

Full Council papers 22nd February 2012 – service budgets

The following pages give further background to the full budget report

- Service budget reports expand on the full report at a more detailed level
- Annual Financial Plan (AFP) pages will be published later to give an overview of the services provided and a less technical summary of their budgets
- Budget Book extracts give the full detailed figures at level at which budgets will be controlled

	service budget report	AFP and budget book
Adult Social Care	✓	✓
Children's Services	✓	✓
City Development	✓	✓
Environment and Neighbourhoods		
General Fund	✓	✓
Housing Revenue Account	✓	
Central and Corporate Services	✓	
Resources		✓
Customer, Access and Performance		✓
Legal Services		✓
Strategic Accounts	✓	✓

All budgets are prepared, balanced and approved to the nearest £10. They are shown to the nearest £1,000 to make them easier to read. Any apparent arithmetical errors are due to this automatic rounding, and budget lines of less than £500 will appear as nil.

Adult Social Care

LEEDS CITY COUNCIL

2012/13 BUDGET REPORT

Directorate: Adult Social Care

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2012/13 financial year.

2 Service Context

- 2.1 The national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations and a national drive to improve the quality of social care services. These trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending announced through the Spending Review in October 2010 have added to the financial challenges faced by Adult Social Care. Against this backdrop, the current funding system for adult social care services has been recognised by the government as unsustainable in the longer term and a White Paper outlining the proposed reform is expected in the spring of 2012.
- 2.2 In 2007, the Government published *'Putting People First: A shared vision and commitment to the transformation of Adult Social Care'*, which describes a reformed adult social care system in England that can respond to the demographic challenges presented by an ageing society and the rising expectations of the people who depend on social care for their quality of life and capacity to have full independent and purposeful lives. In 2010 this was updated as *'Think Local, Act Personal: Next steps for Transforming Adult Social Care'*. It acknowledges that councils will need to work with partner organisations such as the NHS and care providers, to develop and deliver a personalised, community based care and support system with a focus upon prevention and the shifting of resources from crisis and acute interventions. Also in November 2010 *'A Vision for Adult Social Care: Capable Communities and Active Citizens'* was published by the Department of Health. This document clearly defines the Government's ambition to reform health and social care and the role that councils and their partners will play in this reform. It states that the Government expects councils to show the leadership needed to make difficult choices to deliver efficiency and transform services.
- 2.3 There have been some significant achievements in Adult Social Care over the last year. More people are using personal budgets and the self directed approach to assessing people's needs is now used for all new assessments. The quality of safeguarding for vulnerable adults has improved over the last three years and is now judged to be 'performing well' by the Care Quality Commission. The Health and Wellbeing Board has been established and its aim is to tackle health inequalities and improve the health and wellbeing of Leeds citizens. As part of the Fulfilling Lives project a range of exciting new opportunities have been created for people with learning disabilities in South Leeds through grant-funded projects. The Leeds Reablement Service has been developed to support people to maximise their independence. This includes a new service to support people to regain skills in their own homes and other specialist services such as an outreach service and assistive technology services. In addition, significant efficiencies have been achieved within the home care service that have reduced the unit cost.

- 2.4 The Adult Social Care Directorate's key priorities over the next three years are aimed at making Leeds a place where people can be supported to have better lives than they have now. Over the next three years we intend to achieve this through a powerful mixture of enterprise, integration and partnership where the Council will increasingly integrate and form purposeful partnerships with health and a range of other service providers to create an adult social care sector that is diverse, pluralistic, accessible and fit for purpose for all individuals. It will mean that people with social care needs are empowered through their use of personal budgets, are in control, have choice, and are safe. We will ensure that all people know how and where to get services appropriate to their needs or circumstances, when they need them. In thus stimulating the total social care sector in the city, public funding will move towards enabling individuals to pay for the care they want, and away from directly provided services. This means the Council will become a catalyst for 'providing more for less', for the people of Leeds.

Three priorities are key to helping achieve this over the next three years:

2.5 Better lives through enterprise

Building on work already undertaken, Adult Social Care will encourage existing and new kinds of enterprise to develop in the Leeds care market. This will include private enterprise, social enterprise, co-operatives, user-led services, staff buyout and a vibrant voluntary and faith sector. All of these will work in local areas and communities to provide older and disabled adults with a choice and variety of services, geared to respond to their specific needs. This approach will release social capital and civic entrepreneurship ensuring that the benefit of public money spent by people in meeting their social care needs is maximised within their local areas and communities. For example, three neighbourhood networks have set up community interest companies to extend the service they offer beyond the current social activities and signposting services. This approach will support the concept of civic enterprise and working in partnership with the private and third sectors. The 2012/13 budget proposals include savings within learning disability services through reducing the number of large centres and providing access to a range of local services from small community bases. The continued downsizing of the Council's home care service and its focus on supporting people to regain their independence as far as possible is leading to greater use of independent sector home care providers in the city. Phase two of the older people's residential and day care strategy will include reviewing the day services offer for customers, developing new models in closer collaboration with service users, their relatives and carers and the voluntary sector.

2.6 Better lives through housing, care and support

Complementing the first priority, Adult Social Care will work with other Council directorates, private house builders and developers, social housing providers and community, voluntary, faith and enterprise organisations. We will create a mosaic of types of housing (including residential and extra care), with care and support suited to, and adaptable for people's varying needs. With new housing options will come care and support as necessary, to maintain people living at home independently, safely and with dignity for as long as possible. Each option will be tailored not only to the needs of individuals but to the local areas and communities in which people live. Adult Social Care is working with partners to develop innovative specialist dementia care, extra care housing and retirement apartments in Leeds. Phase 2 of the older people's residential and day care strategy will support this by focusing the Council's provision increasingly on more specialised provision. As the number of Council run homes and day centres reduce, there will be more independent sector residential placements and greater opportunities for community-based provision of day opportunities within the third sector. The 'Keeping House' programme has stimulated community based social care services. The use of smaller, local bases for learning disability

day support services is an example of better lives through housing, care and support as well as through enterprise, demonstrating the inter-relationships between these three priorities. With regard to transport, the focus is increasingly on supporting people to access services rather than providing transport for them.

2.7 Better lives through integrated services

A range of Adult Social Care and Health services will become more closely integrated so that people's experience of the support they receive in older age, illness or disability will be more positive. People will be treated as whole people and without fragmentation in the ways in which their needs are met. People will be encouraged to take control, having their treatment, care and support combined in a single package, which they will be able to direct. When a person's circumstances change, resulting in increased vulnerability, services will be there to protect them and relieve the anxieties that are associated with older or disabled life. As part of the older people's residential and day care strategy an integrated intermediate and residential care facility is being developed bringing health and social care services together in a single residential home. Adult Social Care is also working towards integrating mental health fieldwork services with health to provide a single package for people's treatment and recovery/reablement.

2.8 The Adult Social Care budget in Leeds includes recognition of the additional spending pressures being faced. It also includes savings from service reconfiguration so that services better meet people's needs in the future and the level of need for social care support can be met. Whilst this will mean change for some people in receipt of social care, it will not impact on the overall level of service provision to customers.

2.9 In summary, the main changes within the 2012/13 Adult Social Care budget are additional provision for demand led budgets funded through service reconfiguration, efficiency savings and additional funding from the health service.

3 **Explanation of variations between adjusted 2011/12 and 2012/13 - £404k Cr (-0.23%)**

3.1 The variation can be summarised as follows:

	£000s	
Net Managed Budget 2011/12	178,463	
Adjustments		
• Transfers of functions	112	
• Other adjustments	- 183	
Adjusted Net Managed Budget 2011/12	178,392	
Changes in Prices		
• Pay (Superannuation increase)	118	
• Price	265	
• Income	- 48	335
Service Budget Changes		
• Changes in Service Levels	7,706	
• Other Factors not affecting level of service	- 3,351	
• Efficiency Savings	- 5,094	739
Net Managed Budget 2012/13	177,988	

3.2 Adjustments

- 3.2.1 Transfers of functions mainly reflects the transfer of the Care Ring service from Environments and Neighbourhoods and final adjustments to the separation of former Social Services support services functions between Adult Social Care and Children's Services. Other adjustments relates mainly to charges for central functions that are transferring for 2012/13 to being managed outside service directorates.

3.3 Changes in prices

- 3.3.1 No provision has been made for a pay award in 2012/13, although the budget includes provision of £118k for the increase in employers' superannuation rates. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. Provision of £265k has been made and this includes 150k for the PFI contract for the Independent Living Project and £83k for utilities.
- 3.3.2 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £48k. Most Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2012. Those not linked to benefits rates have been budgeted to increase by 4%, with the exception of meals as outlined in section 3.4.6 below. In addition to the inflationary increases in charges, a further review of charges for non-residential services will take place during the year as outlined in section 3.4.6 below.

3.4 Changes in Service Levels

Demand Led and Demographic Pressures

- 3.4.1 Reflecting expenditure levels in 2011/12 and demographic projections on demand led budgets, additional budget provision of £3,917k has been made in 2012/13 for community care packages. This includes £823k for the projected impact of an increased number of older people, most of which has been included within the residential and nursing care placements budget.
- 3.4.2 The placements budget has been increased by £1,998k to reflect the higher cost of placements than was assumed in the 2011/12 budget, partly offset by lower placement numbers. The budgets for personal budgets taken as cash payments and independent sector domiciliary care have increased by £1,096k. This increase reflects the activity levels during 2011/12 and the ongoing trend of more people choosing personal budgets rather than home care and other services commissioned by the Council.
- 3.4.3 Additional provision of £3,789k has been made in 2012/13 for the Council's contribution to the learning disability pooled budget. This reflects an increase in the number of customers being supported and an increase in costs due to their increasingly complex social care needs.

Service Reconfiguration

- 3.4.4 The 2012/13 budget reflects the decisions of Executive Board in September 2011 on the "Better Lives for Older People" strategy for residential and day care that will reduce excess day care capacity, develop more specialist provision and increase the use of more cost effective independent sector residential placements. A part-year impact was included in the 2011/12 budget and £309k is included in 2012/13 for the further savings anticipated during the year. This includes a part-year effect of the next phase of the strategy for day care for which Executive Board approval will be sought during 2012/13. Reduced spend of £292k is

included in the 2012/13 budget for the ongoing reconfiguration of learning disability day care services to provide smaller more localised bases, a greater focus on outreach services and providing a range of activities to reflect the particular interests and aspirations of customers. The budget anticipates the closure of one centre in 2012/13 in accordance with the report to Executive Board in September 2011 and savings from a further centre through consolidation of customers during the refurbishment of Rothwell Fulfilling Lives Centre. Plans for the reconfiguration of day services for people with mental health needs are being developed and customer representatives are contributing to this work. However, making changes will take longer than was anticipated when the 2011/12 budget was set and £170k has been added to the 2012/13 budget to reflect the revised timescales.

- 3.4.5 The home care service continues to develop to meet the needs of customers as effectively as possible and provide improved value for money. A city wide reablement service has been developed to maximise people's independence and consequently reduce their ongoing care needs. The 2012/13 budget includes reduced spend of £805k to reflect the impact of these improved outcomes for customers through reablement. Reduced spend of £933k is included in the 2012/13 budget from better matching staff working patterns with the times of peak demand for home care services and making greater use of equipment. Staffing savings of £235k reflect the ongoing impact of the Early Leavers Initiative within the directly provided service.
- 3.4.6 The 2012/13 budget includes £300k for the full-year effect of the increased charges for non-residential services that took effect in October 2011. When Executive Board approved these increases in July 2011 a further comprehensive review of charges was approved. This will include reviewing the financial assessment methodology, services not currently charged for and anomalies in the current charging arrangements. A Members Advisory Board is contributing to this review and proposals will be brought back to Executive Board before a consultation process takes place in the summer. Additional income of £250k is included in the 2012/13 budget for the anticipated part-year effect of changes arising from this review, which are not expected to take effect until January 2013. Additional income of £76k is included to reflect revised meals contributions from April 2012 of £4.50 for a two-course main meal and £2.50 for a second meal. These revised charges will reduce the subsidy for meals services and they represent increases of 50p and 20p per meal respectively.
- 3.4.7 The interdependence of health and social care services are increasingly recognised through government funding, with a new core grant of £9.3m being provided in the 2011/12 health budget earmarked for Adult Social Care. Further funding has also been provided in 2011/12 to support the development of reablement. An additional £5,700k health funding is included in the 2012/13 budget for the ongoing support of reablement, the health and social care transformation programme and social care services that benefit the health service. Further funding from NHS Leeds is anticipated in 2012/13 for several joint priorities that will require equivalent additional spend by Adult Social Care. The main areas to be funded are the integration of health and social care services and systems developments that benefit health and social care.
- 3.4.8 The 2012/13 budget includes substantial staffing savings arising from the directorate's service transformation programmes that are included within the budget savings outlined above, but some additional staffing costs have been identified. The 2011/12 budget included significant staffing savings and whilst these have been achieved in-year through the very tight management of vacancies, within frontline services some of these savings cannot be delivered on a recurring basis. In addition, the scale of service transformation underway requires additional capacity to ensure delivery in accordance with budgeted timescales. £972k has been added to the staffing budget to reflect these factors, net of some further staffing efficiencies that have been identified. The 2012/13 budget has been increased by £360k to reflect the fall-out of Systems Development Grant funding.

3.4.9 The service reconfiguration proposals outlined above support two of the five top spending priorities identified in the 2010 “Spending Challenge” consultation that were also identified as key in the 2011 consultation:

- Help people stay in their own homes for as long as possible
- Bring services together and make better use of buildings

The Adult Social Care budget supports its key priority of helping people to stay in their own homes for as long as possible, particularly through the additional provision for community care packages and the ongoing developments within the home care service. The “Better Lives for Older People” strategy for residential and day care services will help the Council to make better use of its buildings and the increased partnership working with the health service supports bringing services together.

Other Efficiency and Procurement Savings

3.4.10 The 2011/12 budget included substantial procurement savings in respect of residential and nursing care fees paid to independent sector providers. A report to Executive Board in September 2011 outlined the reasons for the difficulties in achieving these savings in the current financial year and set out a revised approach linked with implementing a quality framework. A Members Advisory Board is contributing to this revised approach. The 2012/13 budget includes £1,000k for the anticipated efficiencies from the new framework. Savings of £600k are included for a review of transport policy, current practices, further route rationalisation and efficiencies through greater use of the in-house fleet. Further efficiency savings of £374k are included in the 2012/13 budget for the meals service and improved income collection.

4 Net Revenue Charge

4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000s
Net Managed Budget	177,988
Managed Outside Service	18,702
Net Revenue Charge	196,690

5 Eligibility for Services

5.1 The Council is required to review its line of eligibility for adult community care services annually in accordance with the government’s “Fair Access to Care Services” guidance. Currently in Leeds the line of eligibility is set between moderate and substantial, so those with a substantial or critical risk to their independence have a statutory right to receive a service.

5.2 It is proposed that the line of eligibility remains unchanged for 2012/13 and that this decision is taken as part of the 2012/13 budget. The budget proposals set out above will ensure that the resources required are in place to support this decision and, particularly through spending money differently and more efficiently, will reduce the possibility that the line of eligibility needs to be raised in the future.

6 Risk Assessment

- 6.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2012/13 budget for this directorate are as follows.
- 6.2 Adult Social Care has delivered very substantial efficiency and service reconfiguration savings totalling over £50m in the last five years. The savings budgeted for 2012/13 include some from the same areas as those achieved previously, which consequently become more challenging to deliver and carry associated risks regarding full delivery.
- 6.3 One of the most significant risks relates to the procurement savings in respect of residential and nursing placements as work on the quality framework is at a relatively early stage and the savings are dependent on successful negotiations with service providers within the budgeted timescales. Given the risk of this work to the 2012/13 and future year budgets the directorate have engaged specialist support for this activity, which will assist in reducing this risk. There is some risk associated with the substantial additional health funding to support reablement, health and social care transformation and social care services that benefit health as the formal agreement with NHS Leeds has not been concluded.
- 6.4 An ongoing area of risk relates to front-line services of a demand-led nature. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adult Social Care cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities.
- 6.5 There are some risks associated with the service transformation included within the 2012/13 budget. Implementing change of this magnitude involves working individually with those customers affected and individually and collectively with the staff. This requires substantial management capacity and although we are working closely with the Council's Resourcing Team to secure the appropriate capacity when needed there is a risk that the budgeted timescales will not be fully achieved. There is also some risk that the need to incur costs on alternative care providers for customers precedes savings being delivered through decommissioning services to a greater extent than assumed within the budget.

