

REPORT TO THE MEETING OF THE EXECUTIVE 21 JULY 2010

PORTFOLIO: FINANCE & RESOURCES

REPORT FROM HEAD OF FINANCE

SUBJECT: MEDIUM TERM FINANCIAL STRATEGY (MTFS) 2010/11 – UPDATE

1 DECISION BEING RECOMMENDED

- 1.1 To note the current position on the MTFS.
- 1.2 To agree to the implementation of Member training and development sessions in the early Autumn as part of the budget process for 2011/12 to help determine those service areas which should be safeguarded and those where savings could be made.
- 1.3 To agree to a Public Consultation exercise over the summer on the priorities and non-priorities for the Council using a variety of channels as determined the Executive.
- 1.4 To clarify those areas that should be considered as suitable for investigation as potential Shared Services arrangements and those areas not considered as suitable.

2 REASON/S FOR RECOMMENDATION

- 2.1 When Council agreed the budget for 2010/11 and the MTFS, covering the period 2010/11 to 2014/15, a budget gap of £750,000 was identified. It was agreed that the Executive would be kept up to date on progress in addressing this gap and identifying savings.
- 2.2 Since the budget for 2010/11 and the MTFS was agreed, there have been a number of changes, not least of which is the formation of a Coalition Government, and it is important to note these changes as the Council prepares to deliver its savings target and enter into the budget process for 2011/12 onwards.

3 MTFS CURRENT POSITION

- 3.1 There are a number of factors which will affect the MTFS and determine the budget which should be set for 2011/12 and these are summarised below. The MTFS will be continually updated by Officers during the budget process with updates provided to Members either by report into the Executive or the Member Awaydays, before next year's budget and revised MTFS is finally approved in January 2011.

- 3.2 The closure of the accounts for 2009/10 means that the MTFS can be updated with the financial results from last year. The General Fund as at 31 March 2010 is £2.172m which is in line with the forecast.
- 3.3 The new Coalition Government produced their Emergency Budget on 22 June 2010 which set out the broad principles under which public spending would be reduced over the next 4 years. The main points of the Budget which may have financial implications for the Council are summarised below:-
- The next Spending Review will, for the first time, set spending plans for the four years to 2014/15. The 2010 Spending Review will be published on 20 October 2010.
 - The Spending Review will set Departmental Expenditure Limits (DEL) and, once the Government's commitment on protecting health and overseas aid are taken into account, other departments could see average real cuts to their budgets of around 25% over the four years. This compares with average real cuts of 20% implied by the March budget.
 - The other element in the Spending Review is Annually Managed Expenditure (AME), which is the demand led expenditure such as social security, tax credits and debt interest costs. The final split between AME and DELs will be decided at the October Spending Review and any further AME savings will reduce the size of cuts to departmental budgets.
 - The Budget 2010 report is not entirely clear on whether inflation is to be taken into account and how any reduction would be phased over the 4 years. For the purposes of updating the MTFS, at this stage, it has been assumed that the reduction would be phased equally over the 4 years and the table below shows the variation in assumptions based on inflation assumptions:-

GOVERNMENT GRANT – FORECAST SCENARIOS

Government Grant is made up of Revenue Support Grant and distributed National Non-Domestic Rates.

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	Reduction in 2014/15 compared to 2010/11
	£000s	£000s	£000s	£000s	£000s	
<u>Scenario 1 - Worst Case - No inflation allowance</u>						
				Annual % Reduction = 6.94%		
Forecast Grant	5,121	4,766	4,435	4,127	3,841	
Annual Reduction		(355)	(331)	(308)	(286)	(1,280)

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	Reduction in 2014/15 compared to 2010/11
	£000s	£000s	£000s	£000s	£000s	
<u>Scenario 2 - Inflation higher than Budget</u>						
<u>2010 Forecasts</u>	Annual % Reduction = 3.92%					
Inflation						
Forecast from						
Budget 2010		3.70%	3.40%	2.90%	3.00%	
Forecast Grant	5,121	4,920	4,728	4,543	4,365	
Annual						
Reduction		(201)	(193)	(185)	(178)	(756)
<u>Scenario 3 - Inflation in line with Budget</u>						
<u>2010 Forecasts</u>	Annual % Reduction = 4.85%					
Inflation						
Forecast						
(+1% on						
Budget 2010						
Forecast)		2.70%	2.40%	1.90%	2.00%	
Forecast Grant	5,121	4,873	4,637	4,412	4,198	
Annual						
Reduction		(248)	(236)	(225)	(214)	(923)
<u>Scenario 4 - Inflation lower than Budget</u>						
<u>2010 Forecasts</u>	Annual % Reduction = 5.78%					
Inflation						
Forecast (-1%						
on Budget						
2010						
Forecast)		1.70%	1.40%	0.90%	1.00%	
Forecast Grant	5,121	4,825	4,546	4,284	4,036	
Annual						
Reduction		(296)	(279)	(263)	(247)	(1,085)

