemnity period all surplus funds held in this reserve would be made available for general purposes.

INVESTMENT CRITERIA – (recommended changes as highlighted)

The minimum criteria for providing a list of high quality investment counterparties is highlighted in the categories below and these are to be applied for both Specified and Non-specified investments;

	Fitch (or equivalent) – Long Term	Maximum Group Limit	Maximum Time Limit
Category 1 – All UK or Non UK banks and building societies domiciled in a country which has a minimum Sovereign long term rating of AA and individual credit rating issued by Fitch, Moody's and Standard and Poor's of: Short Term – Fitch F1 or equivalent Long Term – Fitch A- or equivalent Viability / Financial Strength – C (Fitch / Moody's only) Support – 3 (Fitch only).	A- to A+	£5m	1yr
	AA- To AAA	£20m	3yrs
Category 2 – UK Banks part nationalised -	-	£20m	3yrs
Category 3 – The Council's own banker if the bank falls below the above criteria.	-	£5m	1yr (current limit 3mth)
Category 4 – Money Market Funds – must be AAA credit rated UK Government (including treasury bills, gilts and the DMO) Local Authorities Supranational Institutions Corporate bonds (Manchester International Airport only)	-	£20m	3yrs

Specified and Non Specified Investments – (recommended changes as highlighted)

In accordance with the Code of Practice, the Council is required to set a criteria which identifies its investments between Specified and Non Specified investments and these are classified as follows;

Specified investments are high security and high liquidity investments with a maturity of no more than a year or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. A maximum of 100% can be held under this definition,

Non specified investments are any other type of investment not defined as specified above with the maximum permitted to be held in this classification detailed in Appendix 1 including Manchester Airport Shares at a historical cost of £10.2m and

Local Authority Mortgage Scheme. Under this scheme, which is designed for first time buyers to be able purchase a property in the area, the Council is required to place funds of £2m with Lloyds TSB for a period of 5 years. This is classified as being a service investment, rather than a treasury management investment and is therefore outside of the specified / non specified categories.

All Investments will be undertaken in Sterling in the form of Term Deposits, Money Market Funds, or Certificates of Deposits unless otherwise stated below,

Specified Investments

Investment	Maximum Maturity
The UK Government including Local Authorities, Debt Management Office, UK Treasury Bills or gilts with less than one year to maturity.	1 Year
Supranational bonds of less than one year duration	1 Year
Pooled investment vehicles that have been awarded a AAA credit rating by Fitch, a credit rating agency, such as money market funds	1 Year
An institution that has been awarded a high short term credit rating (minimum F1 or equivalent) by a credit rating agency, such as a bank or building society.	1 Year

Non-Specified Investments

Investment	Maximum Maturity
Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.). The security of interest and principal on maturity is on a par with the Government and so are very secure, and these bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may	3 Years

rise or fall before maturity and losses may accrue if the bond is sold before maturity.	
Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. The value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	3 Years
The Council's own bank if it fails to meet the basic credit criteria.	1 Year (current limit 3 month)
UK Banks which have significant Government holdings	3 Years (current limit 1 Year)
Any bank or building society which meets the minimum long term credit criteria detailed in Appendix 1, for deposits with a maturity of greater than one year.	3 Years
The UK Government including Local Authorities, Debt Management Office, UK Treasury Bills or Gilts	3 Years
Share capital or loan capital in a body corporate – The use of these instruments maybe deemed to be capital expenditure, and as such maybe an application (spending) of capital resources. It is envisaged this facility will apply to the Manchester International Airport share holding which the Council holds at a historical value of £10.2m as reported in the 2011/12 statement of accounts. It is not envisaged that this type of investment will be undertaken in the future.	3 Years
Manchester Airport Group – This is in response to the restructuring of the airports existing debt and is included for clarity and transparency purposes only.	Term of loans

STATUTORY FRAMEWORK

Local Government Act 2003

In accordance with the Local Government Act 2003 (and supporting regulations and guidance) each Council must before the commencement of each financial year, produce a report fulfilling three key requirements as stipulated below;

The debt strategy in accordance with the CIPFA Code of Practice on Treasury Management (section 3);

The investment strategy in accordance with the Communities and Local Government (C.L.G.) investment guidance (section 5);

The reporting of the prudential indicators as required by the CIPFA Prudential Code for Capital Finance in Local Authorities (Appendix 1).

CIPFA Code of Practice

The Council's treasury activities are strictly regulated by statutory requirements in conjunction with a professional code of practice (the CIPFA Treasury Management Code of Practice). This Council adopted the Code of Practice on Treasury Management on 24 April 2002 and followed recommended practices by considering an annual Treasury Management Strategy before the commencement of each financial year. These Codes are revised from time to time and the Council complies with any revisions.

Investment Guidance

The C.L.G. issued Investment Guidance in March 2010, and this forms the structure of the Council's policy below,

The strategy guidelines for decision making on investments, particularly non-specified investments.

Specified investments the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.

Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The principles to be used to determine the maximum periods for which funds can be committed.

INVESTMENT CREDIT AND COUNTERPARTY RISK MANAGEMENT (No change)

The Council receives credit rating advice from its treasury management advisors, as and when ratings change and counterparties are checked promptly to ensure it complies with the Council's criteria. The criteria used are such that any minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria, or those on the minimum criteria placed on negative Credit watch, will be removed from the list immediately, and if required new counterparties which meet the criteria will be added to the list.

Classification	Description	Credit Rating Agency		
		Fitch (Minimum)	Moody's (Minimum)	Standard & Poors (Minimum)
Short Term	Ensures that an institution is able to meet its financial obligations within 12 months	F1 (Range F1+, F2 A to D)	P1 (Range P1 to P3)	A1 (Range A-1, to C)
Long Term	Ensures that an institution is able to meet its financial obligations greater than 12 months	A- (Range AAA to D)	A3 (Range AAA to C)	A- (Range AAA to CC)
Viability / Financial Strength	Assess how an institution, in the event of financial difficulty, would be viewed if it were entirely independent and could not rely on external support.	C (Range A to E)	C (Range A to E)	N/a
Support	Indicates state support would be forthcoming in the event of financial difficulty	3 (Range 1 to 5)	N/a	N/a

Investment Counterparty information.

Whilst the Council's Investment counterparty is prepared primarily using credit rating information additional market information is required to also be considered. The information below will also be considered when undertaking investments;

Credit default swaps - CDS were created in 1997 and are a financial instrument for swapping the risk of debt default. Essentially the owner of the position would enter into an agreement with a third party who would receive a payment in return for protection against a particular credit event – such as default. Whilst absolute prices can be unreliable, trends in CDS spreads do give an indicator of relative confidence about credit risk.

Equity prices – like CDS prices, equities are sensitive to a wide array of factors and a decline in share price may not necessarily signal that the counterparty in question is in difficulty.

Interest rates being paid - If a counterparty is offering an interest rate which is out of line with the rest of the market this could indicate that the investment is likely to carry a high risk.

Information provided by management advisors – this may include some information detailed above together with weekly investment market updates.

Market & Financial Press information – information obtained from the money market brokers used by the Council in respect of interest rates & Counterparties will also be considered.

Investment Limits

In order to safeguard the Council’s investments and in addition to the information shown at Appendix 1 due care will be taken to consider country, group and sector exposure as follows;

The country selection will be chosen by the credit rating of the Sovereign state as shown at Appendix 1 and no more than 40% of the Council’s total investments will be directly placed with non-UK counterparties at any time;

limits in the table below will apply to Group companies (e.g. a group equates to Royal Bank of Scotland / Nat West);

Sector limits will be monitored regularly for appropriateness.

Investment Risk benchmarking

Security and liquidity benchmarks are central to the approved treasury strategy through the counterparty selection criteria and proposed benchmarks for these are set out below.

Security - In respect of benchmarking, assessing security is a much more subjective area to measure. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poor’s). Whilst this approach addresses the security considerations, benchmarking levels of risk is more difficult. A method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table below shows average defaults for differing periods of investment grade products for each Fitch/Moody’s and Standard and Poores long term rating category over the period 1990 to 2011.

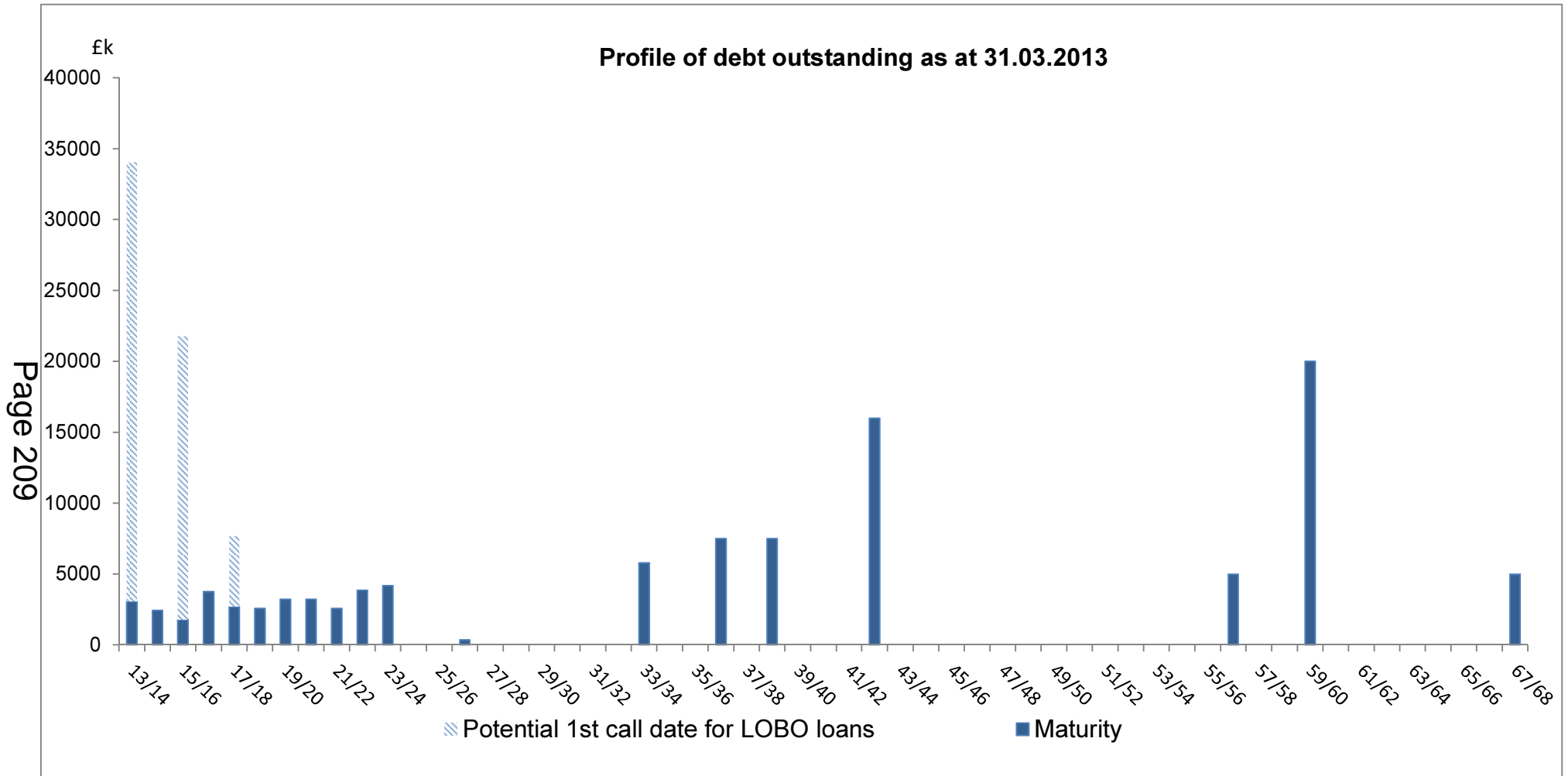
Long term rating	Average 1 yr default	Average 2 yr default	Average 3 yr default	Average 4 yr default	Average 5 yr default
AAA	0.00%	0.02%	0.06%	0.09%	0.13%
AA	0.02%	0.04%	0.14%	0.28%	0.36%
A	0.09%	0.25%	0.43%	0.60%	0.79%
BBB	0.23%	0.65%	1.13%	1.70%	2.22%
BB	0.93%	2.47%	4.21%	5.81%	7.05%
B	3.31%	7.89%	12.14%	15.50%	17.73%
C	23.15%	32.88%	39.50%	42.58%	45.48%

The Council’s minimum long term rating criteria is currently “A”, meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.09% of the total investment (e.g. for a £1m

investment the average loss would be £900). This is only an average as any specific counterparty loss is likely to be higher.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable at all times to have the level of funds available which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice).

The availability of liquidity and the period of risk in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio (shorter WAL would generally represent less risk).



INVESTMENT & EXTERNAL DEBT PORTFOLIO AS AT 31.12.2012

		Principal £k	Average rate
External debt	PWLB	44,546	7.28%
	Market	56,000	3.65%
Total external debt		100,546	5.26%
Total Investments		(73,349)	0.96%
Net Position		27,197	

GLOSSARY of ABBREVIATIONS

CDS	Credit Default Swaps – financial instrument for hedging against counterparty default
CLG	Communities & Local Government (Department of)
CIPFA	Chartered Institute of Public Finance & Accountancy
CFR	Capital Financing Requirement – this is a measure of the council’s borrowing needs in order to finance its capital investment programme.
DMO	Debt Management Office – low credit risk UK Government investment Counterparty which offers low rates of return
LGC	Local Government Chronicle
LIBID	London Interbank BID interest rate – average rate of interest offered by the UK clearing banks
MRP	Minimum Revenue Provision – this is the amount required to pay off an element of the capital spend each year through a revenue charge
MTFP	Medium Term Financial Plan – 3 year financial plan
PFI	Private Finance Initiative – private sector source of funding
PWLB	Public Works Loan Board
TMP	Treasury Management Practices – details the methods in which the Council will achieve the treasury management policies and objectives and how it will manage and control them.
VRP	Voluntary Revenue Provision – identical to MRP but on a voluntary basis
WAL	Weighted Average Life – benchmark indicating average life of investments

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Trafford Council

Fees, Charges and Allowances

2013/14

Fees, Charges and Allowances Guide

<u>Contents</u>	<u>Page</u>
KEY	6
CHILDREN & YOUNG PEOPLES SERVICES	
Letting of Youth Centres	7
Youth Services - Charges for services	7
Music Service	8
ADULT SOCIAL CARE	
Telephones provided under the Chronically Sick and Disabled Persons Act 1970	9
Review of Residential and Nursing Home Placements	9
Community Care Charging Policy	9
Daily Rate for Day Care Attendance and Day Care Transport	10
Domiciliary Care Charge	10
Bathing Service - Charge for Bath	10
Overall maximum weekly charge	10
Pendant Alarm Services	10
Supported Living – 3 Kenwood Road	11
Supported Living - Shaw Road and Shaw View	11
Administration Charges relating to Funerals and Estates	11
Scale of Income Support used in Trafford's Assessments	12
ENVIRONMENT, TRANSPORT & OPERATIONS BUSINESS GROUP	
Freedom of Information Act 2002	13
Highways Business Group	
Stopping Up and Diversion of Highway (Temporary)	13
Road Opening Permit	13
New Roads and Street Works Act 1991 – Section 50 Street-works Licence	13
Street Furniture Records and Specification Information	13
Vehicular Crossings	14
Hire of Barriers, Lamps Etc.	14
Provision of Highway Inspection Details to Statutory Undertakers	15

and Other Bodies	
Local Authorities (Transport Charges) Regulations 1998- Skips	15
Local Authorities (Transport charges) Regulations 1998 – Scaffolding	16
Local Authorities (Transport Charges) Regulations – Hoardings	16
Removal of “A” Boards and other obstructions placed within the Public Highway	16
Placing of Tables and Chairs on the Highway	16
Children’s Fairground Rides on the adopted highway under Section 115E of the Highways Act 1980	16
Copies of Technical Reports	16
Street Lighting Design Services for Private Development	17
Highways Act 1980 Section 38 Agreements - Administration charge	17
Stopping Up and Diversion of Highway (Permanent)	17
Direction Signing to Tourist Attractions	17
Street Naming and Numbering	17
Adopted Highway Information	17
Signs to Housing Developments	18
Dangerous Buildings & Demolitions Notices	18
Parking Services	
Parking Permits	18
Town Centre Display Area	18
Trafford Park Matchday Parking	18
Pay and Display	19
Parking Dispensations and Suspensions	20
Greenspace Business Group	
Allotments	21
Parks Games	21
Special Events	21
Cemeteries and Crematorium	21

Environment Business Group

Waste Management 25

Environmental Health

Licences 26

Environmental Protection 27

Housing Standards 27

Pest Control 28

Works in Default 28

Stray Dogs 28

Licensing

Licence Application Fees 29

Trading Standards

Weights & measures 33

ECONOMIC GROWTH & PROSPERITY

Asset Management / Lettings

Community Lettings 34

Markets 37

Trafford Town Hall Football Parking 37

Planning and Building Control

Strategic Planning and Developments 37

Building Control fees 38

Planning Fees 38

Housing Services 39

COMMUNITY SAFETY, CULTURE, AND SPORT

Trafford Water Sports Centre	40
Leased Facilities and Miscellaneous Charges	40
Sale Waterside Arts Centre	41
Liability for damage - Insurance	48
Community Safety	
Abandoned Trolleys	49
Graffiti Removal	49
Environmental Enforcement	49
Transformation & Resources	
Registration of Births, Deaths and Marriages	50
Commitment and Citizenship Ceremonies	50
Nationality Checking service	51
Revenues and Benefits	51
Special Events	51
Blue Badge Permits	51
Libraries	52

KEY

All fees and charges are subject to relevant legal constraints. Some fees and charges are required by law to be established and administered by the Council, others can be established at the Council's discretion. Once established, regulations then influence the extent or level of the fee or charge. Some fee or charge levels are set by regulation, others are limited by regulation, and some can be determined freely by the Council, though subject to other influencing factors such as competition.

The attached list of fees and charges also indicates fees are Mandatory (M) and which are Discretionary (D) for both the establishment of the charge (the first indicator) and then setting the level of the charge (the second indicator). For example, a fee that must be established and administered by the Council, but the level of fee or charge can be freely determined by the Council would be marked 'M / D'.

The table below has been RAG shaded in terms of extent of Council discretion from red (top 1) where fees and charges are mostly determined by regulation, to green (bottom 2) where the Council has greater control on establishing and setting fee or charge levels. In the middle or amber zone, Council's discretion is limited by regulatory rules, and for the fees or charges that are subject to such rules a code of 'D*' is used in the booklet, usually with a statement that describes the relevant rule at the bottom of the page or table.

How is it determined that a fee or charge can be levied?	Who or how is the rate of the fee or charge determined?	Example of Fee or Charge	KEY
Regulation	Regulation – the rate of charge is fixed by regulation	Registrar Certificates Gaming Permits	M/M
Regulation	Regulation –the Council can choose between lower and/or upper limits	Casino applications Entertainment Licences	M/D*
The Council	Regulation – the Council can only recover costs & reasonable overheads and/or between upper and lower limits or other limit	Fixed Penalty Notices	D/D*
Regulation	The Council	Environmental searches Marriage & Civil Partnerships	M/D
The Council	The Council	Library charges Land charges & search fees	D/D

CHILDREN & YOUNG PEOPLE SERVICES

Youth Service Hire Charges 2013/14 (All Discretionary)

Letting of Youth Centres

			Rooms				% change
			1	2	3	4	
Scale A	Per Session	up to 50 people	£27.39	£36.51	£53.63	£71.39	0.0%
Scale B	Per Session	51 to 99 people	£36.24	£53.10	£71.34	£88.52	0.0%
Scale C	Per Session	100 to 250 people	£52.78	£70.73	£87.88	£107.21	0.0%
Scale D	Per Session	over 250 people	£70.42	£87.28	£106.57	£122.69	0.0%

Morning session	09.00 – 13.00
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Afternoon session	13.00 – 17.00
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Evening session	17.00 – 21.00
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Full details of letting terms and conditions available on request from :-

Finance Department,
Youth Service,
Cornhill Clinic
59 Cornhill Road
Urmston
M41 5SZ

Trafford Youth Service Charges for Services 2013/14 (All Discretionary)

<u>Unit</u>	<u>Cost £</u>	<u>Session Time</u>	<u>Activity Includes</u>	<u>Additional Notes</u>	<u>% change</u>
Outdoor Education standard activities					
	122.96	3 hour half day	Kit issue, Safety briefings & Kit	Minimum of 2 hours activity	0.0%
	236.21	6 hour full day	Kit issue, Safety briefings & Kit	Minimum of 5 hours activity	0.0%
Outdoor Education non-standard activities					
	175.73	3 hour half day	Kit issue, Safety briefings & Kit	Minimum of 2 hours activity	0.0%
	351.45	6 hour full day	Kit issue, Safety briefings & Kit	Minimum of 5 hours activity	0.0%
Mobile Unit					
	63.90	per hour	N/A	Hire for Mobile Unit Only	0.0%
Gorse Hill Music Studio					
	30.81 - 49.06	Per hour	Use of the studio 1 and engineer Use of associated rooms e.g. & vocal rooms.	Maximum of 6 young people or maximum of 8 young with another agency worker in attendance	0.0%
	245.33 - 392.53	8 hours 4 x 2 hour studio sessions	Block of taster sessions in: 1. Planning/ideas 2. Recording 3. Mixing & mastering Digital arts suite room hire	4 x 2 hour sessions in studio with engineer and CD's Hire of room plus equipment	0.0%
Youth worker session					
	85.78	3 1/2 hours	N/A	maximum of 8 young people	0.0%

Music Service

Group instrumental lessons range from £3.00 to £5.00 per lesson (dependent on class size).

Individual lessons range from £10 to £15.50 per lesson (dependent on length of lesson and whether child or adult, also on whether child attends a Trafford School or Trafford Music Ensemble).

Instrument hire is £15 to £25 per term (dependent on length of lesson and whether child or adult, also on whether child attends a Trafford School or Trafford Music Ensemble).

ADULT SOCIAL CARE

Telephones Provided Under the Chronically Sick and Disabled Persons Act 1970

Following the calculation of the net chargeable income, the following scale is used to determine the service user's entitlement to assistance.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Free installation and rental	M/D	Net chargeable income of up to £11.50 per week	Net chargeable income of up to £12.10 per week	5.2%
Free installation only	M/D	Net chargeable income of up to £11.50 per week but below £23.40 per week	Net chargeable income of up to £12.10 per week but below £24.60 per week	5.2%
No assistance	M/D	Net chargeable income above £23.40 per week	Net chargeable income above £24.60 per week	5.1%
Estimated Financial Implication - Negligible				

Review of Residential and Nursing Home Placements

The Council, in making residential care and nursing home placements outside the Trafford area, may ask the other Local Authority involved to carry out the placement review where it would be more cost effective to do so e.g. where a placement is made in a distant local authority area.

In cases where another local authority arranges a residential placement within the Trafford area and requests that a Trafford Social Worker undertakes the placement review then a charge may be made which is a flat rate charge calculated to cover the cost of social work and administrative time in completing the review.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Charge for Review	D/D	255.20	268.00	5.0%
Estimated Financial Implication - Negligible				

Community Care Charging Policy - Disregard of Income and Expenditure

The Department of Health Guidance "Fairer Charging for Non-Residential Services" lays down statutory allowances for charging. These are Income Support allowances plus 25%.

The guidance allows the council to charge against Disability Benefits, (Attendance Allowance and Disability Living Allowance) and the Severe Disability Premium of Income Support.

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Percentage disregard of Net Disposable Income	M/D	0%	0%	0%
Standard Disregard for Disability Related Expenditure	M/D	10.00	10.00	0.0%

Daily Rate for Day Care Attendance and Day Care Transport	VAT (V) /Code	2012/13 £	2013/14 £	% change
Daily rate for Day Care Attendance	M/D	17.30	31.25	81.0%
Sessional rate (1/2 day attendance)	M/D	8.70	15.63	79.6%
Day Care Transport	M/D	1.00	2.00	100.0%

Domiciliary Care Charge	VAT (V) /Code	2012/13 £	2013/14 £	% change
Charge per Hour	M/D	8.90	12.62	41.8%
Charge per half hour	M/D	4.50	6.31	40.2%

Bathing Service - Charge for Bath	VAT (V) /Code	2012/13 £	2013/14 £	% change
Charge per Bath	M/D	8.90	9.30	4.5%

It is recommended that this charge, which is equivalent to the hourly rate for domiciliary care, be increased in line with the domiciliary care charge.

Overall maximum weekly charge	VAT (V) /Code	2012/13 £	2013/14 £	% change
*Users who meet criteria for financial assessment (capital less than £23,250) shall be subject to a maximum weekly charge of : Estimated Financial Implication - Negligible	M/D	204.20	214.15	4.9%

NB: For service users with capital over £23,250 there is no overall weekly maximum charge and they are required to pay the full amount in relation to the level of services provided.

Pendant Alarm Services

At the Social Services Committee on 1st December 1994, Members approved a scale of charges in respect of pendant alarm systems provided under the Health Services and Public Health Act 1968. The maximum charge is linked to the equipment rental and service required from the Safe and Sustainable Environment Directorate.

The following service charges for 2013/14 are in line with Government Guidance for Supporting People :

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Service level 1 - Supporting People	M/D	1.70	1.80	5.9%
Service level 2 - Supporting People	M/D	2.50	2.60	4.0%
Service level 3 - Supporting People	M/D	4.30	4.50	4.7%
Service level 1 - 24 hr monitoring service	M/D	4.00	4.20	5.0%
Service level 2 - responds to emergency calls received by sending a mobile warden.	M/D	4.80	5.00	4.2%
Service level 3 - as per Service level 2 with an additional planned visiting service.	M/D	6.90	7.20	4.3%
Estimated Financial Implication - Negligible				

Supported Living - 3 Kenwood Road

All current tenants receive Housing Benefit which meets the major part of their rent. An additional charge in the rent, which is not eligible for Housing Benefit, is made for heating and lighting.

An increase of 5% would equate to basic rent of £173.99 and heating and lighting to £12.18, making a total weekly rent of £186.17.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Kenwood Road	M/D	177.30	186.17	5.0%
Communal Cleaning Charges - Kenwood Road	M/D	20.80	21.80	4.8%
Estimated Financial Implication - Negligible				

Supported Living - Shawe Road & Shawe View

Most permanent tenants receive housing benefit which meets the major part of their rent. An additional charge in the rent, which is not eligible for Housing Benefit, is made for heating and lighting.

An increase of 5% would equate to basic rent of £173.99 and heating and lighting charge of £17.74 making a total weekly rent of £191.73.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>Shawe Road</u>				
Rent	M/D	182.60	191.73	5.0%
Charges – Shawe Road	M/D	40.00	42.00	5.0%
<u>Charges for Part 3 Homes (Shawe Rd Respite)</u>				
Cost per resident week	M/D	483.30	507.47	5.0%

Administration Charges Relating to Funerals and Estates

Section 46 of the Public Health (Control of Disease) Act 1984 charges Local Authorities with the duty to bury or cremate the body "of any person who has died or been found dead in their area, in any case where it appears to the Authority that no suitable arrangements for the disposal of the body have been made or are being made otherwise than the Authority". The Authority is empowered to reimburse itself for any costs involved from the estate provided there are sufficient means to do so.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Where a funeral is arranged but inventory is not required	V M/D	211.50	222.00	5.0%
Where a funeral is arranged and inventory taken.	V M/D	423.00	444.00	5.0%
Estates which have involved four days work (30 hours) involving searching, inventory and funeral arrangements.	V M/D	616.30	647.00	5.0%
Estates where an inventory is taken but no funeral arranged.	V M/D	211.50	222.00	5.0%
Estimated Financial Implication - Negligible				

Administration fee for Deferred Payers

CRAG guidance states that councils are expected to offer deferred payment arrangements for residents where there is not sufficient disposable income to pay the charge as the capital is tied up in the property. The Authority is empowered to reimburse itself for any costs involved from the estate provided there are sufficient means to do so.