Briefing note prepared by: Ann Hill
Telephone: 24 78555



Main responsibilities:

To ensure the provision of social care support for vulnerable groups including older people and adults with mental health problems, learning disabilities or physical and sensory impairment

To take a lead role in the promotion of health and wellbeing within the city

Adult Social Care fulfils these responsibilities through:

PREVENTATIVE SERVICES

- Ensuring that appropriate services are available within the city for those with less intensive needs

INFORMATION AND CONTACT SERVICES

- Providing information to vulnerable adults and their carers about the range of social care support available within the city
- Receiving referrals for social care support

ASSESSMENT AND CARE MANAGEMENT

- Undertaking assessments of those who may have social care needs
- Supporting people to access self-directed support or co-ordinating a care package to meet their needs
- Managing and reviewing care packages

SELF DIRECTED CARE

- Support for people to access direct payments
- Developing individual budgets and self-directed support

SUPPORT TO LIVE AT HOME

- Providing or enabling people to access supported and other accommodation, including extra-care housing and housing support
- Providing equipment and adaptations
- Providing or commissioning home care and community meals services
- Providing or commissioning day support and care services

RESIDENTIAL AND NURSING CARE

- Providing or commissioning residential placements, including specialist provision for people with mental health needs and dementia
- Commissioning nursing placements, including specialist provision for people with dementia



Activity and Performance

- Each year the authority is required to calculate a range of statutory performance indicators which are submitted to the Care Quality Commission. From 2008/09 the performance has been monitored through the new National Indicator (NI) set, although this is currently in a state of some transition, with several indicators having been discontinued. Replacement indicators are currently being formulated and these are likely to centre around user views of service provision.

PREVENTATIVE SERVICES

- In 2010/11 Leeds funded 164 organisations to assist them in providing preventative services to around 16,900 people, of whom 10,000 were elderly and 1,700 were carers. It is not currently possible to provide figures for 2011/12 as the survey which monitors them has not yet been carried out.

INFORMATION AND CONTACT SERVICES

- From the start of 2011/12 to the end of quarter 3, 16,050 new referrals were received. Of these approximately 63% have gone on to some further activity and 37% have been dealt with at source.
- In the first 3 quarters of 2011/12 approximately 5,500 people had a care assessment. Of the total assessments completed to date, around 64% have resulted in some form of service being offered.

ASSESSMENT AND CARE MANAGEMENT

- Leeds currently carries out 82.4% of its assessments of adults and older people within the targeted deadline, which is 4.2% lower than in 2010/11. The change in performance is primarily due to increased monitoring of potential safeguarding issues, which require additional time to investigate, along with the more widespread offering of self directed support, which while giving the service user greater choice and control over their care tends to make assessments more complex (and thus more time-consuming).
- In the first 3 quarters of 2011/12, 87.3% of care packages were delivered within the target 28 days, a decrease of 3.8% from our 2010/11 performance.

SELF DIRECTED CARE

- By the end of quarter 3, 2011/12 the number of people receiving self directed care had increased from 21.9% of carers and service users helped to live at home in April to 32.9%. Further increases are expected by the year end.

SUPPORTING PEOPLE TO LIVE AT HOME

- Approximately two-thirds of people supported at home are older people. At the end of the 3rd Quarter 2011/12 Leeds supported 7,200 older people to live at home through a variety of directly provided and commissioned services, following a formal assessment. This is around 1,100 fewer than the same time last year and reflects increased emphasis on the use of reablement and other preventative services.

RESIDENTIAL AND NURSING CARE

- Leeds currently provides permanent residential and nursing care for approximately 3,270 people, of whom 2,560 are elderly.
- In 2010/11 Leeds provided new nursing and residential placements to 911 older people and 96 people aged 18-64. Data for 2011/12 quarters 1-3 suggests that thus far there have been 690 new



admissions of older people and 51 of adults aged 18-64 to permanent residential or nursing placements.

SERVICE USER SURVEYS

- In line with guidance issued by the government, there has been a move in recent years towards increased monitoring of service users opinions of/satisfaction with the services that they receive
- Of those people surveyed in the first 6 months of 2011/12, 93% felt that their social workers treated them with respect.
- For the first 6 months of 2011/12 75% of service users felt that they had a reasonable amount of control over their daily lives,.
- Of those people who had received a reablement service, for the first 3 quarters of 2011/12 84% of people felt that they now had control over their daily lives, compared to 66% for 2010/11.

Adult Social Care

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Access and Inclusion	Access & Inclusion Strategic Commissioning Resources Operational Services	89,066	110,790	(35,106)	75,684	9,922	85,606
Deputy Director Strategic Commissioning		18,366	19,868	(1,871)	17,998	(2,275)	15,722
Chief Officer Resources and Strategy		1,381	8,714	(2,848)	5,866	(4,122)	1,744
Chief Officer Operational Services		92,615	128,459	(50,018)	78,441	16,393	94,833
Net Cost of Service	Transfers to and from earmarked reserves	201,427	267,832	(89,844)	177,988	19,917	197,905
		(3,724)	0	0	0	(1,216)	(1,216)
Net Revenue Charge		197,703	267,832	(89,844)	177,988	18,702	196,690

Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	63,496	63,925
National Insurance Contributions	4,542	4,675
Superannuation Costs	8,329	8,320
Other Pension Costs	1,948	1,824
Other Employee Related Costs	337	221
Training And Development	635	711
	79,286	79,676
Premises		
Buildings Maintenance	91	71
Grounds Maintenance	70	63
Building Security	73	60
Cleaning And Workplace Refuse	909	818
Gas	427	490
Electricity	440	456
Other Utilities	299	404
Rents	126	59
NNDR	307	321
Accommodation Charges	2	61
Premises Related Insurance	58	54
	2,802	2,856
Supplies & Services		
Materials And Equipment	2,720	2,448
Stationery And Postage	331	302
Advertising	10	10
IT/Telecommunications	863	906
Insurance	140	146
Professional Fees and Subscriptions	54	124
Grants And Contributions	2,116	1,374
Catering Service	133	72
Waste Disposal And Landfill Tax	0	0
Allowances	44	34
Consultancy Services	39	71
External Audit Fees	1	0
Other Hired And Contracted Services	1,176	1,759
Licences	106	90
Publication And Promotion	35	23
PFI Unitary Charges	5,069	5,242
Miscellaneous	581	497
	13,416	13,100
Transport		
Vehicles And Plant Related Expenditure	183	162
Travel Allowances	1,322	1,332
Fuel	30	32
Private Hire	12	23
Transport Related Insurance	15	25
	1,562	1,575
Internal Charges		
Managed Recharges Frm Other Directorates	8,029	7,957
	8,029	7,957
Agency Payments		

Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Agency Payments		
Services Provided By Other Organisations	252	125
Services Rendered By Voluntary Sector	10,121	11,933
Services Rendered By Health Authorities	103	210
Contribution To Partnerships	66,260	66,733
Fees To Carers	462	537
Day Care	100	100
Home Care	16,547	14,369
Sheltered Accommodation	478	759
Nursing Placements	37,990	35,569
Residential Placements	25,002	22,786
	157,314	153,121
Transfer Payments		
Social Care Direct Payments	5,997	5,757
Social Care Personalised Budgets	1,935	3,790
	7,932	9,548
Appropriation		
Transfers To/From Capital Reserve	409	0
	409	0
Managed Expenditure	270,750	267,832
Internal Income		
Income From Other Directorates	(8,187)	(8,341)
Recharges Income From Capital	(600)	(589)
Charge To/From HRA	0	(210)
	(8,787)	(9,140)
Income - Grants		
Government Grants	(10,280)	(10,342)
DCLG Grants	(4,671)	(4,671)
Other Grants	(24)	(54)
	(14,974)	(15,066)
Income - Charges		
Sale Of Goods And Services	(1,158)	(1,104)
Fees And Charges	(115)	(188)
Contributions	(66,601)	(63,488)
Other Income	(534)	(720)
Rents	(117)	(137)
	(68,526)	(65,638)
Managed Income	(92,287)	(89,844)
Net Managed Budget	178,463	177,988
Accounting Adjustments		
IAS 19 Pensions Costs	3,784	1,216
Vehicles And Plant (Internal Leasing)	(66)	(66)
Vehicle leasing recharges	0	66
Transfers To/From Statutory Reserves	(3,790)	(1,216)
Transfers to Capital Reserve - Vehicles	66	0
Capital Charges	4,570	4,515
	4,563	4,515

Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Central Recharges		
Central Recharges Expenditure	14,879	14,414
Corporate & Democratic Core Income	(220)	(228)
	14,660	14,186
Other Internal Adjustments		
Internal Reallocations Charges	65,041	59,463
Internal Reallocations Income	(65,024)	(59,463)
	17	0
Managed Outside the Service	19,240	18,702
Net Cost of Service	197,703	196,690

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

Access & Inclusion			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		21,071	21,072
National Insurance Contributions		1,444	1,495
Superannuation Costs		2,846	2,732
Other Pension Costs		857	620
Other Employee Related Costs		15	7
		26,233	25,927
Premises			
Grounds Maintenance		1	6
Building Security		16	13
Cleaning And Workplace Refuse		108	94
Gas		11	44
Electricity		16	17
Other Utilities		5	28
Rents		17	11
NNDR		92	78
Accommodation Charges		2	2
		267	292
Supplies & Services			
Materials And Equipment		1,050	883
Stationery And Postage		38	43
Advertising		0	0
IT/Telecommunications		350	477
Professional Fees and Subscriptions		2	3
Waste Disposal And Landfill Tax		0	0
Allowances		0	0
Consultancy Services		0	18
Other Hired And Contracted Services		431	268
Licences		3	3
Publication And Promotion		12	12
		1,886	1,707
Transport			
Vehicles And Plant Related Expenditure		28	25
Travel Allowances		828	818
Fuel		7	6
		863	850
Internal Charges			
Managed Recharges Frm Other Directorates		204	327
		204	327
Agency Payments			
Services Provided By Other Organisations		250	125
Contribution To Partnerships		294	294
Home Care		14,541	13,210
Sheltered Accommodation		478	759
Nursing Placements		37,614	35,239
Residential Placements		24,676	22,510
		77,853	72,139
Transfer Payments			
Social Care Direct Payments		5,997	5,757
Social Care Personalised Budgets		1,935	3,790

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

Access & Inclusion			
	£000	Budget 2011/12	Budget 2012/13
Transfer Payments		7,932	9,548
Managed Expenditure		115,239	110,790
Internal Income			
Income From Other Directorates		(135)	(140)
Charge To/From HRA		0	(210)
		(135)	(350)
Income - Grants			
Government Grants		(150)	(150)
		(150)	(150)
Income - Charges			
Sale Of Goods And Services		0	(10)
Fees And Charges		(2)	(51)
Contributions		(34,153)	(34,299)
Other Income		(46)	(246)
		(34,201)	(34,606)
Managed Income		(34,486)	(35,106)
Net Managed Budget		80,753	75,684
Accounting Adjustments			
IAS 19 Pensions Costs		1,070	373
Capital Charges		86	656
		1,156	1,029
Other Internal Adjustments			
Internal Reallocations Charges		38,662	33,111
Internal Reallocations Income		(31,505)	(24,218)
		7,157	8,893
Managed Outside the Service		8,312	9,922
Net Cost of Service		89,066	85,606

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

Strategic Commissioning			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,971	2,945
National Insurance Contributions		228	261
Superannuation Costs		415	384
Other Pension Costs		42	57
Other Employee Related Costs		0	0
Training And Development		30	32
		3,686	3,679
Supplies & Services			
Materials And Equipment		6	8
Stationery And Postage		2	3
Advertising		1	2
IT/Telecommunications		7	17
Professional Fees and Subscriptions		37	39
Grants And Contributions		2,114	862
Allowances		0	0
Consultancy Services		39	52
External Audit Fees		1	0
Other Hired And Contracted Services		462	428
Publication And Promotion		12	11
Miscellaneous		35	35
		2,716	1,457
Transport			
Vehicles And Plant Related Expenditure		10	0
Travel Allowances		37	38
Private Hire		0	0
		47	39
Internal Charges			
Managed Recharges Frm Other Directorates		1,065	996
		1,065	996
Agency Payments			
Services Rendered By Voluntary Sector		9,981	11,788
Services Rendered By Health Authorities		70	70
Fees To Carers		1	75
Home Care		2,006	1,159
Nursing Placements		376	330
Residential Placements		327	276
		12,760	13,698
Managed Expenditure		20,273	19,868
Internal Income			
Income From Other Directorates		(91)	(64)
		(91)	(64)
Income - Grants			
Government Grants		(107)	0
Other Grants		(24)	(54)
		(131)	(54)
Income - Charges			
Sale Of Goods And Services		(649)	(680)
Fees And Charges		(11)	(11)

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

Strategic Commissioning			
£000		Budget 2011/12	Budget 2012/13
Income - Charges Contributions Rents		(1,187)	(1,042)
		0	(20)
		(1,848)	(1,753)
Managed Income		(2,070)	(1,871)
Net Managed Budget		18,203	17,998
Accounting Adjustments IAS 19 Pensions Costs Capital Charges		256	83
		39	32
		296	115
Other Internal Adjustments Internal Reallocations Charges Internal Reallocations Income		6,124	4,122
		(6,257)	(6,512)
		(133)	(2,391)
Managed Outside the Service		163	(2,275)
Net Cost of Service		18,366	15,722

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,758	3,278
National Insurance Contributions		245	281
Superannuation Costs		380	443
Other Pension Costs		760	794
Other Employee Related Costs		277	194
Training And Development		527	600
		4,947	5,590
Premises			
Cleaning And Workplace Refuse		46	46
Gas		50	11
Electricity		40	40
Other Utilities		21	10
NNDR		32	74
Premises Related Insurance		58	54
		246	235
Supplies & Services			
Materials And Equipment		100	65
Stationery And Postage		232	204
Advertising		2	2
IT/Telecommunications		319	264
Insurance		140	146
Professional Fees and Subscriptions		13	81
Allowances		0	0
Other Hired And Contracted Services		198	1,029
Licences		0	0
Publication And Promotion		1	0
Miscellaneous		0	0
		1,004	1,791
Transport			
Travel Allowances		39	41
Private Hire		4	10
Transport Related Insurance		15	25
		58	76
Internal Charges			
Managed Recharges Frm Other Directorates		566	1,022
		566	1,022
Agency Payments			
Services Rendered By Voluntary Sector		24	0
		24	0
Appropriation			
Transfers To/From Capital Reserve		409	0
		409	0
Managed Expenditure		7,256	8,714
Internal Income			
Income From Other Directorates		(751)	(1,058)
Recharges Income From Capital		(600)	(589)
		(1,351)	(1,647)
Income - Charges			

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources			
	£000	Budget 2011/12	Budget 2012/13
Income - Charges			
Fees And Charges		(72)	(89)
Contributions		0	(1,000)
Other Income		(113)	(113)
		(185)	(1,202)
Managed Income		(1,536)	(2,848)
Net Managed Budget		5,720	5,866
Accounting Adjustments			
IAS 19 Pensions Costs		(483)	(633)
Capital Charges		1,736	1,582
		1,252	949
Central Recharges			
Central Recharges Expenditure		14,879	14,414
Corporate & Democratic Core Income		(220)	(228)
		14,660	14,186
Other Internal Adjustments			
Internal Reallocations Charges		1,082	1,110
Internal Reallocations Income		(21,334)	(20,368)
		(20,252)	(19,257)
Managed Outside the Service		(4,339)	(4,122)
Net Cost of Service		1,381	1,744

