

PUBLIC

Agenda Item No.7 (b)

DERBYSHIRE COUNTY COUNCIL

CABINET

1 October 2013

Joint Report of the Chief Executive and the Director of Finance

REVISED BUDGET 2013/14
(STRATEGIC POLICY & BUDGET)

1 Purpose of the Report

To update members on changes to the Revenue Budget 2013/14 and Five Year Financial Plan and to indicate proposed budget reductions.

2 Information and Analysis

Council approved the Revenue Budget 2013/14 on 6 February 2013, which set out proposals including pay and price increases, budget reduction targets and service pressures, together with details of the general reserves position and medium term financial projections which assumed Council Tax increases of 2.5% in each of the four years from 2014-15 to 2017-18.

In approving the budget in February, the Council froze its council tax for the third year running which required the budget to be balanced by increasing the base savings required. Under section 25 of the Local Government Act 2003, the Director of Finance reported on the robustness of the estimates and the adequacy of the reserves allowed for in the budget. The budget report identified certain reductions, but not enough to meet the increased savings target, the shortfall being met through a range of measures from the over-achievement of base savings in earlier years to the use of previous years' underspends/General Reserve as a one-off funding source with the expectation that the base saving would need identifying later in 2013-14.

The Council has no power to re-set the level of Council Tax for 2013/14 and other than the announcements made by Government following the budget set by Council in February, which are set out below, the funding allocations for the Council remain the same as those previously reported. However, subsequent announcements by Government, affecting 2014/15 and 2015/16 in particular, have had a serious adverse effect on the Council's financing in future years and is reflected in the revised Five Year Financial Plan.

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Outturn 2012/13

The outturn for 2012/13 resulted in a contribution to the General Reserve of £4.976m. Details were reported to Cabinet on 30 July 2013. The external auditor has subsequently reported to Audit Committee on the 17 September with an unqualified audit report and commenting favourably on the Council's ability to meet future reductions based on its robust financial standing and plans to meet future savings targets as at 31 March 2013. However, there have been significant changes since the budget was set.

Changes in Funding 2013-14

Due to the Government failing to announce certain funding streams for 2013/14 before the budget was set on 6 February 2013, there have been minor changes to funding levels assumed as part of the budget setting process. In addition the district/borough councils within the county confirmed their final estimates for business rates yield in 2013/14 after the 6 February Council meeting. Grant income and business rates income have been adjusted accordingly, details of which are set out below:

	£m
The Government top-sliced the amount of Formula Grant to fund the New Homes Bonus (NHB). Any excess of the top-slice after making NHB payments was returned to local authorities. The Council's estimate for the amount to be returned was £0.007m higher than the final figure.	(0.007)
An adjustment made in the Final Settlement which included a further £8.5m additional funding to local authorities as a separate new grant to help councils in sparsely populated areas, resulted in minor changes to the Revenue Support Grant and Top-Up figures previously announced.	(0.004)
Adjustment to reflect the difference between the final business rates yield and estimates previously provided by the district/borough councils.	(0.042)
Difference between the final allocation for Education Services Grant and that estimated by the Council.	(0.002)
Difference between the provisional and final allocations for the Council Tax Freeze Grant 2013/14.	(0.003)
The Government top-sliced £25m nationally for the Business Rates Safety Net to protect those councils who end up collecting over 7.5% less than forecasted business rates income. If the funding was not needed it would be paid back to local authorities. An estimate was made of the amount to be returned, however the Government's estimates were inaccurate regarding successful rate appeals. As a consequence, none of the amount top-sliced was returned to local authorities.	(0.237)

Adoption Reform Grant

The Government announced details of the Adoption Reform Grant in February. The national quantum for the grant is the £150m which was top-sliced from Early Intervention Grant control total, previously announced by Government. Of this, £50m was ring-fenced to incentivise local authorities to find more adopters. The remaining £100m is non-ring fenced. The ring-fenced amount allocated to the Council is £0.980m which has been passed on to Children and Younger Adults. The unringfenced allocation is £1.213m. There has been no-indication from Government that this funding will continue beyond 2014/15. This will be held corporately in accordance with budget management practice unless CAYA demonstrate a need for it and seek member approval for part or all of this funding.