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Charge per deferred case	V D/D	200.00	210.00	5.00

Scale of Income Support Allowances used in Trafford's Assessments	VAT (V) /Code	2012/13 £	2013/14 £	% change
Personal Allowances				
<u>Single claimant</u>				
18-24	M/M	56.25	56.80	1.0%
25 - 60	M/M	71.00	71.70	1.0%
60 and over	M/M	142.70	145.40	1.9%
<u>Couple</u>				
At least one aged 18 or over	M/M	111.45	112.55	1.0%
Couple aged 60 and over	M/M	217.90	222.05	1.9%
<u>Disability Premium</u>				
Single	M/M	30.35	31.00	2.1%
Couple	M/M	43.25	44.20	2.2%
<u>Pensioner Premium</u>				
Single	M/M	71.70	73.30	2.2%
Couple	M/M	106.45	109.50	2.9%
<u>Severe Disability Premium</u>				
Single claimant	M/M	58.20	59.50	2.2%
Couple (both qualify)	M/M	116.40	119.00	2.2%
<u>Enhanced Disability Premium</u>				
Single claimant	M/M	14.80	15.15	2.4%
Couple	M/M	21.30	21.75	2.1%
<u>Other Premiums</u>				
Carer Premium	M/M	32.60	33.30	2.1%
<u>CAPITAL LIMITS</u>				
Lower Limit	M/M	14,250.00	14,250.00	0.0%
Upper Limit	M/M	23,250.00	23,250.00	0.0%

Disabled Facilities Grants	VAT (V) /Code	2012/13 £	2013/14 £	% change
* Technical and Professional Services fee - minimum charge (£275.00) or 15% of eligible expense, (whichever is the greater). All plus professional negligence insurance based on 10% of fee plus VAT.	M/D	*	*	
Professional Indemnity Insurance Fee - 10% of fee.				

ENVIRONMENT, TRANSPORT & OPERATIONS

Freedom of Information Act 2002	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
If substantial staff time is involved in providing information, an administration charge may be made. Photocopying - per sheet	V D/D	0.05	0.05	0.0%

Highways Business Group

Stopping Up and Diversion Of Highway (Temporary)	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Temporary Traffic Orders				
Section 14(1) Orders (long term) Costs for Posting of Notices & Invoicing included.	D/D	1,406.00	1,476.00	5.0%
Section 14(2) Notices (5 Day/Emergencies) Costs for Posting of Provision of Access Highlight Markings:	D/D	421.00	442.00	5.0%
Single Property	D/D	49.00	51.50	5.1%
Two Properties	D/D	79.00	83.00	5.1%

Road Opening Permit				
To allow for the excavation in the highway for the purpose footway crossings, sewer connections and sewer maintenance works.				
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Administration Fee	V D/D	145.00	152.00	4.8%
Inspection fee – New Roads and Streetworks Act Section 75	M/M	150.00	Fee set nationally due March	
Reinstatement Charges	D/D	Actual Cost	Actual Cost	

New Roads and Streetworks Act 1991 - Section 50 Street Works Licence

Fees to allow for the administration of the licence, maintaining the record of the apparatus and permitted inspection fees under the Act.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Administration Fee – Installation of apparatus (non-returnable)	V D/D	244.00	256.00	4.9%
Administration Fee – Maintenance of apparatus	V D/D	122.00	128.00	4.9%
Capitalised Fee in lieu of annual charge.	M/D	162.00	170.00	4.9%
Inspection fee per 200m length.	M/M	150.00	Fee set nationally due March	
Traffic Management Act - The above may be subject to changes in legislation.				

Street Furniture Records and Specification Info.	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
To cover small development involving no more than 6 items of street furniture.	D/D	68.00	71.50	5.1%
To cover major development involving more than 6 items of street furniture.	D/D	84.00	88.00	4.8%
Provision of Street Lighting Specification.	D/D	54.00	56.50	4.6%

Vehicular Crossings	VAT (V) /Code	2012/13 £	2013/14 £	% change
Site inspection, preparation of estimate, processing application, supervision of work, payment of account, including all administration costs.	D/D	Actual Cost	Actual Cost	
Specialist input if required, i.e. Trees, Street Lighting.	D/D	Actual Cost	Actual Cost	
Where a crossing is provided as part of programmed highway works, an all inclusive minimum charge (based on standard width of 2.7m).	D/D	353.00	371.00	5.1%
To provide estimate for a vehicle crossing.	D/D	32.00	33.50	4.7%

Hire Of Barriers, Lamps Etc.	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Daily Charges</u>				
Danger Lamp	V D/D	2.00	2.00	0.0%
Danger Lamp including batteries	V D/D	3.50	3.68	5.1%
Traffic Cone to 450 mm high	V D/D	0.50	0.50	0.0%
Traffic Cone and Traffic Cylinder with base over 450 mm	V D/D	1.00	1.05	5.0%
<u>Portable Signs in stands</u> – Minimum charge of 3 days				
600mm triangle/circle	V D/D	2.00	2.10	5.0%
750mm triangle/circle	V D/D	2.00	2.10	5.0%
900mm triangle/circle	V D/D	3.00	3.15	5.0%
1200mm triangle/circle	V D/D	4.00	4.20	5.0%
1050 x 750 rectangle (maximum)	V D/D	4.00	4.20	5.0%

<u>Temporary Signs for pole mounting, excluding mounting</u> - Minimum charge of 3 days	VAT (V) /Code	2012/13 £	2013/14 £	% change
450mm	V D/D	2.00	2.10	5.0%
600mm	V D/D	2.00	2.10	5.0%
750mm	V D/D	2.50	2.63	5.2%
900mm	V D/D	3.50	3.68	5.1%
1200mm	V D/D	3.50	3.68	5.1%
1050 x	V D/D	3.50	3.68	5.1%
Lane closed, Guard Barrier or Crowd Barrier - Minimum charge 3 days	V D/D	4.00	4.20	5.0%
<u>Temporary Column excluding erection</u> - Minimum charge 3 days				
Temporary Column excluding erection– 8 metre	V D/D	6.50	6.83	5.1%
Temporary Column excluding erection– 6 metre	V D/D	5.00	5.25	5.0%
Wide Base	V D/D	7.00	7.35	5.0%
Twindex Light Unit	V D/D	4.50	4.73	5.1%
Delivery/Collection charges not included. All losses charges at replacement cost.				

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>WEEKLY</u> (charge for 5 days)				
Danger Lamp	V D/D	10.00	10.50	5.0%
Danger Lamp including batteries	V D/D	17.00	17.85	5.0%
Traffic Cone to 450 mm high	V D/D	2.50	2.63	5.2%
Traffic Cone and Traffic Cylinder with base over 450 mm	V D/D	3.50	3.68	5.1%
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>Portable Signs in stands</u>				
600mm triangle/circle	V D/D	10.00	10.50	5.0%
750mm triangle/circle	V D/D	10.00	10.50	5.0%
900mm triangle/circle	V D/D	15.00	15.75	5.0%
1200mm triangle/circle	V D/D	18.00	18.90	5.0%
1050 x 750 rectangle (maximum)	V D/D	18.00	18.90	5.0%
<u>Temporary Signs for pole mounting, excluding mounting.</u>				
450mm	V D/D	10.00	10.50	5.0%
600mm	V D/D	10.00	10.50	5.0%
750mm	V D/D	102.00	107.00	4.9%
900mm	V D/D	17.00	17.85	5.0%
1200mm	V D/D	17.00	17.85	5.0%
1050 x 750 rectangle	V D/D	17.00	17.85	5.0%
Lane closed, Guard Barrier or Crowd Barrier per section	V D/D	18.00	18.00	0.0%
<u>Temporary Column excluding erection - Minimum charge 3 days</u>				
Temporary Column excluding erection – 8 metre	V D/D	32.00	33.60	5.0%
Temporary Column excluding erection – 6 metre	V D/D	25.00	26.25	5.0%
Wide Base	V D/D	33.00	34.65	5.0%
Twinex Light Unit	V D/D	21.00	22.00	4.8%
Delivery/Collection charges not included. All losses charges at replacement cost.				
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>Miscellaneous charges</u>				
Grit, salt etc				
20 Kilo bag - collected from depot	V D/D	10.00	10.00	0.0%
5 x 20 Kilo bags delivered (minimum 5 bags)	V D/D	168.00	168.00	0.0%
Loose grit salt - 1/2 tonne (if collected)	V D/D	51.00	51.00	0.0%
Loose grit salt - 1 tonne	V D/D	84.00	84.00	0.0%
Delivery charge for 1 tonne loose salt	V D/D	176.00	176.00	0.0%
Grit Bin Delivered	V D/D	344.00	344.00	0.0%
Grit Bin - Collected	V D/D	214.00	214.00	0.0%
Grit Bin - to fill	V D/D	177.00	177.00	0.0%
Hire of sandbags 1 week (each)	V D/D	4.00	4.00	0.0%
Second hand flags - dependent on availability	D/D	On application	On application	
Provision of Highway Inspection Details To Statutory Undertakers and Other Bodies	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Supply of collected Highway Inspection Data – per year requested	V D/D	92.00	96.60	5.0%
Administrative charge per question	V D/D	13.00	13.65	5.0%
Photocopying of existing information per sheet	V D/D	0.05	0.05	0.0%
Local Authorities (Transport Charges) Regulations 1998 – Skips	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Consideration to an application by any person for permission to deposit, or cause to be deposited, a skip on any highway pursuant to section 129 (1) and (2) of the Highways Act 1980.	D/D	28.00	29.40	5.0%

Local Authorities (Transport Charges) Regulations 1998 – Scaffolding	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Consideration of an application for licence in writing to erect or retain on or over a highway any scaffolding or other structure in connection with any building or demolition work or the alteration, repair, maintenance or cleaning of any building which obstructs the highway pursuant to section 169 (1) and (2) of the Highways Act 1980.	D/D	66.00	100.00	51.5%
For each 28 day period thereafter.	D/D	27.00	50.00	85.2%

Local Authorities (Transport Charges) Regulations – Hoardings	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Consideration of an application for consent for the obligation to erect a hoarding or fence in accordance with section 172 (1) of the highways Act 1980 to be dispensed pursuant to subsection (2) of that section.	D/D	66.00	100.00	51.5%
Anything done by the local highway authority in connection with site specifications to monitor compliance with duties imposed by section 172(3) and by section 173 (1) of the highways Act 1980 on a person who has erected a hoarding or fence (for pre and post erection inspections per month for duration for safety inspections).	D/D	41.00	50.00	22.0%

Removal of "A" Boards and Other Obstructions placed within the Public Highway	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Small	V D/D	44.00	46.00	4.5%
Medium	V D/D	87.00	91.00	4.6%
Large	V D/D	128.00	134.00	4.7%

Placing of Tables and Chairs on The Highway	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Band 1 renewal 12 month - Licenced Premises.	D/D	265.00	278.25	5.0%
Band 2 renewal 12 month - Street Café open until 20.30 hrs or in excess of 12 seats.	D/D	212.00	212.00	0.0%
Band 3 renewal 12 month - Street Café open until 17.30 hrs under 12 seats.	D/D	186.00	186.00	0.0%

Children's Fairground Rides on the adopted highway under Section 115E of the Highways Act 1980	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
per annum	D/D	N/A	1,600.00	N/A
per month (4 week period)	D/D	N/A	140.00	N/A
per week (one off special event)	D/D	N/A	40.00	N/A

Copies of Technical Reports	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>Copies of Technical Reports</u> (Ground Investigation and Tests Available to Developers/Consultants) per page inclusive of VAT - minimum charge of £50.	V D/D	2.42	2.54	5.0%
<u>Provision of Policy Documents</u> (for any policy document including the "Highway Design Standards for Adoption" document).	D/D	63.00	66.00	4.8%

Street Lighting Design Services for Private Developments	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% Change</u>
Fixed design/checking fee	D/D	525.00	550.00	4.8%
Plus charge per column	D/D	37.00	39.00	5.4%

Highways Act 1980 Section 38 Agreement – Administration Charge	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Charge to be made of 8.5% of the Bond figure subject to a minimum charge of £4,960 and no maximum charge.	M/D	4,725.00	4,960.00	5.0%
Charge in respect of any agreed extension of time to that in the agreement.	M/D	790.00	830.00	5.1%

Stopping Up and Diversion of Highway (Permanent)	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
For all requests for the stopping up and diversion of Highways/Public Rights of Way.	D/D	1,735.00	1,825.00	5.2%
The Council's legal fees will be payable in addition to the above.				

Provision of Direction Signing to Tourist Attractions	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Non-refundable fee for each request.	D/D	165.00	173.00	4.8%
Provision of temporary directional signage to events.	D/D	100.00	105.00	5.0%
If signing is agreed, the applicant is required to meet all costs for design, manufacture, erection and monitoring of the signs to their attractions.				

Street Numbering and Naming	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Renumbering of properties in situations where numbers have previously been allocated.	D/D	370.00	390.00	5.4%

Adopted Highway Information

For all requests from developers, individuals and external bodies to mark up plans submitted by them to show the extent of adopted highways.

	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
To cover single applications i.e. a single house.	D/D	45.00	47.50	5.6%
To cover large single unit development i.e. office block, single factory unit or flat development.	D/D	56.00	58.00	3.6%
To cover major development i.e. large scale housing, industrial and commercial development.	D/D	78.00	82.00	5.1%
Request for advice and information on proposals or infrastructure queries.	D/D	34.00	36.00	5.9%

Pay and Display	VAT (V) /Code	2012/13 £	2013/14 £	% change
Off Street				
Regent Road up to 1 hour	V D/D	0.10	0.10	0.0%
Regent Road up to 2 hours	V D/D	0.30	0.30	0.0%
Regent Road up to 3 hours	V D/D	0.70	0.70	0.0%
Regent Road up to 4 hours	V D/D	2.00	2.00	0.0%
Regent Road over 4 hours	V D/D	6.00	6.00	0.0%
Oakfield Road up to 1 hour	V D/D	0.10	0.10	0.0%
Oakfield Road up to 2 hours	V D/D	0.30	0.30	0.0%
Oakfield Road up to 3 hours	V D/D	0.70	0.70	0.0%
Oakfield Road up to 4 hours	V D/D	2.00	2.00	0.0%
Oakfield Road over 4 hours	V D/D	3.00	3.00	0.0%
Victoria Road up to 1 hour	V D/D	0.10	0.10	0.0%
Victoria Road up to 2 hours	V D/D	0.30	0.30	0.0%
Victoria Road up to 3 hours	V D/D	0.70	0.70	0.0%
Victoria Road up to 4 hours	V D/D	2.00	2.00	0.0%
Victoria Road over 4 hours	V D/D	3.00	3.00	0.0%
Cecil Road up to 1 hour	V D/D	0.10	0.10	0.0%
Cecil Road up to 2 hours	V D/D	0.30	0.30	0.0%
Cecil Road up to 3 hours	V D/D	0.70	0.70	0.0%
Cecil Road up to 4 hours	V D/D	2.00	2.00	0.0%
Cecil Road over 4 hours	V D/D	3.00	3.00	0.0%
Oaklands Drive up to 1 hour	V D/D	0.10	0.10	0.0%
Oaklands Drive up to 2 hour	V D/D	0.30	0.30	0.0%
Oaklands Drive up to 3 hour	V D/D	0.70	0.70	0.0%
Oaklands Drive up to 4 hour	V D/D	2.00	2.00	0.0%
Oaklands Drive over 4 hour	V D/D	3.00	3.00	0.0%
Brown St up to 1 hour	V D/D	0.10	0.10	0.0%
Brown St up to 2 hour	V D/D	0.30	0.30	0.0%
Brown St up to 3 hour	V D/D	0.70	0.70	0.0%
Brown St up to 4 hour	V D/D	2.00	2.00	0.0%
Brown St over 4 hour	V D/D	3.00	3.00	0.0%

On Street

All tariffs remain unchanged from 2012/13

Location	1 hour	2 hours	3 hours	All day
ALTRINCHAM				
Stamford street (ss)	10p	30p		
Springfield road (ss)	10p	30p		
Victoria street (ss)	10p	30p		
Market street (ss)	10p	30p		
Regent road (ss)	10p	30p		
New street (ss)	10p	30p		
The Downs (ss)	10p	30p		
Lloyd street (ss)	10p	30p		
Railway street (ss)	10p	30p		
Kingsway (ss)	10p	30p		
Oakfield street (ss)	10p	30p		
Oxford road (ss)	10p	30p		
Barrington road (ss)	10p	30p		
Burlington road (ls)	10p	30p	70p	£2.00
Gaskell road (ls)	10p	30p	70p	£2.00

Location	1 hour	2 hours	3 hours	All day
Grosvenor road (nr 2+11) (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Grosvenor road (Bridge) (ls)	10p	30p	70p	£2.00
Hazel road (ls)	10p	30p	70p	£2.00
Mill street (ls)	10p	30p	70p	£2.00
Sandiway road (ls)	10p	30p	70p	£2.00
Sandiway place (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
SALE				
Broad road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Northenden road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Hope road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Ashton lane (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Harley road (ls)	10p	30p	70p	£2.00
Symons road (ls)	10p	30p	70p	£2.00
Linley road (ls)	10p	30p	70p	£2.00
Sefton road (ls)	10p	30p	70p	£2.00
Ashfield road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Leicester road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Claremont road (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Claremont rd (nr School) (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
Brighton grove (ss)	10p	30p	(max stay 2hrs-no return 1 hour)	
STRETFORD				
Chorley street (ls)	10p	30p	70p	£2.00 (previously charged at £1/each additional hour)
Warwick road (ls)	30p	30p	70p	£2.00
Brian Statham Way (ls)	30p	30p	70p	£2.00

Parking Dispersations and Suspensions

Operation of decriminalised parking enforcement gives provision for the Council to allow a named vehicle to park for a defined time in a parking place where the operation of the parking place has been suspended or where the parking place is in a restricted area.

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Dispensation – per vehicle, per day , e.g. House Removal, Builders.	D/D	10.50	10.50	0.0%
Dispensation – per vehicle, per day , e.g. Builders (for long term work, price to be agreed upon application).	D/D	See above	See above	
Dispensation – per vehicle for one month (builders etc).	D/D	100.00	100.00	0.0%
Dispensation – per vehicle for two months (builders etc)	D/D	150.00	150.00	0.0%
Dispensation – per vehicle for three months (builders etc).	D/D	200.00	200.00	0.0%
Suspensions	D/D	21.00	21.00	0.0%
Multi-bay suspensions to be agreed upon application. Dependent on location.		negotiated on application with reference to daily parking charges		
Cones charge – refundable charge for each cone - charge to be negotiated on application.	D/D	10.50	10.50	0.0%

Greenspace Business Group

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Allotments				
Standard Plots – 250 metres square – per annum	D/D	48.50	50.50	4.1%
Concessionary charge – first plot	D/D	24.25	25.25	4.1%
Concessionary – additional plots	D/D	48.50	50.50	4.1%
N.B. Allotment fees set a year ahead in line with legislation.				

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Park Games				
<u>Tennis</u>				
Tennis free of charge in all parks.	D/D	0.00	0.00	0.0%
<u>Pitch and Putt</u>				
Adult 18 hole	V D/D	3.50	3.50	0.0%
Junior/Leisure pass	D/D	1.80	1.80	0.0%
Schools	D/D	1.00	1.00	0.0%
<u>Fishing (King George V Pool)</u>				
This facility is managed by Friends of King George V Pool who will collect and retain income for development projects.	VAT (V) /Code	2012/13 £	2013/14 £	% change
Day ticket to 5.00 p.m. – Adult	D/D	2.00	2.00	0.0%
Day Ticket to 5.00 p.m. - Junior/Leisure Pass	D/D	1.00	1.00	0.0%
Night fishing permit – Adult	D/D	25.00	30.00	20.0%
<u>Special Events</u>	VAT (V) /Code	2012/13 £	2013/14 £	% change
Filming in Parks - price dependent on size of company and length of stay.	V D/D	poa	poa	
Filming in Parks (parking) - price dependent on size of company and length of stay.	V D/D	poa	poa	

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Cemeteries & Crematorium				
A) Cemeteries				
<u>Exclusive right of burial in an earthen grave</u>				
<i>Subject to availability at individual Cemeteries</i>				
Exclusive Right Fee	V D/D	1,355.00	1,430.00	5.5%
Resident Fee	V D/D	685.00	720.00	5.1%
<u>Exclusive right of burial of cremated remains</u>				
Exclusive right of burial of cremated remains	V D/D	865.00	720.00	(16.8%)
Resident Fee	V D/D	355.00	395.00	11.3%
<u>Interment Fees</u>				
At all cemeteries including Dunham Lawn				
To depth of up to 3 metres - 17 years or over	V D/D	1,160.00	1,220.00	5.2%
Child/Junior (Up to 5 years of Age)	V D/D	58.00	65.00	12.1%
Child/Junior (5 to 16 years of Age)	V D/D	145.00	160.00	10.3%
Interment of cremated remains in grave	V D/D	200.00	220.00	10.0%
Loose interment of cremated remains	V D/D	75.00	80.00	6.7%
Interment of Body Parts	V D/D	70.00	80.00	14.3%
<u>Resident Fee</u>				
To depth of up to 2 metres - 17 years or over	V D/D	726.00	775.00	6.7%
To depth of up to 3 metres - 17 years or over	V D/D	726.00	775.00	6.7%
Child/Junior up to 16yrs of age	V D/D	Free	Free	
Interment of cremated remains in grave in casket	V D/D	175.00	190.00	8.6%
Loose interment of cremated remains	V D/D	60.00	65.00	8.3%
Interment of Body Parts	V D/D	70.00	80.00	14.3%

N.B. For multiple interments at the same time, in the same grave, the first interment shall be at the full rate.

Each other interment (including cremated remains) 50% fee reduction of full rate.

Cemeteries & Crematorium cont.	VAT (V) /Code	2012/13 £	2013/14 £	% change
Interment of Public Grave				
Child/Junior up to 17 years of age	V D/D	Free	Free	
Persons 18 years or over	V D/D	260.00	290.00	11.5%
Exclusive right of Burial in Cremated Remains Vault 30 yrs				
Exclusive right of Burial in Cremated Remains Vault 30 yrs	V D/D	960.00	995.00	3.6%
Resident Fee	V D/D	575.00	599.00	4.2%
Memorial for Cremated Remains Vault including 1st inscription.	D/D	440.00	475.00	8.0%
Maintenance of Graves				
Full Grave Planting where applicable	D/D	105.00	115.00	9.5%
Full Grave Planting - five years	D/D	485.00	525.00	8.2%
Half Grave Planting where applicable	D/D	55.00	60.00	9.1%
Half Grave Planting – five years	D/D	245.00	270.00	10.2%
Turfing with kerbs	D/D	60.00	65.00	8.3%
Turfing with kerbs - five years	D/D	275.00	300.00	9.1%
Headstones and Inscriptions				
To erect a Headstone	D/D	115.00	125.00	8.7%
Subsequent Inscription Fee	V D/D	50.00	55.00	10.0%
Concrete Foundations	D/D	105.00	115.00	9.5%
Miscellaneous (All Cemeteries)				
Transfer of Burial Rights	D/D	40.00	45.00	12.5%
Transfer of Burial Rights – to non resident (incs. transfer & out of district extra charge).	D/D	670.00	710.00	6.0%
Hire of Chapel – Hale, Urmston & Stretford only.	V D/D	125.00	135.00	8.0%
Grave Search – per name	D/D	15.00	17.00	13.3%
Grave Marker	D/D	50.00	55.00	10.0%

B) Crematorium	VAT (V) /Code	2012/13 £	2013/14 £	% change
Dunham Massey, Altrincham				
Crematorium of persons 18 years or over	D/D	435.00	489.00	12.4%
Child/Junior (Up to 17 years of Age)	D/D	Free	Free	
Medical Referee's Services	M/M	23.00	24.00	4.3%
Cremation of Body Parts	D/D	70.00	80.00	14.3%
Interment of cremated remains (to Witness or from other Crematoria).	D/D	60.00	65.00	8.3%
Postage and Packing of Ashes	D/D	65.00	75.00	15.4%
Wooden Caskets	V D/D	70.00	80.00	14.3%
Crematoria Chapel	V D/D	190.00	210.00	10.5%
Storage of Cremated Remains – per month (1st month free of charge).	D/D	18.00	20.00	11.1%
Certificate of Cremation	D/D	11.00	12.00	9.1%
Environmental Surcharge	D/D	50.00	55.00	10.0%

C) Memorials	VAT (V) /Code	2012/13	2013/14 £	% change
Memorial Plaques – (Dunham Lawn Only)	V D/D	115.00	130.00	13.0%
<u>Entries in Book of Remembrance</u>				
2 lines	V D/D	85.00	90.00	5.9%
5 lines	V D/D	125.00	135.00	8.0%
8 lines	V D/D	170.00	185.00	8.8%
Emblem	V D/D	90.00	100.00	11.1%
<u>Book of Remembrance Cards</u>				
2 lines	V D/D	45.00	50.00	11.1%
5 lines	V D/D	60.00	65.00	8.3%
8 lines	V D/D	85.00	90.00	5.9%
Emblem	V D/D	90.00	100.00	11.1%
<u>Miniature Books of Remembrance</u>				
2 lines	V D/D	75.00	80.00	6.7%
5 lines	V D/D	120.00	130.00	8.3%
8 lines	V D/D	155.00	165.00	6.5%
Emblem	V D/D	90.00	100.00	11.1%
<u>Vase Block Tablet</u>				
First ten years placement/maintenance	D/D	545.00	575.00	5.5%
Subsequent ten years maintenance	D/D	330.00	350.00	6.1%
Replacement plaque	D/D	210.00	230.00	9.5%
<u>Vase With Subterranean Chamber</u>				
Subsequent twenty years maintenance	D/D	465.00	470.00	1.1%
Replacement plaque	D/D	230.00	250.00	8.7%
<u>Memorial Roses</u>				
Bush Rose - five years placement and maintenance	D/D	180.00	200.00	11.1%
Standard Rose – five years placement and maintenance	D/D	250.00	275.00	10.0%
Additional Plaque	D/D	40.00	45.00	12.5%
Renewal of Rose Bush	D/D	115.00	130.00	13.0%
Renewal of Standard Rose	D/D	150.00	170.00	13.3%
<u>Niche Wall</u>				
Niche - ten years placement including plaque and maintenance	D/D	600.00	630.00	5.0%
Subsequent ten years maintenance	D/D	300.00	320.00	6.7%
Second placement & Replacement plaque	D/D	230.00	250.00	8.7%
Replacement plaque	D/D	210.00	230.00	9.5%
Gilded design on niche	D/D	50.00	55.00	10.0%
<u>Leather Panel Scheme</u>				
Panel - five years placement including plaque and maintenance	D/D	130.00	140.00	7.7%
Panel - ten years placement including plaque and maintenance	D/D	195.00	210.00	7.7%
Renewal for five years	D/D	90.00	100.00	11.1%
Renewal for ten years	D/D	105.00	115.00	9.5%