Adult Social Care

Budget Manager : Chief Officer Operational Services

Operational Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		36,696	36,630
National Insurance Contributions		2,625	2,638
Superannuation Costs		4,688	4,761
Other Pension Costs		288	354
Other Employee Related Costs		45	19
Training And Development		79	79
		44,420	44,480
Premises			
Buildings Maintenance		91	71
Grounds Maintenance		69	56
Building Security		57	46
Cleaning And Workplace Refuse		755	678
Gas		366	435
Electricity		385	399
Other Utilities		273	366
Rents		108	48
NNDR		183	169
Accommodation Charges		0	59
		2,288	2,328
Supplies & Services			
Materials And Equipment		1,565	1,493
Stationery And Postage		59	52
Advertising		7	7
IT/Telecommunications		187	149
Professional Fees and Subscriptions		2	2
Grants And Contributions		2	512
Catering Service		133	72
Allowances		43	34
Other Hired And Contracted Services		86	34
Licences		103	87
Publication And Promotion		10	0
PFI Unitary Charges		5,069	5,242
Miscellaneous		546	462
		7,810	8,145
Transport			
Vehicles And Plant Related Expenditure		146	137
Travel Allowances		419	434
Fuel		22	26
Private Hire		8	13
		595	610
Internal Charges			
Managed Recharges Frm Other Directorates		6,193	5,612
		6,193	5,612
Agency Payments			
Services Provided By Other Organisations		2	0
Services Rendered By Voluntary Sector		116	145
Services Rendered By Health Authorities		33	140
Contribution To Partnerships		65,965	66,439
Fees To Carers		462	462

Adult Social Care

Budget Manager : Chief Officer Operational Services

Operational Services			
	£000	Budget 2011/12	Budget 2012/13
Agency Payments Day Care		100	100
		66,676	67,284
Managed Expenditure		127,982	128,459
Internal Income Income From Other Directorates		(7,210)	(7,079)
		(7,210)	(7,079)
Income - Grants Government Grants DCLG Grants		(10,023)	(10,192)
		(4,671)	(4,671)
		(14,693)	(14,863)
Income - Charges Sale Of Goods And Services Fees And Charges Contributions Other Income Rents		(509)	(414)
		(30)	(37)
		(31,261)	(27,147)
		(375)	(361)
		(117)	(117)
		(32,292)	(28,076)
Managed Income		(54,195)	(50,018)
Net Managed Budget		73,787	78,441
Accounting Adjustments IAS 19 Pensions Costs Vehicles And Plant (Internal Leasing) Vehicle leasing recharges Capital Charges		2,941	1,392
		(66)	(66)
		0	66
		2,709	2,245
		5,583	3,638
Other Internal Adjustments Internal Reallocations Charges Internal Reallocations Income		19,173	21,121
		(5,928)	(8,365)
		13,245	12,755
Managed Outside the Service		18,828	16,393
Net Cost of Service		92,615	94,833

Children's Services

LEEDS CITY COUNCIL

2012/13 BUDGET REPORT

Directorate: Children's Services

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2012/13 financial year. The budget strategy for 2012/13 continues to be set within a context of increasing demand for services, the need to sustain and improve performance and the continuing integration of services across the Children Leeds partnership.

2 Service Context

- 2.1 There are around 180,000 children in Leeds aged under 19 and the Council has a statutory responsibility and a duty to safeguard and promote the welfare of these children and young people. Working in partnership through the Leeds Children's Trust Board, there is a clear and agreed vision for Leeds to be a truly child friendly city, built around a commitment to put the child at the heart of everything we do. This ambition and improvement is being driven through the use of approaches such as outcome based accountability, restorative practice and by extending the voice and influence of children and young people.

2.2 Transforming life chances through a strategic city-wide approach

- 2.2.1 The Children's Trust Board has set out a framework for delivering this vision through the Children and Young People's Plan, (CYPP). The CYPP sets out 5 strategic outcomes, 11 priorities and 16 key indicators which, when combined, will help to deliver the ambitions. In addition, the Children's Trust Board has agreed 3 strategic 'obsessions', areas where we need focused activity to drive rapid change. The 3 strategic 'obsessions' are;

- Reducing the need for children to become looked after
- Improving behaviour, attendance and achievement
- Increasing numbers in young people in employment, education or training

- 2.2.2 Within a context of increasing demand for services and financial challenges, 2011/12 has been a year of significant progress and improvement across Children's Services. Assessments and other published inspections in 2011 have highlighted a number of key strengths, including;

- Arrangements to ensure children are safeguarded are now secure.
- The large majority of early years and childcare provision is good or better.
- The local authority has been effective in helping to bring about improvement in schools in Ofsted categories of concern.
- Behaviour in secondary schools continues to improve well.
- The very large majority of special schools are good or better.
- The local fostering and adoption agencies are good.
- The large majority of the provision that Leeds commissions in children's homes outside its own settings is good or better.
- The number of young people from low-income families achieving qualifications at the age of 16 and by the age of 19 has improved well.

- 2.2.3 This was reinforced with the 2011 re-inspection of safeguarding services for children and young people in Leeds. This inspection reflects positively on the improvements made across safeguarding services in Leeds since the last inspection in December 2009. Overall, five of the nine categories that Ofsted assess have been rated as 'good' and four are 'adequate' – there are no longer any

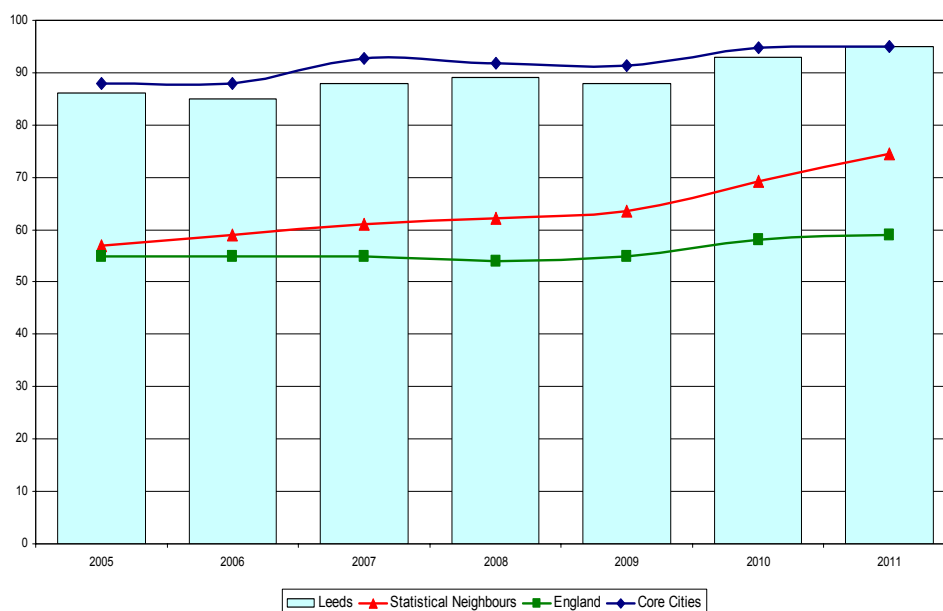
categories rated as 'inadequate'. On the key judgements of 'overall effectiveness' Leeds has been rated as 'adequate' and Leeds 'capacity to improve' is now rated as 'good'.

- 2.2.4 Improved performance management across all areas of Children's Services has been a key contributor to this improvement journey. This will be strengthened further following the implementation of the new directorate structure and underpinned by a rigorous system of performance clinics across the Directorate.

2.3 Transforming life chances through an integrated directorate

- 2.3.1 Whilst there has been significant progress, the work to transform children's services across the city continues and there remain a number of areas for further improvement. Due to continuing demand pressures, through continued increases in numbers of referrals for children's social care services, on-going pressures on the child protection system, and the number of children in the care system, there needs to be changes to the nature of some of the services available for children and families in Leeds. These changes need to include investment in preventative and early intervention services across the partnership, underpinned by rigorous performance management, in order to support children and families, thereby reducing demand for specialist services. The current demand led pressures are not financially sustainable.
- 2.3.2 The work to implement the Children's Services integrated directorate is ongoing. This is supported by an ambitious transformation programme which has included a full review and re-organisation of leadership and management capacity, as well as work to integrate front-line service delivery models within localities and the centralisation of back-office support functions. These proposals include the creation of integrated targeted services teams as well as new integrated services for safeguarding, looked after children and children with disabilities and complex care needs. Central to this change agenda is the need to review and re-prioritise resources and services in terms of quality, effectiveness and value for money.
- 2.3.3 In 2010/11 there were over 14,000 referrals to children's social care and a further 12,500 requests for service. In 2011/12 this demand across the system has continued to rise with increased referrals and requests for service. In the first 9 months of 2011/12 there were almost 24,000 requests for service/referrals. A total of 1,039 children are subject to a child protection plan (as at January 2012) and the numbers of looked after children have increased by 11% over the last 5 years and now stand at 1,454 (as at January 2012). Consequently, there have been significant financial challenges, particularly around the externally provided residential and fostering placement budgets. The graph below shows the numbers of looked after children in Leeds, compared to other core cities, our statistical neighbours and the all England average. The diagram shows clearly that the total number of looked after children in Leeds remains high and has steadily increased in recent years, although not to the extent of our statistical neighbours.

Looked after children rates per 10,000 population



3 Explanation of variations between adjusted 2011/12 and 2012/13 - £3,351k (2.6%)

3.1 The variation can be summarised as follows:

	£000s	£000s
Net Managed Budget 2011/12		129,481
Adjustments		
• Transfers of functions	-	444
• Other adjustments	-	183
Adjusted Net Managed Budget 2011/12		128,854
Changes in Prices		
• Pay (Superannuation increase)	153	
• Price	1,024	
• Income	- 370	807
Service Budget Changes		
• Changes in Service Levels	10,822	
• Other Factors not affecting level of service	- 5,879	
• Efficiency Savings	- 2,399	2,544
Net Managed Budget 2012/13		132,205

3.2 Key Adjustments

3.2.1 Budget adjustments have been made of £627k to reflect a number of transfers of functions, for example the centralisation of the communications function, the transfer of some IT functions to the Resources Directorate and the re-classification of mailroom and telephone costs as non-controllable recharges.

3.3 Changes in prices

3.3.1 No provision has been made for a pay award in 2012/13, although the budget includes provision of £0.15m for the increase in employers' superannuation rates. No provision will be made for inflation on running cost budgets other than where there are specific commitments and on utilities.

3.3.2 There is a need to consider the provision of subsidised childcare and the level of nursery fees in the Children's Centres. The current nursery fee is £32 per day and it is proposed to increase this by £2 per day which is an increase of 6.25%. This increased fee compares with an average daily fee of £40 across other private, voluntary and independent providers and it is estimated that this increase will generate an additional £0.3m of income in 2012/13. The proposed fee increase has been equality assessed. Working parents on low or modest income can receive up to 70% assistance with their nursery fee through the childcare element of working tax credit. Many parents not entitled to this working tax credit receive assistance through the 'salary sacrifice' childcare voucher schemes. In addition, parents will continue to benefit from a range of subsidies and support including;

- 15 hours of free nursery education for 3 and 4 year olds
- 15 hours of free childcare for vulnerable 2 year olds

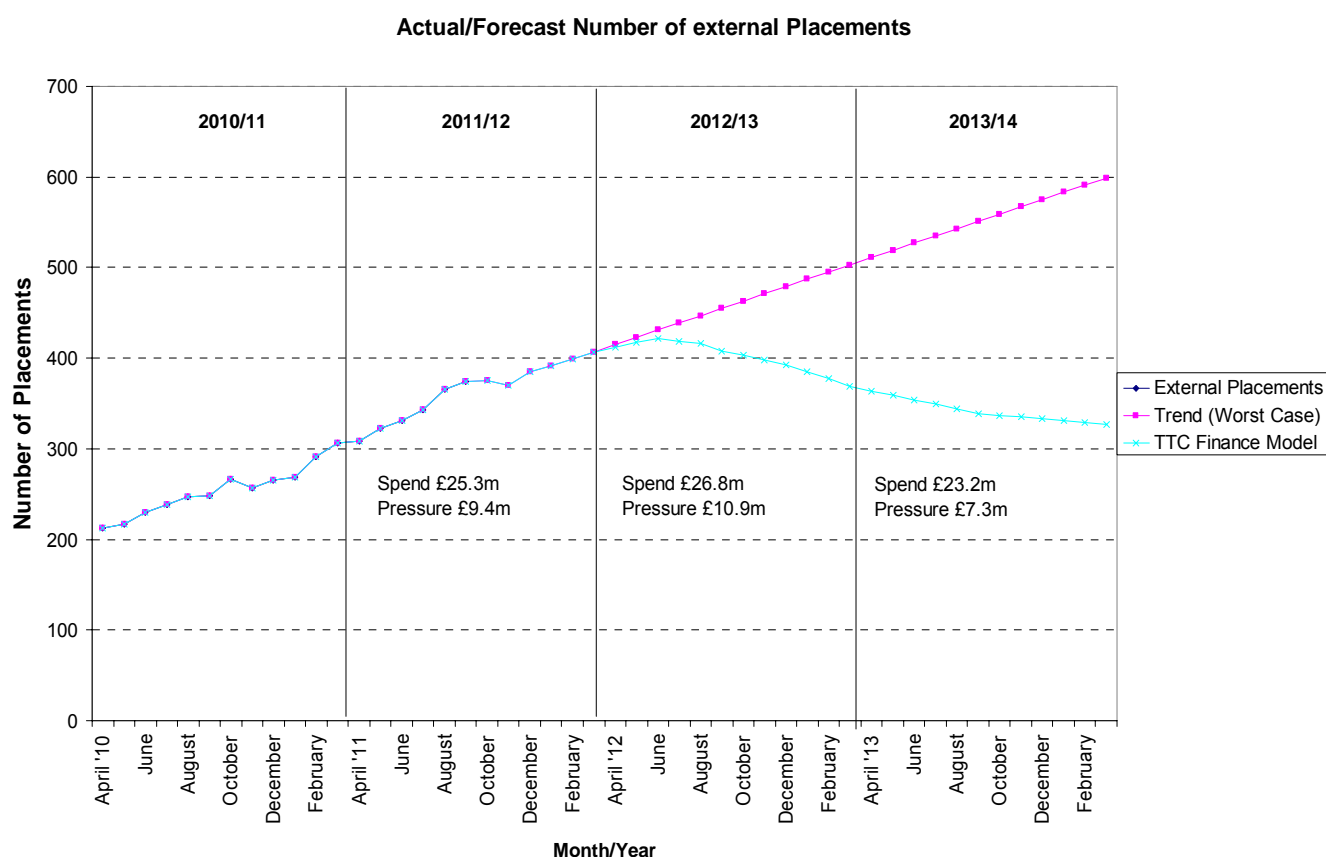
- Parents starting an educational course prior to their 20th birthday can have their childcare costs reimbursed through the 'Care to Learn' scheme and many Higher Education students receive 85% of their fee reimbursed through the HE Support Grant. Further education students may also have their fee for by their college.
- Children's Services continues to operate a vulnerable children's fund for children at risk and can offer a free place, or discretionary fees, for a period of time for families in difficulty. Parents/carers also have access to a full range of counselling services including: the credit union scheme, Citizen's Advice Bureau for debt counselling and budget management and also advice around maximising welfare benefits.
- The provision to waive the nursery fee where a parent/carer is suffering significant financial hardship will also be retained.

3.3.3 The budget also recognises the proposals to increase Music Centre fees by an average of 4% from September 2012.

3.4 Changes in Service Levels

3.4.1 The 2012/13 budget strategy continues to prioritise resources to support the most vulnerable children and young people in the city. The demand-led pressures within the placement budgets are forecast to continue into 2012/13 and provision of £10.9m has been included within the initial budget proposals to recognise this. This provision recognises the changing mix of placements between in-house and external provision and the impact of the work around prevention and early intervention. The increase in budget also recognises the increasing cost of Special Guardianship Orders.