Local Authority Central Spend Equivalent Grant

At the beginning of June 2013, the Government announced the allocations for the refund of the Local Authority Central Spend Equivalent Grant for 2012/13. The allocation for the Council is £2.240m. It has previously been agreed by Cabinet Member Finance and Management on 16 November 2012, that an amount of £1.633m would be allocated to CAYA to reflect the reduction in the departmental budget, which was approved by Council on 1 February 2012. This therefore leaves a balance of £0.608m. Given that the department has also had its budget reduced in 2011/12 to reflect the top-slice in that financial year, it is proposed that the balance is split 50% to CAYA and the balance to be held corporately.

Extended Rights to Free School Transport

The Local Government Finance Settlement in December 2012 announced that local authorities would receive the Extended Rights to Free Travel grant, however individual local authority allocations were not announced until July 2013. The Council's allocation for 2013/14 is £1.313m. CAYA have made a budget growth bid of £0.100m against this allocation, to reflect growth in the service based on historical trend. The balance will be held corporately unless CAYA can demonstrate a further need for it and seek additional member approval for its use.

Contingency Budget

Council agreed a contingency budget to cover a possible pay award and non-standard inflation on Foster Carer fees. On 10 September 2013, Cabinet approved the pay award to the Derbyshire pay and grading structure with effect from 1 April 2013. The Revenue Budget 2013/14 set aside a sum of £2.312m to cover an anticipated 1% pay award. This sum will be allocated to departments accordingly. The amount held for an increase in Foster Carer fees was £0.150m and is no longer required and can be returned to the Risk Management Budget.

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Risk Management Budget

The adjustments to grants have been reflected through the Risk Management Budget. At the time of approving the budget in February, the Risk Management Budget stood at £5.412m. The balance after the above adjustments is expected to be around £8.2m.

Residential Care Fees

The Council has for some time been in dialogue with representatives of Derbyshire care home owners (Derbyshire Care Homes Association) who are questioning the level and calculation of fees the Council pays for residential care. The issue rests on the actual costs incurred by care home owners in comparison to the fees paid by the council. The Council agreed to undertake an exercise to establish the costs of running a care home at a local level, working with the care home providers to determine an appropriate fee level.

A period of consultation with the remaining care home owners will be held over the coming months.

At present it is expected that any additional payment can be met from the Risk Management Budget.

Five Year Financial Plan

The Council annually plans for pressures for the years after the current budget year. The Plan was updated alongside the Revenue Budget 2013/14 in February. The plan has been amended to reflect the announcements made in Budget 2013 and the Comprehensive Spending Review 2013 (CSR2013). These announcements have significantly increased the savings required over and above the level calculated at the time the budget and Five Year Financial Plan were set in February.

CSR2013 made a number of announcements that will impact on future funding levels. These include:

- A reduction of 27.8% in Revenue Support Grant in 2015/16.
- Funding for a further council tax freeze in 2014/15 and 2015/16
- Funding will continue to be provided for previous council tax freeze grants into 2015/16.
- The Council Tax referendum limit will be set at 2% for 2014/15 and 2015/16
- The Education Services Grant will be reduced nationally by £200m in 2015/16.
- The New Homes Bonus quantum will be top-sliced by £400m to help fund the Single Local Growth Fund.
- The Troubled Families Programme will be extended to more families from 2015/16, with £200m in funding.

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- There will be pooling of funding of £3.8bn between the NHS and local authorities to support and reward integrated working in 2015/16. This will include £200m transfer from NHS to local authorities in 2014/15 to ensure closer integration between health and social care can start immediately.
- A total of £335m funding to be allocated nationally in 2015/16 to support implementation of social care costs cap from April 2016.

Summary details of the revised plan are shown at Appendix 1. It shows that savings of £157m over the medium term are needed to balance the budget.

The full document will be published on the Council's website.

The Government's Technical Consultation on the Local Government Finance Settlement 2014/15 and 2015/16, show that reductions in mainstream funding are substantially higher than the Council had anticipated. Many local authorities will see their Revenue Support Grant reduced by up to 30% in 2015/16. This is far beyond the 10% cut which local authorities were anticipating. The Council has responded to the Consultation, expressing its dissatisfaction with the consultation and further written to the Secretary of State asking for a meeting to discuss these matters, a request he has refused.

Financial Strategy

The Council's Financial Strategy is reviewed and updated periodically. It will be updated when the Council publishes its Council Plan to ensure the strategy is aligned to Council priorities.