Memorials Cont.	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>CABINET</u>				
Urns (Metal)	D/D	160.00	170.00	6.3%
Urn (Bio-degradable)	D/D	110.00	120.00	9.1%
Keepsakes (Metal)	D/D	40.00	45.00	12.5%
Keepsakes (Porcelaine)	D/D	80.00	90.00	12.5%
Urns and Keepsakes (Metal) together	D/D	185.00	205.00	10.8%
Baby wooden casket	D/D	50.00	55.00	10.0%
Baby Strewing Tube (Teddy)	D/D	20.00	22.00	10.0%
Alabaster Pot	D/D	85.00	95.00	11.8%
Necklace with Heart/Bow/Teardrop	D/D	80.00	90.00	12.5%
Keepsake Bracelet with Heart/Flask	D/D	90.00	100.00	11.1%
Ribbon/Teardrop/Flask	D/D	50.00	55.00	10.0%
<u>Memorial Tableture Scheme</u>				
Tablet - Small - 5 years placement/maintenance	D/D	285.00	290.00	1.8%
Tablet - Small - 10 years placement/maintenance	D/D	360.00	375.00	4.2%
Tablet - Large - 5 years placement/maintenance	D/D	340.00	350.00	2.9%
Tablet - Large - 10 years placement/maintenance	D/D	415.00	425.00	2.4%
<u>Grave Lease Renewal</u>				
5 year period	D/D	55.00	55.00	0.0%
10 year period	D/D	100.00	100.00	0.0%

Environment Business Group

Waste Management	VAT (V) /Code	2012/13 £	2013/14 £	% change
Waste Charges shown are NOW exclusive of VAT unless stated				
<u>Waste Sack Purchases</u>				
Commercial Waste blue Sacks (per 100)	D/D	236.37	243.46	3.0%
Purchase of general waste sacks (internal only) per 200	V D/D	18.77	19.33	3.0%
<u>Contracted Commercial Services</u>				
<u>Commercial Wheeled Bins (Emptying & Disposal)</u>				
240 litre wheeled bin, per container per annum (52 emptying)	D/D	316.94	326.45	3.0%
360 litre wheeled bin, per container per annum (52 emptying)	D/D	367.50	378.53	3.0%
<u>Commercial Bulk Containers (Emptying & Disposal)</u>				
660 litre Eurobin per container per annum (52 emptyings)	D/D	462.14	476.00	3.0%
770 litre Eurobin per container per annum (52 emptyings)	D/D	541.77	558.02	3.0%
1,100 litre Eurobin per container per annum (52 emptyings)	D/D	658.85	678.62	3.0%
<u>Commercial Bulk Containers (Hire)</u>				
660 litre Eurobin per container per annum	D/D	153.00	157.59	3.0%
770 litre Eurobin per container per annum	D/D	153.00	157.59	3.0%
1,100 litre Eurobin per container per annum	D/D	153.00	157.59	3.0%
<u>Contracted Household Waste Collections (CWR) collection charges plus 15%</u>				
<u>(Education estab, Nursing/Rest Homes, Charities)</u>				
Charge is discretionary and may be amended in line with changes in controlled waste regulations.				
240 litre wheeled bin, per container per annum (52 emptying)	D/D	163.12	168.01	3.0%
360 litre wheeled bin, per container per annum (52 emptying)	D/D	163.12	168.01	3.0%
660 litre Eurobin per container per annum (52 emptyings)	D/D	194.51	200.35	3.0%
770 litre Eurobin per container per annum (52 emptyings)	D/D	194.51	200.35	3.0%
1,100 litre Eurobin per container per annum (52 emptyings)	D/D	194.51	200.35	3.0%
<u>Cancelled contract reinstatement charge</u>	D/D	60.00	63.00	5.0%
<u>Additional 'One Off' Commercial Collection (All Containers)</u>		21.86	22.95	5.0%
<u>Bulky Item Collection</u>				
Removal of Commercial Bulky items (hourly charge)	D/D	74.11	76.33	3.0%
Removal of Commercial Fridges/Freezers/WEEE per unit	D/D	106.76	109.96	3.0%
Removal of Domestic Bulky Household Items (per 5 items)	D/D	26.00	27.00	3.8%
<u>Domestic Container Purchase (Individual Properties)</u>				
Purchase of Domestic Recycling and Waste Container New Builds.		79.12	81.49	3.0%
<u>Domestic Containers Purchase for Developers - per Container. (INCLUSIVE of VAT)</u>				
Purchase of Domestic Waste & recycling Euro Containers (flats) - set of 3	V D/D	N/A	764.78	
Purchase of Domestic Waste & recycling Wheeled Bins 360 (flats).	V D/D	57.88	59.62	3.0%
<u>Delivery and Administration for Replacement Bins</u>				
Delivery and administration charge for replacement grey bin	V D/D	N/A	25.00	N/A
Delivery and administration charge for replacement grey bin for householders receiving Council Tax Benefit, (excluding Single Persons Reductions) or Housing Benefit	V D/D	N/A	10.00	N/A

Environmental Health

A) Licences	VAT (V) /Code	2012/13 £	2013/14 £	% change
Health & Safety				
Tattooing, Ear Piercing, Acupuncture & Electrolysis (and other related activities which may be included following a change to the relevant Byelaws) - Premises.	D/D	160.00	168.00	5.0%
Tattooing, Ear Piercing, Acupuncture & Electrolysis (and other related Statement of Facts	D/D D/D	54.00 97.00	57.00 102.00	5.6% 5.2%
Animal Welfare				
Pet Animals Act 1951 - Renewal	D/D	109.00	114.00	4.6%
Pet Animals Act 1951 - New Application	D/D	157.00	165.00	5.1%
Breeding of Dogs Act 1973 - Renewal	D/D	109.00	114.00	4.6%
Breeding of Dogs Act 1973 - New Application	D/D	157.00	165.00	5.1%
Animal Boarding Establishments Act 1963 - New Application	D/D	157.00	165.00	5.1%
Animal Boarding Establishments Act 1963 - Renewal	D/D	109.00	114.00	4.6%
Animal Boarding Establishments Act 1963 - Renewal (Home boarding)	D/D	55.00	57.00	3.6%
Animal Boarding Establishments Act 1963 -New (Home boarding)	D/D	157.00	165.00	5.1%
Riding Establishments Act 1964 & 1971 - Renewal	D/D	187.00	196.00	4.8%
Riding Establishments Act 1964 & 1971 - New Application	D/D	224.00	235.00	4.9%
Dangerous Wild Animals Act 1976 - Renewal	D/D	109.00	114.00	4.6%
Dangerous Wild Animals Act 1976 - New Application	D/D	157.00	165.00	5.1%
Performing Animals (Regulation) Act 1925	D/D	157.00	165.00	5.1%
Zoo Licence - Renewal	D/D	262.00	275.00	5.0%
Zoo Licence - New Application	D/D	454.00	477.00	5.1%
Vet's fees at cost plus 15% administration plus VAT	V D/D			
New application fees reflects additional work, time and visits required for licensing a new premises. The new application fee will also apply to any relocation of premises or change of licensee.				
	VAT (V) /Code	2012/13 £	2013/14 £	% change
Food Export Certificate	D/D	124.00	130.00	4.8%
Food Surrender Certificate	D/D	60.00	63.00	5.0%
Certificate of Free Sale	D/D	63.00	66.00	4.8%

B) Environmental Protection	VAT (V) /Code	2012/13 £	2013/14 £	% change
Environmental Protection fees are set nationally by DEFRA and are announced annually in March. At the time of publication, the 2012/13 fees are at consultation stage and are therefore subject to change.				
<u>Authorised Processes - Application Fees</u>				
Standard part B	M/M	1,579.00	1,579.00	0.0%
Part B - Reduced Activities		148.00	148.00	0.0%
<u>Annual Subsistence Fees</u>				
Standard Part B				
- Low Risk	M/M	739.00	739.00	0.0%
- Medium Risk	M/M	1,111.00	1,111.00	0.0%
- High Risk	M/M	1,672.00	1,672.00	0.0%
<u>Part B - Reduced Activities</u>				
- Medium Risk	M/M	151.00	151.00	0.0%
<u>Vehicle Refinishers</u>				
- Low Risk	M/M	218.00	218.00	0.0%
- Medium Risk	M/M	349.00	349.00	0.0%
- High Risk	M/M	524.00	524.00	0.0%
<u>Mobile Screening and Crushing Plant</u>				
- Low Risk	M/M	618.00	618.00	0.0%
<u>Environmental Searches</u>				
Basic environmental search (250m radius)	V M/D	68.50	70.00	2.2%
Extended basic environmental search (250-500m radius)	V	102.50	105.00	2.4%
Detailed environmental search	V	125.50	128.00	2.0%

C) Housing Standards	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Housing Inspection</u>				
Immigration Inspections	V D/D	116.68	119.60	2.5%
Other Inspections	V D/D	105.60	108.25	2.5%
<u>Notices & Works in Default</u>				
Service of Statutory Notice under Housing Act	D/D	300.00	300.00	0.0%
Administration charge for works in default	M/D	Officers' hourly rate X 2	Officers' hourly rate X 2	
Landlord Accreditation	D/D	75.00	75.00	0.0%
<u>HMO Licensing (Housing Act 2004 part 2)</u>				
Per habitable room fee.		51.40	52.70	2.5%
Initial application (plus fee per habitable room).	M/D	569.00	583.20	2.5%
Subsequent application (plus fee per habitable room).	M/D	528.60	541.80	2.5%
Additional application fee after wrongly claimed exemption under Building Regulations.	M/D	72.00	73.80	2.5%
Notification of inadequate application.	M/D	50.20	51.45	2.5%
Resubmission of application following refusal of licence.	M/D	518.96	531.95	2.5%
Verification of satisfactory management arrangements.	M/D	69.47	71.20	2.5%
Application to vary licence or licence conditions.	M/D	73.95	75.80	2.5%
Renewal Fee for pass-ported HMO's with early re-applications (plus fee per habitable room).	M/D	264.33	271.00	2.5%

D) Pest Control	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Dwelling Houses				
- Wasps & Bees (Single or first nest below gutter level)	V D/D	55.00	55.00	0.0%
- Wasps & Bees (Single or first nest above gutter level)	V D/D	75.00	75.00	0.0%
- Wasps & Bees (Second or subsequent nests treated at same time)	V D/D	30.00	30.00	0.0%
- Ants	V D/D	55.00	55.00	0.0%
- Mice (3 visits)	V D/D	60.00	60.00	0.0%
- Grey Squirrels (3 visits)	V D/D	95.00	95.00	0.0%
- Fleas	V D/D	75.00	75.00	0.0%
- Fleas (respray within 14 days)	V D/D	25.00	25.00	0.0%
- Cockroaches	V D/D	75.00	75.00	0.0%
- Bedbugs (2 visits)	V D/D	75.00	150.00	100.0%
- Rats (3 visits)	V D/D	25.00	50.00	100.0%
- Call out charge and missed appointments (all customers, all pests)	V D/D	25.00	25.00	0.0%
- Pestport Scheme (3 visits - no discount for benefit recipients)	V D/D	40.00	45.00	12.5%
All other pests and insects in dwelling houses will be charged at an hourly rate of £50.00. The time charged would be a minimum of one hour for each visit and time in excess of one hour will be charged in rounded up thirty-minute periods.	V D/D	50.00 per hr	50.00 per hr	0.0%
Householders receiving Council Tax Benefit, (excluding Single Persons Reductions) or Housing Benefit will be charged at 50% of the full treatment charge as detailed below.				
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
- Wasps & Bees (Single or first nest below gutter level)	V D/D	27.50	27.50	0.0%
- Wasps & Bees (Single or first nest above gutter level)	V D/D	37.50	37.50	0.0%
- Wasps & Bees (Second or subsequent nests treated at same time)	V D/D	15.00	15.00	0.0%
- Ants	V D/D	27.50	27.50	0.0%
- Mice (3 visits)	V D/D	30.00	30.00	0.0%
- Grey Squirrels (3 visits)	V D/D	47.50	47.50	0.0%
- Fleas	V D/D	37.50	37.50	0.0%
- Fleas (respray within 14 days)	V D/D	12.50	12.50	0.0%
- Cockroaches	V D/D	37.50	37.50	0.0%
- Bedbugs (2 visits)	V D/D	37.50	75.00	100.0%
- Rats (3 visits)	V D/D	25.00	25.00	0.0%
Work at trade, commercial and local government premises will be charged at an hourly rate of £80.00 for the first visit, subsequent visits will be charged at £60.00 (assuming visit completed within 45 minutes)	V D/D	80.00 or 60.00 per hr	80.00 per hour	
E) Works In Default				
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Administration charge for works in default	D/D	Officers' hourly rate X 1.34	Officers' hourly rate X 1.34	0.0%
F) Stray Dogs				
	VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Stray Dogs Charge [Note: This charge applies when a stray dog has been seized by the Dog Warden is then collected by the owner from Manchester Dogs Home. Where a dog is returned directly to the owner by Animal Wardens (the contracted dog warden service) a fee of £61.50 is collected by them. Additional kenneling charges may also be applied by Manchester Dogs Home and Animal Wardens.]	M/D	80.00	80.00	0.0%

Licensing

Licence Application Fees

These fees are subject to a 'reasonableness' test and the authority must advertise certain fees for Hackney Carriage and Private Hire Vehicle Licensing with an objection period in operation for any challenge to an increase.

1. Taxis – Private Hire & Hackney	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Taxi Licences – Vehicles & Drivers</u>				
Hackney Vehicle Licence (Grant)	D/D	236.00	236.00	0.0%
Hackney Vehicle Licence (Renewal)	D/D	325.00*	236.00	(27.4%)
Private Hire Vehicle Licence	D/D	236.00	236.00	0.0%
Initial Grant of Hackney Carriage/Private Hire Driver	D/D	128.00	128.00	0.0%
Renewal (Hackney Carriage Driver)	D/D	107.00*	81.00	(24.3%)
Renewal (Private Hire Driver)	D/D	81.00	81.00	0.0%
* Includes charge to cover the cost of unmet demand survey				
<u>Vehicle Tests</u>				
Test Fee S.68	D/D	71.00	71.00	0.0%
Retest Fee	D/D	39.00	39.00	0.0%
Penalty – arriving late for vehicle test	D/D	26.50	26.50	0.0%
Meter Test	D/D	12.50	12.50	0.0%
Tint test (to check compliance with tinted glass policy)	D/D	12.50	12.50	0.0%
Exceptional Vehicle Condition Test	D/D	12.50	12.50	0.0%
<u>Drivers Tests</u>				
Taxi Driver Training & Test	D/D	118.00	118.00	0.0%
Knowledge Test (re-take)	D/D	32.00	32.00	0.0%
Knowledge Test (one section re-take)	D/D	11.00	11.00	0.0%
<u>Taxi Operators Licence</u>				
1 vehicle	D/D	181.00	181.00	0.0%
Additional vehicle 2-5	D/D	181.00	181.00	0.0%
Plus per extra vehicle	D/D	29.50	29.50	0.0%
6-10 vehicles	D/D	351.00	351.00	0.0%
11 -29 vehicles	D/D	474.00	474.00	0.0%
30+ vehicles	D/D	623.00	623.00	0.0%
<u>Other Charges</u>				
Duplicate Licence	D/D	13.50	14.00	3.7%
Duplicate Plate	D/D	24.00	24.50	2.1%
Duplicate Badge	D/D	4.00	4.10	2.5%
Criminal Records Bureau Enhanced Check - Set by CRB	M/M	36.00	44.00	22.2%
DVLA Mandate	D/D	12.00	12.50	4.2%
Roof Signs	D/D	39.00	40.00	2.6%
Tops	D/D	23.50	24.00	2.1%
Change of Vehicle	D/D	37.50	38.50	2.7%
Owner Transfer of Vehicle	D/D	13.50	14.00	3.7%

2. Liquor & Entertainment Licensing	VAT (V) /Code	2012/13 £	2013/14 £	% change
Personal Licences	M/M	37.00	37.00	0.0%
<u>Premises Licences</u>				
Band A	M/D *	70.00	70.00	0.0%
Band B	M/D *	180.00	180.00	0.0%
Band C	M/D *	295.00	295.00	0.0%
Band D	M/D *	320.00	320.00	0.0%
Band E	M/D *	350.00	350.00	0.0%
Temporary Event Notices (Approx)	M/D *	21.00	21.00	0.0%
Change of Designated Premises Supervisor (Approx)	M/D *	23.00	23.00	0.0%
Consultation fee for completion of application form (grant/variation of premises licence)	D/D	150.00	150.00	0.0%
<u>Premises Licences for Concerts</u>				
30,000 to 39,999	M/D *	16,000.00	16,000.00	0.0%
40,000 to 49,999	M/D *	24,000.00	24,000.00	0.0%
50,000 to 59,999	M/D *	32,000.00	32,000.00	0.0%
<u>Variation of Premises Licence</u>				
Band A	M/D *	100.00	100.00	0.0%
Band B	M/D *	190.00	190.00	0.0%
Band C	M/D *	315.00	315.00	0.0%
Band D	M/D *	450.00	450.00	0.0%
Band E	M/D *	635.00	635.00	0.0%
<u>Other Charges</u>				
Theft, loss, etc. of premises licence or summary.	M/M	10.50	10.50	0.0%
Application for a provisional statement where premises being built etc.	M/M	315.00	315.00	0.0%
Notification of change of name or address	M/M	10.50	10.50	0.0%
Application for transfer of premises licence	M/M	23.00	23.00	0.0%
Interim authority notice following death etc. of licence holder	M/M	23.00	23.00	0.0%
Theft, loss etc. of certificate or summary	M/M	10.50	10.50	0.0%
Notification of change of name or alteration of rules of club	M/M	10.50	10.50	0.0%
Change of relevant registered address of club	M/M	10.50	10.50	0.0%
Theft, loss etc. of temporary event notice	M/M	10.50	10.50	0.0%
Theft, loss etc. of personal licence	M/M	10.50	10.50	0.0%
Duty to notify change of name or address	M/M	10.50	10.50	0.0%
Right of freeholder etc. to be notified of licensing matters	M/M	21.00	21.00	0.0%

* Discretionary up to a maximum limit. The current fees are at the statutory limit.

3. Safety at Sports Ground Licences	VAT (V) /Code	2012/13 £	2013/14 £	% change
Manchester United	D/D	14,965.00	15,340.00	2.5%
Altrincham Football Club	D/D	205.00	210.00	2.4%
Lancashire Cricket Club	D/D	1,086.50	1,113.50	2.5%

4. Grant of a Safety at Sports Ground Certificate	VAT (V) /Code	2012/13 £	2013/14 £	% change
Number of proposed Spectators:				
5,000 to 9,999	D/D	1,000.00	1,000.00	0.0%
10,000 to 14,999	D/D	2,000.00	2,000.00	0.0%
15,000 to 19,999	D/D	4,000.00	4,000.00	0.0%
20,000 to 29,999	D/D	8,000.00	8,000.00	0.0%
30,000 to 39,999	D/D	16,000.00	16,000.00	0.0%
40,000 to 49,999	D/D	24,000.00	24,000.00	0.0%
50,000 to 59,999	D/D	32,000.00	32,000.00	0.0%
60,000 to 69,999	D/D	40,000.00	40,000.00	0.0%
70,000 to 79,999	D/D	48,000.00	48,000.00	0.0%
80,000 to 89,999	D/D	56,000.00	56,000.00	0.0%
90,000 and over	D/D	64,000.00	64,000.00	0.0%

5. Safety Certificate for a Stand at a Sports Ground	VAT (V) /Code	2012/13 £	2013/14 £	% change
Number of proposed spectators:				
up to 999	D/D	100.00	100.00	0.0%
1000 to 1999	D/D	250.00	250.00	0.0%
2000 to 2999	D/D	400.00	400.00	0.0%
3000 to 3999	D/D	550.00	550.00	0.0%
4000 to 4999	D/D	700.00	700.00	0.0%

6. Street Trading Provisions of Local Government (Miscellaneous Provisions) Act	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Street Trading Licences (Non MUFC)</u>				
Consent Certificate – purchased April to June.	D/D	825.00	847.00	2.7%
Consent Certificate – purchased July to September.	D/D	704.00	723.00	2.7%
Consent Certificate – purchased October to December.	D/D	588.00	604.00	2.7%
Consent Certificate – purchased January to March.	D/D	378.00	388.00	2.6%
One day event licence (Including Special Events) - dedicated locations to be identified for each event (Max no's to be applied).	D/D	150.00	154.00	2.7%
<u>Licensed Pitch MUFC</u>				
Food - Premium zone	D/D	2,704.00	2,777.00	2.7%
Food - Non-premium zone	D/D	1,948.00	2,001.00	2.7%
Merchandise - Premium zone	D/D	1,407.00	1,445.00	2.7%
Merchandise - Non-premium zone	D/D	1,192.00	1,224.00	2.7%
<u>Sale Town Centre</u>				
Licensed Pitch	D/D	1,470.00	1,510.00	2.7%
Licensed Pitch (Non-Food)	D/D	1,050.00	1,078.00	2.7%
Duplicate Licence	D/D	52.50	54.00	2.9%
Cancellation Fee	D/D	168.00	173.00	3.0%

7. Other Licences	VAT (V) /Code	2012/13 £	2013/14 £	% change
Motor Salvage Operator	D/D	70.00	70.00	0.0%
Entertainment Club Registration	M/D	302.00	309.50	2.5%
Marriage Act Approval	D/D	1,102.00	1,129.50	2.5%
Sex Establishment Licence		1,373.50	1,408.00	2.5%

Gaming Act Fees	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Application Type (New Application)</u>				
New Small Casino	M/D *	8,000.00	8,000.00	0.0%
New Large Casino	M/D *	10,000.00	10,000.00	0.0%
Regional Casino	M/D *	15,000.00	15,000.00	0.0%
Bingo Club	M/D *	3,500.00	3,500.00	0.0%
Betting Premises (excluding Tracks)	M/D *	3,000.00	3,000.00	0.0%
Tracks	M/D *	2,500.00	2,500.00	0.0%
Family Entertainment Centres	M/D *	2,000.00	2,000.00	0.0%
Adult Gaming Centre	M/D *	2,000.00	2,000.00	0.0%
Lottery Registration	M/M	40.00	40.00	0.0%
Club Gaming Permit or Club Gaming Machine Permit	M/M	200.00	200.00	0.0%
Club Gaming Permit or Club Gaming machine Permit "Excluding club	M/M	100.00	100.00	0.0%

Gaming Act Fees cont...	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Application Type (Annual Fee)</u>				
New Small Casino	M/D *	5,000.00	5,000.00	0.0%
New Large Casino	M/D *	10,000.00	10,000.00	0.0%
Regional Casino	M/D *	15,000.00	15,000.00	0.0%
Bingo Club	M/D *	1,000.00	1,000.00	0.0%
Betting Premises (excluding Tracks)	M/D *	600.00	600.00	0.0%
Tracks	M/D *	1,000.00	1,000.00	0.0%
Family Entertainment Centres	M/D *	750.00	750.00	0.0%
Adult Gaming Centre	M/D *	1,000.00	1,000.00	0.0%
Lottery Registration	M/M	20.00	20.00	0.0%
Club Gaming Permit or Club Gaming Machine Permit	M/M	50.00	50.00	0.0%
Club Gaming Permit or Club Gaming machine Permit "Excluding club premises certificate holders"	M/M	50.00	50.00	0.0%
*Discretionary up to a maximum limit. The current fees are close to the statutory limit.				
	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>New Small Casino</u>				
Application to Vary	M/D *	4,000.00	4,000.00	0.0%
Application to Transfer	M/D *	1,800.00	1,800.00	0.0%
Application for Re-Instatement	M/D *	1,800.00	1,800.00	0.0%
Application for Provisional Statement	M/D *	8,000.00	8,000.00	0.0%
Licence Application (provisional Statement holders)	M/D *	3,000.00	3,000.00	0.0%
Copy Licence	M/D *	25.00	25.00	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
<u>New Large Casino</u>				
Application to Vary	M/D *	5,000.00	5,000.00	0.0%
Application to Transfer	M/D *	2,150.00	2,150.00	0.0%
Application for Re-Instatement	M/D *	2,150.00	2,150.00	0.0%
Application for Provisional Statement	M/D *	10,000.00	10,000.00	0.0%
Licence Application (provisional Statement holders)	M/D *	5,000.00	5,000.00	0.0%
Copy Licence	M/D *	25.00	25.00	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
<u>Regional Casino</u>				
Application to Vary	M/D *	7,500.00	7,500.00	0.0%
Application to Transfer	M/D *	6,500.00	6,500.00	0.0%
Application for Re-Instatement	M/D *	6,500.00	6,500.00	0.0%
Application for Provisional Statement	M/D *	15,000.00	15,000.00	0.0%
Licence Application (provisional Statement holders)	M/D *	8,000.00	8,000.00	0.0%
Copy Licence	M/D *	25.00	25.00	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
<u>Bingo Club</u>				
Application to Vary	M/D *	1,750.00	1,750.00	0.0%
Application to Transfer	M/D *	1,200.00	1,200.00	0.0%
Application for Re-Instatement	M/D *	1,200.00	1,200.00	0.0%
Application for Provisional Statement	M/D *	3,500.00	3,500.00	0.0%
Licence Application (provisional Statement holders)	M/D *	1,200.00	1,200.00	0.0%
Copy Licence	M/D *	25.00	25.00	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
<u>Betting Premises (excluding tracks)</u>				
Application to Vary	M/D *	1,500.00	1,500.00	0.0%
Application to Transfer	M/D *	1,200.00	1,200.00	0.0%
Application for Re-Instatement	M/D *	1,200.00	1,200.00	0.0%
Application for Provisional Statement	M/D *	3,000.00	3,000.00	0.0%
Licence Application (provisional Statement holders)	M/D *	1,200.00	1,200.00	0.0%
Copy Licence	M/D *	25.00	25.00	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
* Discretionary up to a maximum limit. The current fees are close to the statutory limit.				

Gaming Act Fees continued.....	VAT (V) /Code	2012/13 £	2013/14 £	% change
Tracks				
Application to Vary	M/D *	1,220.00	1,220.00	0.0%
Application to Transfer	M/D *	922.00	922.00	0.0%
Application for Re-Instatement	M/D *	922.00	922.00	0.0%
Application for Provisional Statement	M/D *	2,434.00	2,434.00	0.0%
Licence Application (provisional Statement holders)	M/D *	922.00	922.00	0.0%
Copy Licence	M/D *	23.50	23.50	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
Family Entertainment Centres				
Application to Vary	M/D *	976.00	976.00	0.0%
Application to Transfer	M/D *	922.00	922.00	0.0%
Application for Re-Instatement	M/D *	922.00	922.00	0.0%
Application for Provisional Statement	M/D *	1,947.00	1,947.00	0.0%
Licence Application (provisional Statement holders)	M/D *	922.00	922.00	0.0%
Copy Licence	M/D *	23.50	23.50	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
Adult Gaming Centres				
Application to Vary	M/D *	976.00	976.00	0.0%
Application to Transfer	M/D *	1,172.00	1,172.00	0.0%
Application for Re-Instatement	M/D *	1,172.00	1,172.00	0.0%
Application for Provisional Statement	M/D *	1,172.00	1,172.00	0.0%
Licence Application (provisional Statement holders)	M/D *	1,172.00	1,172.00	0.0%
Copy Licence	M/D *	23.50	23.50	0.0%
Notification of Change	M/M	40.00	40.00	0.0%
Club Gaming Permit or Club Gaming Machine Permit				
Application to Vary	M/M	100.00	100.00	0.0%
Copy Licence	M/M	15.00	15.00	0.0%
Discretionary up to a maximum limit. The current fees are close to the statutory limit.				