- Two year pay freeze for public sector workforces, except for workers earning less than £21,000 for 2011/12 and 2012/13 – this will cost the Council about £18,000 per annum. The current pay offer for 2010/11 is zero increase for all staff and the Employer's organisation are maintaining this.
- VAT will be increased from 17.5% to 20% from 4 January 2011. The main effect will be on parking fees income which is charged inclusive of VAT and the annual impact based on current income will be about £34,000.
- One year freeze on Council Tax which will be funded although it is not clear at what level. The Budget Report refers to an assumed level based on 2010/11 average increase of 2.9% which for this Council would be about £183,000.

- 3.4 Apart from the Budget announcements there are other factors affecting this review of the MTFS, namely Concessionary Fares, Pension Revaluation, Essex County Council grants, other grants and the Building Control fee structure, which are discussed below.
- 3.5 Concessionary Fares - Agreement was reached between all the Essex Districts and County, for County to take responsibility for reimbursing the operators and the Council's financial obligations for 2010/11 are limited to the sums agreed. The Government have announced plans for responsibility for concessionary fares to transfer to the upper tier authorities, i.e. County Councils with effect from 1 April 2011. Communities and Local Government have always said that although part of our Revenue Support Grant contains funding towards the concessionary fare scheme, they cannot identify how much. This was one of the reasons for the Government introducing a specific grant for concessionary travel. For 2010/11, the budgeted expenditure on concessionary travel is £840,000 and the special grant is £148,800. There will obviously need to be a transfer of funding between districts and county and CLG have announced that there will be a consultation later this year which will be fed into the Comprehensive Spending Review. There is a risk that the transfer of funding will be greater than the current cost of the service to the Council.
- 3.6 Pension Revaluation - Concern about this year's revaluation continues to be an issue as it will affect employer pension contributions and annual pension deficit payments from April 2011. Interim results of the revaluation should be available in late October. The new Government have announced a review of public sector pensions but at this stage the timetable and impact on this year's revaluation is not clear.
- 3.7 Taxi Voucher Scheme – The cost of this is currently part funded by grant from Essex County Council which will not continue in 2011/12. The net cost to the authority is currently about £75,000, depending on demand.
- 3.8 Essex County Council Grants – The Government's initial announcement on cuts in the current year of £6bn, which included £1.1bn of local authority direct grants, did not directly affect this Council. However, CLG have announced that the Performance Reward Grant (PRG) payable to local authorities will be reduced by over 50%. This is paid to Essex County Council and then distributed to the Districts and it is likely to reduce the estimated Performance Reward Grant received by Essex County Council from an anticipated £26 million to between £10 and £13 million. The Essex Management Board, who manage the Local Area Agreement, are discussing the impact of this on the various funding streams that go to local authorities but projects which have not yet been committed have been put on hold. The allocation to this Council was £299,492 plus £45,000 per year for 3 years, some of which was funding staff posts.

- 3.9 Local Area Business Growth Incentive Grant and Housing and Planning Delivery Grant – These grant streams have now been withdrawn. The last annual allocations received by the Council were for 2009/10 and were £37,671 and £171,242 respectively.
- 3.10 Building Control – A new fee structure has to be in place by October and it is not yet clear what the impact on fee income will be.
- 3.11 The announcements by the Coalition Government make it clear that times are going to be difficult for local authorities, with a requirement to increase performance at a time of decreasing revenues, the pension uncertainty and no announcements on Government Grant until the Comprehensive Spending Review in October.
- 3.12 At this stage, based on an assumption of funding cuts of 25% by 2014/15 resulting in reductions of 4.85% in grant per year and that a Council Tax freeze will be funded for one year only, the MTFS would require the following savings or additional income to be identified in each year and maintained into the following years. The MTFS also continues with the assumption that the savings should be major reductions in a shorter period rather than spread over the 5 years.
- 3.13 The savings/income figures are shown below as the Budget Gap for each and represents new amounts which need to be found in the particular year and then continued into the following years.