Council Tax Benefit Localisation

The introduction of Council Tax Benefit Localisation brought a risk to local authorities in that the introduction of local schemes could result in higher non-collection rates, which has the potential to result in a collection fund deficit for the Council. However, the indications from the district/borough councils in the county is that the low collection rates expected on these payments have materialised as anticipated, but this will not be confirmed until January when the billing authorities have to re-estimate their collection fund position.

Business Rates

The introduction of the Business Rates Retention Scheme brings a new set of uncertainties in setting the budget as the Council will be liable for a share of the costs of successful rating appeals that may be made in the year, the unknown level of business which may go into administration, the number of new businesses and the collection rate achievable.

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Reserves

The Council has in place a Reserves Policy which sets out the framework within which decisions will be made regarding the level of reserves. In line with this framework the balance and level of reserves are regularly monitored to ensure they reflect a level adequate to manage the risks of the Council. This covers both the General Reserve and Earmarked Reserves. Details of the last review are in a separate report for consideration at this meeting.

The level of General Reserve that is generally available to the Council is expected to be between £25m-£35m over the next few years, but the actual figure will be subject to a number of variables such as levels of service under/overspends and the achievement of significant base budget reductions as outlined in the report. On this basis the level of the General Reserve is likely to average around 5% of the Council's net budget requirement over the next few years. However, the Council faces substantial pressures until at least 2017/18, as set out in the Five Year Financial Plan, and a robust reserves position is prudent. The levels of reserves are set on a risk-assessed basis and greater detail is available in the Five Year Financial Plan. Provision has been made in the budget and Five Year Financial Plan for the major commitments known to the Council. This still leaves the General Reserve to deal with unanticipated or unquantifiable costs, and one-off priority spending.

Details of the Council's General and Earmarked Reserve position are on the agenda for this meeting.

Budget 2013/14 and cuts required in later years

As part of the Budget Report to Council on 6 February 2013 the Director of Finance reported on the robustness of the estimates included in the budget and the adequacy of reserves. This is a statutory requirement and is connected to matters of risk and uncertainty. The report on 6 February emphasised the many processes and procedures which underpin the successful budget management approach adopted by the Council.

The view of the Director of Finance concludes with the statement that:

"The Council's Five Year Financial Plan has identified the need for significant savings in the medium term. The achievement of these savings is critical in ensuring that the Council balances its budget."

As indicated previously, since 6 February the position has deteriorated with the overall savings target rising from an already challenging £127m to £157m, for the reasons highlighted above.

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Latest Budget Monitoring indicates savings achieved in 2013-14 are under target at present by approximately £10.5m, and is reflected in significant base overspends in both Adult Care and CAYA. The position is manageable in the short term through the use of reserves and underspends in previous years, but the impact is, in effect, to increase the saving target for 2014/15 to £47.201m from £36.701m while at the same time reducing flexibility in the use of reserves in later years. Therefore, it is important that progress is made against the reductions identified in Appendix 2.

Significant consultation and planning timeframes are required to achieve many of these reductions. Additional delays in agreeing proposals will be a further diminution of reserves and/or require larger in year base savings. Any significant delay puts at risk the good opinion of the external auditor on the Council's financial management and standing, and may raise concerns with Government.

The Cabinet is therefore asked to reaffirm the proposals for budget reductions as outlined in Appendix 2 and recommend the further proposals outlined in Appendix 3 be considered as possible further areas for future budget reductions by Council. Where necessary, each proposal will be the subject of further detailed member consideration and it will be necessary to comply with all statutory and good practice requirements including all necessary consultation and development of Equality Impact Assessments in the consideration of those proposals. The cuts proposed are an essential first step towards balancing the budget over the medium term. In many cases the next step will require further reports to elected members to set out how the reduction may be effected.

Further budget cuts will be required to help meet the overall shortfall currently identified over the medium term planning period. In addition a range of other measures will be pursued in an attempt to help alleviate at least an element of the cuts required and an attempt to smooth out the implications over the years until 2017-18. A particular emphasis will be placed on better working with partners to achieve shared goals. Key partners who will help with this include Health, and other local authorities, D2N2 and the voluntary sector. The measures that will be considered as part of the budget strategy over the coming years will include: -

- Reduce management and overhead costs
- Asset Disposal
- HR measures such as vacancy control and severance schemes
- Contract Management
- Review of the Capital Programme
- Income maximisation
- Shared Service Options
- Invest to save

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- New income sources such as Single Local Growth Fund
- Service Prioritisation
- Integrate Health and Social Care priorities

The indications from Government, reinforced by recent comments from the Chief Secretary to the Treasury, is that public finances will remain under pressure until the next decade and further budget reductions are likely beyond those identified in the five year plan contained in Appendix 1.