Trading Standards

Weights & Measures Fees	VAT (V) /Code	2012/13 £	2013/14 £	% change
1. General				
<p>The charges for examining, testing, certifying, stamping, authorising or reporting on any weighing or measuring equipment will be individually calculated by the local authority based upon a figure of per officer/hour. The time charged will include travel.</p> <p>If a particular piece of work requires the presence of support staff then this will be charged in addition.</p> <p>Additional charges will be levied if the council is required for example to hire in specialist equipment.</p>		per hour		
	V M/D	57.17	60.00	5.0%
	M/D	34.28	36.00	5.0%
	M/D	Costs +Admin £57.17 per hr	Costs +Admin £60.00 per hr	5.0%
2. Poisons Act				
	VAT (V) /Code	2012/13 £	2013/14 £	% change
1) Initial registration	M/D	35.47	37.25	5.0%
2) Re-registration	M/D	18.70	19.63	5.0%
3) Change in details of registration	M/D	9.57	10.05	5.0%
3. Weighbridges				
Weighbridge Operator's Certificate	M/D	117.42	123.30	5.0%

ECONOMIC GROWTH & PROSPERITY

Asset Management / Lettings

Community Lettings		VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
<u>SCHEDULE A - MOST VENUES</u>					
<u>Mondays to Fridays</u>					
Up to 50 people	Concessionary Charges for first hour with 50% discount thereafter	D/D	7.30	7.30	0.0%
	Standard and Statutory	D/D	7.30	7.30	0.0%
	Commercial and Social	D/D	14.50	14.50	0.0%
51 to 99 people	Concessionary Charges for first hour with 50% discount thereafter	D/D	11.00	11.00	0.0%
	Standard and Statutory	D/D	11.00	11.00	0.0%
	Commercial and Social	D/D	22.00	22.00	0.0%
100 + people	Concessionary Charges for first hour with 50% discount thereafter	D/D	14.50	14.50	0.0%
	Standard and Statutory	D/D	14.50	14.50	0.0%
	Commercial and Social	D/D	29.00	29.00	0.0%
<u>Saturdays, Sundays, Bank Holidays</u>					
Up to 50 people	all categories	D/D	14.50	14.50	0.0%
51 to 99 people	all categories	D/D	22.00	22.00	0.0%
100 + people	all categories	D/D	29.00	29.00	0.0%
<u>SCHEDULE B - SPECIFIC VENUES</u>					
Sale West - Social and Concessionary					
	Up to 50 people	D/D	4.20	4.20	0.0%
	51+ people	D/D	8.40	8.40	0.0%
Partington Concessionary only					
	Up to 50 people	D/D	4.20	4.20	0.0%
	51+ people	D/D	8.40	8.40	0.0%
Partington Social only - hall and dining room					
	51+ people	D/D	22.00	22.00	0.0%
Old Trafford Concessionary only					
	Up to 50 people	D/D	4.20	4.20	0.0%
	51+ people	D/D	8.40	8.40	0.0%

Community Lettings continued.....	VAT (V) /Code	2012/13 £	2013/14 £	% change
SCHEDULE C - ALTRINCHAM TOWN HALL				
<u>Mondays to Fridays</u>				
Bar and Room 1 - up to 10 people				
Concessionary Charges for first hour with 50% discount thereafter.	D/D	7.30	7.30	0.0%
Standard and Statutory Commercial and Social	D/D	7.30	7.30	0.0%
	D/D	17.00	17.00	0.0%
Rooms 2 to 4 - up to 20 people				
Concessionary Charges for first hour with 50% discount thereafter.	D/D	7.30	7.30	0.0%
Standard and Statutory Commercial and Social	D/D	7.30	7.30	0.0%
	D/D	26.00	26.00	0.0%
Council Chamber - 70+ people				
Concessionary Charges for first hour with 50% discount thereafter.	D/D	11.00	11.00	0.0%
Standard and Statutory Commercial and Social	D/D	11.00	11.00	0.0%
	D/D	34.00	34.00	0.0%
<u>Saturdays, Sundays, Bank Holidays</u>				
Bar and Room 1 - up to 10 people				
all categories	D/D	17.00	17.00	0.0%
Rooms 2 to 4 - up to 20 people				
all categories	D/D	26.00	26.00	0.0%
Council Chamber - 70+ people				
all categories	D/D	34.00	34.00	0.0%

Community Lettings continued.....	VAT (V) /Code	2012/13 £	2013/14 £	% change
BROOMWOOD COMMUNITY CENTRE				
<u>Schedule A</u>				
<u>Mondays to Fridays</u>				
Meeting Room and Café - up to 50 people				
Standard and Statutory	D/D	7.30	7.30	0.0%
Commercial and Social	D/D	14.50	14.50	0.0%
Community Hall - up to 80 people				
Standard and Statutory	D/D	11.00	11.00	0.0%
Commercial and Social	D/D	22.00	22.00	0.0%
<u>Saturdays, Sundays, Bank Holidays</u>				
Meeting Room and Café - up to 50 people				
	D/D	14.50	14.50	0.0%
Community Hall - up to 80 people				
Standard, Statutory, Commercial and Social Groups				
Commercial and Social	D/D	22.00	22.00	0.0%
<u>Schedule B</u>				
<u>Special Rates for Local Community Groups meeting for a minimum of 2 hours - for Socials see Schedule A</u>				
Meeting Room and Café - up to 50 people	D/D	4.20	4.20	0.0%
Community Hall - up to 80 people	D/D	8.40	8.40	0.0%
<u>ADDITIONAL INFORMATION</u>				
Religious groups when venue booked for regular worship - 25% discount on hire charge.				
<u>Partington Community Centre-</u>				
Kitchen hire for Socials including insurance.	D/D	33.00	33.00	0.0%
<u>Old Trafford Community Centre -</u>				
Lounge - Free when the hall and kitchen are booked for a social	D/D	Free	Free	
£14.50/hour when the kitchen is not booked	D/D	14.50/hr	14.50/hr	0.0%
For Socials after 9pm, one -off charge for door supervisor.	D/D	76.00	76.00	0.0%
Kitchen hire for Socials including insurance.	V D/D	66.00	66.00	0.0%
Stage hire including VAT.	V D/D	75.20	75.20	0.0%
<u>Flixton House -</u>				
For Socials after 9pm, optional charge for door supervisor.	D/D	76.00	76.00	0.0%
Wedding Ceremony Room Fee.	D/D	120.00	120.00	0.0%
When booked at same venue and date as Wedding Reception.	D/D	Free	Free	

Markets	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Altrincham Market</u>				
Pitches 8 feet by 4 feet	D/D	13.00	13.00	0.0%
Units - food	D/D	14.00	14.00	0.0%
Units - non-food	D/D	17.00	17.00	0.0%
Space: Market Hall	D/D	11.40	11.40	0.0%
Small Market Hall	D/D	9.00	9.00	0.0%
Antiques and bric a brac	D/D	10.00	10.00	0.0%
 Friday Market:				
Perimeter 8'x4'	D/D	10.00	10.00	0.0%
Annexe 8'x4'	D/D	10.00	10.00	0.0%
 Shaw's Road gazebos	D/D	20.00	20.00	0.0%
 <u>Partington Market</u>				
Pitches (at 75p per foot)	D/D	6.00	6.00	0.0%
Stalls	D/D	7.00	7.00	0.0%
Single Units - small	D/D	9.00	9.00	0.0%
Single Units - large	D/D	11.00	11.00	0.0%
Double Units - small	D/D	17.50	17.50	0.0%
Double Units - large	D/D	21.50	21.50	0.0%

Trafford Town Hall - Football Parking	VAT (V) /Code	2012/13 £	2013/14 £	% change
Season ticket	D/D	N/A	TBA *	
Single match	D/D	N/A	TBA *	
All Day Event	D/D	N/A	TBA *	
* Due to refurbishment of Trafford Town Hall, match day and event parking is presently unavailable. Provision when the Town Hall reopens in 2013 is being reviewed.				

Planning and Building Control

Strategic Planning and Developments	VAT (V) /Code	2012/13 £	2013/14 £	% change
Trafford Revised Unitary Development Plan June 2006	D/D	50.00	50.00	0.0%
Written Statement only	D/D	30.00	30.00	0.0%
Proposals Maps - North/South sheet	D/D	25.00	25.00	0.0%
CD only	D/D	15.00	15.00	0.0%
Statement of Community Involvement (Adopted)	D/D	15.00	15.00	0.0%
Trafford Borough Retail and Leisure Study November 2007				
Written Study, including CD	D/D	250.00	250.00	0.0%
CD	D/D	200.00	200.00	0.0%
Main Report	D/D	50.00	50.00	0.0%
Appendix 1	D/D	100.00	100.00	0.0%
Appendix 2	D/D	100.00	100.00	0.0%
Planning and Research Studies *	D/D	* price on request	* price on request	
Housing Land Availability Schedule	D/D	20.00	20.00	0.0%
Planning Policy and Development Guidance Briefs	D/D	15.00	15.00	0.0%
Photocopying per side	V D/D	0.35	0.35	0.0%
Core Strategy Adopted Version	D/D	25.00	35.00	40.0%
Supplementary Planning Documents	D/D	10.00	10.00	0.0%

Building Control Fees	VAT (V) /Code	2012/13 £	2013/14 £	% change
		V M/M	See Note below	See Note below

These fees are agreed within the AGMA group. It is a statutory requirement that the level of the charge must cover the cost of the statutory service. All fees are subject to VAT except for Regularisation and Reversion applications. Please note: Discussions are taking place at national level regarding a new fee regime. The provisional date for the implementation of a new fee structure is April 2013.

Planning Fees

Business - pre-application advice	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Dwellings:</u>				
1 unit	V D/D	300.00	300.00	0.0%
2 to 9 units	V D/D	630.00	630.00	0.0%
10 to 99 units	V D/D	1,800.00	1,800.00	0.0%
100 or more	V D/D	2,440.00	2,440.00	0.0%
<u>Town Centre uses as defined in NPPF / mixed use developments which include Town Centre uses:</u>				
Buildings comprising 10,000 sq.m. gross floorspace or more / site area of 2 hectares or more *	V D/D	2,100.00	2,100.00	0.0%
Buildings comprising 1,000 sq.m. to 9,999 sq.m. gross floorspace / site area from 1 hectare to less than 2 hectares *	V D/D	1,680.00	1,680.00	0.0%
Buildings comprising less than 1,000 sq.m. gross floorspace /site area less than 1 hectare	V D/D	600.00	600.00	0.0%
* <u>Please note</u> : In the case of out-of-centre retail schemes where the Council needs to take independent retail planning advice then the fee may be subject to further negotiation				
<u>Other Commercial, Industrial or Leisure uses:</u>				
Buildings comprising 10,000 sq.m. gross floorspace or more / site area of 2 hectares or more	V D/D	1,200.00	1,200.00	0.0%
Buildings comprising 1,000 sq.m. to 9,999 sq.m. gross floorspace / site area from 1 hectare to less than 2 hectares	V D/D	960.00	960.00	0.0%
Buildings comprising less than 1,000 sq.m. gross floorspace /site area less than 1 hectare	V D/D	450.00	450.00	0.0%
Waste/mineral extraction/energy production development proposals where buildings comprise less than 1,000 sq.m. gross floorspace or site area is less than 1 hectare	V D/D	720.00	720.00	0.0%

Householder Extensions - pre-application advice	VAT (V) /Code	2012/13 £	2013/14 £	% change
Householder extensions	V D/D	180.00	180.00	0.0%
<u>Please note</u> : On subsequently submit a planning application, a fee of £172 will also be payable and therefore you should first consider whether you wish to move straight to the submission of a formal planning application.				

Invalid planning applications	VAT (V) /Code	2012/13 £	2013/14 £	% change
Where an application remains invalid due to non-progression by the applicants any planning fee paid will be refunded minus a £25 administrative fee	V D/D	N/A	25.00	
Information and Documents				
Researching site histories or providing search type information from the planning records.	D/D	40.00	41.00	2.5%
Copies of decision notices and or information/ documentation within the 3 month window from Committee decision.	V D/D	17.00	17.50	2.9%
Copies of decision notices/TPOs and or information/ documentation outside the 3 month window from decision/confirmation.	V D/D	35.00	36.00	2.9%
Copies of information/documentation excluding exempt information within the 3 days prior to Committee.	D/D	0.32	0.33	3.1%
Additional information/documentation requested, generated by a land charge search (inc. copies of decision notice where application number is quoted).	D/D	35.00	36.00	2.9%
Copy of a T.P.O. not generated by a land charge search but within the 3 month window from confirmation.	D/D	10.00	10.00	0.0%

(The above charges all include first 4 sides of photocopying, any additional sides are charged at 33p per side).

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Additional information/documentation requested where no application number is quoted. (SEARCH)	D/D	40.00	41.00	2.5%
Weekly list of Planning Applications received / monthly decision list.	V D/D	302.00	302.00	0.0%
Planning guidelines & related documents - (Free to download) or copies from:	D/D	copies from £1.55 to £7.40	copies from £1.55 to £7.40	0.0%
High Hedge fee	D/D	400.00	410.00	2.5%
Faxing of Planning Information	D/D	£1.30 per sheet	£1.30 per sheet	0.0%
Information research/retrieval from Building Control Files.	D/D	£36.00 per hour + 22p per copy	£36.00 per hour + 22p per copy	0.0%
Building Control - For the issuing of Completion Certificates in connection with archived and dormant Building Regulation applications. (when a Completion Certificate has not already been issued).	D/D	62.00	62.00	0.0%
Provision of a certificate of exemption from the provisions of the Building Regulations.	D/D	36.00	36.00	0.0%

Housing Services	VAT (V) /Code	2012/13 £	2013/14 £	% change
<u>Housing Improvement Grants:</u>				
Technical and Professional Services fee - minimum charge (£150.00) or 15%	M/D	275.00	150.00	(45.5%)
	M/D	or 15%	or 15%	0.0%
Housing Strategy Documents.	D/D	20.00	20.00	0.0%
Housing Policy Documents.	D/D	10.00	10.00	0.0%

COMMUNITY SAFETY, CULTURE, AND SPORT

Trafford Water Sports Centre	VAT (V) /Code	2012/13 £	2013/14 £	% change
* Charges set at start of calendar year				
A) Sailing / Boardsailing				
Season Ticket Adult	V D/D	70.00	70.00	0.0%
Season Ticket Junior/Leisure Pass	V D/D	45.00	45.00	0.0%
Adult	V D/D	8.00	8.00	0.0%
Junior/Leisure Pass Any Day	V D/D	6.00	6.00	0.0%
B) Angling				
Season Tickets (250 available)				
Adults	V D/D	50.00	50.00	0.0%
Concessions	V D/D	25.00	25.00	0.0%
C) Canoeing				
Season Ticket Adult	V D/D	70.00	70.00	0.0%
Season Ticket Junior/Leisure Pass	V D/D	45.00	45.00	0.0%
Adult	V D/D	8.00	8.00	0.0%
Junior/Leisure Pass Any Day	V D/D	6.00	6.00	0.0%
D) Model Boats				
Season Ticket Adult	V D/D	35.00	35.00	0.0%
Season Ticket Junior/Leisure Pass	V D/D	20.00	20.00	0.0%
Adult Any Day	V D/D	4.00	4.00	0.0%
Junior/Leisure Pass Any Day	V D/D	3.00	3.00	0.0%

Leased Facilities & Misc Charges	VAT (V) /Code	2012/13 £	2013/14 £	% change
* 2013/14 yearly club fees for Water-Skiing and Jet-Skiing will be set in March 2013.				
A) Water-Skiing				
Club fee for year	V D/D	6,619.81	TBA	
Annual Membership (Joining Fee extra)				
Family (Inclusive of BWS Membership)	V D/D	260.00	TBA	
Single (Inclusive of BWS Membership)	V D/D	170.00	TBA	
Student (Inclusive of BWS Membership)	V D/D	100.00	TBA	
Pensioner (Inclusive of BWS Membership)	V D/D	80.00	TBA	
Junior (Inclusive of BWS Membership)	V D/D	50.00	TBA	
Joining Fee				
Family	V D/D	70.00	TBA	
Individual	V D/D	60.00	TBA	
Student	V D/D	20.00	TBA	
Pensioner	V D/D	20.00	TBA	
B) Jet-Skiing				
Club fee for year	V D/D	6,427.00	TBA	
Annual Club Membership	V D/D	380.00	TBA	

Sale Waterside Arts Centre		VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Community Rates					
Mondays to Thursdays					
9am to 6pm	Meeting rooms	V D/D	14.20	14.90	4.9%
	Council Chamber/Gallery Bar	V D/D	21.40	22.00	2.8%
	Theatre for rehearsal	V D/D	21.40	22.00	2.8%
	Theatre for performance/event	V D/D	28.30	29.50	4.2%
6pm to 11pm	Meeting rooms	V D/D	21.40	22.00	2.8%
	Council Chamber/Gallery Bar	V D/D	32.00	33.50	4.7%
	Theatre for rehearsal	V D/D	182.70	192.00	5.1%
	Theatre for performance/event	V D/D	210.00	225.00	7.1%
Fridays and Saturdays					
9am to 6pm	Meeting rooms	V D/D	14.20	14.90	4.9%
	Council Chamber/Gallery Bar	V D/D	26.00	26.00	0.0%
	Theatre for rehearsal	V D/D	26.00	26.00	0.0%
	Theatre for performance/event	V D/D	35.90	37.70	5.0%
6pm to 11pm	Meeting rooms	V D/D	32.00	33.50	4.7%
	Council Chamber/Gallery Bar	V D/D	41.70	43.80	5.0%
	Theatre for rehearsal	V D/D	207.90	218.00	4.9%
	Theatre for performance/event	V D/D	266.70	280.00	5.0%
Sundays, Christmas Eve, New Year's Eve and Bank Holidays					
9am to 6pm	Meeting rooms	V D/D	29.60	31.00	4.7%
	Council Chamber/Gallery Bar	V D/D	41.70	43.70	4.8%
	Theatre for rehearsal	V D/D	41.70	43.70	4.8%
	Theatre for performance/event	V D/D	53.00	55.00	3.8%
6pm to 11pm	Meeting rooms	V D/D	47.20	49.50	4.9%
	Council Chamber/Gallery Bar	V D/D	61.90	65.00	5.0%
	Theatre for rehearsal	V D/D	320.20	336.00	4.9%
	Theatre for performance/event	V D/D	399.00	415.00	4.0%
*The hire of meeting rooms, Council Chamber/Gallery Bar, Theatre for rehearsal, and Theatre for performance/event will be non-vatable unless the hire includes the use of equipment in the room.					

Sale Waterside Arts Centre continued		VAT (V) /Code	<u>2012/13</u> £	<u>2013/14</u> £	<u>% change</u>
Commercial Rates					
Mondays to Thursdays					
9am to 6pm	Meeting rooms	V D/D	37.00	37.00	0.0%
	Council Chamber/Gallery Bar	V D/D	55.50	55.50	0.0%
	Theatre for rehearsal	V D/D	55.50	55.50	0.0%
	Theatre for performance/event	V D/D	74.00	74.00	0.0%
6pm to 11pm	Meeting rooms	V D/D	61.50	61.50	0.0%
	Council Chamber/Gallery Bar	V D/D	92.50	92.50	0.0%
	Theatre for rehearsal	V D/D	461.50 for the evening	461.50 for the evening	0.0%
	Theatre for performance/event	V D/D	615.00 for the evening	615.00 for the evening	0.0%
Fridays and Saturdays					
9am to 6pm	Meeting rooms	V D/D	37.00	37.00	0.0%
	Council Chamber/Gallery Bar	V D/D	55.50	55.50	0.0%
	Theatre for rehearsal	V D/D	55.50	55.50	0.0%
	Theatre for performance/event	V D/D	74.00	74.00	0.0%
6pm to 11pm	Meeting rooms	V D/D	61.50	61.50	0.0%
	Council Chamber/Gallery Bar	V D/D	92.50	92.50	0.0%
	Theatre for rehearsal	V D/D	461.50 for the evening	461.50 for the evening	0.0%
	Theatre for performance/event	V D/D	615.00 for the evening	615.00 for the evening	0.0%
Sundays, Christmas Eve, New Year's Eve and Bank Holidays					
9am to 6pm	Meeting rooms	V D/D	37.00	37.00	0.0%
	Council Chamber/Gallery Bar	V D/D	55.50	55.50	0.0%
	Theatre for rehearsal	V D/D	55.50	55.50	0.0%
	Theatre for performance/event	V D/D	74.00	74.00	0.0%
6pm to 11pm	Meeting rooms	V D/D	61.50	61.50	0.0%
	Council Chamber/Gallery Bar	V D/D	92.50	92.50	0.0%
	Theatre for rehearsal	V D/D	461.50 for the evening	461.50 for the evening	0.0%
	Theatre for performance/event	V D/D	615.00 for the evening	615.00 for the evening	0.0%
*The hire of meeting rooms, Council Chamber/Gallery Bar, Theatre for rehearsal, and Theatre for performance/event will be non-vatable unless the hire includes the use of equipment in the room.					

Sale Waterside Arts Centre continued		VAT (V) /Code	2012/13 £	2013/14 £	% change
Approved User Rates					
Mondays to Thursdays					
9am to 6pm	Meeting rooms	V D/D	per hour 9.20	per hour 9.70	5.4%
	Council Chamber/Gallery Bar	V D/D	14.40	15.00	4.2%
	Theatre for rehearsal	V D/D	14.40	15.00	4.2%
	Theatre for performance/event	V D/D	17.80	19.00	6.7%
6pm to 11pm	Meeting rooms	V D/D	14.00	14.70	5.0%
	Council Chamber/Gallery Bar	V D/D	21.40	22.40	4.7%
	Theatre for rehearsal	V D/D	107.10	115.00	7.4%
	Theatre for performance/event	V D/D	131.20	137.50	4.8%
Fridays and Saturdays					
9am to 6pm	Meeting rooms	V D/D	per hour 9.20	per hour 9.70	5.4%
	Council Chamber/Gallery Bar	V D/D	17.80	18.70	5.1%
	Theatre for rehearsal	V D/D	17.80	18.70	5.1%
	Theatre for performance/event	V D/D	23.60	24.70	4.7%
6pm to 11pm	Meeting rooms	V D/D	21.00	22.00	4.8%
	Council Chamber/Gallery Bar	V D/D	29.40	30.50	3.7%
	Theatre for rehearsal	V D/D	147.00	155.00	5.4%
	Theatre for performance/event	V D/D	178.50	185.00	3.6%
Sundays, Christmas Eve, New Year's Eve and Bank Holidays					
9am to 6pm	Meeting rooms	V D/D	per hour 17.80	per hour 18.60	4.5%
	Council Chamber/Gallery Bar	V D/D	26.00	27.50	5.8%
	Theatre for rehearsal	V D/D	26.00	27.50	5.8%
	Theatre for performance/event	V D/D	35.90	37.70	5.0%
6pm to 11pm	Meeting rooms	V D/D	29.40	30.80	4.8%
	Council Chamber/Gallery Bar	V D/D	40.90	43.00	5.1%
	Theatre for rehearsal	V D/D	207.90	218.00	4.9%
	Theatre for performance/event	V D/D	266.70	280.00	5.0%
*The hire of meeting rooms, Council Chamber/Gallery Bar, Theatre for rehearsal, and Theatre for performance/event will be non-vatable unless the hire includes the use of equipment in the room.					

Technical Resources	VAT (V) /Code	2012/13 £	2013/14 £	% change
Commercial				
Lighting/Sound switch on (Inc. basic lights and up to 3 wired microphones for one day)	V D/D	90.30	TBA	5.0%
Lighting/Sound switch on (Inc. basic lights and full use of sound equipment for one day)	V D/D	104.20	TBA	5.0%
Additional days for lighting and sound equipment for the same event.	V D/D	£57 second day. £38 third. £25 thereafter	TBA	5.6%
Additional condenser and kit mics	V D/D	34.70	TBA	4.9%
Lighting Scrollers in standard layout (19 colours)	V D/D	76.40	TBA	5.0%
Scrollers and Moving Lights (575 Spots or 575	V D/D	138.90	TBA	5.0%
Scrollers and Moving Lights (575 Spots and 575	V D/D	208.40	TBA	5.0%
Scrollers and Moving Lights (575's and 700E's)	V D/D	277.80	TBA	5.0%
4 Lites and Rays	V D/D	34.70	TBA	4.9%
Boom Lighting	V D/D	69.50	TBA	5.1%
Hazer	V D/D	111.10	TBA	5.0%
Smoke Machine	V D/D	27.80	TBA	5.1%
Dance Floor	V D/D	20.84	TBA	5.0%
Temporary stage decks. Full stage (Before 10pm)	V D/D	166.70	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
Temporary stage decks. Smaller music stage (Before	V D/D	113.60	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
Retract Theatre seating (Before 10pm)	V D/D	118.10	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
Set up of additional Theatre seating (Before 10pm)	V D/D	48.60	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
10pm)				
Video/Data Projector (4000ANSI). Flown.	V D/D	222.30	TBA	5.0%
Video/Data Projector (2000ANSI) and Screen	V D/D	111.10	TBA	5.0%
Projector, laptop (with PowerPoint) and Screen	V D/D	138.90	TBA	5.0%
Laptop (with PowerPoint)	V D/D	48.60	TBA	5.0%
AV Rack	V D/D	94.50	TBA	5.0%
Wireless Remote	V D/D	41.70	TBA	5.1%
DVD Player	V D/D	15.30	TBA	5.1%
15" TV and Video Combi	V D/D	34.70	TBA	4.9%
22" Flat screen with DVD player	V D/D	55.60	TBA	5.1%
Overhead Projector and screen (5' x 5')	V D/D	43.10	TBA	5.1%
Flip Chart, pen and paper	V D/D	13.90	TBA	5.1%
Unicol Stand	V D/D	13.90	TBA	5.1%
Screen 8' x 8'	V D/D	41.70	TBA	5.1%
Screen 5' x 5'	V D/D	20.80	TBA	4.8%
Extension lead - 4 way. Secured.	V D/D	4.20	TBA	5.8%
Lectern	V D/D	62.50	TBA	5.0%
Lectern with mic	V D/D	83.30	TBA	4.9%
Perspex lectern	V D/D	48.60	TBA	5.0%
	V D/D			
Upright Piano	V D/D	55.60	TBA	5.1%
Tuning for piano	V D/D	69.50	TBA	5.1%
Portable PA (including 1 mic.) for 80 people	V D/D	90.29	TBA	5.0%
Radio Mic (Lapel=4. Handheld=2. Max 4 of either)	V D/D	44.45	TBA	5.0%
Portable Appliance Testing	V D/D	6.30 (First Item) 2.50 (Thereafter)	TBA	5.0%