Year	Potential funding gap £000s	General Fund balance at end of year £000s
2010/11	623	814
2011/12	1,365	904
2012/13	815	1,454
2013/14	0	1,800
2014/15	0	1,865
2015/16	0	1,912

- 3.14 Therefore if we can close the Budget Gap as planned above, the total savings/additional income in each year on a cumulative basis will be as follows based on current assumptions:-

2010/11	£623,000
2011/12	£1,988,000
2012/13	£2,803,000

- 3.15 This is likely to change as levels of expenditure, grant revenue and income become clearer. The General Fund balance forecasts will continue to be updated as further information is received and assumptions on issues like inflation and interest rates are updated. However, it does demonstrate the potential scale of the problems we could face in terms of maintaining a balanced budget.

4 SAVINGS 2010/11

- 4.1 Senior Management Team have already identified the following savings/additional income which can be made in 2010/11:

Area of Reduction	Value of Saving in 2010/11 £000s
SMT changes - as previously reported to Executive	4
Burials Income - increase charges mid year to bring more in line with average charges. This will require a Portfolio Holder decision	10
Energy savings - improved energy management and usage following boiler replacement.	3
Leisure – additional income from a staff secondment to Sport England.	10
Housing Benefits budgets - reduction in costs of training due to joint sessions with other authorities and improved procurement of training. Savings from the annual billing for Council Tax and NNDR following market testing.	20
Handy Person / Gardening for the Elderly Service - new arrangements for funding the Springboard scheme have been put in place following a review and agreed by the Portfolio Holder	25
Place survey - Government have announced that this will not be taking place	10
Environmental Initiatives Budget - annual allocation for the preparation of the Sustainable Community Strategy, the cost of which can be met from other budgets.	10
Abolition of Comprehensive Area Assessments	5
IT - additional one off savings from review of current contract arrangements	50
Software –one off savings following review of current software requirements.	40

Area of Reduction	Value of Saving in 2010/11 £000s
Climate Change Service Level Agreement – one off savings following clarification on costs for 2010/11	10
Planning Income – currently income is above budgeted.	40
Subscription to the East of England following changes to the Assembly.	10
Material Recycling Facilities Contract	50
Reduce use of Environmental Health contractors	9
Remove listed building grant	3
Human resources budgets (reduction in Staff Advertising and Recruitment costs)	10
Reduction in staff training budgets as a result of more effective procurement and e-learning.	28
Reduction in all Equipment, Tools and Materials budgets.	36
Access to Services budget – this budget was set at the time we were developing our Access to Services Strategy and following a review it can be reduced.	20
Rochford District Matters – following review and changes to printing and delivery suppliers.	10
TOTAL	413

- 4.2 Senior Management Team will be looking to find at least a further £210,000 of savings/additional income during the rest of the year and progress in meeting this target will be reported during the budget process.
- 4.3 Given the potential major reductions in Government funding and potential funding gap we could face, Senior Management Team will be focusing on the following activities:-
- A significant proportion of the Council's spend is on contracts, so Senior Management Team are embarking on a review of contracts to look at extensions and possible reductions in level of service.
 - Review of key parts of the organisation to identify efficiencies through improvements in joined up working across the Council and identify smarter working practices where appropriate.
 - Identifying further organisational restructures at the senior management level, some of which were already included in the Chief Executive's report to the Executive earlier this year.

- Closely monitoring income streams so that forecasts for the year can be updated and increased if appropriate, reducing the Budget Gap.

4.4 These matters will be picked up and brought forward as part of the Budget Review Process with a report update to the Executive in October/November prior to the first Member awayday.

5 SETTING PRIORITIES

5.1 Facing significant cuts in our Government grant means that the Council will have to make tough decisions on service delivery. As officers work through the options for addressing the potential funding gap, it will be necessary to review all services from both cost and volume. Paramount to the decision making process will be members' views on those services which are considered to be absolutely necessary and those that are perhaps not so necessary.