The savings are a significant first step, however there will have to be further reductions to balance the Five Year Financial Plan.

Members are asked to note that in the normal course of events, once the Council has set its budget in February, it is a matter for Cabinet to manage the Council's finances. However, given the scale and importance of the financial implications contained in the report, it is considered appropriate for Council to be asked to endorse and support the Cabinet's decisions.

3 HR Considerations

The Council will seek to mitigate the impact of the proposed budget reductions on the Council's workforce through the use of VER/VR, vacancy control, redeployment and reducing spend on the non-core workforce.

The Council has a statutory responsibility to consult with the relevant trade unions in accordance with Section 188 of the Trade Unions and Labour Relations (Consolidation) Act 1992 (and to inform the Secretary of State its proposals under Section 192) when potential redundancy situations arise and, as necessary, further reports will be presented to Cabinet in relation to this requirement.

4 Legal and Human Rights Considerations

As the saving proposals described in the report are further considered by Cabinet and, where appropriate, by individual Cabinet Members, the necessary consultation exercises will be undertaken and any equality implications will be assessed before final decisions are made. Throughout the process it will be essential to ensure that the Council continues to meet its statutory and contractual obligations.

5 Other Considerations

In preparing this report the relevance of the following factors has been considered: financial, prevention of crime and disorder, equality and diversity, environmental, health, property and transport considerations.

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6 Key Decision

Yes

7 Call-in

Is it required that call-in be waived in respect of the decisions proposed in the report? Yes.

The Director of Legal Services has advised that the Council's Constitution provides that the call-in procedure shall not apply where the decision being taken by the Cabinet is urgent. A decision is urgent if any delay likely to be caused by the Call-in process would seriously prejudice the Council's or the public interest. As provided for in the Constitution, the Chair of the Improvement and Scrutiny Committee – Resources has been consulted and he agrees that the decisions proposed in the report are reasonable in all the circumstances and to the decisions being treated as a matter of urgency.

8 Background Papers

Papers held in Technical Section, Corporate Finance Room 208
Comprehensive Spending Round, HM Treasury

9 OFFICERS' RECOMMENDATIONS

That Cabinet:

- (i) agrees that the report is urgent and call in can be waived.
- (ii) notes and approves the revised Five Year Financial Plan.
- (iii) notes and approves the changes to funding received since the Council approved the budget in February and the uses to which it will be applied.
- (iv) agrees that the proposals for budget reductions outlined in Appendix 2 form the basis of helping to balance the Council's budget subject to further consideration of individual proposals by elected members
- (v) notes that the possible areas for budget reductions in Appendix 3 will be considered and detailed proposals brought before Members as appropriate.
- (vi) invites the Council to endorse the Cabinet's decisions.