Technical Resources continued....	VAT (V) /Code	2012/13 £	2013/14 £	% change
Technical staff (per hour)- Normal hours	V D/D	24.90	TBA	4.9%
Sound engineer - Normal hours	V D/D	34.70	TBA	4.9%
Technical staff (per hour)- Sunday, B/H, before 8am	V D/D	34.70	TBA	4.9%
Sound engineer - Sundays, B/H, before 8 am and after	V D/D	34.70	TBA	4.9%
Community				
Lighting/Sound switch on (Inc. basic lights and up to 3 wired microphones for one day)	V D/D	52.80	TBA	5.0%
Lighting/Sound switch on (Inc. basic lights and full use of sound equipment for one day)	V D/D	69.40	TBA	5.0%
Additional days for lighting and sound equipment for the same event.	V D/D	£19 for second day. £12.60 third. £7.90 thereafter	TBA	5.6%
Additional Condenser and Kit mics	V D/D	20.80	TBA	4.8%
Lighting Scrollers in standard layout (19 colours)	V D/D	47.90	TBA	5.0%
Scrollers and Moving Lights (575 Spots or 575	V D/D	80.60	TBA	4.9%
Scrollers and Moving Lights (575 Spots and 575	V D/D	114.00	TBA	5.0%
Scrollers and Moving Lights (575's and 700E's)	V D/D	151.20	TBA	5.0%
4 Lites and Rays	V D/D	19.80	TBA	4.8%
Boom Lighting	V D/D	33.10	TBA	5.1%
Hazer	V D/D	33.10	TBA	5.1%
Smoke Machine	V D/D	19.80	TBA	4.8%
Dance Floor	V D/D	25.20	TBA	5.0%
Temporary stage decks. Full stage (Before 10pm)	V D/D	118.10	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
Temporary stage decks. Smaller music stage (Before	V D/D	86.00	TBA	5.0%
(Additional costs if setup or removal occurs after	V D/D			
Retract Theatre seating (Before 10pm)	V D/D	69.50	TBA	5.1%
(Additional costs if setup or removal occurs after	V D/D			
10pm)				
Set up additional Theatre seating (Before 10pm)	V D/D	20.80	TBA	4.8%
(Additional costs if setup or removal occurs after	V D/D			
10pm)				
Video/Data Projector (4000ANSI). Flown	V D/D	132.30	TBA	5.0%
Video/Data Projector (2000ANSI) and Screen	V D/D	73.50	TBA	5.0%
Projector, laptop (with PowerPoint) and Screen	V D/D	104.20	TBA	5.0%
Laptop (with PowerPoint)	V D/D	33.10	TBA	5.1%
AV Rack	V D/D	37.80	TBA	5.0%
Wireless Remote	V D/D	13.90	TBA	5.1%
DVD Player	V D/D	11.20	TBA	4.6%
15" TV and Video Combi	V D/D	25.10	TBA	4.8%
22" Flat screen with DVD player	V D/D	34.40	TBA	5.0%
Overhead Projector and screen (5' x 5')	V D/D	29.10	TBA	5.0%
Flip Chart, pen and paper	V D/D	11.50	TBA	4.9%
Unicol Stand	V D/D	7.70	TBA	5.2%
Screen 8' x 8'	V D/D	25.00	TBA	5.0%
Screen 5' x 5'	V D/D	13.90	TBA	5.1%
Extension lead - 4 way. Secured.	V D/D	1.90	TBA	5.6%
Lectern	V D/D	27.80	TBA	5.1%
Lectern with mic	V D/D	37.00	TBA	4.9%
Perspex lectern	V D/D	20.80	TBA	4.8%
Upright Piano	V D/D	27.80	TBA	5.1%
Tuning for piano	V D/D	60.50	TBA	5.0%
Portable PA (including 1 mic) for 80 people	V D/D	56.90	TBA	5.0%
Radio Mic (Lapel=4. Handheld=2. Max 4 of either)	V D/D	28.30	TBA	4.8%

Technical Resources continued....	VAT (V) /Code	2012/13 £	2013/14 £	% change
Portable Appliance Testing	V D/D	5.00 First Item 1.90 Thereafter	TBA	4.2%
Technical staff (per hour)- Normal hours	V D/D	18.52	TBA	5.0%
Sound engineer - Normal hours	V D/D	25.14	TBA	5.0%
Technical staff (per hour)- Sunday, B/H, before 8am	V D/D	25.14	TBA	5.0%
Sound engineer - Sundays, B/H, before 8 am and after	V D/D	29.86	TBA	5.0%
Approved charges				
Lighting/Sound switch on (Inc. basic lights and up to 3 wired microphones for one day)	V D/D	52.80	TBA	5.0%
Lighting/Sound switch on (Inc. basic lights and full use of sound equipment for one day)	V D/D	69.40	TBA	5.0%
Additional days for lighting and sound equipment for the same event.	V D/D	£18.90 for second day. £12.60 third. £7.94 thereafter	TBA	5.0%
Additional Condenser and Kit mics	V D/D	20.80	TBA	4.8%
Lighting Scrollers in standard layout (19 colours)	V D/D	46.60	TBA	4.9%
Scrollers and Moving Lights (575 Spots or 575	V D/D	79.00	TBA	5.1%
Scrollers and Moving Lights (575 Spots and 575	V D/D	111.60	TBA	4.9%
Scrollers and Moving Lights (575's and 700E's)	V D/D	148.00	TBA	5.0%
4 Lites and Rays	V D/D	19.40	TBA	4.8%
Boom Lighting	V D/D	32.40	TBA	5.0%
Hazer	V D/D	32.40	TBA	5.0%
Smoke Machine	V D/D	19.40	TBA	4.8%
Dance Floor	V D/D	18.50	TBA	5.0%
Temporary stage decks. Full stage (Before 10pm)	V D/D	118.10	TBA	5.0%
(Additional costs if setup or removal occurs after 10pm)	V D/D			

Technical Resources continued....	VAT (V) /Code	2012/13 £	2013/14 £	% change
Temporary stage decks. Smaller music stage (Before (Additional costs if setup or removal occurs after	V D/D	86.00	TBA	5.0%
Retract Theatre seating (Before 10pm)	V D/D	69.50	TBA	5.1%
(Additional costs if setup or removal occurs after	V D/D			
Set up additional Theatre seating (Before 10pm)	V D/D	20.80	TBA	4.8%
(Additional costs if setup or removal occurs after	V D/D			
Video/Data Projector (4000ANSI). Flown.	V D/D	132.30	TBA	5.0%
Video/Data Projector (2000ANSI) and Screen	V D/D	73.50	TBA	5.0%
Projector, laptop (with PowerPoint) and Screen	V D/D	104.20	TBA	5.0%
Laptop (with PowerPoint)	V D/D	33.10	TBA	5.1%
AV Rack	V D/D	37.80	TBA	5.0%
Wireless Remote	V D/D	13.90	TBA	5.1%
DVD Player	V D/D	8.07	TBA	5.0%
15" TV and Video Combi	V D/D	16.67	TBA	5.0%
22" Flat screen with DVD player	V D/D	34.73	TBA	5.0%
Overhead Projector and screen (5' x 5')	V D/D	20.84	TBA	5.0%
Flip Chart, pen and paper	V D/D	11.51	TBA	5.0%
Unicol Stand	V D/D	7.69	TBA	5.0%
Screen 8' x 8'	V D/D	20.84	TBA	5.0%
Screen 5' x 5'	V D/D	11.11	TBA	5.0%
Extension lead - 4 way. Secured.	V D/D	1.89	TBA	5.0%
Lectern	V D/D	27.78	TBA	5.0%
Lectern with mic	V D/D	37.04	TBA	5.0%
Perspex lectern	V D/D	20.84	TBA	5.0%
Upright Piano	V D/D	27.78	TBA	5.0%
Tuning for piano	V D/D	60.48	TBA	5.0%
Portable PA (including 1 mic) for 80 people	V D/D	56.89	TBA	5.0%
Radio Mic (Lapel=4. Handheld=2. Max 4 of either)	V D/D	28.35	TBA	5.0%
Portable Appliance Testing	V D/D	5.00 First Item 1.90 Thereafter	TBA	4.2%
Technical staff (per hour)- Normal hours	V D/D	18.50	TBA	4.9%
Sound engineer - Normal hours	V D/D	25.10	TBA	4.8%
Technical staff (per hour)- Sunday, B/H, before 8am and after 11pm	V D/D	25.10	TBA	4.8%
Sound engineer - Sundays, B/H, before 8 am and after 11pm	V D/D	28.90	TBA	1.6%

TBA - To be announced in April 2013.

Sale Waterside Arts Centre Ticket Prices				
	VAT (V) /Code	2012/13 £	2013/14 £	% change
Family Shows				
Adults	V D/D	7.00	7.50	7.1%
Children	V D/D	5.00	5.50	10.0%
Comedy				
Full Price	V D/D	12.00	12.00	0.0%
Concession	V D/D	10.00	10.00	0.0%
Tea Dance				
	V D/D	2.50	3.00	20.0%
Drama				
Full Price	V D/D	10.00	12.00	20.0%
Concession	V D/D	8.00	10.00	25.0%
All other ticket prices for shows are based on the cost of show and				
Classes				
Future Visions Opening Doors	V D/D	2.00	2.50	25.0%
Wild Colours	V D/D	2.00	2.50	25.0%
Tai Chi	V D/D	4.00	4.50	12.5%
Busy Bodies	V D/D	3.00	3.50	16.7%
Dance Jam	V D/D	3.00	3.50	16.7%
Immerse Junior Drama drop in	V D/D	3.50	3.50	0.0%
Class Room Hire				
	D/D	Rates subject to negotiation		

LIABILITY FOR DAMAGE - INSURANCE

A hirer must agree to indemnify the Council against any claim for loss or damage, death or personal injury arising from the hirer's use of any the Council's premises. The above indemnity must be covered by insurance and the Council can arrange the following cover on a hirer's behalf at a cost of 10% of the basic hiring charge of the premises booked.

Alternatively the hirer (particularly regular hirers) may obtain their own Public Liability and Accidental Damage cover as detailed below but must provide proof of such cover at least 10 working days prior to the booking or series of bookings:

- a) Public liability cover of £5,000,000.
- b) Accidental damage cover with a limit of £10,000 and subject to a £25 damage excess payable by the hirer.

A refund of the premium involved cannot be made once cover has been effected on the hirer's behalf.

Any bookings for these activities / equipment should be referred to the insurance section.

VAT ON INSURANCE

VAT is only chargeable on insurance if the booking charge itself is subject to VAT. Otherwise it is exempt.

Community Safety				
Abandoned Trolleys	VAT (V)	2012/13	2013/14	
	/Code	£	£	% change
Collection per trolley	V D/D	24.42	25.64	5.0%
Storage per trolley, per week	V D/D	3.41	3.58	5.1%
Return to owners' premises per trolley	V D/D	24.42	25.64	5.0%
Disposal per trolley if unclaimed	V D/D	12.49	13.11	5.0%

Graffiti Removal	VAT (V)	2012/13	2013/14	
	/Code	£	£	% change
Charge per hour	V D/D	41.90	43.00	2.6%

Environmental Enforcement	VAT (V)	2012/13	2013/14	
	/Code	£	£	% change
Fixed penalty for the offence of failing to remove dog faeces	V D/D*	50.00	50.00	0.0%
Fixed penalty for the offence of leaving litter	V D/D*	75.00	75.00	0.0%
Fixed penalty for the offence of abandoning a vehicle	V D/D*	200.00	200.00	0.0%
Fixed penalty for nuisance parking offences	V D/D*	100.00	100.00	0.0%
Fixed penalty for Waste receptacle offences	V D/D*	100.00	80.00	(20.0%)
Fixed penalty for graffiti offences	V D/D*	75.00	75.00	0.0%
Fixed penalty for the offence of failure to produce authority	V D/D*	300.00	300.00	0.0%
Fixed penalty for the offence of failure to furnish documentation	V D/D*	300.00	300.00	0.0%
Fixed penalty for street litter control offences	V D/D*	100.00	100.00	0.0%
Fixed penalty for fly-posting offences	V D/D*	75.00	75.00	0.0%
Fixed penalty for litter clearing offences	V D/D*	100.00	100.00	0.0%
Fixed penalty for the offence of unauthorised distribution of literature	V D/D*	75.00	75.00	0.0%
Fixed penalty for dog control order offences	V D/D*	75.00	75.00	0.0%
*Fixed penalty fees are Discretionary but are contained within limits set by DEFRA				

TRANSFORMATION & RESOURCES

Registration of Births, Deaths & Marriages

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Marriage & Civil Partnership fees at outside venues including cost of certificate:				
Monday to Thursday	M/D	300.00	300.00	0.0%
Friday		300.00	340.00	13.3%
Saturday	M/D	330.00	340.00	3.0%
Sunday / Bank Hol.	M/D	380.00	390.00	2.6%
Baby naming, Renewal of vows & Commitment Ceremonies				
Ceremonies at Register Office:				
Monday to Friday	V D/D	175.00	175.00	0.0%
Saturday	V D/D	200.00	200.00	0.0%
Ceremonies at Approved Premises:				
Monday to Thursday	V D/D	180.00	190.00	5.6%
Friday		180.00	220.00	22.2%
Saturday	V D/D	210.00	220.00	4.8%
Sunday / Bank Hol.	V D/D	240.00	250.00	4.2%
Ceremonies at Commercial Premises and Private Houses:				
Monday to Thursday	V D/D	235.00	235.00	0.0%
Friday		235.00	260.00	10.6%
Friday & Saturday	V D/D	260.00	260.00	0.0%
Sunday / Bank Hol.	V D/D	290.00	290.00	0.0%

The fees for commercial premises and private houses include a non-returnable pre-ceremony inspection fee of £40.

Citizenship Ceremonies					
(non standard ceremonies)					
Ceremonies at Register Office :					
Per adult citizen	Monday to Friday	D/D	75.00	75.00	0.0%
Per adult citizen	Saturday	D/D	75.00	75.00	0.0%
Ceremonies at Approved Premises :					
	Monday to Friday	D/D	290.00	290.00	0.0%
	Saturday	D/D	320.00	320.00	0.0%
	Sunday / Bank Hol.	D/D	370.00	370.00	0.0%
* Statutory charges for certificates and Marriage/Civil partnerships notice and attendance not published until March 2013					
Marriages & Civil Partnerships					
Attending a marriage or civil partnership at Sale Town Hall					
Town Hall (inc. cert fee)					
	Monday to Friday	M/D	100.00	100.00	0.0%
	Saturday	M/D	150.00	150.00	0.0%
Council Chamber	Mon to Sat	M/D	180.00 plus room hire	180.00	0.0%

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Nationality Checking Service				
Adult submitting single application	V D/D	60.00	60.00	0.0%
Husband & wife applying at the same time	V D/D	80.00	80.00	0.0%
Husband & wife (and up to 2 children)	V D/D	100.00	100.00	0.0%
One parent / 3 children	V D/D	100.00	100.00	0.0%
One parent / 2 children	V D/D	90.00	90.00	0.0%
Additional children on parents' application	V D/D	35.00	35.00	0.0%
Children independent of parents	V D/D	40.00	40.00	0.0%
Non-refundable deposit (deducted from Fee)	V D/D	25.00	25.00	0.0%

Revenues and Benefits

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Summons Costs				
Council Tax Liability Orders	M/D	95.00	95.00	0.0%
NNDR Liability Orders	M/D	135.00	135.00	0.0%
Committal to prison proceedings				
- Committal application (maximum)	M/M	305.00	305.00	0.0%
- Arrest warrant with bail (maximum)	M/M	145.00	145.00	0.0%
- Arrest warrant without bail (maximum)	M/M	145.00	145.00	0.0%
Prosecution Fines, Court Costs, Charging Orders, Insolvency proceedings and Enforcement costs are decided at the court hearing on an individual basis.				

Special Events

	VAT (V) /Code	2012/13 £	2013/14 £	% change
Operational Days				
<u>Large Events (Fairs with 15 or more vehicles) per day</u>	V D/D	810.00	810.00	0.0%
Deposit (Returnable)	D/D	2,500.00	2,500.00	0.0%
<u>Medium Events (Fairs with 10 to 15 vehicles) per day</u>	V D/D	590.00	590.00	0.0%
Deposit (Returnable)	D/D	1,350.00	1,350.00	0.0%
<u>Small Events (Fairs with up to 10 vehicles) per day</u>	V D/D	285.00	285.00	0.0%
Deposit (Returnable)	D/D	725.00	725.00	0.0%
<u>Youth Events per day</u>	V D/D	195.00	195.00	0.0%
Deposit		750.00	750.00	0.0%
Exhibitions – per day	V D/D	80.00	80.00	0.0%
Non-Operational Days (i.e. set up and shut down)				
	D/D	75.00	75.00	0.0%
Large Events (Fairs with 15 or more vehicles) per day				
Medium Events (Fairs with 10 to 15 vehicles) per day	D/D	50.00	50.00	0.0%
Small Events (Fairs with up to 10 vehicles) per day		25.00	25.00	0.0%
Circuses – price on application				
Caravan and vehicle per day whether operational or non operational		10.00	10.00	0.0%
Fitness Classes				
price per hour (5 or less attendees)	V D/D	5.00	5.00	0.0%
price per hour (15 or less attendees)	V D/D	10.00	10.00	0.0%
price per hour (30 or less attendees)	V D/D	15.00	15.00	0.0%
Groups of more than 30 to be subject to special permission	V D/D			
Blue Badge Permits	M/D	10.00	10.00	0.0%

LIBRARIES

	VAT (V) /Code	2012/13 £	2013/14 £	% change
A) Fines				
Adults (over 16) - per book, per day (to a maximum of £12.00)	D/D	0.10	0.10	0.0%
Children (under 16) - per book per day	D/D	Exempt	Exempt	
Customers who are disabled	D/D	Exempt	Exempt	
Overdue Items Letter (postage charge)	D/D	0.36	0.50	38.9%
B) Reservation Fee				
In stock in Trafford		Free	Free	
Not in stock in Trafford	D/D	3.50	3.50	0.0%
All Items requested from British Library, including photocopies, (in addition to standard not in stock charge).	D/D	5.00	5.00	0.0%
C) Photocopying, printing and scanning				
Black and white per sheet (A4)	V D/D	0.10	0.10	0.0%
Black and white per sheet (A4) Double sided	V D/D	0.15	0.15	0.0%
Black and white per sheet (A3)	V D/D	0.15	0.15	0.0%
Black and white per sheet (A3) Double sided	V D/D	0.20	0.20	0.0%
Colour (A4)	V D/D	0.50	0.50	0.0%
Colour (A4) Double sided	V D/D	0.75	0.75	0.0%
Colour (A3)	V D/D	1.00	1.00	0.0%
Black and white (photographic quality) per sheet A4	V D/D	0.25	0.25	0.0%
Black and white (photographic quality) per sheet A3	V D/D	0.50	0.50	0.0%
Scanning	V D/D	0.10	0.10	0.0%
D) E-Readers				
Refundable security deposit	D/D	N/A	20.00	
Late Return per day (up to 10 weeks then lost item)	D/D	N/A	1.00	
Damage to E-reader case, leads, charger, screen + deposit forfeit	D/D	N/A	20.00	
Damage beyond use or lost + deposit forfeit	D/D	N/A	100.00	
E) Postage				
Recharge for overdue and reservation letters		N/A	0.50	
Notification of overdue and reservations by text		N/A	0.10	

Libraries continued....

	VAT (V) /Code	2012/13 £	2013/14 £	% change
F) Compact Discs and Audio Cassettes				
DVD's - all DVD's (per item)	D/D	2.00	2.00	0.0%
G) Exhibition Charge				
Rental of space 50 or more sq m £50 per week or part of week (Urmston Library only) or under 50 sq m £25 per week or part of week, plus £10 per week public liability insurance.		25.00 / 50.00	25.00/ 50.00	0.0%
	D/D	+	+	
		10.00	10.00	0.0%
H) Displaying posters (charge per week)				
A5	D/D	0.30	0.30	0.0%
A4	D/D	0.50	0.50	0.0%
A3	D/D	1.00	1.00	0.0%
I) Replacement Library Cards				
Adults (16 and over)	D/D	2.00	2.00	0.0%
Children under 16 - first loss free, any subsequent loss	D/D	1.00	1.00	0.0%
J) Toys (Up to 3 can be borrowed for up to 3 Weeks)				
Loan of one toy	D/D	0.50	0.50	0.0%
K) Local Studies				
Right to Buy Research Fee (payable in advance)	V D/D	10.00	10.00	0.0%
Genealogical Research Fee (first 20 minutes free then, per hour)	V D/D	25.00	25.00	0.0%
Microfiche/ film - A4 Copy	V D/D	1.00	1.00	0.0%
Microfiche/ film - A3 Copy	V D/D	1.00	1.00	0.0%
Photocopies - A4	V D/D	0.05	0.05	0.0%
Photocopies - A3	V D/D	0.10	0.10	0.0%
Photocopies - Maps	V D/D	0.50	0.50	0.0%
Maps and Plans - 1 item	V D/D	35.00	35.00	0.0%
Maps and Plans - subsequent items	V D/D	3.00	3.00	0.0%
Maps A0 size historical maps	V D/D	5.00	5.00	0.0%
Photographs - superior quality	V D/D	7.05	7.05	0.0%
Photographs - standard quality	V D/D	1.75	1.75	0.0%
Supply of image scanned to CD	V D/D	8.05	8.05	0.0%
Supply of image for publication	V D/D	30.00	30.00	0.0%
Self service photography permit per day	V D/D	3.00	3.00	0.0%
Photographic Publication Fee (per image or by agreement)	V D/D	30.00	30.00	0.0%
Postal enquires to local studies (standard minimum charge)	V D/D	2.50	2.50	0.0%
Standard postal charge	V D/D	1.50	1.50	0.0%
L) Fax Service				
Within the UK each A4 sheet - send	V D/D	1.00	1.00	0.0%
Receipt of each A4 sheet	V D/D	0.50	0.50	0.0%
International faxes	V D/D	2.00	2.00	0.0%
	V D/D	first page	first page	
		1.00	1.00	0.0%
		subsequent	subsequent	
		pgs	pgs	

Libraries continued....			
VAT (V) /Code	2012/13 £	2013/14 £	% change
M) People's Network Charging			
ICT sessions			
V D/D	FREE for first half hour, 50p per half hour (or part) thereafter	FREE for first half hour, 50p per half hour (or part) thereafter	0.0%
VAT (V) /Code	2012/13 £	2013/14 £	
N) Musical Scores and Playsets			
Hire by local societies (per set)			
	- 1 to 40 copies		
	- 41 to 80 copies		
	- 81 to 120 copies		
	- Over 120 copies		
Orchestral sets			
D/D	25.00	25.00	0.0%
D/D	30.00	30.00	0.0%
D/D	35.00	35.00	0.0%
D/D	40.00	40.00	0.0%
D/D	10.00	10.00	0.0%
O) Comb Binding			
V D/D	2.00	2.00	0.0%
P) Laminating			
A4			
V D/D	1.00	1.00	0.0%
A3			
V D/D	2.00	2.00	0.0%

DEFINITIONS

ADULT/JUNIOR: An adult is anyone defined as 16 years or over and juniors up to and including 15 years of age

CONCESSIONS: All juniors, Leisure Pass Holders or Registered Disabled

TRAFFORD COUNCIL

Report to: Executive Budget Meeting
Date: 20 February 2013
Report for: Decision
Report of: The Executive Member for Finance and
the Director of Finance

Report Title

**CAPITAL INVESTMENT PROGRAMME MONITORING 2012/13
3rd Quarter (April – December)**

Summary

This report summarises the findings from the budget monitoring for the period to 31 December 2012. The salient features are:

- The revised 2012/13 budget approved in Q2 monitoring report was £66.1m. Additions of £0.4m and rephasing of £(2.6m) of budgets to later years has reduced the Programme to £63.9m.
- Capital expenditure to date is £41.9m, being 66% of the budget (see Appendix 3 for detail by service area). Included within this is £18.8m on schemes already complete. Including :
 - New 6th Form Centre at Altrincham College of Arts
 - Specialist housing scheme at Shawe View.
 - St.Ambrose College – rebuild of school
 - Stretford High School – New sports facilities
 - Longford Park – Improvements to parks buildings & shelters
 - £1.4m across a number of schools related schemes
 - £1.3m of highways related projects including integrated transport, structural maintenance, street lighting and bridges.
- Of the amended budget 99% is either already spent or programmed to be spent in year, and no delivery issues have been identified.

Recommendation(s)

1. That the amendments to the 2012/13 Capital Investment Programme be approved.
2. That the monitoring report be noted.

Contact person for access to background papers and further information:

Name: Graeme Bentley
Extension: 4336
Background Papers – None

1. Capital Programme Update

1.1 This report summarises the current position and progress of the 2012/13 Capital Investment Programme and its' financing as at 31 December 2012. It takes into account both financial and scheme progress monitoring undertaken with service area project officers.

1.2 Capital expenditure in 2012/13 is currently estimated at £63.9m which is £2.2m lower than that reported in the Q2 Monitor in November. The changes are due to:

- £0.4m of new & additional budgets including :
 - § Additional DCLG grant funding of £0.2m for the provision of Disabled Facilities Grants.
 - § Use of £0.2m of developer contributions for parking, highways and parks & play area schemes.
- £(2.6)m of rephasing to 2013/14 and later years to reflect :
 - § delayed start on site due to negotiations with landowners in respect of the Carrington Lane / Flixton Road highway scheme. It is now due to start on 21 January 2013.
 - § Delayed start on site in respect of a new bus lane on the A56 in Old Trafford due funding agreement issues with Transport for Greater Manchester
 - § Continuing negotiations with the National Trust & tenant farmers in respect of the purchase of land for additional burial space in Altrincham,
 - § known school projects funded by Devolved Formula Capital Grant, which is controlled directly by schools and
 - § the continued evaluation of the replacement Customer Relationship Management system.

Details are shown in Appendix 1 and are summarised as follows:-

<i>Capital Investment Programme 2012/13</i>	Q2 Revised 2012/13 £m	Q3 Revised 2012/13 £m	Change £m
Portfolio Analysis :			
Supporting Children & Families	0.3	0.3	
Economic Growth & Prosperity	32.9	32.8	-0.1
Adult Care, Health & Wellbeing	3.7	3.8	+0.1
Education	18.8	18.5	-0.3
Environmental Services	1.0	0.6	-0.4
Highways & Transportation	6.7	5.5	-1.2
Safe, Strong Communities	0.7	0.6	-0.1
Transformation & Resources	2.0	1.8	-0.2
Total	66.1	63.9	-2.2
Service Analysis :			
Children & Young People	19.1	18.8	-0.3
Communities & Wellbeing	3.7	3.8	+0.1
Economic Growth & Prosperity	32.9	32.8	-0.1
Environment Transport & Operations	8.4	6.7	-1.7
Transformation & Resources	2.0	1.8	-0.2
Total	66.1	63.9	-2.2

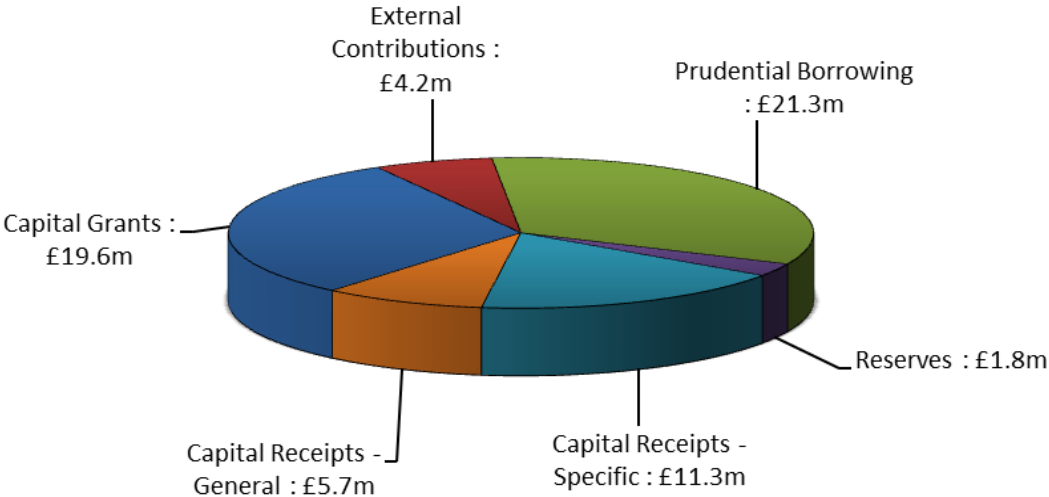
2 Resourcing

2.1 Updated projections of the Land Sale Programme have resulted in a minor increase (£0.2m) in the surplus from that reported in Q2. Changes to the valuation of some sites and some minor increases in actual receipts mean the value has increased to £23.2m, a surplus of £0.4m, for 2012/15.