5.2 The factors which Officers will be considering are:-

- A - Is the service essential to deliver our Corporate Plan and national priorities
- B - Does the service need to be provided by us – are there other providers who could deliver the service on our behalf cheaper or more effectively?
- C - Does the service actually deliver what our residents need?
- D - How can we deliver the service better?
- E - Can we afford to deliver the service?
- F - Can we deliver the service more cheaply?

5.3 Appendix A is a list of services. They have been assessed and scored on the following basis:-

- Members' priorities from an exercise at the last Awayday.
- Senior Management priorities from last year's budget process
- Identification of statutory/mandatory and discretionary services.
- Using weighted scoring, the list of services has been ranked into priority order.

- 5.4 From this exercise, it can be seen that the following were identified as high priority for Members and Senior Management Team

Members' Top 10		Senior Management Team's Top 10	
Collection and administration of local taxes	Statutory	Recycling & Waste Collection	Statutory
Street Cleansing	Statutory	Annual budget & MTFS	Statutory
Recycling & Waste Collection	Statutory	Consider and determine planning applications	Statutory
Prevention and detection of benefit fraud	Statutory	Annual accounts	
Annual budget & MTFS	Statutory	National and local elections	Statutory
Invoice payments, sundry debtors and payroll functions	Statutory	Publish the Register of Electors	Statutory
Planning Appeals		Collection and administration of local taxes	Statutory
Consider and determine planning applications	Statutory	Benefits service	Statutory
Annual accounts		Local Development Framework	Statutory
Benefits service	Statutory	customer reception, switchboard & information points	

Members' Lowest 10		Senior Management Team's Lowest 10	
Graffiti removal		Stray dogs	Statutory
Implement the Access to Services Strategy eg complaints, mystery shopping, customer satisfaction measures		Recycling Bring Banks	
Sunday Trading / Smoke Free – enforcement	Statutory	Internal Audit	Statutory
Grants to voluntary organisations		Sports and arts activities	
Monitor and assess Air Quality within the district	Statutory	Advice / assistance on Commercial Regulation	
Animal Welfare activities		Animal Welfare activities	

Members' Lowest 10		Senior Management Team's Lowest 10	
Central training provision on corporate themes		Pest Control Services	Statutory
Stray dogs	Statutory	Grants to voluntary organisations	
Community transport facilities		Staff reward initiatives	
Advice / assistance on all Commercial Regulation issues		Sunday Trading / Smoke Free – enforcement	Statutory

Combining Members and Senior Management Team and giving a higher score for statutory services, the top and bottom ranked services are:-

<u>TOP RANKED SERVICES</u>	
Collection and administration of local taxes	Statutory
Recycling & Waste Collection	Statutory
Annual budget and Medium Term Financial Strategy	Statutory
Street Cleansing	Statutory
Prevention and detection of benefit fraud	Statutory
Consider and determine planning applications	Statutory
Annual accounts	Statutory
Invoice payments, sundry debtors and payroll functions	Statutory
Benefits service	Statutory
Organise national and local elections	Statutory

<u>BOTTOM RANKED SERVICES</u>	
Manage trees in Council owned / controlled spaces	
Central training provision on corporate themes	
Stray dogs	Statutory
Provide community transport facilities	
Sports and arts activities	
Sunday Trading / Smoke Free – enforcement	Statutory
Staff reward initiatives	
Grants to voluntary organisations	
Animal Welfare activities	
Advice/assistance on all Commercial Regulation issues	

- 5.5 It is planned to use some of the Member Training and Development sessions in the autumn cycle prior to the start of the budget process to revisit this process and, with Members, to work through possible options for the Council in terms of potential service reductions and savings given the potential gap we could be facing. Otherwise, it will be extremely difficult to plan within the MTFS to achieve the measures required in a timely and systematic fashion.

6 PUBLIC CONSULTATION

- 6.1 As it is likely from the information available to date from central Government, we may no longer have the luxury to be able to provide the range of services we currently deliver, to the level of service we would like. It would be useful if, prior to the Member sessions outlined above, the Council sought the views of residents as to what services they consider are important and needed against those which are not valued so highly. This would be in line with the Coalition Government's policy on engagement and community input.
- 6.2 It is therefore proposed that the Council undertakes a public consultation over the summer in order to increase the information which Members will have to inform their decisions during the budget process. The Executive's views on how this consultation should be carried out and what involvement Members should have is requested. The possible avenues, of all which could be utilised are:-
- Contacting partner agencies including the Town and Parish Councils, for their views.
 - Short surveys using the Online Rochford District Matters
 - Citizens Panel
 - Using the Local Strategic Partnership information days to collect residents' views.
 - Using the autumn edition of Rochford District Matters to seek views.
- 6.3 The aim of the consultation would be to gain a clearer understanding of what services residents would wish to see retained and also the level of service quality.