IAN STEPHENSON

Chief Executive

PETER HANDFORD

Director of Finance

23 September 2013

FIVE YEAR FINANCIAL PLAN for 2013-14 to 2017-18					
	2013-14	2014-15	2015-16	2016-17	2017-18
	£m	£m	£m	£m	£m
Base Budget	535.982	522.253	506.652	476.557	468.198
Two Year Olds/Social Fund	0.167	0.000	0.000	0.000	0.000
	536.149	522.253	506.652	476.557	468.198
Price Inflation	5.271	7.000	7.000	7.000	7.000
Pay Award	2.312	2.300	2.300	4.600	4.600
Pension Fund Increase	0.250	0.000	0.000	0.000	0.000
Contingency for Price Increases	(1.575)	1.000	1.000	1.000	1.000
Debt Charges	(1.400)	0.600	0.600	0.600	0.600
Interest Receipts	(1.000)	(1.000)	(1.000)	0.000	0.000
	3.858	9.900	9.900	13.200	13.200
Ongoing Service Pressures (see below)	9.417	11.200	6.800	9.800	6.800
	9.417	11.200	6.800	9.800	6.800
Risk Management Budget	(2.331)	0.000	0.000	0.000	0.000
	547.093	543.353	523.352	499.557	488.198
Budget reductions required	(24.840)	(36.701)	(46.795)	(31.359)	(17.316)
Ongoing base budget	522.253	506.652	476.557	468.198	470.882
One-off expenditure:					
One-off budget pressures - Capital	8.756	0.000	0.000	0.000	0.000
One-off budget pressures - Revenue	2.000	2.000	2.000	2.000	1.000
Elections	0.000	0.000	0.000	0.000	1.000
Net Budget Requirement	533.009	508.652	478.557	470.198	472.882
Financed By: -					
Business Rates Local Share	16.378	16.571	17.068	17.580	18.108
Top-Up Grant	82.527	85.060	86.761	88.496	90.266
Revenue Support Grant	148.218	124.911	91.007	81.906	73.716
Business Rates Retention Total	247.123	226.542	194.836	187.983	182.090
New Homes Bonus	1.305	1.700	0.000	0.000	0.000
Education Services Grant	12.345	12.345	9.876	9.876	9.876
Local Services Support Grant	0.208	0.208	0.000	0.000	0.000
Returned Amount of NHB Top-slice	0.836	0.836	0.000	0.000	0.000
Social Fund Reform	1.855	1.828	1.828	1.828	1.828
General Grant	0.644	0.655	0.655	0.655	0.655
Council Tax	246.422	252.035	258.859	267.168	275.745
Council Tax Freeze Grant 2011/12 adjustment	0.000	0.000	0.000	(9.815)	(9.815)
Council Tax Freeze Grant - one-off 2013/14	2.812	0.000	0.000	0.000	0.000
Council Tax Transition Grant	0.956	0.000	0.000	0.000	0.000
PFI Grant	10.503	10.503	10.503	10.503	10.503
Use of General Reserve to support one-off expenditure	3.000	2.000	2.000	2.000	2.000
Use of Earmarked Reserve	5.000	0.000	0.000	0.000	0.000
Total Funding	533.009	508.652	478.557	470.198	472.882
TOTAL SAVINGS APRIL 2013- MARCH 2018					
					(157.011)
Annual Savings as a percentage of Base Budget	4.63%	7.03%	9.24%	6.58%	3.70%

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Assumptions

Price Inflation	2.00%	2.50%	2.50%	2.50%	2.50%
Pay Award	1.00%	1.00%	1.00%	2.00%	2.00%
Business Rate Growth	n/a	3.00%	3.00%	3.00%	3.00%
Top Up RPI	n/a	3.10%	2.00%	2.00%	2.00%
Revenue Support Grant Reductions	-6.30%	-15.90%	-27.10%	-10.00%	-10.00%
Council Tax Increase	0.00%	2.00%	2.00%	2.50%	2.50%
Taxbase Increase	n/a	0.30%	0.70%	0.70%	0.70%
Taxbase	228,149.81	228,834.26	230,436.10	232,049.15	233,673.50
Collection Fund Position (£m)	0.655	0.600	0.600	0.600	0.600
Council Tax (£/Band D)	1,077.22	1,098.76	1,120.74	1,148.76	1,177.48

Ongoing Service Pressures

Adult Care Demographics	5.400	5.400	5.400	5.400	5.400
CAYA Demographics	1.100	1.000	1.000	1.000	1.000
National Insurance Contributions	0.000	0.000	0.000	3.000	0.000
Pension Fund	0.000	3.000	0.000	0.000	0.000
Adult Care New Duties	0.620	0.000	0.000	0.000	0.000
Coroners	0.200	0.000	0.000	0.000	0.000
Waste	1.790	1.800	0.400	0.400	0.400
B Line	0.100	0.000	0.000	0.000	0.000
Lead Local Flood Authority	0.207	0.000	0.000	0.000	0.000
	9.417	11.200	6.800	9.800	6.800

Budget Cut Proposals (based on those agreed at Council on 6 February 2013)

Adult Care

Summary of Budget Cuts

Service Area	Saving £
Ongoing savings from stairlift maintenance services	300,000
More consistent application of RAS and Support Planning	1,750,000
Re-modelling of services for low and moderate needs	500,000
Reduction in high cost placements	500,000
Review of Supported Living Schemes	200,000
Efficiencies from re-ablement and remodelling of Home Care services	1,500,000
Reduction of expenditure on consumables	530,000
Recommissioning of Day Care services	550,000
Reduction in training provision	650,000
Ongoing savings on meals and laundry service	150,000
Total Savings	6,630,000

Children and Younger Adults

Summary of Budget Cuts

Service Area	Saving £
Preventative activities to reduce direct costs of Safeguarding	3,100,000
Reduction in management and back office services	2,120,000
Review of management information teams	126,000
Savings from finance structure and recharge costs	70,000
Review of Education Improvement consultants	100,000
Reduced staffing and increased income from schools in respect of Universal Careers	509,000