<i>Impact on 2012/15 Capital Programme</i>	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Resources available :				
Capital receipts estimate	15.6	7.1	0.5	23.2
LSVT VAT receipts	2.0	0.4	1.6	4.0
Total discretionary Resources	17.6	7.5	2.1	27.2
Capital Programme requirement	17.0	6.5	3.3	26.8
Current Surplus/(Deficit) at Q3	0.6	1.0	(1.2)	0.4

2.2 The chart below shows the types and levels of resource available to finance the capital investment programme. Internal funding of £41m equates to 64% of the total funding requirement, whilst external funding makes up the balance (£23.2m). The majority of the external funding is government grants (82%) and whilst a number of these are no longer ring-fenced they support some major programmes, particularly on the schools programme, hence there is limited discretion over the application of these resources.

**Capital Programme 2012-13 (£63.9m)
Financing by Resource Type**



2.3 The level of available capital resources is assessed throughout the year to ensure the Capital Programme remains affordable.

3. Actual Expenditure – 3rd Quarter (April – December)

3.1 Actual expenditure for the third quarter of the financial year is shown below, with further details of the service areas in Appendix 3.

<i>Capital Investment Programme : Expenditure at Quarter 3 2012/13</i>	Q3 Spend £m	Projection for Year £m	% of spend to budget
Portfolio Analysis :			
Supporting Children & Families	0.1	0.3	35%
Economic Growth & Prosperity	21.4	32.8	65%
Adult Care, Health & Wellbeing	2.1	3.8	55%
Education	14.5	18.5	78%
Environmental Services	0.3	0.6	50%
Highways & Transportation	3.0	5.5	55%
Safe, Strong Communities	0.1	0.6	17%
Transformation & Resources	0.4	1.8	22%
Total	41.9	63.9	66%
Service Analysis :			
Children & Young People	14.6	18.8	78%
Communities & Wellbeing	2.1	3.8	55%
Economic Growth & Prosperity	21.4	32.8	65%
Environment Transport & Operations	3.4	6.7	51%
Transformation & Resources	0.4	1.8	22%
Total	41.9	63.9	66%

3.2 Included in the £41.9m is £18.8m for completed schemes. In addition to those reported in earlier monitoring reports schemes completed in Q3 include :

- £1.4m across a number of schools related schemes, including boiler and kitchen ventilation projects.
- £1.3m of highways related projects including integrated transport £0.3m, structural maintenance & bridges £0.7m and street lighting £0.3m.

3.3 Approximately 82% of the Environment, Transport & Operations budgets are highways related. The majority of which are now on site and as can be seen from para 3.2 are progressing well. It is expected that the budget of £5.5m will be fully invested in year.

3.4 The budget for Transformation & Resources of £1.8m is predominantly ICT related schemes. Whilst current levels of expenditure are lower than expected, monitoring has identified that schemes are either in progress or due to start later in the year, with some now phased to complete in 2013/14.

4. Status of 2012/13 Projects

- 4.1 There are 288 individual schemes currently allocated in the programme. These include some major projects including the rebuild of St Ambrose College and the Long Term Accommodation scheme. All schemes in the budget were reviewed into the following categories to identify the level of projected expenditure in 2012/13 :

<i>Status of 2012/13 Projects</i>	Q2 £m	Q3 £m	% of Budget
Already complete	16.1	18.8	29%
On site	45.0	41.9	66%
Programmed to start later in year	4.5	2.9	4%
Not yet programmed	0.5	0.3	1%
Total	66.1	63.9	100%

- 4.2 The first three categories give a good indication of the level of confirmed expenditure that will be undertaken during the year. As can be seen from the table above the Programme as a whole is progressing well with increases, from those reported Q2, in the value of schemes complete, whilst the value of not yet started and not yet programmed schemes has reduced. An analysis by service area is shown in Appendix 2.

5. Recommendations

- 5.1 That the amendments to the 2012/13 Capital Investment Programme be approved. That the monitoring report be noted.

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Capital expenditure to be contained within available resources in 2012/13.
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	A number of improvement schemes are being undertaken in 2012/13.
Risk Management Implications	Not Applicable
Health and Safety Implications	A number of schemes are being undertaken in 2012/13 on the grounds of health and safety.

Other Options

The Executive could decide to put a hold on any new commitments where potential schemes are supported by Trafford’s internal resources. This would provide some benefit to the revenue account as interest costs would be avoided and also provide a source of capital resources that could be used to support any invest to save proposals that come forward as part of the 2013/14 revenue budget process.

Consultation

Consultation has taken place with budget holders, responsible officers and professional services to ascertain the best projection of capital expenditure to be incurred in 2012/13.

Reasons for Recommendation

The Authority is regularly assessed on the performance of its Capital Investment Programme and how delivery matches corporate policies and proposed spending plans. To reflect budgets in line with revised expectations will assist in evidencing that compliance with the above criteria is being met.

Finance Officer Clearance *(type in initials)*.....GB.....

Legal Officer Clearance *(type in initials)*.....JL.....

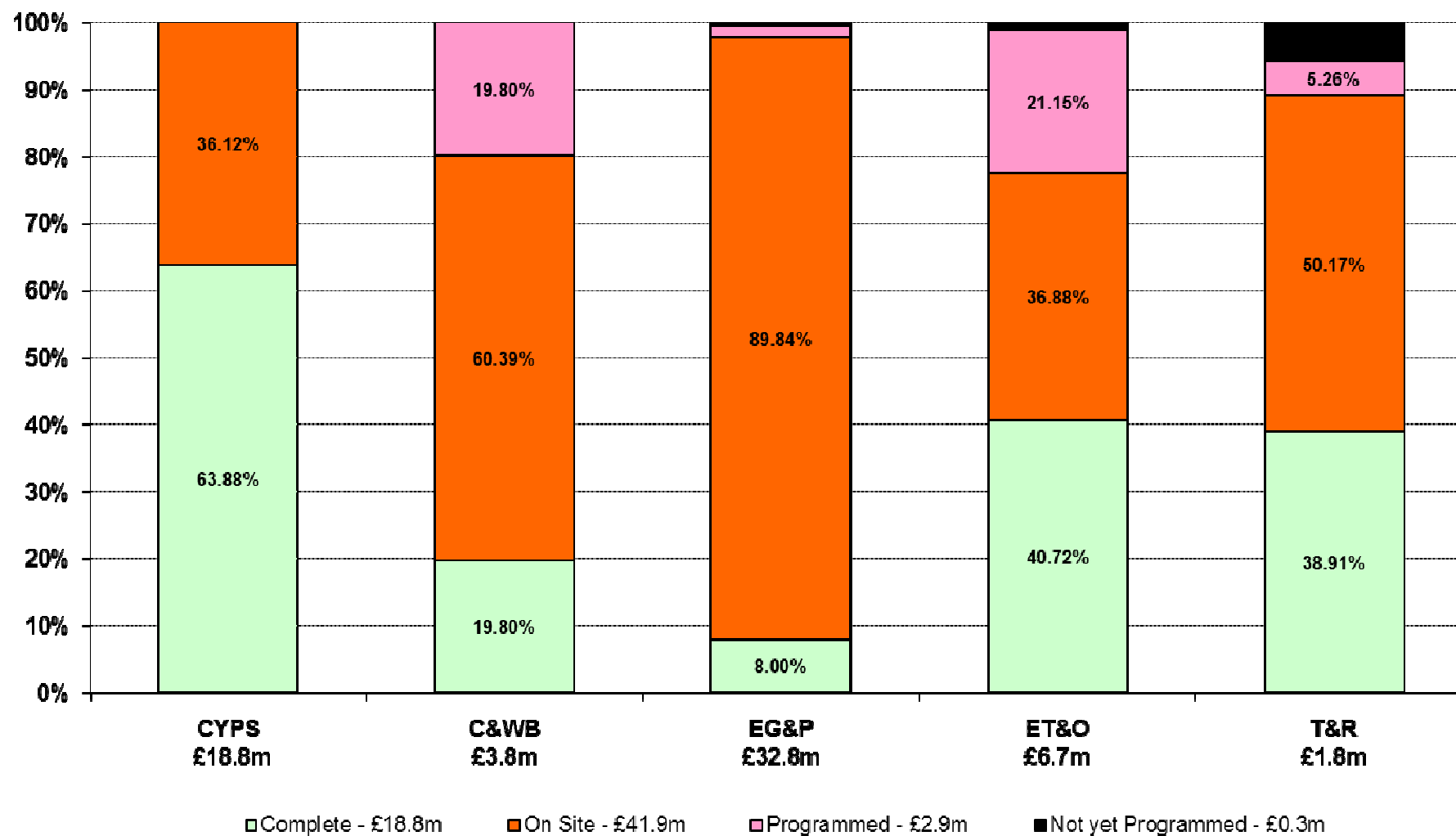
Director of Finance

[Signature appended in hard copy.]

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

<i>Capital Investment Programme 2012/13 : Budget changes during Quarter 3</i>		Budget 2012/13 £'000	Budget 2012/13 £'000
Budget reported at November 2012			66,128
Amendments during Quarter 3			
New Schemes & Increases	Financed by :		
Disabled Facilities Grants	DCLG grant	165	
Parking Control Zones	Reserves	100	
Integrated Transport Plan	S.106 contribs	39	
Lostock Park – U8s play area	Developer	69	
Springbank Park, Altrincham	S.106 contribs	13	386
Rephasing :			
<i>Brought forward from 2013/14:</i>			
Various school schemes		110	
<i>Re-phased to 2013/14</i>			
Schools – Devolved formula capital		(500)	
Highways related schemes		(691)	
New bus lane – A56, Old Trafford		(409)	
Additional Burial Land		(600)	
ICT related schemes		(270)	
Parks related schemes		(154)	
Altrincham Market Improvements		(100)	(2,614)
Budget at 31 December 2012			63,900

Capital Programme 2012/13 - Status of schemes by Service Area



Children & Young People

<i>Capital Investment Programme 2012/13</i>	Number of Schemes	Q3 Budget 2012/13 £m	Q3 Expend 2012/13 £m	% of spend to budget
Quarter 3 Budget		18.8		
Schools				
Primary Schools	14	4.2	2.8	67%
Secondary Schools	11	9.6	8.2	85%
Other Schemes	40	4.6	3.5	76%
Youth Service	3	0.1	-	-
Children's Service	5	0.3	0.1	20%
Total	73	18.8	14.6	78%

The 2012/13 budget approved in Q2 was £19.1m. The Q3 monitoring undertaken has resulted in the budget being reduced to current levels of £18.8m.

The reduction is due to the re-phasing, to 2013/14, of Devolved Formula Capital. This grant is controlled directly by schools and can be utilised across a 3 year period. As a result of known school projects some of the budget has been re-phased to better reflect expected investment.

Communities & Wellbeing

<i>Capital Investment Programme 2012/13</i>	Number of Schemes	Q3 Budget 2012/13 £m	Q3 Expend 2012/13 £m	% of spend to budget
Quarter 3 Budget		3.8		
Services for Adults	10	3.8	2.1	55%
Total	10	3.8	2.1	55%

The Q3 budget has increased by £0.1m from that reported in Q2. £165k of additional DCLG grant towards the provision of Disabled Facilities Grants (DFG) was received in December.

Monitoring has identified that the DFG programme (£2.2m) is under pressure with expectation that the budget could be spent by the end of Q3. If approvals continue at current levels it is anticipated that there will be £0.5m commitment on the 2013/14 budget. The implications of this and the future DFG programme are currently being considered.

The replacement Adult Social Care ICT system is programmed start in 2012/13 but due to changes in service requirements the expected date for completion has been pushed back from June 2013 to December 2013.

Economic Growth & Prosperity

<i>Capital Investment Programme 2012/13</i>	Number of Schemes	Q3 Budget 2012/13 £m	Q3 Expend 2012/13 £m	% of spend to budget
Quarter 3 Budget		32.8		
Corporate Landlord				
Mechanical & Electrical	20	0.7	0.3	43%
Health & Safety (inc DDA)	16	0.5	0.2	40%
Public Building Repairs	29	0.8	0.4	50%
Long Term Accommodation	2	16.6	11.5	69%
Regeneration	4	11.3	6.9	61%
Strategic Planning	2	0.6	-	-
Housing Services	4	2.3	2.1	91%
Total	77	32.8	21.4	65%

The Q3 budget has reduced by £0.1m from that reported in Q2. Tenders are currently being sought to appoint a consultant to advise on the future operating model and the appropriate refurbishment works for Altrincham Market.

The Long Term Accommodation strategy is progressing well with the development of Trafford Town Hall due to complete before the end of 2012/13. It is expected that staff will begin to return in early April.

The monitoring undertaken has shown that whilst the amount of expenditure incurred is lower than expected at this point of the year, the physical progression of schemes is much better. Most schemes are now either on site or programmed to start in Q3, with the value of un-programmed schemes reduced down to £124k.

Environment Transport & Operations

<i>Capital Investment Programme 2012/13</i>	Number of Schemes	Q3 Budget 2012/13 £m	Q3 Expend 2012/13 £m	% of spend to budget
Quarter 3 Budget		6.7		
Highways				
Traffic & Transport	37	2.4	0.9	38%
Highway Maintenance	34	2.6	1.9	66%
Bridges	15	0.5	0.2	40%
Bereavement Services	2	0.1	-	-
Sustainability & Greenspace	14	0.6	0.3	50%
Public Protection	4	0.3	0.1	30%
Waste Management	2	0.2	-	-
Total	108	6.7	3.4	51%

The Q3 budget has reduced to current levels of £6.7m. The reduction is as a result of re-phasing of £1.7m of budget to 2013/14 and later years, including .

- major improvement works at the junction of Carrington Lane / Flixton Road. The delay in starting the works is due consultation with landowners & partners which has now been concluded. The works are due to start on site on 21 January 2013,
- a new bus lane on the A56 in Old Trafford has been delayed due to approval from Transport for Greater Manchester of the Better Bus Area Fund supporting the project.
- continuing negotiations with the National Trust & tenant farmers in respect of the purchase of land for additional burial space in Altrincham.

Included in the £3.0m of costs incurred on highways related budgets schemes to a value of £1.3m have completed. These schemes include integrated transport £0.3m, structural maintenance & bridges £0.7m and street lighting £0.3m.

Transformation & Resources

<i>Capital Investment Programme 2012/13</i>	Number of Schemes	Q3 Budget 2012/13 £m	Q3 Expend 2012/13 £m	% of spend to budget
Quarter 3 Budget		1.8		
Performance & Improvement	2	0.2	-	
Information Technology	17	1.0	0.2	20%
SWiTch – HR / Payroll	1	0.6	0.2	25%
Total	20	1.8	0.4	22%

The budget for Transformation & Resources has reduced from Q2 to £1.8m. The reduction is due to re-phasing of £0.2m for the replacement Customer Relationship Management (CRM) scheme. A suitable replacement for the system is still being identified and due to any subsequent procurement and evaluation process it is unlikely this budget will be spent in year.

TRAFFORD COUNCIL

Report to: Executive

Date: 20 February 2013

Report for: Information

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

Report Title:

Revenue Budget Monitoring 2012/13 – Period 9 (April 2012 to December 2012 inclusive).

Summary:

At month nine, the projected revenue outturn is £154.563m compared to the budget of £155.395m (summary tables by Directorate & Portfolio at paragraph 1). The favourable variance of £(0.832)m, or (0.5)%, is a favourable movement of £(0.232)m on the previously reported position.

This period's forecast includes a favourable movement relating to additional expenditure underspends identified across the CYPs Directorate of £(0.107)m and deferred expenditure within Libraries and Communications of £(0.111)m.

Activity	Forecast £m	Movement £m
Social Services clients & need	1.1	-
Suppressed income	0.3	0.1
Street lighting electricity costs	0.2	-
Vacancy & running cost management	(1.7)	(0.3)
Treasury Management	(0.4)	-
New grant & rephased projects	(0.3)	-
Forecasted outturn	(0.8)	(0.2)

In addition to the above:

There is an overspend position in the Learning Disabilities Pool of £0.865m, a minor improvement of £(0.013)m since the previous report (see Annex 2, Section 4).

The combined effect of the underspending position and in-year commitments, will reduce Directorates' service reserves from £(2.6)m to £(2.0)m. Some Directorates will have a combined debit balance on their service reserve of £0.2m, which will be expected to be addressed by in-year or future years' savings.

The forecast level of General Reserve, after the known commitments in 2012/13, shows a positive position, being £(1.8)m above the agreed minimum level of £(6.0)m.

The forecasted Council Tax surplus as at 31 March 2013 is estimated to be £(0.216)m, and all of the planned Transformation savings of £12.2m are on target to be delivered.

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:

Head of Financial Management

Extension: 4302

Background Papers: None

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial	Revenue expenditure to be contained within available resources in 2012/13.
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

Finance Officer ClearanceID

Legal Officer ClearanceMJ

Director of Finance Signature [Signature attached in hard copy.]

Budget Monitoring - Financial Results

- Based on the budget monitoring for the first 9 months of the year, the overall forecast for the year is for an underspend of £(0.748)m, (0.5)%. Included within this total is a net service underspend of £(0.241)m, and underspends in Council-Wide budgets of £(0.507)m or (2.0)% of the relevant budget. The details of service variances can be found in Annexes 1 to 5, and for Council-Wide, Annex 6.

Table 1: Budget Monitoring results by Directorate	Year end Forecast (£000's)	Percent -age %	Period Movement £(000's)	Annex
Children & Young People	(51)	(0.2)%	(107)	1
Communities & Wellbeing	307	0.6%	(26)	2
Environment, Transport & Operations	55	0.2%	-	3
Economic Growth & Prosperity	-	0.0%	(30)	4
Transformation & Resources	(636)	(2.8)%	(81)	5
Total Service Variances	(325)	(0.3)%	(244)	
Council-wide budgets	(507)	(2.0)%	12	6
Estimated outturn variance (period 9)	(832)	(0.5)%	(232)	

Table 2: Budget Monitoring results by Executive Portfolio Holder	Year end Forecast (£000's)	Percent-age %	Period Movement £(000's)
Supporting Children & Families	(11)	(0.0)%	(107)
Education	(40)	(1.3)%	-
Adult Care, Health & Wellbeing	307	0.6%	(26)
Highways & Environmental	(17)	(0.1)%	3
Safe, Strong Communities	72	2.9%	(3)
Economic Growth & Prosperity	-	0.0%	(30)
Transformation & Resources	(547)	(3.4)%	(88)
Finance	(596)	(2.0)%	19
Estimated outturn variance (period 9)	(832)	(0.5)%	(232)

Key Month on Month Variations

- The key variances contributing to the period movement of a favourable £(0.232)m are:
 - £(0.107)m – various expenditure underspends across the Children and Young People's Directorate, particularly within Complex Needs (£(0.022)m) and Commissioning (£(0.046)m) Services;
 - Deferred expenditure relating to i) the installation of video links in a number of Libraries, £(0.065)m and ii) marketing and events within the Communications service, £(0.046)m;
 - Other minor net movements across all other services of £(0.014)m.

MTFP Savings and increased income

3. The Budget included for £(12.2)m of savings and increased income and it is currently forecast that all of these will be achieved. Further details of the achievements against the savings target for each Directorate are shown in Annexes 1 to 6 below.

Council Tax

4. The surplus on the Collection Fund relating to the Council at 31 March 2012 was £(0.294)m of which £0.200m is planned to support the 2012/13 budget. Pro-active management of the Council Tax base and the award of discounts and exemptions is estimated to generate an in-year surplus of £(0.364)m. However, after adjusting for backdated valuation office changes of £0.242m the estimated closing balance at 31 March 2013 will be reduced to £(0.216)m. The cost of these revaluations has increased over the last few years as shown in Table 3 below and is now having a significant impact on the level of surplus going forward. The impact of this is being considered as part of the 2013/14 and future budget plans.

Table 3: Backdated Council Tax Valuations	(£000's)
2008/09	265
2009/10	201
2010/11	175
2011/12	178
2012/13	242

Reserves

5. The table below shows the forecast balance on the General Reserve at 31 March 2013. This shows a positive position in that the reserve is £(1.8)m above the agreed minimum level of £(6.0)m:

Table 4: General Reserve Movements	(£000's)	(£000's)
Balance brought forward 1 April 2012		(9,802)
General base budget support 2012-13:		
- Approved by Council February 2012		994
Planned in-year transactions 2012-13:		
- Reversal of PCT support in 2011/12 for LD Pool	(400)	
- Planned use for one-off projects in 2012/13	1,547	
- Apprenticeship programme (second year)	50	
- Maximising Community Infrastructure Levy	140	
- Payment Card Industry Data Security Standards (PCIDSS)	40	
- Pathology & Mortuary contract transition	22	
- Biomass Appeal expenditure (Executive 30 July 2012)	120	1,519
Council-wide budgets underspend (forecast)		(507)
Forecast balance 31 March 2013		(7,796)

6. There are also a number of potential claims or commitments against the General Reserve balance not included in the above table, such as the overspend position of some Directorates, the overspend on the LD Pooled Fund (see Annex 2 Section 4) and the potential need to invest in order to achieve future savings to help towards future budgets.
7. Service balances brought forward from 2011/12 were a net £(2.633)m. After planned movements, and the estimated outturn for the year, there is a projected net surplus of £(1.954)m to be carried forward to 2013/14 (Table 5).

	B/f April 2012 (£000's)	Forecast Movement in-year (£000's)	Forecast Balance (£000's)
Table 5: Service balances			
Children & Young People	(1,210)	308	(902)
Communities & Wellbeing	(135)	307	172
Environment, Transport & Operations	(200)	200	-
Economic Growth & Prosperity	(79)	79	-
Transformation & Resources	(1,009)	(215)	(1,224)
Total All Services (Surplus)/Deficit	(2,633)	679	(1,954)

Recommendations

8. It is recommended that:
 - (a) the latest forecast and planned actions be noted and agreed.

TRAFFORD MBC

Report to: CYP – Directorate Management Team
 Date: 15th January 2013
 Report for: Information
 Report author: Finance Manager for CYPS

Report Title

**Revenue Budget Monitoring 2012/13 – Period 9
 (April 2012 to December 2012 inclusive)**

1. Outturn Forecast

- 1.1 The current approved revenue budget for the year is £25.576m, net of the Dedicated Schools Grant (DSG) which totals £128m. The outturn forecast is £25.525m which is £(0.051)m under the approved budget. This is a favourable movement of £(0.107)m compared to last month.
- 1.2 Appendix 1 details by both department and variance area the projected outturn as compared to the approved revenue budget. The main outturn variances are:
- A predicted overspend within the Children’s Social Care service of £376k comprising of staffing budgets £118k, placement budgets £482k, additional Intensive Fostering grant income £(187)k and other minor variations totalling £(37)k. These variances include budgets for Children with Complex and Additional Needs;
 - Education Early Years services £(421)k underspend, as a result of delays in staff appointments in Children’s Centre’s and savings on specific projects;
 - Youth Offending Service; a projected saving of £(52)k which relates directly to remand placements.

2. Service carry-forward reserve

- 2.1 At the beginning of April 2012 the Directorate had accumulated balances of £(1.210)m carried forward from the previous financial year’s underspend. The Directorate plans to use these balances to support the general revenue budget. The table below shows the movements in the reserve this year:

Table 1: Utilisation of Carry forward Reserve 2012/13	(£000's)
Balance brought forward 1 April 2012	(1,210)
Specific expenditure assigned against the reserve re: invest to save	200
Specific expenditure delayed in 2011/12 and committed from 2012/13	159
P7 Forecast Outturn	(51)
Projected Balance at 31 March 2013	(902)

2.2 Any use of the reserve will be managed to ensure that it has a positive impact on the following year's budget e.g. invest to save initiatives.

3 MTFP Savings and increased income

3.1 The Budget included £(12.2)m of savings and increased income, of which £(2.550)m relates to the CYPS Directorate. The table below summarises the current forecast of this savings target:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	0	0	0
Transformation savings	(1,660)	(1,660)	0
Other savings	(890)	(890)	0
Total	(2,550)	(2,550)	0

3.2 The Transformation savings of £(1.660)m are monitored closely by the Transformation Board and are reported on separately.

3.3 It is currently forecast that the remaining £(0.890)m savings target will be delivered. At present, there are no risks which could affect the forecast.

4 Management Action to control expenditure and achieve a balanced budget

4.1 The budget will be monitored and managed to ensure that pressures will be managed effectively. This involves a continuous review of all placements to ensure the most effective provision is provided.

5 Performance Progress

5.1 The Ofsted 2011 Assessment of Children's Services within Trafford rated us as 'Performs Excellently' the highest grading available. This maintains the position that was achieved in 2010. The rating takes into account the totality of services for children in Trafford bringing together external scrutiny and performance measures for social care, health and educational services.

5.2 April 2010 Ofsted/CQC Inspection of safeguarding and Looked after Children's Services. Of 33 grades awarded 29 were good, 1 outstanding and 3 adequate. The inspection highlighted the effectiveness of the multi-agency service, the quality of support provided for children, young people and families, ambitious,

effective, committed leadership and management and good involvement and engagement with young people and partners. Overall our services were judged as good with good capacity to improve. An unannounced inspection of referral and assessment services in April 2011 provided positive assurance with 12 strengths, only 3 areas for development and no areas for priority action.

5.3 An important objective in CYPS is to continue to improve educational outcomes as, in our increasingly knowledge based society, this provides young people with the best chance of taking up the wide range of further and higher education, and employment opportunities available. Based on the results in summer 2011,

- At age 11 the performance of Trafford pupils is ranked 2nd nationally and 1st in the North West for achievement of Level 4 or above in English and Mathematics;
- At 16, 69.7% of pupils in Trafford achieved 5 x A* - C grades at GCSE including English and Mathematics. Trafford is ranked 5th nationally and 1st in the North West;
- At A level, Trafford is ranked 3rd nationally and 1st in the North West from average point score with 37.5% of grades achieved at A* - A, 62.9% A* - B and 99.1% A* - E.
- Initial local analysis of invalidated data for summer 2012 results indicates that Trafford has once again maintained the high standards set in previous years. Performing higher than the national average for A* grades, and achieving over 9 percentage points higher for the percentage of A* and A grades should see Trafford taking its usual place amongst the strongest performing authorities in the country.
- The invalidated 2012 GCSE results are once again Trafford's best ever with pupils improving on last year's performance of 5 or more A* - C grades, 5 or more A* - C grades including English and Maths, 5 or more A* - G grades and 1 or more A* - G grades suggesting that Trafford will continue to be amongst the top performing Local Authorities in the country. This is against a backdrop of plateauing of pass rates nationally.

Based on data shared by all 10 of the Greater Manchester LA's, Trafford once again is top.

5.4 Trafford's DSG rate per pupil is relatively low compared to authorities nationally but Trafford does delegate 91.4% of the gross DSG to schools. This is the highest percentage amongst Trafford's statistical neighbours.