7 SHARED SERVICES

- 7.1 A key element of any future MTFS will be whether, through Shared Services operations, the Council can maintain service delivery, reduce costs and/or improve service quality. The Council already works with a number of Councils on shared services e.g. NNDR – Chelmsford; Staff Training & Development - Essex HR Partnership; and has recently set up a Member Project Board to oversee a potential partnership involving Housing Benefits and Revenues with Castle Point Borough Council. A number of other areas potentially suggest themselves and these are being considered at various levels by Essex County

Council, Essex Districts and the two Unitaries, plus other public sector partners.

- 7.2 At present, the key areas for initial investigation include Procurement; Revenues & Benefits; Professional Services, including Legal and Human Resources; Information and Communications Technology (ICT) and Building Control.
- 7.3 A number of issues would need to be considered as part of any move towards participating in a Shared Service arrangement and these include:-
- The Governance Structures – control over the Shared Service
 - Delivery mechanisms – how the service will be delivered
 - Location – the service may be located outside the district
 - Staffing – impact on staff and TUPE arrangements
 - Capacity – the impact on the Council to respond to emergencies or activities such as Elections, if overall staffing is reduced through TUPE
 - Savings & Costs – how will savings and costs, such as implementation or redundancy costs, be split.
- 7.4 A considerable amount of time and effort is likely to be involved in developing any of the above work areas and also any other areas that come forward. Before any real commitments are made, Members' views are therefore sought as to which areas they feel would lend themselves most appropriately to Shared Services working and which areas should not be considered.
- 7.5 Such guidance would help in terms of determining where resources, particularly in terms of officer time and commitment, should be spent.

8 RISK IMPLICATIONS

- 8.1 By identifying clearly where savings will be made, this mitigates the risk of not achieving the revised target and meeting any budget gap that transpires from the decisions yet to be made by Government.
- 8.2 There is the risk of further falls in income which may mean higher levels of savings are required, but this will be monitored through the budget monitoring arrangements.
- 8.3 Until the Comprehensive Spending Review covering the four years from 2011/12 to 2014/15 is announced on 20 October 2010, it is impossible to forecast with any degree of certainty how much the Council will receive in Government Grant. There is, therefore, a risk that the savings targets will be insufficient to meet future shortfalls, alternatively that the degree of reductions being planned for is not required.

- 8.4 Major cuts in the Council's expenditure and the continuing uncertainty over future years may have an impact on staff morale, at a time when staff will be expected to increase performance and be flexible to change. This could, in turn, have a detrimental impact on performance and absence rates. Consequently it will be important over a sustained period for the Council to be clear in its comments over the approach it is taking. Decisions and communications around the MTFS will help with this.
- 8.5 Given the amount of potential activity around the Shared Service agenda, there is also a risk that a considerable amount of officer time could be wasted on preparing cases that would not be approved by Members. Hence, it is important at this stage to secure Member guidance and direction on the Shared Services agenda and what areas should be considered and what should not be considered.

9 RESOURCE IMPLICATIONS

- 9.1 Delivering the savings or additional income identified in this report is essential to maintaining a balanced budget and ensuring that the Council is well placed to finance current and future spending plans.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

SMT Lead Officer Signature: _____

Head of Finance

Background Papers:-

Budget 2010: Economic and Fiscal Strategy Report and Financial Statement and Budget Report – June 2010 as laid before the House of Commons by the Chancellor of the Exchequer.

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PRIORITISATION OF SERVICES

Note: Given the Council's overall responsibility through legislation for the wellbeing of its community, the distinction between statutory and discretionary is becoming increasingly blurred and therefore is much more difficult to categorise in certain areas, for example Economic Development.