3.4.2 The graph below shows the growth in the numbers of externally provided placements over recent years and also the impact of the turning the curve action plan in 2012/13 and 2013/14. As at the end of December 2012, there were 104 externally provided residential placements and 280 placements with independent sector fostering agencies.



- 3.4.3 As part of the turning the curve action plan around placements for looked after children, the 2012/13 budget continues to prioritise support for investment in preventative and early intervention and to target resources to vulnerable children and families who need support the most. To this end, an additional £2.1m has been provided to expand intensive and specialist family support, increase family group conferencing, expand the multi-systemic therapy teams and to continue to invest in the targeted mental health in schools programme. There is also additional funding within the budget to support the child specific adoption strategy.
- 3.4.4 In addition, there is a further £1m provision within the budget to fund the rising cost of free nursery education for 3 and 4 year olds which is to be funded via the dedicated schools grant. In addition, following the successful pilot, provision has been made through the early intervention grant to expand childcare across the city for vulnerable 2 year-olds.
- 3.4.5 An additional £0.9m has been provided within the budget proposals to fund the increasing legal work around the transfer of schools to become academies and also the legal costs related to care proceedings.
- 3.4.6 In terms of budget re-basing, prioritisation and efficiencies, significant savings have been identified through the budget strategy to support the increases in the demand-led budgets and the additional investment in early intervention and prevention. These savings include re-prioritising the core early intervention grant, maximising other grant funding, identifying savings across the running cost budgets and also the full-year effect of the 2010/11 contract reductions. In addition, work has been done to review subsidised services and provision has been made around increasing traded income and charges with schools as well the continuing impact of the sustainability review across Children's Centres.
- 3.4.7 As part of Children's Trust partners commitment to delivering the Children and Young People's Plan, a provision of £3m funding from the Health service has been made within the budget as part of a joint investment strategy. This resource will enable further expansion of preventative and early intervention services and increased integration of services focusing on the partnerships 3 strategic 'obsessions'.
- 3.4.8 In December 2011, the Government announced additional resources totalling £448m over 2012/13, 2013/14 and 2014/15 as part of its commitment to turn around the lives of 120,000 of England's most troubled families. Analysis has shown that nationally these 120,000 families cost on average £75,000 per family per year with a significant proportion of this cost falling to local authorities. The Government is offering 40% toward the cost of interventions that can help to turn around these families' lives, with the funding payable on achievement of successful outcomes. There is significant work to be done prior to April 2012 to undertake the necessary analysis and confirm the number of 'Troubled Families' in Leeds, to formulate a local business case and to plan outcome tracking arrangements necessary to both focus services on the success criteria and demonstrate success. The Government is providing funding of £20k in 2011/12 to support this preparatory work and £200k per year (for 3 years) to each local authority to fund the leadership and management capacity necessary to drive through the local action plan.
- 3.4.9 The Schools Budget is funded by the Dedicated Schools Grant (DSG), Young Persons Learning Agency (YPLA) Post 16 Grant, and the Pupil Premium.
- 3.4.10 The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the Local Authority Schools Budget. Any under or over spend of grant from one year must be carried forward and applied to the Schools Budget in future years. The Schools Budget comprises of Individual School Budgets delegated to schools, the 15hrs of free early years education for 3 and 4 year olds attending private, voluntary and independent settings and a number of prescribed services and costs in support of education in schools.
- 3.4.11 The DSG for 2012/13 will be calculated by multiplying pupil numbers in Leeds (including those attending Academies) as at January 2012 by a fixed rate of funding, £4,945.95. Total pupil numbers

are estimated to increase by 1,176 from January 2011. This is through a combination of increasing numbers in Nursery and Primary Schools and falling numbers in Secondary Schools and should provide a year on year increase in the DSG of £5.82m.

- 3.4.12 However, the gross DSG is then reduced by an amount equivalent to the delegated budget that would be paid to each Academy, and is also reduced based on an assumption that many of the centrally retained budgets also support Academies.

	2011/12	2012/13	Yr on Yr Change
Pupil Numbers 3 to 15 including Academies at January 2012	101,341	102,517	1,176
Unit of Funding	£4,945.95	£4,945.95	£0
Gross Dedicated Schools Grant	£501,225,000	£507,046,000	£5,821,000
Recoupment for Academies;			
Delegated Schools Budgets	-£29,257,470	-£68,130,320	-£38,872,850
Central Schools Budget	-£535,290	-£1,315,290	-£780,000
Dedicated Schools Grant paid to Leeds	£471,432,240	£437,600,390	-£33,831,850

- 3.4.13 Based on the Academies expected to be in operation in Leeds at 1st April 2012, it is estimated that the gross DSG will be reduced by at least £69.45m in recoupment transfer payments. Of the £69.45m, £68.13m is the delegated budget that would have been allocated to the schools if they had not become academies, whilst £1.32m is a share of the Leeds Central Schools Budget and has required cost reductions in centrally retained services. The final DSG will only be known in June 2012, following DfE validation of returns from schools, Academies and Private, Voluntary and Independent nurseries. The actual reduction for recoupment for Academies will be based on the number of Academies either operational or approved as at 31st March 2012. However, it is estimated that the DSG received by Leeds will reduce by 7.2% year on year.

- 3.4.14 The YPLA Post 16 Grant fund is paid in three elements. The majority of the funding is to support provision made to pupils in Leeds Sixth Forms and is paid as a ring-fenced grant with pre-determined allocations for each School. The grant also includes an allocation to fund Special Educational Needs and a further allocation to support the payment of teacher pensions. There is no information available on funding rates for 2012/13, although it is likely that funding per sixth form pupil will reduce as the YPLA seeks to equalise funding rates between sixth forms and Further Education Colleges and Sixth Form Colleges.

- 3.4.15 The Pupil Premium was introduced from April 2011 and was paid at a rate of £488 per deprived pupil eligible for free school meals at January 2011, and for pupils who had been continuously in care for over 6 months. A further service child allocation of £200 is paid for children whose parents are in the armed services. In 2012/13 the allocation for pupils eligible for free school meals (FSM) or in care has been increased to £600, and the service child premium has been increased to £250. The eligibility criteria have also been extended so that the pupil premium is paid based on pupils on the January 2012 School Census who have been eligible for free school meals on any termly census over the past six years.

	2011/12	2012/13	Yr on Yr Change
FSM based Pupil Premium Allocation	£9,861,992	£17,327,400	£7,465,408
Looked After Child Pupil Premium	£442,128	£543,600	£101,472
Service Child Pupil Premium	£17,000	£21,250	£4,250
	£10,321,120	£17,892,250	£7,571,130

The draft allocation above will be confirmed following validation of the January 2012 School Census.

3.5 Efficiency savings

3.5.1 The costs of providing home to school travel are significant. On average the annual cost of providing home to school transport for those with special educational needs is almost £5k and currently over 1,000 children and young people are provided with bespoke transport. Whilst the acute needs and vulnerabilities of some children and young people dictate that this will remain the only adequate and safe response to their individual needs, there are some who have the ability and aspiration to travel independently and benefit from these enhanced life-skills. Indeed, over the past 12 months, Children's Services has been able to deliver training for up to 12 young people per month, enabling £0.12m financial savings whilst also improving the life skills and independence of almost 150 young people. The 2012/13 budget strategy recognises a more aspirational approach to the provision of assistance to this group of children which considers the needs, abilities and potential of each pupil and student in order to determine the best response to their own requirements. Through an investment to save initiative, the existing team of travel trainers has been expanded in order to accelerate the assessment and training and enable the children and young people to make the transition from taxi transport to public transport. Through an investment of £0.1m, savings of £0.5m are anticipated in the 2012/13 financial year.

3.5.2 As part of the overall Children's Services commissioning strategy, work is underway with other local authorities in the region around the procurement of residential and fostering placements from independent providers. The work is set across 3 phases, although phases 1 and 2 are being progressed simultaneously in order to maximise the impact on costs;

- | | |
|---------|---|
| Phase 1 | Collaboration around contract negotiations to achieve price reductions from those providers with the highest aggregated spend across neighbouring local authorities. These negotiations have already yielded financial savings in 2011/12. |
| Phase 2 | In line with national good practice, securing more efficient future commissioning arrangements for fostering and residential provision through a price controlled framework agreement across all neighbouring local authorities. A joint commissioning team is in place and new arrangements will be in place in 2012/13. |
| Phase 3 | Longer-term measures to develop an in-house market place for in-house foster carers and reduce the over-dependence on independent sector fostering providers. |

In addition, work is also ongoing around sharing contract management resources, implementing a programme of transferring placements from residential to fostering (as appropriate based on need) and negotiations around the procurement of in-house capacity between local authorities. Overall, across the whole placement procurement programme, savings of £1m are anticipated in 2012/13 and have been built into the budget strategy.

3.5.3 A general principle in the 2012/13 budget strategy has been to fundamentally review and reduce wherever possible the supplies and services budgets. To this end, efficiency savings have been factored into the proposed Children's Services budget including;

- Office Consumables - £412k reduction in budgets
- Office Equipment - £183k reduction in budgets.
- Telephones - £87k reduction in budgets
- Printing - £80k reduction in budgets
- Operational Furniture and Equipment - £138k reduction in budgets
- Conferences and Meetings - £125k reduction in budgets

4 Net Revenue Charge

- 4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000s
Net Managed Budget	132,205
Managed Outside Service	45,669
Net Revenue Charge	177,874

5 Risk Assessment

- 5.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

- 5.2 The key risks in the 2012/13 budget for this directorate are as follows;

- The number of looked after children and children in need placed significant pressures on the budget in 2011/12. This continuing demand has been recognised in the 2012/13 budget strategy through a significant increase in the placement budgets. However, given the wider financial and economic climate, and the continuing demand-led pressures there is a risk that the levels of demand will be higher than that assumed in the budget. The reconfiguration and integration of services across the Children Leeds partnership, together with the turning the curve action plan around the need for children to be in care (para 3.4.2), are part of the whole system strategy which is designed to manage and reduce these demand-led pressures.
- As mention at para 3.4.5, the 2012/13 budget strategy provides for an increase in legal costs. There is a risk however that the costs on this demand-led budget are greater than the budget due to the number of academy conversions and the number of care proceedings.

Briefing note prepared by: Neil Warren
Telephone: 07891 276865

Simon Darby
2475178



Main responsibilities:

- Items which do not specifically relate to any of the council's other functional headings, including the continuing costs of discontinued operations, the costs of managing the council's insurance activities, interest earned on revenue balances and general income sources not attributable to a specific service. Also included are subscriptions to regional associations and specific grants to local organisations.
- A general contingency budget is held to meet uncertainties that are not provided for in directorates' budgets.
- The council's contribution to a number of joint committees and other bodies established to provide a range of county-wide services, including trading standards and the West Yorkshire Passenger Transport Authority.
- Credits for the accounting cost of capital of the current valuation of the assets are charged to service accounts. These accounting costs are replaced within the central accounts by the actual cost to the council of its borrowings
- Under the Best Value Accounting Code of Practice (BVACoP), certain defined overheads are charged to a Non Distributed Costs Account. This account comprises the estimated present value of the total future costs of VER and added years pension decisions made during the year.
- Under BVACoP the costs of both Corporate Management and of Democratic Representation and Management cannot be treated as service expenditure and are accounted for centrally in a Corporate and Democratic Core account. For Leeds City Council the expenditure charged to this account includes the activities and costs which provide the infrastructure which allows services to be provided, the cost of providing information which is required for public accountability, and the cost of member activities.

Children's Services

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Partnership Dev & Bus Supt	Partnership Dev. & Business Support	27,484	18,941	(7,289)	11,652	8,101	19,754
Director of Children's Services	Learning, Skills & Universal Services	17,694	72,633	(59,716)	12,918	3,162	16,079
Deputy Director Safeguarding, Specialist, Targeted Services	Safeguarding, Targeted & Specialist	92,135	138,419	(48,347)	90,072	2,858	92,930
Chief Officer Strategy, Performance & Commissioning	Strategy, Performance & Commissioning	50,290	67,832	(50,269)	17,563	30,706	48,270
Net Cost of Service		187,603	297,825	(165,621)	132,205	44,827	177,032
	Transfers to and from earmarked reserves	(7,082)	0	0	0	842	842
Net Revenue Charge		180,521	297,825	(165,621)	132,205	45,669	177,874

Children's Services

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	82,397	83,274
Agency And Temporary Staff	71	0
National Insurance Contributions	6,166	5,770
Superannuation Costs	11,010	10,819
Other Pension Costs	8,773	8,767
Other Employee Related Costs	316	181
Training And Development	916	414
	109,648	109,226
Premises		
Buildings Maintenance	249	239
Grounds Maintenance	45	43
Building Security	105	91
Cleaning And Workplace Refuse	1,351	1,326
Gas	406	394
Electricity	380	410
Other Utilities	171	255
Rents	505	399
NNDR	692	820
Accommodation Charges	428	363
Premises Related Insurance	21	46
	4,352	4,384
Supplies & Services		
Materials And Equipment	2,310	1,922
Stationery And Postage	1,083	478
Advertising	103	119
IT/Telecommunications	1,811	2,036
Insurance	194	306
Professional Fees and Subscriptions	753	1,029
Grants And Contributions	1,484	44
Catering Service	1,351	1,140
Allowances	200	167
Consultancy Services	76	0
External Audit Fees	14	11
Security Services	44	54
Other Hired And Contracted Services	54,862	4,762
Licences	695	215
Publication And Promotion	40	58
PFI Unitary Charges	483	48,478
Miscellaneous	10	14
	65,512	60,835
Transport		
Vehicles And Plant Related Expenditure	324	321
Travel Allowances	2,277	2,236
Fuel	65	63
Private Hire	4,977	4,933
Transport Related Insurance	7	4
	7,649	7,557
Internal Charges		
Managed Recharges Frm Other Directorates	26,234	26,978
Distributed Grants	9,096	9,786

Children's Services

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Internal Charges	35,330	36,764
Agency Payments		
Services Provided By Other Organisations	13,575	13,985
Services Rendered By Voluntary Sector	8,338	9,451
Services by Independent/Special Schools	7,300	7,659
General External Residential Placements	12,324	15,701
Independent Fostering Agencies	5,350	12,460
Services Rendered By Health Authorities	186	590
Contribution To Partnerships	80	80
In-house Fostering	14,552	12,624
Care Leavers	3,491	2,837
Adoption	2,522	3,310
	67,718	78,697
Transfer Payments		
Education Awards	0	0
School Clothing Vouchers	647	580
Allowances For Children	104	91
Social Care Direct Payments	416	516
Child Trust Fund Top-Up Payments	23	0
Young People's Expenses	0	9
Transfer Of Surplus	18	41
	1,208	1,237
Appropriations		
Transfers To/From Earmarked Reserves	142	(875)
	142	(875)
Appropriation		
Transfers To/From Capital Reserve	1,055	0
	1,055	0
Managed Expenditure	292,614	297,825
Internal Income		
Income From Other Directorates	(26,344)	(24,593)
Recharges Income From Capital	(179)	(545)
Redistribution Of Grants Income	(3,406)	(3,555)
	(29,928)	(28,693)
Income - Grants		
Government Grants	(81,671)	(84,011)
DCLG Grants	(31,303)	(31,503)
	(112,973)	(115,513)
Income - Charges		
Sale Of Goods And Services	(2,505)	(2,507)
Fees And Charges	(12,552)	(11,038)
Education Income	(476)	0
Contributions	(3,723)	(7,167)
Other Income	(540)	(376)
Rents	(433)	(323)
	(20,229)	(21,412)
Income - Other		
Interest And Dividends	(2)	(2)
	(2)	(2)