Period 9 Forecasted Outturn revenue expenditure and income variances and movements from Period 8 monitoring report

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)	P9 Forecast Outturn (£000's)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Ref
Supporting Children & Families Portfolio						
Children's Social Services	14,705	15,079	374	367	7	CYPS 3
Children with Complex & Additional Needs	2,206	2,208	2	25	(23)	CYPS 3
Support Services to CYP	6,953	7,065	112	141	(29)	CYPS 8
Commissioning & Multi Agency Referral & Assessment Service (MARAS)	3,128	3,062	(66)	(20)	(46)	CYPS 5
Youth Offending Service	744	692	(52)	(45)	(7)	CYPS 6
Children's Centres	3,948	3,567	(381)	(372)	(9)	CYPS 7
Early Intervention Grant	(9,288)	(9,288)	0	0	0	
Sub-total	22,396	22,385	(11)	96	(107)	
Education Portfolio						
Dedicated Schools Grant	0	(296)	(296)	(264)	(32)	CYPS1,2
Transfer to Dedicated Schools Grant Reserve	0	296	296	264	32	
Education Early Years' Service	2,236	2,196	(40)	(40)	0	CYPS 4
Connexions Service	944	944	0	0	0	
Sub-total	3,180	3,140	(40)	(40)	0	
Total	25,576	25,525	(51)	56	(107)	

Business Reason / Area (Subjective analysis)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Ref
DSG Reserve B/Fwd.	(171)	(171)	0	
Increase in DSG Income	(30)	(30)	0	CYPS1
School In Year Adjustments	(220)	(200)	(20)	CYPS2
Redundancies & Maternity	(90)	(84)	(6)	CYPS2
SEN	70	50	20	CYPS2
Other minor variances	(26)	0	(26)	CYPS2
DSG projected Underspend	(467)	(435)	(32)	
Transfer to DSG Reserve	467	435	32	

Page 20 of 28

Business Reason / Area (Subjective analysis)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Ref
Non DSG				
Social Care staffing pressures due to cover arrangements	118	118	0	CYPS 3
Additional Grant Funding	(187)	(187)	0	CYPS 3
Placements Budget	482	477	5	CYPS 3,6
Sale West Development Centre	60	60	0	CYPS 8
Delays in appointments of staff	(265)	(255)	(10)	CYPS 7
Savings in Children's Centre Projects	(102)	(102)	0	CYPS 7
Serious Case Review	20	20	0	CYPS 5
Other staffing variances	(36)	(5)	(31)	CYPS 4,5
Other minor variances	(141)	(70)	(71)	CYPS 3,4,5,7,8
Total Net Underspend Non DSG	(51)	56	(107)	

NOTES ON PROJECTED VARIANCES

Variations within the DSG.

CYPS1 – Increase in DSG £(30)k (favourable)

The Council was made aware of the final DSG allocation for 2012/13 on 26th June 2012. The pupil numbers being funded are 7 higher than originally anticipated.

CYPS2 – Other Variations £(266)k (favourable)

The position on DSG budgets has become more accurate following the October census. Demand on central DSG budgets is less than the budgetary position and would suggest an underspend of £(266)k.

– DSG Reserve b/fwd.

The overall projected variations of £(296)k will increase the DSG reserve brought forward balance of £(171)k, making a net projected underspend of £(467)k at 31st March 2013. This underspend will be carried forward to 2013/14.

Non-DSG Variations.

CYPS3 – Children’s Social Care £376k (adverse) (Includes Children with Complex & Additional Needs)

The projected overspend of £376k comprises of placement costs £482k, staffing budgets £118k, minor variations £(37)k and additional grant income of £(187)k relating to Intensive Fostering. The main movement since last month relates to a decrease in expenditure within Complex Needs of £(22)k.

CYPS4 – Early Years £(40)k (favourable)

This saving is mainly as a result of staff posts being held vacant through the year £(36)k, and additional training income received £(4)k.

CYPS5 – Commissioning & MARAS £(66)k (favourable)

The movement of £(46)k from last month largely relates to an underspend on the Early Intervention Commissioning fund.

CYPS6 – Youth Offending Service £(52)k (favourable)

This underspend relates to a projected saving on remand placements.

CYPS7 – Children’s Centres £(381)k (favourable)

A full review of the Children’s Centre service has been carried out and the savings found are as a result of delays in appointing staff to vacant posts totalling £(265)k, a planned saving of £(102)k on specific commissioned projects and other minor variations across the service totalling £(14)k.

CYPS8 – Support Services to CYP £112k (adverse)

The overspend in Support Services is mainly due to a projected shortfall in income at Sale West Development Centre of £60k. This is as a result of new projections based on expected schools usage of the centre in this academic year and reflects schools

having fewer resources to spend on training, etc. A business plan is currently being drawn up which will bring forward options to resolve this shortfall and on-going viability. Other movements within this area are also as a result of a reduction in schools income to other support services such as Advisory & Inspection, Governor and Business Support, £52k.

TRAFFORD MBC

Report to: C&WB Directorate Management Team
Date: 17 January 2013
Report for: Discussion
Report author: C&WB Finance Manager

Report Title

Revenue Budget Monitoring 2012/13 – Period 9
(April 2012 to December 2012 inclusive)

1. Outturn Forecast

- 1.1 The approved revenue budget for the year is £49.127m. The projected outturn is £49.434m which is £0.307m over the approved budget, a net £(0.026)m favourable movement since November's forecast which is due to minor variances across the Directorate. Appendix 1 details, by department and variance area, the projected outturn as compared to the approved revenue budget.
- 1.2 Demand for services above budgeted levels especially in residential and home care was a major concern in 2011/12; indications are that this trend has continued in 2012/13. Robust management action is in place and focused on containing demand and cost which is vital as the December to January period is historically the time of peak demand.
- 1.3 Section 4 below discusses the situation in the Learning Disabilities Pooled Fund and lists management action to address this which has reduced the forecasted end of year position to £0.865m. Action is planned into following years such that the LD Pool will be brought back into balance within two years.

2 MTFP Savings and increased income

- 2.1 The Budget included for £(12.2)m of savings and increased income, of which £(4.978)m related to this directorate. All budget options put forward for delivery in 2012/13 are expected to achieve their targets by the year end. The Learning Disabilities Supported Living: New Models of Service option is expected to achieve an additional £(0.014)m. The table below summarises the current forecast of this savings target:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Transformation savings	(3,706)	(3,720)	(14)
Other business changes	(1,272)	(1,272)	0
Total	(4,978)	(4,992)	(14)

3 Service carry-forward reserve

- 3.1 At the beginning of April 2012 the Communities and Wellbeing Directorate had accumulated balances of £(0.135)m carried forward from previous financial years underspends.
- 3.2 The remaining carry-forward balance at the end of the year after taking into account the outturn position is:

Table 1: Utilisation of Carry forward Reserve 2012/13	(£000's)
Balance brought forward 1 April 2012	(135)
P9 Forecast outturn	307
Balance carried forward at 31 March 2013	172

- 3.3 In addition to the above there will be a carry forward balance on the Learning Disabilities Pooled Fund, currently forecasted at £0.865m, matched by a specific management action plan to reduce this to £nil over a two year period or sooner.

4 Learning Disabilities Pooled Fund

- 4.1 Trafford has operated a pooled fund for Learning Disability Services in conjunction with Trafford Primary Care Trust (PCT) since 1 April 2003. Over the last few years the LD Pooled fund has moved from an underspending position to an overspending position. A plan to reduce the pressure in the fund has been produced and agreed by the Directorate's management team. The focus will be on delivering efficiencies, in the sum of £(1.779)m in-year:

- Block contracts – a programme to retender (£0.404m);
- Continuing Health Care funding (£0.404m);
- Residential services – development of existing service (£0.356m);
- Additional PCT contribution, subject to agreement, (£0.287m);
- Housing and void management agreements (£0.256m);
- Maximising use of new Respite services (£0.072m).

- 4.2 The above reflects the current position, however, it is hoped that there will be further additions to the plan which will provide further savings and/or earlier delivery to reduce the adverse balance sooner. The current plan is forecasted to bring the LD Pool into balance within two years.

5 Management Action

- 5.1 The Adult Social Care budget is a volatile demand led service and any increase in demand above that estimated for will cause budget pressures. The Directorate has built on and strengthened the current robust budget management process and introduced the following actions:

- A strategy to manage and reduce the pressure in the Learning Disability Pooled budget has been agreed,
- A prioritised rolling programme of case reviews across all service user disciplines to ensure consistency and fairness of treatment in the allocation of resources, these reviews are operating within existing national and council assessment polices.;
- All service provider requests for increases in existing home care packages are received and responded to by the Commissioning Section;
- All increases in home care packages are “signed off” by the Resource Panel and overseen by the Review Team;
- Service users have the opportunity to be assessed with the ‘Just Checking’ Telecare prior to their final care package being agreed;
- Robust resource panel process for approving residential placements, including an updated legal advice framework
- A prioritised programme of reviews of Continuing Health Care (CHC) funded Older Peoples service residential placements to ensure consistency and fairness of treatment in the allocation of resources between the Council and the NHS;
- A programme of introducing the use of pre-paid cards for direct payments delivering efficiencies in the allocation of resources and recycling of unspent funds.

6. Performance progress

- 6.1 In July 2012, the Government published the white paper ‘Caring for our future: reforming care and support’. The two core principals of this report are:

- that we should do everything we can – as individuals, as communities and as a Government – to prevent, postpone and minimise people’s need for formal care and support. The system should be built around the simple notion of promoting people’s independence and wellbeing;
- that people should be in control of their own care and support. Things like personal budgets and direct payments, backed by clear, comparable information and advice, will empower individuals and their carers to make the choices that are right for them.

In 2012/13 the Directorate's vision is for services that are innovative, flexible and focused on the needs of the individual, their carers and families enabling people to have more choice and control over the support they receive and provide quality services that encourage people to lead healthy lives. The three key approaches to the future are:

- **Personalisation:** we have already developed the use of personal budgets. This means people can have more choice and control over the support they receive. We intend to extend this further, in order to have as many people as possible with their own personal budgets;
- **Promoting independence:** we are committed to working with people to support them to be as independent as possible. We have developed reablement services, short term support to help people maintain or increase their independence. We continue to promote the use of telecare to help people remain in their own home. We are also continuing to develop the range of support we offer people with very complex needs. Promoting independence continues to be a key part of the support people receive;
- **Integration:** We are committed to creating integrated health and social care across Trafford. By continuing to work with local health services we can provide a more effective, efficient way of meeting needs, creating innovative services to support people to live independently in their community.

As a result, the Directorate has developed a range of targeted Performance Indicators linked to Directorate's local business model to ensure value for money. Some of those measures include:

- % of eligible service users / carers to receive Personal Budgets in year (ASCOF 1Ci - Local);
- % of people receiving no on-going service following reablement intervention;
- Percentage of clients who have received a review;
- Proportion of adults with learning disabilities in employment (ASCOF 1E);
- Social Care related Quality of Life (composite user experience measure ASCOF 1A) – Survey.

Period 9 Projected Outturn revenue expenditure and income variances, and movements from Period 8 monitoring report

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)	P9 Forecast Outturn (£000's)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 – P9 movement (£000's)	Ref
Adult Care, Health & Wellbeing Portfolio						
Older People	22,750	22,799	49	96	(47)	C&W1
Physical Disabilities	3,249	3,418	169	167	2	C&W2
Equipment & Adaptations	1,084	1,091	7	7	0	C&W3
Mental Health	3,426	3,465	39	28	11	C&W4
Other Adult Services	959	971	12	13	(1)	C&W5
Support Services	940	973	33	24	9	C&W6
Adaptations	(69)	(69)	0	0	0	
Housing Services	2,661	2,661	0	0	0	
Drugs and Alcohol Service	326	326	0	0	0	
Equalities & Diversity	134	132	(2)	(2)	0	C&W7
Total	35,460	35,767	307	333	(26)	

Budget Book Format (Objective analysis)	Full Year Budget (£000's)	P9 Forecast Outturn (£000's)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8– P9 movement (£000's)	Ref
Learning Disabilities Pool	13,667	14,532	865	878	(13)	C&W8
Total	13,667	14,532	865	878	(13)	

Adult Care, Health & Wellbeing Portfolio	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 – P9 movement (£000's)	Ref
Older People				
Care management/assessment	(331)	(294)	(37)	C&W1
Residential and nursing care	348	441	(93)	C&W1
Home Care	236	121	115	C&W1
Day Care	(360)	(333)	(27)	C&W1
Direct Payments	156	161	(5)	C&W1
Physical Disabilities				
Care management/assessment	16	14	2	C&W2
Residential and nursing care	57	57	0	C&W2
Home Care	36	49	(13)	C&W2
Day Care	(5)	(5)	0	C&W2
Direct Payments	65	52	13	C&W2
Equipment & Adaptations				
Lift repairs & maintenance	7	7	0	C&W3
Mental Health				
Care management/assessment	(29)	(31)	2	C&W4
Residential and nursing care	45	13	32	C&W4
Home Care	(3)	20	(23)	C&W4
Direct Payments	26	26	0	C&W4
Other Adult Services				
Other Services	12	13	(1)	C&W5
Support Services				
Social Worker clerical support	13	4	9	C&W6
Financial Services	20	20	0	C&W6
Equalities & Diversity				
Equalities Team	(2)	(2)	0	C&W7
Total	307	333	(26)	

Learning Disabilities Pool	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8– P9 movement (£000's)	Ref
Care management/assessment	(5)	(7)	2	C&W8
Residential and nursing care	(15)	(59)	44	C&W8
Home Care	716	798	(82)	C&W8
Day Care	41	41	0	C&W8
Direct Payments	128	105	23	C&W8
Total	865	878	(13)	

NOTES ON VARIANCES AND PERIOD MOVEMENTS

Adult Care, Health & Wellbeing Portfolio £307k adverse

C&W1 – Older People - £49k adverse

- **Residential and Nursing Care/Home Care/Day Care/Direct Payments - £380k adverse**

Two of the four key service provision budgets are showing increased demand. Residential care is 12 service users higher than budgeted and homecare is 9 service users higher than budgeted.

- **Care Management and Assessment - £(331)k favourable**

Managed vacancies in the Screening, Assessment and Community Mental Health Teams.

C&W2 – Physical Disabilities - £169k adverse

- **Residential and Nursing Care/Home Care/Direct Payments - £153k adverse**

Two of the three key service provision budgets are showing increased demand. The demand for residential care is one service user higher than budgeted, one service user for home care and one for direct payments.

C&W3 – Equipment & Adaptations - £7k adverse

- **Lift Repairs & Maintenance - £(19)k favourable**

The new contract for repair call out is projected to deliver efficiencies that will offset the increased number of call outs.

- **Equipment - £26k adverse**

Equipment issued at the One Stop Resource Centre is higher than budgeted for.

C&W4 – Mental Health - £39k adverse

- **Care Management and Assessment £(29)k favourable**

Underspend due to vacancy management in the Community Mental Health Team.

- **Residential and Nursing Care/Home Care/Direct Payments £68k adverse**

There are two residential service users higher than budgeted.

C&W5 – Other Adult Services - £12k adverse

- Due to additional costs incurred as part of the set-up of the Healthwatch service.

C&W6 - Support Services - £33k adverse

- **Clerical Support £13k adverse**

Adverse movement in other running costs and extension of software license for existing IT financial assessments system, which will be replaced by a new adult social care IT package.

- **Financial Services £20k adverse**
Adverse movement due to additional costs in dealing with clients finances.

C&W7 - Equalities & Diversity - £(2)k favourable

- **Equalities Team £(2)k favourable**
Managed efficiencies in the Equalities Team's translation fees budget.

C&W8 – Learning Disabilities Pooled - £865k adverse

Cost of care packages - £870k adverse

Long term care packages, are running at higher than budgeted levels due to additional service users and higher cost of care than planned for:

- Residential, additional 7 service users, total additional costs £369k;
- Homecare, additional 8 service users, total additional costs £615k;
- Day Care, additional 5 service users, total additional costs £87k;
- and Direct Payments, additional 8 service users, total additional costs £275k, to be off-set by year end recovery of unused contingency estimated at £(479)k.

Care Management/Assessment £(5)k favourable

Managed efficiencies in the Assessment Team.

TRAFFORD MBC

Report to: ETO Directorate Management Team
 Date: 16 January 2012
 Report for: Discussion
 Report author: ETO/EGP Finance Manager

Report Title

Revenue Budget Monitoring 2012/13 – Period 9 (April to December 2012)

1. Outturn Forecast

- 1.1 The current approved revenue budget for the year is £32.266m. The forecast outturn is £32.321m, which is £0.055m above the approved budget, and is unchanged from the last report. This overspend is fully mitigated from available balances carried forward from previous financial years.
- 1.2 The forecast outturn includes management action of £(0.074)m to contain projected overspends within the overall Directorate budget for the year. Management action has already achieved savings of £(0.482)m since first initiated in period 4, including an increase of £(0.128)m this month. This has been offset by additional adverse variances identified of £0.152m, including £0.020m this month. The management action implemented and planned for the remainder of the year is described in section 3, with details of all variances included in Appendix 1.
- 1.3 In addition to the above, there is also £0.020m relating to the Biomass Public Inquiry, which the Executive have previously approved from the General Reserve.

2. Explanation of Variance and Movements

- 2.1 The forecast outturn for the year is an overspend of £0.055m, which is fully covered by balances from prior years, and is unchanged.
- 2.2 This includes adverse variances of £0.496m where medium to long term action plans are underway, a favourable movement of £(0.023)m since last reported:
- Street lighting energy costs £0.221m – forecast overspend reduced by £(0.020)m this month due to improvements in inventory data and billing;
 - Car park income shortfall £0.041m;
 - Open Space reserve funding shortfall £0.058m;
 - Commercial Waste income shortfall £0.030m;
 - Planning fee regulation changes income shortfall £0.050m;

- Crime and Disorder income shortfall – fixed penalty notices £0.086m which is unchanged, partly mitigated by staff vacancies £(0.015)m - a minor favourable variance of £(0.003)m from last month;
- Sale Watersports Centre/Deckers contract saving £0.025m.

2.3 Management action already implemented and other variances give a forecast underspend of £(0.367)m to part mitigate the above pressures this year, a favourable net movement of £(0.085)m this month:

- Highways and Transportation – additional fee income of £(0.180)m, which is £(0.020)m higher than last month as charges get confirmed as the year progresses. Management action to reduce running costs is predicted to save £(0.042)m, an increase of £(0.010)m this month;
- School Crossing Patrols – underspend of £(0.040)m relating to slippage in the filling of supervisory and operational staff vacancies;
- Car parking rates bills are £(0.010)m less than budgeted due to the effect of last year's rate revaluations. There is a favourable movement this month from management action to reduce running costs £(0.015)m and minor staffing underspend (£0.004)m;
- Groundforce – supplies, services and overtime costs £0.030m above budget, which is £0.020m higher than last month;
- Bereavement Services income is expected to be £(0.010)m above budget;
- Sustainability & Greenspace – underspend of £(0.053)m from a vacant post plus management action to control running costs, a favourable movement of £(0.020)m this month;
- Waste management – underspend of £(0.050)m on contract costs as previously, plus a favourable movement this month of £(0.021)m due to management action on depot/other running costs, plus additional income forecast of £(0.015)m from bulky waste removal.
- Public Protection:
 - £0.056m shortfall in licences fee income;
 - Management action of £(0.034)m from delays in filling vacancies;
 - Shortfall in pest control income £0.025m;
 - One-off ICT costs of £0.020m as part of the project to amalgamate business systems and, hence, deliver ongoing efficiency savings.
- Culture & Sport:
 - Sport and leisure projected running cost underspend £(0.014)m;
 - Sale Waterside Arts Centre income is expected to exceed budget target by £(0.010)m for the year.

2.4 The Directorate has a future action plan of £(0.074)m to mitigate the remaining adverse variance (see paragraph 3 below), plus will utilise the remaining £(0.055)m of accumulated balances from previous years to bring the outturn in line with the approved budget. The amount of future management action will be reviewed and updated as the savings are achieved and/or new issues arise.

3. Management Action Plan 2012/13

3.1 Many of the adverse variances above have continued from 2011/12 and management action is hence already underway to mitigate the impact on the future budget and potential further cost pressures. Proactive management action has and will be taken throughout the year to contain all budget pressures within the approved budget as follows:

- Only necessary spending on supplies and services to be approved;
- Reduced use and greater control of overtime;
- Monitoring and evaluation of existing and potential new income streams;
- Analysis of rechargeable work for both revenue and capital schemes;
- Ongoing business reconstruction work in ETO to identify other savings and efficiency options that may be brought forward to assist in the delivery of services within current and future budgets.

3.2 Performance against these actions is monitored alongside the existing Directorate budget, including feeding back opportunities to mitigate pressures and/or deliver savings through the Medium Term Financial Plan.

4. Reserves

4.1 At the end of 2011/12 the Directorate had a surplus on accumulated balances of £(0.200)m, which has been carried forward to 2012/13.

Utilisation of Carry forward Reserve 2012/13	(£000's)
Surplus balance brought forward at 1 April 2012	(200)
Committed in 2012/13	145
Period 9 adverse variances with medium/long term action plans	496
Period 9 underlying projected underspend	(367)
Forecast effect of management action plan	(74)
Deficit Balance after outturn/commitments	Nil

4.2 The 2011/12 outturn report included commitments relating to car parking £0.105m and traded services £0.040m which are funded from the £(0.200)m surplus balance carried forward. The remaining reserve balance of £(0.055)m plus the implemented and planned management actions leaves a forecast balance of nil at the end of the financial year.

4.3 There are also additional costs of £0.020m relating to air quality monitoring as part of the Biomass Public Inquiry which the Executive have previously approved from the General Reserve.

5. Savings

- 5.1 The Council Budget included for £(12.2)m of savings and increased income, of which £(1.734)m related to ETO Directorate. The table below summarises the current forecast of this savings target, which is unchanged from last month:

	Budget target (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(132)	(82)	50
Transformation savings	(1,084)	(1,084)	0
Other savings	(518)	(493)	25
Mitigating action across ETO	0	(75)	(75)
Total	(1,734)	(1,734)	0

- 5.2 There are £0.075m planned savings which have not delivered some or all of their entire target. These are listed below and one-off mitigation has been identified in 2012/13 while medium to long term management action plans are developed:
- ETO 21 – “Changes in the law will allow the Council to charge for the reasonable cost of processing planning applications” **£0.050m**. This income will not be achieved as the expected changes in national regulations for the setting of planning fees have been delayed based on recent ministerial announcements.
 - CWB 19 – “Review of sport and leisure contracts (Deckers; Sale Watersports Centre and Trafford Community Leisure Trust)” **£0.075m**. The saving includes **£0.025m** from the Sale Watersports Centre/Deckers contract which will not be achieved.

6. Recommendations

- 6.1 It is recommended that:
- The net forecast overspend for 2012/13 of £0.055m be noted;
 - Management action and use of balances to fully mitigate forecast overspends in 2012/13 be noted.

Period 9 Forecast revenue expenditure and income variances, and movements from Period 8 monitoring report.

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)	P9 Forecast Outturn (£000’s)	P9 Outturn Variance (£000’s)	P8 Outturn Variance (£000’s)	P8 – P9 Movement (£000’s)	Ref
Highways & Environment Portfolio						
Highway and Network Management, incl. Traffic & Transportation	5,231	5,230	(1)	49	(50)	ETO 1
School Crossing Patrols	503	463	(40)	(40)	0	ETO 2
Parking Services	(543)	(531)	12	31	(19)	ETO 3
Groundforce	4,799	4,887	88	68	20	ETO 4
Bereavement Services	(911)	(921)	(10)	(10)	0	ETO 5
Sustainability & Greenspace	487	434	(53)	(33)	(20)	ETO 6
Waste Management (incl. WDA levy)	18,763	18,707	(56)	(20)	(36)	ETO 7
Public Protection	1,206	1,323	117	117	0	ETO 8
Directorate Strategy & Business Support	582	582	0	0	0	
Sub-total	30,117	30,174	57	162	(105)	
Safe & Strong Communities Portfolio						
Crime and Disorder	289	360	71	74	(3)	ETO 9
Culture and Sport	2,189	2,190	1	1	0	ETO10
Sub-total	2,478	2,550	72	75	(3)	
Operational Services for Education	(329)	(329)	0	0	0	
Future Management Action Plan	0	(74)	(74)	(182)	108	ETO11
Total Forecast Period 9	32,266	32,321	55	55	0	

ETO Business Reason / Area (Subjective analysis)	P9 Outturn Variance (£000's)	P8 Outturn Variance (£000's)	P8 – P9 Movement (£000's)	Ref
Highway and Network Management, incl. Traffic & Transportation				
Fee income	(180)	(160)	(20)	
Street lighting energy costs	221	241	(20)	
Supplies and services costs	(42)	(32)	(10)	
Sub-total	(1)	49	(50)	ETO 1
School Crossing Patrols - vacancies	(40)	(40)	0	ETO 2
Parking Services				
Car Parking income shortfall	146	146	0	
Car Parking business rates refund (c/f from 2011/12)	(105)	(105)	0	
Current year business rates	(10)	(10)	0	
Staffing and running costs	(19)	0	(19)	
Sub-total	12	31	(19)	ETO 3
Groundforce				
Supplies, services, overtime costs – slippage in reorganisation	30	10	20	
Open space reserve commitments – funding shortfall	58	58	0	
Sub-total	88	68	20	ETO 4
Bereavement Services				
Projected Income above budgeted	(10)	(10)	0	ETO 5
Sustainability and Greenspace – vacancy, supplies & services	(53)	(33)	(20)	ETO 6
Waste Management				
Commercial Waste income shortfall	30	30	0	
Contract costs	(50)	(50)	0	
Running costs – depot and others	(21)	0	(21)	
Bulky waste income	(15)	0	(15)	
Sub-total	(56)	(20)	(36)	ETO 7

ETO Business Reason / Area (Subjective analysis)	P9 Outturn Variance (£000's)	P8 Outturn Variance (£000's)	P8 – P9 Movement (£000's)	Ref
Public Protection				
Planning fee income – savings shortfall	50	50	0	
Licensing income shortfall	56	56	0	
Pest Control income shortfall	25	25	0	
ICT one-off costs	20	20	0	
Mitigating Action – delay filling vacancies	(34)	(34)	0	
Sub-total	117	117	0	ETO 8
Crime and Disorder				
Income shortfall – penalty notices	86	86	0	
Staff vacancies	(15)	(12)	(3)	
Sub-total	71	74	(3)	ETO 9
Culture and Sport				
Contract saving shortfall	25	25	0	
Sport and Leisure running costs	(14)	(14)	0	
Sale Waterside Arts Centre income	(10)	(10)	0	
Sub-total	1	1	0	ETO10
Directorate Strategy & Business Support				
Supplies and services	0	0	0	
Future Management Action across ETO				
Additional income	(50)	(90)	40	
Accelerated Savings	0	(24)	24	
Controls over running costs	(24)	(68)	44	
Sub-total	(74)	(182)	108	ETO11
Total Forecast Period 9	55	55	0	

NOTES ON FORECAST OUTTURN VARIANCES (PERIOD 9)

ETO 1 – Highways & Network Management - £(0.001)m (favourable)

Fee income in Highways and Transportation is £(0.180)m more than expected compared to the budget, a favourable movement of £(0.020)m from previously forecast. This includes fees which can be capitalised due to the continual review of revenue and capital projects throughout the year. Income from outdoor media site advertising also continues to exceed expectations, following on from 2011/12.

Street lighting energy costs exceed budget by £0.221m as a result of external market conditions. This includes £0.050m relating to industry changes in calculating energy usage, plus the ongoing cumulative effect of inflationary increases in prices from 2011/12, and forecast for 2012/13 based on the latest contract and usage volumes. The forecast overspend has reduced by £(0.020)m due to improved information on both inventory and billing.

A review of street lighting is well-developed with a number of options being considered to reduce energy and maintenance costs over the medium to long term. This will likely require capital investment and the timing and nature of this investment will be critical in terms of taking the most efficient advantage of new technologies. This will be taken forward in the Medium Term Financial Plan.

Management action in controlling running costs is projected to produce an underspend of £(0.042)m by year end, a favourable movement of £(0.010)m this month.

ETO 2 – School Crossing Patrols – £(0.040)m (favourable)

There is a forecast underspend on staffing of £(0.040)m due to difficulties in the filling of vacancies, which has continued from 2011/12. Successful recruitment days have been held in recent months and adverts placed to fill vacant positions.