Rank	AREAS OF SERVICE ACTIVITY	STATUTORY/ MANDATORY	DISCRETIONARY
1	Collection and administration of local taxes	X	
2	Recycling & Waste Collection	X	
3	Annual budget and Medium Term Financial Strategy	X	
3	Street Cleansing	X	
5	Prevention and detection of benefit fraud	X	
6	Consider and determine planning applications	X	
7	Annual accounts	X	
8	Invoice payments, sundry debtors and payroll functions	X	
9	Benefits service	X	
10	Organise national and local elections	X	
11	Planning Appeals	X	
12	Licence taxis and private hire vehicles and drivers	X	
13	Local Development Framework	X	
13	Building Control – inspections & advice	X	
13	Treasury Management functions	X	
16	Homelessness and Housing Strategies	X	
17	Corporate Plan	X	
18	Dealing with complaints for food businesses	X	
19	Food Hygiene & Safety and Health Eating	X	
20	Dangerous Structures	X	
20	Secretariat for Committees and other meetings	X	

Rank	AREAS OF SERVICE ACTIVITY	STATUTORY/ MANDATORY	DISCRETIONARY
22	Provide Emergency Planning & Business Continuity	X	
23	Local land charge register & searches	X	
23	Maintain land drainage ditches within responsibility of RDC	X	
25	Enforce breaches of planning control	X	
26	Publish the Register of Electors	X	
27	Customer reception, switchboard and information points		X
28	Corporate back office data management service (post handling, scanning and indexing, filing and information retrieval, printing)		X
29	Licensing - alcohol, entertainment, gambling, street trading, scrap metal, motor salvage, charitable collections.	X	
30	Internal Audit	X	
31	Homelessness prevention work	X	
32	Ensure on-street parking is managed effectively	X	
32	Rochford Crime & Disorder Reduction Partnership	X	
34	Health & Safety of persons at work	X	
35	Manage car parks		X
36	Infectious Diseases – prevention and control transmission	X	
37	People management strategies, plans and policies	X	
38	Manage cemeteries and arrange interments		X
39	Asset management and maintenance of Council's land and buildings		X
39	Procurement		X
41	Abandoned cars and fly tipping	X	

Rank	AREAS OF SERVICE ACTIVITY	STATUTORY/ MANDATORY	DISCRETIONARY
42	Manage Housing Allocation Policy and waiting lists	X	
43	Ethical Framework eg codes of conduct	X	
44	Identify and remediate Contaminated Land	X	
45	Provide Health & Safety advice to the Council	X	
46	Recruitment service	X	
46	Sustainable Community Strategy	X	
46	Occupational health and welfare issues	X	
46	Recycling Bring Banks		X
50	Economic Development activities	X	
51	Co-ordinate/ support the work of the Review Committee	X	
52	Provide advice on development proposals	X	
53	Comprehensive legal service		X
54	Development of the Cherry Orchard Jubilee Country Park		X
55	Manage and deliver concessionary travel schemes	X	
56	Develop, manage and improve public open space		X
57	Climate Change Strategy and Action Plan	X	
58	Housing advice services	X	
59	Develop and manage external/internal communications eg press releases		X
59	Leisure Facilities	X	
61	Develop and implement the Council's ICT Strategy		X
62	Tree Preservation Order system		X
63	Manage and develop all woodlands owned by the Council		X
64	Manage street lighting and footways (RDC responsibility)		X

Rank	AREAS OF SERVICE ACTIVITY	STATUTORY/ MANDATORY	DISCRETIONARY
64	Develop and manage the Council's website and intranet		X
66	Monitor Rochford Housing Association performance.		X
67	Provide support/advice on all Employee Relations issues		X
68	Chairman and promotion of civic role of the authority	X	
69	Rochford District Matters		X
70	Pest Control Services	X	
71	Consultations and Surveys	X	
72	Provide support services for Councillors (eg training)		X
73	Monitor and assess Air Quality within the district	X	
74	Graffiti removal in public and private lands		X
75	Handyperson and Gardening service		X
76	Implement the Access to Services Strategy eg complaints procedure, mystery shopping, customer satisfaction measures		X
77	Manage trees in Council owned / controlled spaces		X
78	Central training provision on corporate themes		X
79	Stray dogs	X	
80	Provide community transport facilities		X
80	Sports and arts activities		X
82	Sunday Trading / Smoke Free – enforcement	X	
83	Staff reward initiatives		X
84	Grants to voluntary organisations		X
85	Animal Welfare activities		X
86	Advice / assistance on all Commercial Regulation issues		X