Children's Services

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Managed Income	(163,132)	(165,621)
Net Managed Budget	129,481	132,205
Accounting Adjustments		
IAS 19 Pensions Costs	7,110	(842)
Vehicles And Plant (Internal Leasing)	(21)	(42)
Vehicle leasing recharges	0	42
Transfers To/From Statutory Reserves	(7,103)	842
Transfers to Capital Reserve - Vehicles	21	0
Capital Charges	36,359	31,312
	36,365	31,312
Central Recharges		
Central Recharges Expenditure	15,106	14,742
Corporate & Democratic Core Income	(415)	(385)
	14,691	14,357
Other Internal Adjustments		
Internal Reallocations Charges	107	34
Internal Reallocations Income	(124)	(34)
	(17)	0
Managed Outside the Service	51,039	45,669
Net Cost of Service	180,521	177,874

Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		3,303	2,648
National Insurance Contributions		248	206
Superannuation Costs		441	366
Other Pension Costs		8,154	7,934
Other Employee Related Costs		20	19
Training And Development		198	108
		12,363	11,281
Premises			
Buildings Maintenance		1	0
Cleaning And Workplace Refuse		0	0
Gas		0	1
Electricity		0	0
Other Utilities		0	82
NNDR		0	6
Accommodation Charges		0	12
Premises Related Insurance		0	9
		1	110
Supplies & Services			
Materials And Equipment		37	12
Stationery And Postage		491	184
IT/Telecommunications		865	1,365
Insurance		1	21
Professional Fees and Subscriptions		53	113
Catering Service		3	0
Allowances		0	0
Consultancy Services		20	0
External Audit Fees		9	11
Security Services		16	11
Other Hired And Contracted Services		2,812	2,730
Licences		480	0
Publication And Promotion		10	4
		4,796	4,452
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		48	42
		48	42
Internal Charges			
Managed Recharges Frm Other Directorates		1,492	2,849
Distributed Grants		0	507
		1,492	3,356
Agency Payments			
Services Provided By Other Organisations		80	63
Services Rendered By Voluntary Sector		256	240
		336	303
Appropriations			
Transfers To/From Earmarked Reserves		316	(602)
		316	(602)
Managed Expenditure		19,353	18,941

Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2011/12	Budget 2012/13
Internal Income			
Income From Other Directorates		(3,936)	(3,713)
		(3,936)	(3,713)
Income - Grants			
Government Grants		(2,379)	(2,990)
		(2,379)	(2,990)
Income - Charges			
Fees And Charges		(1)	(3)
Contributions		0	(582)
Other Income		0	0
Rents		(1)	0
		(2)	(585)
Managed Income		(6,316)	(7,289)
Net Managed Budget		13,036	11,652
Accounting Adjustments			
IAS 19 Pensions Costs		2,757	(3,421)
Capital Charges		36	36
		2,793	(3,384)
Central Recharges			
Central Recharges Expenditure		12,081	11,883
Corporate & Democratic Core Income		(415)	(385)
		11,666	11,497
Other Internal Adjustments			
Internal Reallocations Income		(12)	(12)
		(12)	(12)
Managed Outside the Service		14,448	8,101
Net Cost of Service		27,484	19,754

Children's Services

Budget Manager : Director of Children's Services

Learning, Skills & Universal Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		32,295	30,600
Agency And Temporary Staff		40	0
National Insurance Contributions		2,526	2,121
Superannuation Costs		4,514	3,920
Other Pension Costs		413	515
Other Employee Related Costs		118	45
Training And Development		115	68
		40,021	37,269
Premises			
Buildings Maintenance		124	127
Grounds Maintenance		27	24
Building Security		85	71
Cleaning And Workplace Refuse		986	918
Gas		300	275
Electricity		295	296
Other Utilities		124	123
Rents		389	302
NNDR		582	652
Accommodation Charges		187	105
Premises Related Insurance		12	26
		3,109	2,917
Supplies & Services			
Materials And Equipment		893	768
Stationery And Postage		241	185
Advertising		17	18
IT/Telecommunications		569	376
Insurance		73	30
Professional Fees and Subscriptions		466	410
Grants And Contributions		109	15
Catering Service		1,339	1,133
Allowances		10	3
Consultancy Services		8	0
External Audit Fees		5	0
Security Services		28	43
Other Hired And Contracted Services		2,176	1,475
Licences		16	16
Publication And Promotion		24	28
Miscellaneous		7	8
		5,982	4,509
Transport			
Vehicles And Plant Related Expenditure		209	176
Travel Allowances		445	369
Fuel		55	56
Private Hire		473	448
Transport Related Insurance		6	2
		1,188	1,053
Internal Charges			
Managed Recharges Frm Other Directorates		4,163	3,651
Distributed Grants		8,199	8,212

Children's Services

Budget Manager : Director of Children's Services

Learning, Skills & Universal Services			
	£000	Budget 2011/12	Budget 2012/13
Internal Charges		12,363	11,862
Agency Payments			
Services Provided By Other Organisations		8,222	6,951
Services Rendered By Voluntary Sector		3,706	3,988
Services by Independent/Special Schools		3,732	3,495
		15,661	14,434
Transfer Payments			
School Clothing Vouchers		647	580
Young People's Expenses		0	9
		647	589
Appropriations			
Transfers To/From Earmarked Reserves		(174)	0
		(174)	0
Managed Expenditure		78,796	72,633
Internal Income			
Income From Other Directorates		(3,807)	(4,115)
Redistribution Of Grants Income		(2,785)	(2,832)
		(6,592)	(6,948)
Income - Grants			
Government Grants		(50,943)	(46,695)
		(50,943)	(46,695)
Income - Charges			
Sale Of Goods And Services		(317)	(345)
Fees And Charges		(6,097)	(5,077)
Education Income		(160)	0
Contributions		(391)	(306)
Other Income		(224)	(241)
Rents		(118)	(105)
		(7,306)	(6,073)
Managed Income		(64,841)	(59,716)
Net Managed Budget		13,955	12,918
Accounting Adjustments			
IAS 19 Pensions Costs		1,336	606
Vehicles And Plant (Internal Leasing)		(9)	(30)
Vehicle leasing recharges		0	30
Capital Charges		1,110	1,262
		2,438	1,868
Central Recharges			
Central Recharges Expenditure		1,266	1,260
		1,266	1,260
Other Internal Adjustments			
Internal Reallocations Charges		43	34
Internal Reallocations Income		(9)	0
		34	34
Managed Outside the Service		3,738	3,162

Children's Services

Budget Manager : Director of Children's Services

Learning, Skills & Universal Services			
£000		Budget 2011/12	Budget 2012/13
Net Cost of Service		17,694	16,079

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		42,623	45,326
Agency And Temporary Staff		28	0
National Insurance Contributions		3,061	3,090
Superannuation Costs		5,473	5,880
Other Pension Costs		185	296
Other Employee Related Costs		173	112
Training And Development		584	225
		52,126	54,929
Premises			
Buildings Maintenance		110	100
Grounds Maintenance		15	16
Building Security		9	9
Cleaning And Workplace Refuse		365	407
Gas		103	115
Electricity		82	111
Other Utilities		45	49
Rents		116	97
NNDR		107	156
Accommodation Charges		10	15
Premises Related Insurance		9	11
		972	1,086
Supplies & Services			
Materials And Equipment		1,259	1,037
Stationery And Postage		322	94
Advertising		59	71
IT/Telecommunications		290	232
Insurance		120	255
Professional Fees and Subscriptions		173	361
Grants And Contributions		1,374	29
Catering Service		9	8
Allowances		190	164
Consultancy Services		48	0
Other Hired And Contracted Services		1,754	429
Licences		28	37
Publication And Promotion		1	23
PFI Unitary Charges		483	491
Miscellaneous		3	6
		6,115	3,236
Transport			
Vehicles And Plant Related Expenditure		113	143
Travel Allowances		1,648	1,714
Fuel		10	6
Private Hire		121	63
Transport Related Insurance		2	2
		1,894	1,928
Internal Charges			
Managed Recharges Frm Other Directorates		13,496	11,605
Distributed Grants		897	1,067
		14,393	12,672

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2011/12	Budget 2012/13
Agency Payments			
Services Provided By Other Organisations		5,273	6,971
Services Rendered By Voluntary Sector		4,364	5,223
Services by Independent/Special Schools		3,568	4,164
General External Residential Placements		12,324	15,701
Independent Fostering Agencies		5,350	12,460
Services Rendered By Health Authorities		186	590
Contribution To Partnerships		80	80
In-house Fostering		14,552	12,624
Care Leavers		3,491	2,837
Adoption		2,522	3,310
		51,709	63,960
Transfer Payments			
Education Awards		0	0
Allowances For Children		104	91
Social Care Direct Payments		416	516
Child Trust Fund Top-Up Payments		23	0
		543	607
Managed Expenditure		127,752	138,419
Internal Income			
Income From Other Directorates		(1,557)	(1,013)
Recharges Income From Capital		(179)	0
Redistribution Of Grants Income		(621)	(723)
		(2,356)	(1,735)
Income - Grants			
Government Grants		(26,025)	(33,345)
DCLG Grants		(344)	(544)
		(26,368)	(33,889)
Income - Charges			
Sale Of Goods And Services		(462)	(418)
Fees And Charges		(6,308)	(5,811)
Education Income		(315)	0
Contributions		(3,216)	(6,141)
Other Income		(317)	(136)
Rents		(314)	(218)
		(10,932)	(12,723)
Managed Income		(39,657)	(48,347)
Net Managed Budget		88,095	90,072
Accounting Adjustments			
IAS 19 Pensions Costs		2,894	1,757
Vehicles And Plant (Internal Leasing)		(12)	(12)
Vehicle leasing recharges		0	12
Capital Charges		565	518
		3,447	2,275

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist		
£000	Budget 2011/12	Budget 2012/13
Central Recharges		
Central Recharges Expenditure	610	583
	610	583
Other Internal Adjustments		
Internal Reallocations Charges	64	0
Internal Reallocations Income	(81)	0
	(17)	0
Managed Outside the Service	4,040	2,858
Net Cost of Service	92,135	92,930

Children's Services

Budget Manager : Chief Officer Strategy, Performance & Commissioning

Strategy, Performance & Commissioning			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		4,175	4,700
Agency And Temporary Staff		3	0
National Insurance Contributions		331	354
Superannuation Costs		582	654
Other Pension Costs		21	21
Other Employee Related Costs		6	4
Training And Development		19	13
		5,138	5,746
Premises			
Buildings Maintenance		14	12
Grounds Maintenance		3	3
Building Security		11	11
Gas		3	2
Electricity		3	3
Other Utilities		1	1
NNDR		3	7
Accommodation Charges		231	231
		270	271
Supplies & Services			
Materials And Equipment		121	106
Stationery And Postage		28	15
Advertising		26	30
IT/Telecommunications		88	62
Professional Fees and Subscriptions		61	146
Allowances		0	0
Other Hired And Contracted Services		48,120	128
Licences		171	163
Publication And Promotion		5	3
PFI Unitary Charges		0	47,986
		48,619	48,638
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		135	112
Private Hire		4,382	4,422
		4,519	4,535
Internal Charges			
Managed Recharges Frm Other Directorates		7,082	8,874
		7,082	8,874
Agency Payments			
Services Rendered By Voluntary Sector		12	0
		12	0
Transfer Payments			
Transfer Of Surplus		18	41
		18	41
Appropriations			
Transfers To/From Earmarked Reserves		0	(273)
		0	(273)
Appropriation			
Transfers To/From Capital Reserve		1,055	0

Children's Services

Budget Manager : Chief Officer Strategy, Performance & Commissioning

Strategy, Performance & Commissioning			
	£000	Budget 2011/12	Budget 2012/13
Appropriation		1,055	0
Managed Expenditure		66,713	67,832
Internal Income			
Income From Other Directorates		(17,044)	(15,752)
Recharges Income From Capital		0	(545)
		(17,044)	(16,297)
Income - Grants			
Government Grants		(2,325)	(980)
DCLG Grants		(30,959)	(30,959)
		(33,284)	(31,939)
Income - Charges			
Sale Of Goods And Services		(1,726)	(1,744)
Fees And Charges		(146)	(148)
Contributions		(116)	(139)
		(1,988)	(2,031)
Income - Other			
Interest And Dividends		(2)	(2)
		(2)	(2)
Managed Income		(52,318)	(50,269)
Net Managed Budget		14,394	17,563
Accounting Adjustments			
IAS 19 Pensions Costs		122	217
Capital Charges		34,648	29,496
		34,770	29,713
Central Recharges			
Central Recharges Expenditure		1,148	1,016
		1,148	1,016
Other Internal Adjustments			
Internal Reallocations Income		(23)	(23)
		(23)	(23)
Managed Outside the Service		35,896	30,706
Net Cost of Service		50,290	48,270

Schools/Education

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Premises		
Other Utilities	0	600
	0	600
Supplies & Services		
Materials And Equipment	8	0
	8	0
Internal Charges		
Distributed Grants	40,777	37,778
	40,777	37,778
Transfer Payments		
School Budget Share	420,347	387,255
	420,347	387,255
Capital		
RCCO (Revenue Contribution To Capital)	1,000	1,000
Schools Contingency	2,550	3,050
	3,550	4,050
Managed Expenditure	464,682	429,683
Internal Income		
Income From Other Directorates	(8)	0
	(8)	0
Income - Grants		
Government Grants	(464,645)	(429,577)
DCLG Grants	(29)	(107)
	(464,674)	(429,683)
Managed Income	(464,682)	(429,683)
Net Managed Budget	0	0
Net Cost of Service	0	0

City Development

LEEDS CITY COUNCIL

2012/13 BUDGET REPORT

Directorate: City Development

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2012/13 financial year.

2 Service Context

- 2.1 The City Development Directorate has a lead responsibility in the Council for the economic, physical and cultural development of Leeds. The priority for the Directorate over the next 3 to 4 years will be maintaining Leeds' ongoing development as a regional, economic and cultural capital and facilitating its economic recovery. In the face of reduced funding these budget proposals continue to reflect the Directorate's budget strategy of limiting the impact on frontline services wherever possible and to realign available resources to ensure the delivery of Council priorities.
- 2.2 This budget has been prepared in line with the initial budget proposals reported to Executive Board on the 14th December 2011. The size and scale of the proposed reductions in 2012/13 are less than those in 2011/12 which saw a budget reduction of £13m from the previous year. Proposals reflect the full year effects of decisions taken as part of the 2011/12 budget, the majority of which have now been implemented. The budget provides for a further reduction in staffing following those made over the last 3 years, partly as a response to a continuing decline in some income and workloads as a result of the economic recession and reduced funding and also following the rationalisation of facilities and service provision included in the 2011/12 approved budget.
- 2.3 The reduction in the staffing budget includes the full year effect of the savings resulting from staff that left the Directorate under the Early Leaver Initiative (ELI) and from further reductions in staffing anticipated in 2012/13 as additional staff leave under the ELI scheme and a further review of service provision and structures is undertaken.
- 2.4 The budget proposals will ensure that there are sufficient resources to enable the Directorate to continue to take the lead on a number of key projects for the City that will help secure Leeds' ongoing economic development. These include the Leeds Arena, the Eastgate and Harewood Quarter, Leeds Flood Alleviation Scheme, New Generation Transport (subject to a funding announcement), City Park, Holt Park Wellbeing Centre in collaboration with Adult Social Care, A65 Quality Bus Initiative, Inner Ring Road Structures, relocation and upgrade of the Urban Traffic Management Control System, Aire Valley Eco – Settlement and Enterprise Zone, and the Leeds Casino Project. The Directorate has also led on and successfully completed on a number of key projects for the City including City Varieties Refurbishment, Inner Ring Road Stage 7 and contributed to the on site development of the Trinity Shopping Centre. The budget will also enable the development and implementation of a number of areas of work including Neighbourhood Planning, the Community Infrastructure Levy and developing options and implementing actions for the future sustainability of Kirkgate Market.
- 2.5 The Directorate will continue to review the way that services are delivered, to identify the potential for savings and efficiencies whilst at the same time minimising the impact of

budget reductions on frontline services. These include exploring alternative service arrangements for back office functions and as part of this the Architectural Design Services unit is expected to transfer to Norfolk Property Services in February 2012. In 2012/13 the scope for further functions to transfer to a similar arrangement will be explored. The Directorate will also explore closer working with other Directorates in areas where there are close links such as between Street Scene Services and Regeneration Services in Environment and Neighbourhoods and on the Youth Offer with Children's Services. In the Leisure Services a priority will be to extend the availability of the Leeds card scheme. In Economic Development the move of Tourism and Inward Investment teams to Marketing Leeds will be progressed.