ETO 3 – Parking Services – £0.012m (adverse)

There is an overall shortfall in parking income of £0.146m due to economic conditions affecting the number and length of visits. This has been partly mitigated through the use of £(0.105)m of business rate refunds carried forward in the ETO reserve from 2011/12, giving a net shortfall of £0.041m as reported previously.

Car parking is also under review, alongside a Council-wide review of all enforcement activity, with a view to providing a sustainable solution from 2013/14. This will be taken forward in the Medium Term Financial Plan.

Business rates are £(0.010)m less than expected as rate revaluations agreed in 2011/12 are reflected in the current year bills.

Action to control general running costs has resulted in a projected underspend of £(0.015)m included in this month's report, with staffing also now expected to be £(0.004)m underspent.

ETO 4 – Groundforce - £0.088m (adverse)

Supplies, services and overtime costs are forecast to be £0.030m above budget due to slippage in staff re-organisations, plus fuel and material cost increases. This is an adverse variance of £0.020m from previously projected based on up to date information, such as timesheets and purchase order confirmations.

There is a budget commitment of £0.106m funded from the Open Space reserve. This reserve only had £(0.048)m remaining at the start of year and an exit strategy is being formulated over the medium term to bring activity in line with available funding.

ETO 5 – Bereavement Services £(0.010)m (favourable)

Projected income levels for the year are expected to exceed the budget by £(0.010)m.

ETO 6 – Sustainability and Greenspace £(0.053)m (favourable)

Management action to control running costs, plus a vacant post, has resulted in a projected underspend of £(0.053)m. This is a favourable movement of £(0.020)m from last month based on latest information.

ETO 7 – Waste Management – £(0.056)m (favourable)

Commercial waste income is £0.030m less than budgeted. The cost of disposing of commercial waste through the GM Waste Disposal Authority has made this service increasingly uncompetitive with private sector providers, and is leading to an ongoing loss of business. A review of this service is underway, with options also being evaluated when the waste collection contract is re-tendered in 2014. This will be taken forward in the Medium Term Financial Plan.

Management action to control contract and general running costs has resulted in a projected underspend of £(0.071)m. This includes £(0.050)m relating to the waste collection contract as reported previously, plus an additional £(0.021)m this month from general running costs, including depots.

Income from bulky waste removal is also now expected to be £(0.015)m above previous expectations.

ETO 8 – Public Protection - £0.117m (adverse)

Planning fee regulation changes - income shortfall £0.050m: this budget saving will not be achieved as the expected national changes in planning regulations have now been delayed indefinitely based on recent ministerial announcements. This will be taken forward in the Medium Term Financial Plan.

There is a projected shortfall in licence fee income of £0.056m resulting from a reduction in applications and also due to delays in implementing staff re-organisations.

Pest control income from domestic and commercial properties is expected to be £0.025m less than budgeted. This is due to the weather conditions over the summer and autumn.

One-off ICT costs of £0.020m related to the project to amalgamate business systems and, hence, deliver a sustainable efficiency saving from 2013/14.

These shortfalls are partly mitigated through management action to delay filling vacancies and controlling running costs of £(0.034)m.

ETO 9 – Crime and Disorder £0.071m (adverse)

There is a £0.086m shortfall in income from fixed penalty notices, partly mitigated in-year by £(0.015)m of staffing underspend, which is a favourable movement of £(0.003)m. The income targets and operational model of this service is included in the Council-wide enforcement review alongside Parking Services, as mentioned in ETO 3 above.

ETO 10 – Sport and Leisure £0.001m (adverse)

The budget includes a £0.025m saving from the contract with Sale Watersports Centre/Deckers, based on discussions with the provider during 2011 and early 2012. This saving will not be realised this financial year.

Management action to control running costs in Sport and Leisure are expected to produce an underspend on £(0.014)k.

Projections of income at Sale Waterside Arts Centre show that the budget target is expected to be exceeded by £(0.010)m.

ETO 11 – Future Management Action Plan across ETO £(0.074)m (favourable)

The Directorate has agreed a range of remaining measures to bring the forecast overspend in period 3 in line with the approved budget (see section 3). These measures have delivered £(0.482)m since first initiated in period 4, including £(0.128)m this month. This has been offset by additional adverse variances identified of £0.152m, with £0.020m this month.

Savings from management action will be reflected in the individual service projections as they are delivered and the future savings plan updated each month. The requirement for future planned action has reduced by £0.108m this month, leaving £0.074m for the remainder of the year.

TRAFFORD MBC

Report to: EGP Directorate Management Team
Date: 17 January 2013
Report for: Discussion
Report author: EGP/ETO Finance Manager

Report Title

Revenue Budget Monitoring 2012/13 – Period 9 (April to December 2012)
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1. Outturn Forecast

- 1.1 The current approved revenue budget for the year is £3.307m. The forecast outturn is £3.307m, which is in line with the approved budget. There is a favourable movement of £(0.030)m this month due to minor staffing and running cost savings, plus a small change in the projection of investment property income.
- 1.2 There are still underlying pressures on the Directorate budget due to adverse external influences on budgeted levels of income relating to investment properties and planning application fees (see paragraph 2 below). These are also being taken forward in the Medium Term Financial Plan.
- 1.3 In addition to the above, there is also £0.100m relating to the Biomass appeal, which the Executive have approved to be funded from the General Reserve.

2. Explanation of Variance

- 2.1 The projected variances at period 9 and movements from period 8 are summarised as follows, with more detail at Appendix 1:
 - Shortfall in investment property income £0.197m due to the on-going adverse effect of the economy primarily on town centre rents, unchanged from the last report;
 - The determination of the rent review of the Sale Tesco store was confirmed by the arbitrators in August, and income of £(0.134)m was receivable as a one-off, backdated to October 2009. Fees payable to the arbitrators of £(0.009)m are incorporated in this total – these had been assumed as an additional cost in previous reports.
 - Confirmation of the final 2011/12 rental income from Stretford Arndale by the agents of the owners was received in August, at £(0.077)m higher than had been anticipated.
 - Minor variances in Asset Management running costs are £(0.031)m, which is a favourable movement of £(0.011)m this month.

- Planning Application fees income shortfall of £0.052m, which is unchanged, and includes for the 15% increase in planning fees effective from 22 November 2012 reported previously.
- Fee income from housing improvement capital schemes is expected to be £0.018m less than budget due to a reduced volume of property sales, and is unchanged.
- Other favourable variances of £(0.035)m from staffing vacancies and running costs, in particular relating to the management review undertaken this financial year. This is an increase of £(0.010)m from last month.

2.2 The adverse variances relating to property income have continued from 2011/12, and the Directorate was able to fully mitigate this pressure last year from a variety of cost reduction and income generating measures. This mitigating action will continue into 2012/13, with new opportunities also explored and implemented to bring the overall forecast overspend for the Directorate in line with the approved budget. Planning income will also continue to be monitored on a weekly basis.

3. Reserves

3.1 At the end of 2011/12 the Directorate had (£0.079)m from previous years which is already fully committed on rephased projects, per the 2011/12 outturn report. There is a forecast deficit balance of £0.030m at the end of this financial year.

Utilisation of Carry forward Reserve 2012/13	(£000's)
Surplus balance brought forward at 1 April 2012	(79)
Rephased projects committed from 2011/12	79
Period 9 variance	0
Deficit Balance after outturn/commitments	0

3.2 There are also estimated additional costs of £0.100m relating to the Biomass Public Inquiry which the Executive has approved to be funded from the General Reserve.

4. Savings

4.1 The Council Budget included for £(12.2)m of savings and increased income, of which £(0.591)m related to EGP Directorate. The table below summarises the current forecast of this savings target:

	Budget target (£000's)	Outturn (£000's)	Variance (£000's)
Increased and new income	(111)	(59)	52
Transformation savings	(120)	(120)	0
Other savings	(360)	(360)	0
Mitigating one-off savings	0	(52)	(52)
Total	(591)	(591)	0

4.2 There is £0.052m of planned savings which have not delivered some of their target. This is listed below. The shortfall has been fully mitigated by one-off savings achieved across the EGP budget.

- EGP 12 & 13 – “*Additional income from locally determined application fees*” **£0.111m**. This income will not be achieved in full due to indefinite delays in changes in regulations for the setting of planning fees. The adverse variance is part mitigated by £(0.020)m to reflect the implementation of a national 15% increase in fees from 22 November 2012. The full year effect of the 15% increase will mitigate the saving in full from 2013/14. The current year shortfall is further mitigated by an additional £(0.010)m forecast from pre-application fees introduced in July this year. In-year performance to date is also above expectations by £(0.029)m, as previously reported. The overall savings shortfall is unchanged from the previous report.

5. Recommendations

5.1 It is recommended that:

- The forecast nil variance from the 2012/13 budget be noted.

Period 9 Forecast revenue expenditure and income variances, and movements from Period 8 monitoring report.

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)	P9 Forecast Outturn (£000's)	P9 Outturn Variance (£000's)	P8 Outturn Variance (£000's)	P8 – P9 Movement (£000's)	Ref
Economic Growth & Prosperity Portfolio						
Asset Management	1,074	1,039	(35)	(15)	(20)	EGP1
Planning & Building Control	173	200	27	27	0	EGP2
Strategic Planning & Development	659	684	25	25	0	EGP2
Economic Development and Regeneration	603	587	(16)	(10)	(6)	
Housing Strategy	613	623	10	10	0	EGP3
Directorate Strategy & Business Support	185	174	(11)	(7)	(4)	
Total Forecast Period 9	3,307	3,307	0	30	(30)	

EGP	P9	P8	P8 – P9	
Business Reason / Area (Subjective analysis)	Outturn Variance (£000's)	Outturn Variance (£000's)	Movement (£000's)	Ref
Asset Management				
Investment Property Rental Income:				
- Stretford Arndale - shortfall	77	65	12	
- Stretford Arndale – backdated re 2011/12	(77)	(77)	0	
- Sale Tesco – backdated rent review	(134)	(125)	(9)	
- Stamford Centre - shortfall	35	35	0	
- Airport - shortfall	25	25	0	
- Market Street - shortfall	29	29	0	
- Other properties - shortfall	31	43	(12)	
Surplus property costs	10	10	0	
Minor running cost savings – Facilities Mgt.	(31)	(20)	(11)	
Sub-total	(35)	(15)	(20)	EGP1
Planning & Building Control				
Delay in implementing new planning regulations	27	27	0	EGP2
Strategic Planning & Development				
Delay in implementing new planning regulations	25	25	0	EGP2
Economic Development and Regeneration				
Staffing vacancies	(16)	(10)	(6)	
Housing Strategy				
Housing improvements capital fee income	18	18	0	EGP3
Minor running cost savings	(8)	(8)	0	
Directorate Strategy & Business Support				
Staffing vacancies	(11)	(7)	(4)	
Total Forecast Period 9	0	30	(30)	

NOTES ON FORECAST OUTTURN VARIANCES (PERIOD 9)

EGP 1 – Asset Management – Investment properties - £(0.035)m (favourable)

This includes backdated income above expectations of £(0.077)m relating to Stretford Arndale and £(0.134)m from Sale Tesco, as reported in period 5.

For Stretford Arndale, the Agents for the owners have managed to make a number of short term lettings to ensure the number of vacant units is minimised and this has held up gross rental income despite rent reductions on the bigger units of around 40% upon lease renewals. The year-end rental payment notified during August is hence £(0.077)m higher than the £(0.055)m expected.

However, there has still been a decline in gross rent of 12% over the whole Mall in the last 2 years and there is an underlying pressure of £0.077m going forward, £0.012m higher than last months' projection. The overall shortfall is due to assumptions regarding leases expiring in the Mall and a continuing difficult retail economy, and includes for the effects of the continuing volatile nature of the retail sector. The situation will continue to be monitored as information is received from the managing agents and updates provided.

The determination of the rent review of the Sale Tesco store was also confirmed by the arbitrators in August, and income of £(0.134)m is receivable above expectations. This is a one-off amount backdated to October 2009. Fees of £(0.009)m to the arbitrators are included within this figure – they were previously expected to be an additional cost.

The effect of the economy is adversely effecting other rents across the property portfolio, including Stamford Centre £0.035m, Market Street £0.029m, Airport £0.025m and others £0.031m, with the latter amount being £(0.012)m less than previously reported. This will be taken forward in the Medium Term Financial Plan.

There are a number of minor running cost underspends of £(0.031)m across Facilities Management, a favourable movement of £(0.011)m this month.

EGP 2 – Planning application fees – income shortfall £0.052m (adverse)

The approved 2012/13 budget included additional income of £(0.111)m across the Directorate based on proposed national changes to planning regulations. These changes have been delayed indefinitely which puts the whole amount of saving at risk. Recent ministerial announcements have taken this into account, with the implementation of a national increase of 15% to bring fees in line with current prices, effective from 22 November 2012. This is earlier than previously anticipated and will help mitigate the current-year shortfall by £(0.020)m, and will fully mitigate the shortfall in 2013/14.

Monitoring of planning fee income has shown that performance for the year to date has been higher than expected by £(0.029)m, as reported previously. Pre application fees were introduced in July this year for which £(0.010)m is also reported.

Planning and building control fees will continue to be monitored on a weekly basis throughout the year.

EGP3 – Housing Strategy – Housing Improvement fee income £0.018m (adverse)

The cost of housing improvement work is recouped when properties are sold in the future, and the sale proceeds are reinvested in new works to top up the existing capital programme. Where new improvement works are carried out, this generates fee income for the service to recover the Council's management and administration costs. There has been a reduction in the number of property sales due to the adverse economic climate and this has reduced the availability of capital funds for new works. Fee income has, hence, reduced compared to that expected in the revenue budget.

TRAFFORD MBC

Report to: Transformation & Resources Directorate Management Team
 Date: 17 January 2013
 Report for: Discussion
 Report author: Finance Manager

Revenue Budget Monitoring 2012/13 – Period 9 (April 2012 – December 2012 inclusive)

1. Outturn Forecast

- 1.1 The current approved revenue budget for the year is £19.735m. The outturn forecast is £19.099m which is £(0.636)m below approved budget. This is a (0.081)m favourable variance since last month.
- 1.2 The net favourable movement in the month is a result of:

£(65)k favourable; due to the postponement of the installation of a video link in Old Trafford and Hale libraries following the retention of additional staff to that proposed in the Public Consultation. These additional staff have been able to deal with the needs of the public without the need for a video link. It is proposed to install video links in smaller libraries in 2013-14;
£(46)k favourable; planned marketing and events expenditure within the Communications service has been deferred due to the consultation required regarding the new staff structure. This will be ear-marked within the T&R reserve for Summer events across the borough in 2013;
£18k adverse; reduction in Proceeds of Crime income;
£12k adverse; net minor movements in running costs and income.

2. MTFP Savings and increased income

- 2.1 The council's overall budget includes £(12.161)m of savings and increased income, of which £(2.027)m relates to T&R. The table below summarises the current forecast of this savings target:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	(146)	(146)	0
Transformation savings*	(560)	(520)	50
Financial Management review	(368)	(368)	0
ICT review	(120)	(120)	0
Reduction in ICT contracts	(214)	(214)	0
Reduction in specialist training	(100)	(100)	0
Reduce Community Action Pots	(150)	(150)	0
Reduction in various goods & services	(172)	(172)	0
Other savings	(197)	(237)	(50)
Total	(2,027)	(2,027)	0

* Transformation savings have an additional governance arrangement and are monitored in greater detail monthly by the Transformation Board.

- 2.2 The CCTV budgeted increased income of £60k in 2012/13 will only be partly achieved in-year leaving a £50k shortfall. The shortfall will be obviated by other savings across T&R which have already been identified.

3. Service carry-forward reserve

- 3.1 The Directorate has accumulated balances of £(1.009)m brought forward from 2011/12. Over 2012/13 and future years the surplus balance will be used to ensure that the Directorate can meet and sustain the challenges of the future, particularly ensuring support for the Transformation Programme:

Table 1: Utilisation of Carry Forward Reserve 2012/13	£000's
Balance b/f 1 April 2012	(1,009)
Planned use in 2012/13:	
EDRM and Storage Support	115
Library Management System	102
Local Support scheme for Council Tax	90
Transformation support	79
E-Readers, Postal Identifiers, CCTV Marketing	20
Disaster Recovery Contact Centre	15
P9 Forecasted Outturn	(636)
Remaining Balance at 31 March 2013	(1,224)

Annual Delivery Plan 2012/13 (this section of the dashboard details the measures for which the portfolio holder / Corporate Director is responsible which specifically support the delivery of corporate objectives)

Corporate Priority	Low Council Tax & Value for Money
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To ensure that the Council can demonstrate it provides efficient effective and economical, value for money services to the people of Trafford, by undertaking the following actions:

- Deliver the Council's Transformation Programme;
- Continue to provide effective use of resources;
- Continue to manage the reputation of the Council and the borough as a whole.

Key Performance Measure	Outturn 2011/12	Performance Status & Direction of Travel							
		September (Q2)		October		November		December (Q3)	
		Current	Target	Current	Target	Current	Target	Current	Target
Deliver the Council's Transformation Programme									
Minimum reserve level (LCT 15)	£9.21m G	£7.679m ↑	£6m G	£7.715m ↑	£6m G	£7.715m ↔	£6m G	£7.796 ↑	£6m G
Delivery of efficiency and other savings (NI179)	£21.3m G	£12.18m ↑	£12.16m G					£12.18m ↑	£12.16m G

Continue to provide effective use of resources									
Reduce the level of sickness absence (council-wide excluding schools) (Days) (BV12i)	9.93 R	10 ↓	9 R	9.99 ↑	9 R	10.01 ↓	9 R	9.72 ↑	9 R

Across the Council, the projected average number of days lost to sickness absence for 2012/13 is currently 9.72 days. This is against a corporate target of 9 days per annum, per person, which indicates a projected overall negative variance in target of 0.72 days per person. For the same period last year, the number of days lost was running at 9.67 days per person, which therefore shows a slight dip in performance of 0.05 days per person. The Council-wide trend indicates an improvement in performance although further work will be required across hotspot areas if the Council is to achieve its target of 9 days by the end of the financial year.

HR and management continue to work together to robustly manage the top 50 long-term absence cases across the Council, to ensure that these are being managed in an effective and consistent manner. In addition, work is now underway to analyse more short term, persistent absences with a view to developing local action plans across hotspot service areas to improve levels of attendance.

Targeted support interventions, such as training and one-to-one coaching sessions with managers continue across the organisation and at a strategic level, absence cases continue to be challenged via the Member Challenge process.

Key Performance Measure	Outturn 2011/12	Performance Status & Direction of Travel							
		September (Q2)		October		November		December (Q3)	
		Current	Target	Current	Target	Current	Target	Current	Target
Achieving a higher investment rate than the national average (7 day cash LIBID) (LCT 20)	0.55% G	0.54% ↔	0.1% G	0.53% ↓	0.1% G	0.52% ↓	0.1% G	0.51% ↓	0.1% G
Land Sales Programme (FM 10)	£5.5m R	£1.85m ↑	£1.5m G					£2.05m ↓	£2m G
Continue to manage the reputation of the Council and the borough as a whole									
% collected for year - council tax (BV 9)	97.82% G	59.33% ↑	59.1% G	68.89% ↓	68.48% G	78.04% ↑	77.85% G	87.58% ↑	87.06% G
% collected for year - business rates (BV 10)	97.4% A	59.13% ↑	59.56% A	68.8% ↑	68.9% A	78.19% ↑	77.82% G	87.2% ↓	87.38% A
See attached Exception Report									
Average days to recover external debts (LCT 02)	85 R	55 ↑	56 G	62 ↓	56 A	47 ↑	56 G	53 ↓	56 G
Increase the % of all calls that will be answered within 20 seconds (LCT09)	81% G	86% ↓	80% G	92% ↑	80% G	92% ↔	80% G	89% ↓	80% G
Reduce the % of lost calls to the Access Trafford contact centre (LCT 10)	6% G	2% ↔	5% G	2% ↔	5% G	1% ↑	5% G	4% ↓	5% G
Percentage of Housing Benefit Overpayments collected (LCT 16)	63.1% A	68.98% ↑	70% A	71.09% ↑	70% G	69.76% ↓	70% A	68.74% ↓	70% A
See attached Exception Report									
To actively investigate allegations of benefit fraud and ensure where suitable that sanctions and/or prosecutions are enforced (LCT 17)	79 G	35 ↑	37.5 A					54 ↓	56 A
See attached Exception Report									
Conduct and conclude investigations into alleged benefit fraud that identify more serious abuses (i.e. high yield) of the benefits system (total overpayments £) (LCT 18)	£619,052 G	£269,798 ↓	£300k R					£463,470 ↑	£450k G
Average time to process Housing /Council Tax Benefit new claims and change events (Days) (NI 181)	7.16 G	6.87 ↑	7.5 G	6.9 ↓	7.5 G	6.99 ↓	7.5 G	7.12 ↓	7.5 G

Appendix 1

Period 9 Forecast Outturn revenue expenditure and income variances, and movements from Period 8 monitoring report

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)	P9 Forecast Outturn (£000's)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Note ref
Transformation and Resources Portfolio						
Legal & Democratic	1,943	2,054	111	56	55	T&R1, 2, 5
Communications & Customer Services	7,598	7,206	(392)	(241)	(151)	T&R1, 2, 5
Partnerships & Performance	2,960	2,984	24	19	5	T&R1, 3
Strategic Human Resources	3,023	2,900	(123)	(125)	2	T&R1, 2, 5
Corporate Leadership and Support	401	234	(167)	(168)	1	T&R1
sub-total	15,925	15,378	(547)	(459)	(88)	
Finance Portfolio						
Finance Services	3,810	3,721	(89)	(96)	7	T&R1, 2, 4, 5
sub-total	3,810	3,721	(89)	(96)	7	
Total	19,735	19,099	(636)	(555)	(81)	

Business Reason / Area (Subjective analysis)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Note ref
Management of vacancies	(611)	(615)	4	T&R1
Running costs	(77)	53	(130)	T&R2
CCTV – Projected shortfall in income	92	92	0	T&R3
Proceeds of Crime income	191	173	18	T&R4
Other Income	(231)	(258)	27	T&R5
Total	(636)	(555)	(81)	

NOTES ON PROJECTED VARIANCES

T&R1

There are a number of posts being held vacant whilst staffing structures are being reviewed. Adverse movement in the month reflects appointments to posts in Legal services.

T&R2

Running costs variances for deferred expenditure are shown below (see 1.2)

Communications £(46)k

Access Trafford £(65)k

There are also minor variances in running costs across other Directorate services including ICT contracts, legal fees, postages, HR software and contracts costs.

T&R3

Operational issues have delayed the development and marketing of the new CCTV Control Room products. It is forecast that £50k of the new anticipated income stream of £60k will not be achieved until 2013/2014.

T&R4

The expected receipt date for a Proceeds of Crime case has been reviewed and a further £18K of income will now not be received in 2012/13.

T&R5

Management action has generated increased income from:

- Activity with education sector e.g. schools, £(79)k;
- A legal services arrangement with the Probation Service, £(18)k;
- Collaborative arrangements £(42)k;
- Libraries fees and charges income £(33)k;
- Land Charges income £(23)k;
- Other minor income variations across the Directorate £(36)k.

TRAFFORD MBC

Report to: Director of Finance
 Date: 17 January 2013
 Report for: Information
 Report author: Head of Financial Management

Report Title

Revenue Budget Monitoring 2012/13 – Period 9 - Council-Wide Budgets (April 2012 to December 2012 inclusive)

1 Outturn Forecast

1.1 The current approved revenue budget for the year is £25.384m. The outturn forecast is £24.877m, which is £(0.507)m under the budget, a minor adverse movement of £0.012m since last month.

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 – savings in debt interest repayments £(0.335)m and increased investment interest £(0.095)m;

External audit fees £(0.106)m, relating mainly to a reduction in the standard audit fee ;

Three Right-To-Buy sales of ex-Council Houses, £(0.030)m;

AGMA projects re-prioritised, resulting in additional costs to the Council, £0.047m;

Other minor variances of £0.012m.

2 MTFP Savings and increased income

2.1 The Council-wide budget includes a saving target of £(0.231)m from the overall Council budget of £(12.2)m for savings and increased income. The table below summarises the current forecast of this savings target:

	Budget target (£000's)	End of Year Forecast (£000's)	Variance (£000's)
Increased and new income	0	0	0
Transformation savings	0	0	0
Other savings	(231)	(231)	0
Total	(231)	(231)	0

All budget options put forward for delivery in 2012/13 are expected to achieve their targets by the year end.

3 Service carry-forward reserve and Recommendations

3.1 The underspend within Council-wide budgets is transferred to the General Reserve, as detailed in the summary report.

Period 9 Forecast Outturn revenue expenditure and income variances, and movements from Period 8 monitoring report

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)	P9 Forecast Outturn (£000's)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Ref
Finance Portfolio						
Precepts, Levies & Subscriptions	16,536	16,583	47	47		C-W3
Provisions (bad debts, pensions, property rates)	1,745	1,745				
Treasury Management	9,051	8,621	(430)	(430)		C-W1
Insurance	647	647				
Members Expenses	942	942				
Grants	(3,627)	(3,627)				
Other Centrally held budgets	90	(34)	(124)	(136)	12	C-W2
Total	25,384	24,877	(507)	(519)	12	

Business Reason / Area (Subjective analysis)	P9 Outturn variance (£000's)	P8 Outturn variance (£000's)	P8 to P9 movement (£000's)	Ref
Treasury Management:				
- Investment Income	(93)	(93)		C-W1
- Debt Management cost savings	(337)	(337)		C-W1
Other Centrally held budgets				
- External audit fees	(106)	(106)		C-W2
- Right-To-Buy sales	(30)	(30)		C-W2
- Other minor payments	12	0	12	C-W2
Precepts, Levies & Subscriptions				
- AGMA Budgets	47	47		C-W3
Total	(507)	(519)	12	

NOTES ON PROJECTED VARIANCES

C-W1 – Treasury Management - £(0.430)m (favourable), a movement of £(0.095)m since the last report.

A rephasing of schemes within the Council's Capital Investment Programme, funded by prudential borrowing, was incurred in the final quarter of 2011/12. This will result in a one-off reduction in the amount the Council has to set aside in order to repay debt in 2012/13, £(0.021)m.

In response to the continuing uncertainty of the worldwide economic climate, counterparty security and borrowing rates being considerably higher than investment rates, the new long term borrowing planned to be taken later in the year, will not be taken thereby generating a saving of £(0.314)m in interest payable. This course of action has been undertaken in accordance with advice obtained from the Council's external treasury management consultants.

£(0.095)m relating to a better rate of interest on investments in the first 6 months of the year compared to budget, £(0.020)m as well as additional investment interest earned due to new capital monies (Primary School grant and Section 106 agreement) being received ahead of the capital expenditure being incurred, £(0.075)m.

C-W2 – Other Centrally held budgets - £(0.124)m favourable

The Audit Commission fees for 2012/13 have substantially reduced, in particular relating to the standard audit fee, £(0.106)m, due in part to the Council's good quality financial management. There has also been three Right-To-Buy sales of ex-Council Houses by Trafford Housing Trust, which are not budgeted for, generating income of £(0.030)m to the Council. The movement in the month of £0.012m relates to a payment to HM Revenues and Customs for unpaid tax and national insurance following a national investigation into payments to School Improvement Partners.

C-W3 – Precepts, Levies & Subscriptions - £0.047m adverse

A number of projects have been re-prioritised by AGMA in 2012/13 and budgets have been re-aligned accordingly. This includes new and revised projects being funded from savings elsewhere within AGMA budgets. However, the total amount now due to Lead authorities is higher than expected, £0.047m.

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