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Service Area	Saving £
Reductions in costs and/or increased charges from users of the Adult Education Service	50,000
Policy changes in respect of faith transport	180,000
Reduction in staff travel costs	250,000
Efficiencies from Home to School Transport	150,000
One-off balancing savings brought forward from 2012/13	4,284,000
Total	10,939,000

Jobs, Economy and Transport

Environmental Services - Summary of Budget Cuts

Service Area	Saving £
Further rationalisation of staffing establishments	1,524,000
Further savings from smarter travel initiatives and public transport efficiencies	599,000
Prioritisation of highways maintenance and improvement programme	4,900,000
Efficiencies and reductions to street lighting	225,000
Additional income from permit and parking schemes and waste recycling contracts	1,450,000
Reductions in back office costs	560,300
One off balancing savings, use of commuted sums and Section 74 income	560,000
Total	9,818,300

Health and Communities

Health and Community Safety - Summary of Budget Cuts

Service Area	Saving £
Review of Emergency Planning	22,000
Review of Community Safety	28,000
Total	50,000

Cultural and Community Services

Cultural and Community Services – Summary of Budget Cuts

Service Area	Saving £
Reduction in staff travel costs	6,000
Restructuring of trading standards	100,000
Extension of self service in libraries	100,000
Review of mobile library service	130,000
Review of arts service	10,000
Ongoing savings brought forward from previous years	302,000
One-off balancing savings from 2012/13	415,000
Total	1,063,000

Council Services

Corporate Resources Department - Summary of Budget Cuts

Service Area	Saving £
Review of Communications Division	123,000
Freezing inflation to voluntary organisations	4,500
Corporate Finance restructure	99,000
Efficiencies in Transformation Services	755,000
Review of Legal Services	21,000
Review and restructure of Human Resources and Shared Service Centre	180,000
Review of resourcing requirements in Core Systems Development team	67,000
Restructuring of Corporate Property	142,000
Reduction of building maintenance budget	300,000
Management restructure in Business Services	100,000
Staff reduction in Members' Secretaries	5,200
Ongoing savings brought forward from previous years	162,000
Total	1,958,700

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Corporate Budgets – Summary of Budget Cuts

Service Area	Saving £
Cessation of BSF Programme	50,000
Reduced revenue contributions to capital	300,000
Increase in various registrars fees	50,000
Revised arrangements for Pension Fund advisors/reintroduction of share lending function	1,000,000
Total	1,400,000

Summary of Potential Areas of Further Reductions for Future Member Consideration

Adult Care

Efficiencies from the re-procurement of the electronic Home Care system
The review of block care contracts for Adults with disabilities
Introduction of transport policy
Increased client contributions
Increase the Fair Access to Care Services eligibility level from higher moderate to substantial
Equipment provision for people with disabilities
Reduction in payments to voluntary organisations
Housing Related Support
Rationalisation of management structure.
Reduction/Rationalisation of Fieldwork teams
Review of specialist support teams
Recommissioning of Day Care services
Reduction in training provision
Ongoing savings on meals and laundry service

Children and Younger Adults

Review of types of care provided for young people
Reduction in management and back office costs
More efficient delivery of support for children with complex needs
Review of management information teams
More efficient delivery of training for staff
Review of Education Improvement service
Reduction in spend on back office accommodation
Increased trading and income generation
Reductions in costs and/or increased charges from users of the Adult Education Service

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Reduction in number of children's centres

Contribution to travel costs from parents of young people over the age of 16

Review of subsidy for Faith schools transport

Jobs, Economy and Transport

Efficiencies and reductions in street lighting

Reductions in traffic and road safety schemes

Efficiencies in waste disposal costs

Reduction in staff training budget

Health and Communities

Efficiencies from Community Safety Project Fund

Cultural and Community Services – Summary of Budget Cuts

Review of business services

Restructuring of trading standards

Reductions in mileage and sampling budgets in trading standards

Reduction of library stock

Restructure of library service

Reduce library opening hours

Review of mobile library service

Restructure of archivist service

Reduction in world heritage site staff costs

Review of arts service

Review of museum structure

Reductions to post and laundry

Review of HQ staffing

Corporate Resources Department - Summary of Budget Cuts

Restructuring of Corporate Property

Reduction of building maintenance budget