- 2.6 All services have reviewed their base budgets and a number of ongoing savings have been identified, some of these have been realised by the establishment of the central ordering hub in the Directorate and through procurement savings. The budget also includes some specific saving proposals which are outlined in this report.
- 2.7 The budget also recognises the ongoing impact of the challenging economic conditions on the Directorate's income base and proposes reductions to some income budgets which have experienced shortfalls in 2011/12. The budget proposals also include some increases to fees and charges but on the whole these have kept below inflation.

3 Explanation of variations between adjusted 2011/12 and 2012/13 - £1,158k (1.54%)

- 3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2011/12	75,146
Adjustments	
• Transfers of functions	292
• Other adjustments	- 206
Adjusted Net Managed Budget 2011/12	75,232
Changes in Prices	
• Pay (Superannuation increase)	112
• Price	1,403
• Income	- 1,394
	121
Service Budget Changes	
• Changes in Service Levels	1,560
• Other Factors not affecting level of service	676
• Efficiency Savings	- 3,515
	- 1,279
Net Managed Budget 2012/13	74,074

3.2 Adjustments

- 3.2.1 The Net Managed Budget 2011/12 includes the transfer of the Corporate Property Management service which transferred to City Development from the Resources Directorate during 2011/12 with a Net Managed Budget of £11,589k.
- 3.2.2 Other transfers of functions include a net reduction of £436k for the transfer of marketing and communication staff from various services in City Development to the Corporate Communications Team in Resources Directorate. An additional £331k has been included in Libraries, Arts and Heritage from the West Yorkshire Grants and transferred from the Strategic Budget to City Development and an extra £97k for National Non Domestic Rates budgets for properties recently declared surplus by other Directorates which will support the void property budget in Corporate Property Management. A further net increase of £217k has been made for additional Corporate Property Management budgets to be transferred to the Directorate.
- 3.2.3 Other adjustments include a reduction of £206k for telephone and mail room charges which are now being accounted for outside the net managed budget of the Directorate.

3.3 Changes in prices

- 3.3.1 No provision has been made for a pay award in 2012/13, although the budget includes provision of £112k for the increase in employers' superannuation rates. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include £676k for anticipated energy and contract price increases, £120k for the increase in the winter salt contract in Highways and Transportation, £300k for the Street Lighting energy contract and £305k for the Carbon Reduction Levy which will be an additional tariff on energy contracts in 2012/13.
- 3.3.2 Fees and charges have been reviewed across the Directorate and the potential for increases realistically assessed taking into market conditions and the impact on the customer. Actual fees and charges in individual services are subject to separate DDN reports during the year. In general it is proposed that increases to fees and charges will be kept below inflation ranging from no increase to 3%. Fees and charges in Sport were increased in January 2012 and mainly increased by between 1 and 3% although in some specific areas where it is assessed the market can not sustain increases prices have been kept at current levels. There are no increases to prices for those with Leeds Card Extra, bodyline gym card prices and most football prices. Junior swim lessons are increased by 2% and other prices generally rise by 3% rounded up to the next 10p price point. In Parks and Countryside prices are generally expected to increase by 2% and in Libraries, Arts and Heritage and Highways and Transportation by up to 3%. Responsibility for setting charges for Planning and Building fees is expected to become a local authority responsibility for 2012/13, these budget proposals do not assume an increase in these charges. A higher increase is proposed for Cemetery and Crematoria charges but these will be subject to a review in relation to other Core Cities and it is still envisaged that the increase will be below the current inflation rate. Overall it is anticipated that increases in fees and charges will generate an additional £1,394k.

3.4 Changes in Service Levels

- 3.4.1 Proposed budget increases include £180k for Olympic 2012 related spend, this includes facilitating the establishment of training camps in the City for visiting teams and for the Olympic torch relay when it visits the City. An Equality Impact Assessment (EIA) has been completed for this and highlights the importance of ensuring appropriate communication

and consultation with the displaced users of the facilities and encouraging all communities to attend the Olympic Torch events. An additional £80k for the Council's agreed contribution to gymnastics as outlined in the recent Executive Board report on future arrangements with the Leeds Gymnastic Club and £125k for flood risk management to fund additional responsibilities that the Council has to undertake as a Lead Local Flood Authority. Responsibilities include maintaining a drainage asset register, investigating flood incidents and implementing a Local Flood Risk Strategy. This additional spend is funded by specific grant.

3.4.2 Reflecting the national economic situation and current and expected trends in income it is proposed to reduce a number of income budgets. This includes a £500k reduction to the planning and building fee budget, a £300k reduction to Markets income, a £250k reduction for income for work in the Directorate from supporting PFI schemes and £150k reduction to the anticipated income from Sovereign Street Car Park. The expected transfer of the Architectural Design Services to Norfolk Property Services in February 2012 will impact on the recovery of overheads and £300k has been included in the Asset Management budget to allow for this.

3.4.3 The Council welcomes the news that the Arts Council have chosen Leeds Museum Service as one of sixteen to receive 3 years funding to build on the developments funded through the national Renaissance scheme. The new funding, the amount of which is yet to be agreed, will enable the Museum Service to continue to develop and enhance its services to local people and schools.

3.4.4 As part of the review of the arts grants process and the development of a longer term funding strategy, a £100k reduction in the support to arts organisations is proposed although the review also includes the art@leeds funding stream developed on a more sustainable basis and the Leeds Inspired funding stream has been introduced which will engage local people in participatory activity. An EIA will be completed once the outcome of the grant bids is known.

3.5 Other Factors not affecting the level of service

3.5.1 An additional £155k has been included in the Libraries budget for the additional cost of operating libraries at the Chapeltown and Harehills Joint Service Centres and £130k included in the Heritage budget for an increase in the National Non Domestic Rates charge for the City Museum.

3.5.2 A reduction of £61k has been included for the Directorate's contribution to a number of corporate initiatives including the management document centre and the new Cornerstone training and appraisal system. A reduction of £30k has been included for savings on agency staff contracts.

3.6 Efficiency savings

3.6.1 For this Directorate the following savings have been identified for 2012/13.

3.6.2 As highlighted in paragraph 2.2 the Directorate's budget proposals for 2012/13 includes a reduction in staffing resulting in savings of £2m. This includes the full year effect of savings from staff who left the Directorate as part of the Corporate Early Leaver Initiative at the end of December 2011. At the end of December there were 2,396 Full Time Equivalent (FTE) staff in the Directorate, a reduction of 123 FTEs from staffing levels at the 31st March 2011. This year staffing levels are expected to reduce further to 2,338 FTEs by the 31st March 2012 as a result of staff leaving the Directorate, mainly through the ELI scheme, and also 27 FTEs in Architectural Design Services transferring to Norfolk Property Services. A further

net reduction of 35 FTEs is anticipated in 2012/13. This reduction is expected to be achieved through a combination of additional staff applying to leave through the ELI scheme, further structure reviews and from progressing closer working proposals with other Directorates.

- 3.6.2 A saving of £230k on the grass cutting contract has been included in Highways and Transportation following the re-tendering of the contract. A reduction of £65k has also been included in Highways and Transportation for savings on street lighting energy as a result of the roll out of investment in energy saving equipment.
- 3.6.3 Running cost budgets have also been reviewed across the Directorate and a net saving of £1.2m has been included. These include savings in rents in Corporate Property Management of £160k, savings of £150k on Directorate running costs as a result of the establishment of the Directorate wide ordering hub and savings of £330k in Highways and Transportation on maintenance and other areas as a result of procurement savings and operational changes such as the use of surface dressing to enable more work to be undertaken for the same level of spend. Savings in each service have also been included on various running cost budgets including equipment, Information technology, printing and stationery, books and publications and publicity and promotions.

4 Net Revenue Charge

- 4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000s
Net Managed Budget	74,074
Managed Outside Service	40,479
Net Revenue Charge	114,553

5 Risk Assessment

- 5.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the Directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.
- 5.2 The key risks in the 2012/13 budget for this Directorate are as follows;
- 5.2.1 The budget includes proposals to reduce staffing levels across the Directorate. Whilst a large proportion of the reduction will be achieved through approved business cases through the Early Leaver Initiative other reductions are dependent on the implementation of various proposals outlined in this report. Staffing levels and the release of vacancies will continue to be closely monitored by City Development Directorate. Further reductions in staffing levels will also mean a loss of highly experienced and skilled staff. The Directorate has workforce plans in place to minimise the impact of this loss but resources may need to be realigned in the Directorate to ensure that appropriate service levels are maintained.
- 5.2.2 The Directorate still has a significant external and internal income budget of £90m in 2012/13 and much of this is heavily dependent on the general prevailing economic conditions. The economic outlook remains uncertain and the threat of recession and worsening conditions could have a major impact on the income earned by the Directorate. This has been the case in 2011/12 with a number of key income sources experiencing a shortfall against the budget. As a result some income budgets have been reduced in 2012/13, as detailed in this report but there is a risk that income levels in 2012/13 fall short

of the budget assumptions. Income budgets are monitored regularly and appropriate action taken where possible but short term actions are not always sufficient to offset income shortfalls.

- 5.2.3 There is a risk that anticipated savings from efficiencies, particularly in relation to procurement savings are not realised. The Directorate will continue to work closely with the Central Procurement Unit to deliver the savings.

Briefing note prepared by: Simon Criddle
Telephone: 3950619



City Development Planning and Sustainable Development



Main responsibilities:

Planning Services

- Dealing with all aspects of development in the city from pre-application engagement to delivery on the ground to ensure high quality sustainable schemes are delivered for the benefit of the City and its people. Also dealing with planning appeals to protect the City from inappropriate and harmful developments.

Building Standards

- Providing building regulation and building structure surveys as well as public safety services, especially with regard to sports stadia.

Compliance Services

- Monitoring compliance with the council's planning and building regulation decisions and dealing positively with breaches of control.

Customer Services

- Providing customer focused one-stop services for the whole of the Development Directorate, face to face. By phone and, increasingly, by email and the internet and supporting the delivery of planning services including permitted development enquiries, land searches and customer complaints.

Sustainable Development

- Architecture, heritage conservation, landscape architecture, urban design, biodiversity, tree protection, contaminated land, minerals, waste management, renewable energy, environmental management, sustainable construction, climate change, policy, research, communication and awareness raising..

Planning and Economic Policy

- Unitary Development Plan, Local Development Framework (Core Strategy, Area Action Plans, Natural Resources & Waste DPD, Supplementary Planning Documents, Sustainability Appraisals, monitoring and the development of the LDF evidence base), contributing to the preparation of the Regional Spatial Strategy & City Region development, seeking to influence and assessing the implications of national planning policy advice & guidance, planning frameworks/briefs and project implementation (including PFI & Regeneration work).

Graphic Design and Mapping

- Providing graphic design and mapping services to support departmental and corporate activity and developing internet and intranet communications.



City Development Economic Development



Main responsibilities:

Economic Development's key objective is to attract people and investment to the city. The work is about improving Leeds as a place, encouraging enterprise and about raising the profile of the city. Key themes for the service are:

- Urban renaissance and regeneration
- Investment and development
- Competitiveness – of Leeds as a place, and of Leeds' businesses
- Encouraging enterprise, particularly within disadvantaged communities

Perhaps more than most services, we can only achieve results by working with others. Indeed, staff are committed to working in partnership to provide quality services that meet the needs of the customers and stakeholders.

Economic Services comprises 6 service areas:

- Business and Enterprise – helping businesses to locate in Leeds, marketing Leeds as a business location, encouraging business start ups and small businesses to survive & grow in Leeds.
- Tourism - marketing Leeds as a visitor destination, encouraging more business conferences/events to be held in Leeds, providing travel and information services which meet the needs of visitors to Leeds
- City Centre Management
- Renaissance Unit - Urban Renaissance, Major Developments, Area Regeneration and support for Neighbourhood Renewal
- Markets – This division provides and manages retail markets in the city centre and at various town centres across the Leeds district.
- Economic Policy Data Information.

The services will help deliver the Vision for Leeds and the council's Corporate Plan.



City Development Strategic Asset Management



Main responsibilities:

Asset Management leads the City Development Directorate's role in managing and optimising the Council's use of its land and property portfolio.

The service plays a strategic role in guiding the use and future development of the Council's £4bn property portfolio for the greater benefit of the Council and the city by:-

- Development of the Corporate Asset Management Plan.

- Provision of asset management guidance for services at a strategic and operational level and managing the corporate asset management governance arrangements.

- Providing a professional property service which includes disposal of major development sites, such as Eastgate and Trinity Quarter and surplus Council assets, managing the Council's Investment Portfolio and Small Industrial Estates to maximise revenue income, undertaking valuations to support business decisions, and providing advice and guidance on a wide range of property related matters.

- Co-ordinating and managing the delivery of large scale Capital projects such as Leeds Arena, the City Museum, Northern Ballet Headquarters, City Varieties refurbishment and the new swimming pool at John Charles Centre for Sport.

- Generating revenue through extending and developing the existing Advertising portfolio

- Ensuring the Council's properties are well maintained and suitable for service use through repair, maintenance and refurbishment programmes.

- Procurement of the Council's energy contracts, monitoring energy and water efficiency and reporting on carbon emissions

- Working with the Council's newly established Joint Venture Partner NPS to deliver the Council's Capital Programme.

- Working to promote sustainable development opportunities and encourage new business in the Aire Valley Leeds



City Development Highways and Transportation Services



Main responsibilities:

A restructuring of the new Highways and Transportation Service was completed in January 2010. This restructuring confirmed the establishment of three service units, namely Highways Services, Transport Policy and Engineering Services

Highways Services

Highways Services currently maintain 3,000km of roads and adjacent footways in Leeds and main responsibilities include:-

- Delivering a large programme of reactive and planned work to improve the condition of the network, reduce the risk of accidents occurring on the highway and minimise the financial risk of claims.
- A 24 hours a day, 365 days a year emergency response and Winter Maintenance Services.
- The Leeds Street Lighting Private Finance Initiative which is delivering one of the largest refurbishment and maintenance programmes for street lighting in the country. The scheme which saw 80,000 lighting columns being replaced by July 2011.
- Network Management duties include the monitoring, coordination and control of the activities of utility companies and developers working on the highways to help minimise potential inconvenience, congestion and disruption to road users.
- Traffic Engineering is responsible for the implementation of traffic management and signing schemes to improve the information to road users and allow them to travel in maximum safety. This includes delivery of traffic regulation orders, new traffic signs, speed restrictions and pedestrian crossings.

Transport Policy

The Transport Policy section includes Transport Strategy, Policy Monitoring, Transport Development Services and Urban Traffic Management and Control and works closely with Metro and key transport partners in West Yorkshire to deliver better transport through the Local Transport Plan, land use plans and corporate policy.

- The Transport Strategy group is responsible for the appraisal, formulation and co-ordination of transport policy development, and develops strategies that support transport and spatial planning in addition to monitoring and compiling programmes and bids for transport capital expenditure. On an interim basis the Group also hosts the Environmental Studies team which provides a range of services on behalf of the Council, including noise, vibration, air quality measurements and assessments with a focus on transport impacts. Advice is provided on Strategic Environmental Assessments, transport sustainability impacts and measures to mitigate and adapt to climate change.
- The Policy Monitoring group is responsible for monitoring the impact of transport policy in Leeds and informing new policy initiatives. It provides a full range of traffic and transportation data collection, analysis and reporting services to the Council and the other West Yorkshire District Councils and other external clients. The Group has responsibility for road casualty data processing and analysis as well as undertaking investigatory work in terms of road casualties and leading the Council's road safety audit work for new schemes.
- The Urban Traffic Management and Control (UTMC) group plays a major role in keeping Leeds a clean, safe and vibrant city by operating the city's traffic signals and developing the traffic control system, with responsibility for a wide range of traffic and transport issues, from strategic network design through to day-to-day support services including planned and unplanned disruptions to the network. A major upgrading of the service communications system, new control centre and relocation of the group is underway.



City Development Highways and Transportation Services



-
- Transport Development Services includes the Highways Development Control teams who are responsible for responding in terms of the highway implications of new development proposals and planning application and the Interim Influencing Travel Behaviour (ITB) Team. The ITB team was newly formed in April 2011 to bring together all the travel behaviour influencing work on road safety and travel choices including travel planning.

Engineering Services

Engineering Services provides a comprehensive in-house civil engineering consultancy covering roads, bridges, land drainage and flood risk management.

- Design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects, including the development of proposals for the New Generation Transport (Trolleybus) scheme in partnership with Metro.
- Bridge assessment and strengthening, together with the management of the authority's structures in accordance with national programmes and standards.
- Provision of a geotechnical and site surveying consultancy service including topographical and soil surveys.
- Undertaking all the statutory responsibilities of the **council as the land drainage authority** for the Leeds Metropolitan District, full riparian responsibilities for Leeds City Council properties , management of watercourses and fountains and undertaking responsibilities in connection with the Flood & Water Management Act..



City Development Libraries, Arts and Heritage



Main responsibilities:

The Libraries, Arts and Heritage Service aims to support the corporate and departmental objectives by –

- Taking a key role in regeneration and inclusion
 - make Leeds a great place to live and visit by encouraging active participation for all in the cultural and creative life of the city
 - help people explore and communicate their history, sense of place, their roots and their sense of community
- Taking a key role in Lifelong Learning
 - support citizenship, equality and democracy
- Promote lifelong learning to encourage individuality, expression self development, achievement and to foster new creative talent
- Pursuing Excellence
 - ensure the customer is at the heart of everything we do
- Rigorously managing priorities, processes and performance (including training, improving communication, ICT and marketing) to exceed expectation.



Main responsibilities:

The Recreation Services of Parks and Countryside and Sport support Council objectives by:

- Providing a variety of recreation opportunities for all people to enjoy and benefit from.
- Ensuring an enjoyable and sustainable environment through the creation, management and enhancement of parks and greenspaces, allotments and path networks.
- Encouraging health through involvement in physical activity.
- Providing opportunities for self development and learning through sporting, cultural and environmental activity.
- Taking the strategic lead in the development of recreational and sporting opportunities in Leeds.
- Improve the quality of Leeds' parks. Develop the Council's cultural events and facilities including changes to sports centres.
- Delivering targeted programmes to ensure all residents are encouraged to be involved in recreation activities.
- Setting clear priorities, supporting the development of staff and managing performance effectively.
- Providing a sympathetic and caring Burial and Cremation service.
- Taking a strategic approach towards the future development of the service which meets the changing needs of the city and ensures the sustainability of the service.

City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Planning and Sustainable Development	Planning And Sustainable Development	7,034	9,616	(5,445)	4,171	2,376	6,547
Director City Development	Economic Development	1,849	5,489	(5,099)	390	1,125	1,515
Acting Chief Officer Asset Management	Asset Management	(266)	15,406	(6,760)	8,646	2,806	11,452
Chief Officer Highways and Transportation	Highways And Transportation	47,395	56,900	(34,594)	22,306	26,653	48,959
Chief Officer Libraries, Arts and Heritage	Libraries, Arts And Heritage	27,427	25,870	(6,634)	19,236	7,437	26,673
Chief Officer Resources and Strategy	Recreation	31,547	47,479	(31,326)	16,153	15,794	31,947
Chief Officer Resources and Strategy	Resources and Strategy	83	3,458	(286)	3,172	(15,271)	(12,100)
Net Cost of Service		115,068	164,218	(90,144)	74,074	40,919	114,993
	Transfers to and from earmarked reserves	(2,345)	0	0	0	(440)	(440)
Net Revenue Charge		112,723	164,218	(90,144)	74,074	40,479	114,553

City Development

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	60,417	57,289
Agency And Temporary Staff	164	109
National Insurance Contributions	4,645	4,176
Superannuation Costs	7,936	7,237
Other Pension Costs	2,006	2,193
Other Employee Related Costs	440	389
Training And Development	403	347
	76,011	71,740
Premises		
Buildings Maintenance	6,462	6,230
Grounds Maintenance	4,023	3,248
Building Security	534	582
Cleaning And Workplace Refuse	1,685	1,671
Gas	1,355	1,325
Electricity	5,555	5,984
Other Utilities	634	960
Rents	5,083	4,765
NNDR	3,410	3,702
Highways Maintenance	8,184	8,058
Accommodation Charges	409	34
Premises Related Insurance	459	452
	37,795	37,011
Supplies & Services		
Materials And Equipment	10,924	10,478
Stationery And Postage	651	613
Advertising	345	350
IT/Telecommunications	2,239	1,716
Insurance	2,922	2,895
Professional Fees and Subscriptions	615	568
Grants And Contributions	3,156	3,384
Catering Service	12	10
Waste Disposal And Landfill Tax	66	43
Corporate Initiatives & Savings Targets	0	0
Allowances	63	52
Consultancy Services	244	160
External Audit Fees	7	5
Security Services	607	571
Other Hired And Contracted Services	16,592	17,566
Licences	209	221
Publication And Promotion	505	418
PFI Unitary Charges	3,512	3,512
Miscellaneous	134	133
	42,804	42,695
Transport		
Vehicles And Plant Related Expenditure	5,123	5,044
Travel Allowances	688	585
Fuel	973	953
Transport Related Insurance	150	134
	6,935	6,714
Internal Charges		

City Development

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Internal Charges		
Managed Recharges Frm Other Directorates	2,898	6,093
Distributed Grants	2	0
	2,900	6,093
Appropriations		
Transfers To/From Earmarked Reserves	0	(37)
	0	(37)
Appropriation		
Transfers To/From Capital Reserve	2,932	0
	2,932	0
Managed Expenditure	169,376	164,218
Internal Income		
Income From Other Directorates	(25,032)	(22,831)
Recharges Income From Capital	(9,766)	(7,911)
	(34,798)	(30,741)
Income - Grants		
Government Grants	(8,638)	(8,291)
DCLG Grants	(2,571)	(2,365)
Other Grants	(34)	(34)
	(11,243)	(10,690)
Income - Charges		
Sale Of Goods And Services	(6,296)	(6,657)
Fees And Charges	(28,533)	(28,543)
Education Income	0	(36)
Contributions	(1,342)	(1,122)
Other Income	(2,999)	(3,932)
Rents	(6,816)	(6,636)
Income Received From ALMOs	(2,203)	(1,787)
	(48,189)	(48,712)
Income - Other		
Interest And Dividends	0	0
	0	0
Managed Income	(94,230)	(90,144)
Net Managed Budget	75,146	74,074
Accounting Adjustments		
IAS 19 Pensions Costs	3,524	440
Vehicles And Plant (Internal Leasing)	(1,049)	(1,020)
Vehicle leasing recharges	0	1,020
Transfers To/From Statutory Reserves	(3,394)	(440)
Transfers to Capital Reserve - Vehicles	1,049	0
Capital Charges	32,379	36,121
	32,509	36,121
Central Recharges		
Central Recharges Expenditure	17,571	17,492
Central Recharges Income	986	(12,333)
Corporate & Democratic Core Income	(712)	(801)
	17,845	4,358

City Development

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments		
Internal Reallocations Charges	25,576	24,245
Internal Reallocations Income	(38,353)	(24,245)
	(12,777)	0
Managed Outside the Service	37,577	40,479
Net Cost of Service	112,723	114,553

City Development

Budget Manager : Chief Officer Planning and Sustainable Development

Planning And Sustainable Development			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		6,786	6,031
Agency And Temporary Staff		66	45
National Insurance Contributions		546	503
Superannuation Costs		944	864
Other Pension Costs		210	279
Other Employee Related Costs		3	7
Training And Development		22	22
		8,577	7,752
Premises			
Buildings Maintenance		70	70
Rents		20	20
		90	90
Supplies & Services			
Materials And Equipment		29	127
Stationery And Postage		18	15
Advertising		83	83
IT/Telecommunications		154	154
Insurance		22	62
Professional Fees and Subscriptions		37	36
Grants And Contributions		13	65
Allowances		4	4
Other Hired And Contracted Services		232	203
Miscellaneous		1	1
		593	751
Transport			
Vehicles And Plant Related Expenditure		16	22
Travel Allowances		111	112
		127	134
Internal Charges			
Managed Recharges Frm Other Directorates		1,047	889
		1,047	889
Managed Expenditure		10,435	9,616
Internal Income			
Income From Other Directorates		(1,774)	(1,349)
		(1,774)	(1,349)
Income - Charges			
Sale Of Goods And Services		(93)	(86)
Fees And Charges		(4,212)	(3,736)
Other Income		(126)	(274)
		(4,430)	(4,096)
Managed Income		(6,205)	(5,445)
Net Managed Budget		4,230	4,171
Accounting Adjustments			
IAS 19 Pensions Costs		453	35
Capital Charges		5	6
		458	41

City Development

Budget Manager : Chief Officer Planning and Sustainable Development

Planning And Sustainable Development		
£000	Budget 2011/12	Budget 2012/13
Central Recharges		
Central Recharges Expenditure	543	586
	543	586
Other Internal Adjustments		
Internal Reallocations Charges	1,928	1,874
Internal Reallocations Income	(125)	(125)
	1,803	1,749
Managed Outside the Service	2,803	2,376
Net Cost of Service	7,034	6,547

City Development

Budget Manager : Director City Development

Economic Development			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,527	2,455
Agency And Temporary Staff		20	16
National Insurance Contributions		173	193
Superannuation Costs		400	346
Other Pension Costs		19	19
Other Employee Related Costs		1	1
Training And Development		5	5
		3,145	3,035
Premises			
Buildings Maintenance		208	208
Building Security		10	50
Cleaning And Workplace Refuse		222	223
Electricity		96	103
Other Utilities		40	46
Rents		134	116
NNDR		205	219
Premises Related Insurance		19	15
		934	980
Supplies & Services			
Materials And Equipment		122	111
Stationery And Postage		24	20
Advertising		70	80
IT/Telecommunications		14	14
Insurance		40	52
Professional Fees and Subscriptions		47	75
Grants And Contributions		101	81
Allowances		1	1
Consultancy Services		49	39
Security Services		141	101
Other Hired And Contracted Services		417	494
Publication And Promotion		285	275
Miscellaneous		122	122
		1,433	1,466
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		22	18
		22	19
Internal Charges			
Managed Recharges Frm Other Directorates		26	26
		26	26
Appropriations			
Transfers To/From Earmarked Reserves		0	(37)
		0	(37)
Managed Expenditure		5,560	5,489
Internal Income			
Income From Other Directorates		(200)	(100)
		(200)	(100)
Income - Grants			

City Development

Budget Manager : Director City Development

Economic Development			
	£000	Budget 2011/12	Budget 2012/13
Income - Grants			
DCLG Grants		(37)	(37)
		(37)	(37)
Income - Charges			
Sale Of Goods And Services		(129)	(130)
Fees And Charges		(1,998)	(2,106)
Contributions		(25)	0
Other Income		(275)	(531)
Rents		(2,471)	(2,196)
		(4,898)	(4,963)
Managed Income		(5,135)	(5,099)
Net Managed Budget		425	390
Accounting Adjustments			
IAS 19 Pensions Costs		260	106
Capital Charges		423	292
		683	399
Central Recharges			
Central Recharges Expenditure		93	100
		93	100
Other Internal Adjustments			
Internal Reallocations Charges		1,696	1,539
Internal Reallocations Income		(1,048)	(914)
		647	626
Managed Outside the Service		1,423	1,125
Net Cost of Service		1,849	1,515

City Development

Budget Manager : Acting Chief Officer Asset Management

Asset Management			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		3,864	2,742
Agency And Temporary Staff		60	0
National Insurance Contributions		332	236
Superannuation Costs		585	420
Other Pension Costs		198	232
Other Employee Related Costs		2	1
Training And Development		9	27
		5,051	3,657
Premises			
Buildings Maintenance		5,194	5,094
Grounds Maintenance		5	5
Building Security		90	90
Cleaning And Workplace Refuse		63	63
Gas		37	37
Electricity		87	88
Other Utilities		90	103
Rents		4,655	4,407
NNDR		221	295
Premises Related Insurance		55	53
		10,497	10,236
Supplies & Services			
Materials And Equipment		37	20
Stationery And Postage		24	3
Advertising		11	36
IT/Telecommunications		49	37
Insurance		15	13
Professional Fees and Subscriptions		32	3
Allowances		0	0
Consultancy Services		88	63
Security Services		4	5
Other Hired And Contracted Services		35	189
Publication And Promotion		1	0
		296	368
Transport			
Vehicles And Plant Related Expenditure		10	8
Travel Allowances		173	122
Fuel		3	2
Transport Related Insurance		0	0
		185	132
Internal Charges			
Managed Recharges Frm Other Directorates		742	1,013
		742	1,013
Appropriation			
Transfers To/From Capital Reserve		33	0
		33	0
Managed Expenditure		16,805	15,406
Internal Income			
Income From Other Directorates		(1,182)	(292)

City Development

Budget Manager : Acting Chief Officer Asset Management

Asset Management			
	£000	Budget 2011/12	Budget 2012/13
Internal Income			
Recharges Income From Capital		(1,474)	(415)
		(2,657)	(707)
Income - Charges			
Sale Of Goods And Services		(84)	(518)
Fees And Charges		(873)	(436)
Education Income		0	(36)
Other Income		(1,258)	(1,283)
Rents		(3,743)	(3,779)
		(5,958)	(6,053)
Managed Income		(8,615)	(6,760)
Net Managed Budget		8,190	8,646
Accounting Adjustments			
IAS 19 Pensions Costs		212	(79)
Vehicles And Plant (Internal Leasing)		(1)	(2)
Vehicle leasing recharges		0	2
Capital Charges		1,477	1,271
		1,688	1,192
Central Recharges			
Central Recharges Expenditure		124	134
Central Recharges Income		986	0
		1,110	134
Other Internal Adjustments			
Internal Reallocations Charges		2,178	1,509
Internal Reallocations Income		(13,431)	(28)
		(11,253)	1,480
Managed Outside the Service		(8,455)	2,806
Net Cost of Service		(266)	11,452

City Development

Budget Manager : Chief Officer Highways and Transportation

Highways And Transportation			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		11,991	11,107
Agency And Temporary Staff		0	20
National Insurance Contributions		926	856
Superannuation Costs		1,668	1,543
Other Pension Costs		175	301
Other Employee Related Costs		70	58
Training And Development		88	77
		14,917	13,963
Premises			
Buildings Maintenance		812	707
Grounds Maintenance		3,077	2,362
Building Security		22	35
Cleaning And Workplace Refuse		41	40
Gas		9	8
Electricity		4,107	4,547
Other Utilities		32	37
Rents		0	0
NNDR		83	88
Highways Maintenance		8,184	8,058
Premises Related Insurance		3	2
		16,369	15,882
Supplies & Services			
Materials And Equipment		4,829	4,808
Stationery And Postage		46	34
Advertising		91	88
IT/Telecommunications		306	277
Insurance		2,396	2,319
Professional Fees and Subscriptions		30	77
Waste Disposal And Landfill Tax		52	39
Allowances		5	4
Consultancy Services		80	10
Other Hired And Contracted Services		13,005	13,304
Licences		3	4
Publication And Promotion		16	10
Miscellaneous		4	3
		20,861	20,978
Transport			
Vehicles And Plant Related Expenditure		3,432	3,372
Travel Allowances		218	196
Fuel		344	337
Transport Related Insurance		80	64
		4,074	3,968
Internal Charges			
Managed Recharges Frm Other Directorates		595	2,109
		595	2,109
Appropriation			
Transfers To/From Capital Reserve		1,368	0
		1,368	0

City Development

Budget Manager : Chief Officer Highways and Transportation

Highways And Transportation			
	£000	Budget 2011/12	Budget 2012/13
Managed Expenditure		58,183	56,900
Internal Income			
Income From Other Directorates		(15,029)	(14,686)
Recharges Income From Capital		(7,492)	(6,696)
		(22,521)	(21,382)
Income - Grants			
Government Grants		(7,830)	(8,013)
		(7,830)	(8,013)
Income - Charges			
Sale Of Goods And Services		(2,052)	(1,971)
Fees And Charges		(264)	(540)
Contributions		(774)	(604)
Other Income		(176)	(617)
Rents		(20)	0
Income Received From ALMOs		(1,890)	(1,467)
		(5,176)	(5,199)
Managed Income		(35,527)	(34,594)
Net Managed Budget		22,656	22,306
Accounting Adjustments			
IAS 19 Pensions Costs		996	260
Vehicles And Plant (Internal Leasing)		(621)	(604)
Vehicle leasing recharges		0	604
Capital Charges		20,592	22,667
		20,967	22,927
Central Recharges			
Central Recharges Expenditure		657	709
		657	709
Other Internal Adjustments			
Internal Reallocations Charges		7,361	7,234
Internal Reallocations Income		(4,247)	(4,217)
		3,114	3,017
Managed Outside the Service		24,738	26,653
Net Cost of Service		47,395	48,959

City Development

Budget Manager : Chief Officer Libraries, Arts and Heritage

Libraries, Arts And Heritage			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		11,438	11,009
Agency And Temporary Staff		18	13
National Insurance Contributions		848	737
Superannuation Costs		1,582	1,550
Other Pension Costs		283	334
Other Employee Related Costs		37	34
Training And Development		61	38
		14,266	13,715
Premises			
Buildings Maintenance		10	18
Grounds Maintenance		10	10
Building Security		252	217
Cleaning And Workplace Refuse		683	642
Gas		269	258
Electricity		424	401
Other Utilities		93	165
Rents		143	88
NNDR		1,028	1,183
Accommodation Charges		409	34
Premises Related Insurance		248	248
		3,569	3,263
Supplies & Services			
Materials And Equipment		2,354	1,923
Stationery And Postage		152	151
Advertising		43	21
IT/Telecommunications		883	639
Insurance		73	73
Professional Fees and Subscriptions		169	191
Grants And Contributions		2,722	2,931
Catering Service		12	10
Waste Disposal And Landfill Tax		14	4
Allowances		35	30
Consultancy Services		24	19
External Audit Fees		1	1
Security Services		279	273
Other Hired And Contracted Services		1,565	1,939
Licences		25	29
Publication And Promotion		134	80
Miscellaneous		2	2
		8,487	8,315
Transport			
Vehicles And Plant Related Expenditure		214	213
Travel Allowances		73	51
Fuel		25	25
Transport Related Insurance		9	9
		322	298
Internal Charges			
Managed Recharges Frm Other Directorates		99	279
Distributed Grants		2	0

City Development

Budget Manager : Chief Officer Libraries, Arts and Heritage

Libraries, Arts And Heritage			
	£000	Budget 2011/12	Budget 2012/13
Internal Charges		100	279
Appropriation			
Transfers To/From Capital Reserve		332	0
		332	0
Managed Expenditure		27,075	25,870
Internal Income			
Income From Other Directorates		(1,727)	(1,283)
Recharges Income From Capital		(800)	(800)
		(2,527)	(2,083)
Income - Grants			
Government Grants		(598)	(124)
DCLG Grants		(7)	(7)
Other Grants		(34)	(34)
		(639)	(165)
Income - Charges			
Sale Of Goods And Services		(785)	(772)
Fees And Charges		(3,284)	(3,191)
Contributions		(88)	(90)
Other Income		(140)	(159)
Rents		(150)	(173)
		(4,446)	(4,386)
Managed Income		(7,613)	(6,634)
Net Managed Budget		19,463	19,236
Accounting Adjustments			
IAS 19 Pensions Costs		811	229
Vehicles And Plant (Internal Leasing)		(66)	(66)
Vehicle leasing recharges		0	66
Capital Charges		2,708	2,802
		3,452	3,031
Central Recharges			
Central Recharges Expenditure		296	320
		296	320
Other Internal Adjustments			
Internal Reallocations Charges		4,239	4,110
Internal Reallocations Income		(24)	(24)
		4,215	4,086
Managed Outside the Service		7,964	7,437
Net Cost of Service		27,427	26,673

City Development

Budget Manager : Chief Officer Resources and Strategy

Recreation			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		22,731	22,914
Agency And Temporary Staff		0	15
National Insurance Contributions		1,720	1,563
Superannuation Costs		2,578	2,360
Other Pension Costs		154	154
Other Employee Related Costs		253	253
Training And Development		161	133
		27,597	27,393
Premises			
Buildings Maintenance		169	134
Grounds Maintenance		930	871
Building Security		160	191
Cleaning And Workplace Refuse		675	703
Gas		1,041	1,023
Electricity		841	846
Other Utilities		380	610
Rents		132	133
NNDR		1,874	1,916
Premises Related Insurance		134	134
		6,336	6,559
Supplies & Services			
Materials And Equipment		3,480	3,439
Stationery And Postage		61	41
Advertising		47	41
IT/Telecommunications		337	239
Insurance		372	372
Professional Fees and Subscriptions		284	177
Grants And Contributions		320	306
Corporate Initiatives & Savings Targets		0	0
Allowances		10	8
Consultancy Services		4	30
External Audit Fees		5	4
Security Services		182	192
Other Hired And Contracted Services		1,161	1,344
Licences		182	188
Publication And Promotion		70	43
PFI Unitary Charges		3,512	3,512
Miscellaneous		5	5
		10,033	9,942
Transport			
Vehicles And Plant Related Expenditure		1,451	1,428
Travel Allowances		78	75
Fuel		601	588
Transport Related Insurance		61	61
		2,192	2,153
Internal Charges			
Managed Recharges Frm Other Directorates		223	1,432
		223	1,432
Appropriation			

City Development

Budget Manager : Chief Officer Resources and Strategy

Recreation			
	£000	Budget 2011/12	Budget 2012/13
Appropriation			
Transfers To/From Capital Reserve		1,194	0
		1,194	0
Managed Expenditure		47,575	47,479
Internal Income			
Income From Other Directorates		(5,021)	(5,072)
		(5,021)	(5,072)
Income - Grants			
Government Grants		(133)	(155)
DCLG Grants		(2,528)	(2,321)
		(2,661)	(2,476)
Income - Charges			
Sale Of Goods And Services		(3,107)	(3,179)
Fees And Charges		(17,686)	(18,308)
Contributions		(456)	(428)
Other Income		(1,022)	(1,056)
Rents		(431)	(487)
Income Received From ALMOs		(313)	(319)
		(23,015)	(23,777)
Income - Other			
Interest And Dividends		0	0
		0	0
Managed Income		(30,698)	(31,326)
Net Managed Budget		16,877	16,153
Accounting Adjustments			
IAS 19 Pensions Costs		1,655	705
Vehicles And Plant (Internal Leasing)		(361)	(347)
Vehicle leasing recharges		0	347
Capital Charges		7,108	9,016
		8,403	9,721
Other Internal Adjustments			
Internal Reallocations Charges		7,624	7,430
Internal Reallocations Income		(1,357)	(1,357)
		6,267	6,073
Managed Outside the Service		14,670	15,794
Net Cost of Service		31,547	31,947

City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,079	1,032
National Insurance Contributions		100	87
Superannuation Costs		179	153
Other Pension Costs		967	873
Other Employee Related Costs		75	35
Training And Development		57	44
		2,457	2,225
Premises			
Cleaning And Workplace Refuse		0	0
NNDR		1	1
Premises Related Insurance		0	0
		1	1
Supplies & Services			
Materials And Equipment		74	50
Stationery And Postage		326	349
IT/Telecommunications		494	357
Insurance		4	4
Professional Fees and Subscriptions		16	8
Allowances		7	4
Other Hired And Contracted Services		178	93
Publication And Promotion		1	11
		1,100	876
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		13	10
Transport Related Insurance		0	0
		14	11
Internal Charges			
Managed Recharges Frm Other Directorates		166	346
		166	346
Appropriation			
Transfers To/From Capital Reserve		4	0
		4	0
Managed Expenditure		3,742	3,458
Internal Income			
Income From Other Directorates		(97)	(49)
		(97)	(49)
Income - Grants			
Government Grants		(78)	0
		(78)	0
Income - Charges			
Sale Of Goods And Services		(46)	0
Fees And Charges		(216)	(226)
Contributions		0	0
Other Income		(1)	(12)
		(263)	(238)
Managed Income		(438)	(286)

City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2011/12	Budget 2012/13
Net Managed Budget		3,304	3,172
Accounting Adjustments			
IAS 19 Pensions Costs		(864)	(817)
Capital Charges		67	67
		(797)	(750)
Central Recharges			
Central Recharges Expenditure		15,858	15,643
Central Recharges Income		0	(12,333)
Corporate & Democratic Core Income		(712)	(801)
		15,146	2,509
Other Internal Adjustments			
Internal Reallocations Charges		550	550
Internal Reallocations Income		(18,119)	(17,579)
		(17,570)	(17,030)
Managed Outside the Service		(3,222)	(15,271)
Net Cost of Service		83	(12,100)

Environment and Neighbourhoods

LEEDS CITY COUNCIL

2012/13 BUDGET REPORT

Directorate: Environment and Neighbourhoods

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2012/13 financial year.

2 Service Context

- 2.1 The priority for the Directorate is to ensure that the city is safe and clean, that it helps people meet their housing needs and assists people to find work. These priorities sit in a longer term context of promoting a sustainable approach to the environment and regenerating the most disadvantaged areas of the city.
- 2.2 Given this context and against a background of significant reductions in resources, the Directorate's budget submission will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2011/12 budget.
- 2.3 The Employment and Skills function in the Directorate is focused on delivering the targeted number of people into jobs and apprenticeships. Better use of resources in respect of construction commissioning will deliver improved outcomes through better links to employers, an increase in apprenticeships and further training provision.
- 2.4 Job outcomes will be maximised by collaborative working between local and national players to enhance the scope and profile of the Retail Academy to maximise on current and planned developments. Work will be undertaken to create a centre of excellence for skills and employability training and research with opportunities for disadvantaged young people. The Apprenticeship Training Association (ATA) will be developed in conjunction with Leeds City College to support SMEs to provide apprenticeships and provide a more coherent offer to employers and learners to meet current and future business needs. The service will lead collaborative work to enable a range of agencies and providers to align provision and access national programmes.
- 2.5 It is proposed to pilot the collection of Residual (black bin waste) and SORT (Recycled Green Bin waste) on alternating weeks, where this makes sense for residents. Not only will residents receive more frequent recycling collections which will further improve recycling rates for the city but it will divert waste away from landfill which is both environmentally unsustainable and leaves a legacy of environmental issues for decades. In the longer term it still remains the intention to roll out kerbside food collections more widely across the city.
- 2.6 Within the context of seeking to improve service delivery against a backdrop of a reduction in resources, there will be closer working and collaboration between services to develop new ways of working to generate efficiencies.
- 2.7 Similarly proposals to consolidate all CCTV and security activity across the Council within Community Safety are being progressed. This is the first step towards establishing the

service as a fully fledged trading arm offering this service to both internal and external customers to maximise income earning opportunities.

- 2.8 The Directorate is clear that support to the third sector remains a high priority and it continues to work closely with it to identify and deliver efficiencies in order to protect services. A review of the Community Centres portfolio will identify opportunities for local community organisations to make better use of the range of community facilities that exist which could involve realising LCC assets.

3 Explanation of variations between adjusted 2011/12 and 2012/13 - £4,070k (4.68%)

- 3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2011/12	87,443
Adjustments	
• Transfers of functions	- 472
• Other adjustments	- 120
Adjusted Net Managed Budget 2011/12	86,851
Changes in Prices	
• Pay (Superannuation increase)	65
• Price	1,884
• Income	- 84
Service Budget Changes	
• Changes in Service Levels	- 65
• Other Factors not affecting level of service	- 3,132
• Efficiency Savings	- 2,738
Net Managed Budget 2012/13	82,781

3.2 Adjustments

- 3.2.1 The transfer of functions variation (£473k) largely reflects the transfer of the CareRing service to Adult Social Care (£426k), NNDR savings that derive from the Directorate vacating Clarence Road (£55k), a contribution to the Authority's new document centre (£34k) and the Directorate taking responsibility, from West Yorkshire Joint Services, for the payment of grants to the Citizens Advice Bureau (£29k), West Yorkshire Community Accounting Service (£7k) and the Workers Educational Association (£9k).

- 3.2.2 Other adjustments of £120k relate to the revised accounting arrangements for the management of telephones across the Authority.

3.3 Changes in prices

- 3.3.1 No provision has been made for a pay award in 2012/13, although the budget includes provision of £65k for the increase in employers' superannuation rates. No provision will be

made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. Price variations of £432k largely reflect the increased cost of fuel (£249k) and premises cost inflation.

3.3.2 A combination of a further £8 per tonne increase in Landfill tax and contractual increases in gate fees for the disposal of recyclable and residual waste is expected to cost an additional £1,272k.

3.3.3 Increased income in respect of fees and charges (£84k) largely reflects the full year effect of the 2011/12 prices increase on car parking fees (£40k) and price increases (£11k) for Electricity generation from the closed landfill site at Gamblethorpe.

3.4 Changes in Service Levels

3.4.1 It is proposed to implement a pilot in respect of the kerbside collection of residual (black bin) and SORT (Recycled green bin waste). In the pilot area green bins will be collected every two weeks rather than four weekly as at present and it is estimated that this will contribute towards an estimated 0.25% improvement in overall recycling performance. As well as contributing towards increased recycling, the pilot will deliver overall savings of £190k in collection and disposal costs. In addition, it is planned to expand the area currently receiving a Food waste collection service, which will save another £46k in disposal costs.

In the consideration of the Directorate's Initial Budget Proposals, that were received at Executive Board in December 2011, the Safer and Stronger Communities (SSC) Scrutiny Board recorded that they were keen to work with the Directorate to identify an appropriate pilot area and that costs savings be reinvested back into delivering the Council's Recycling Strategy. In the choice of the pilot area, the Directorate will report to Scrutiny on the rationale for the choice and savings from the pilot are already being reinvested in the Recycling Strategy e.g. expansion of kerbside garden collection.

A full Equality Impact Assessment (EIA) was undertaken for Recycling Strategy that was received at Executive Board in December 2011. A separate EIA will be undertaken prior to the pilot and expansion going live.

3.4.2 During 2012/13 it is planned to complete the roll out of the kerbside garden waste collection scheme by offering this service to a further 25,000-30,000 properties. The cost of this is estimated at £100k. A full EIA was undertaken in 2008 for Waste Collection services which included garden waste.

3.4.3 In February 2011 the Authority was awarded £1,326k through the Community Safety Fund to support the delivery of the Leeds Burglary Reduction Programme which seeks to implement a more targeted and co-ordinated approach to tackling burglary. Specifically work will focus upon offender management, reducing and disrupting the stolen goods market, crime prevention and the impact of burglary on vulnerable communities, resourcing the Burglary task force and providing support for a more co-ordinated and targeted work in Localities. All of these priorities were agreed at Executive Board in June 2011. Of the total grant receivable which is payable in two tranches, £479k will be received in 2012/13.

3.4.4 Full details of the Government's welfare reforms are still emerging and a welfare reform strategy which is currently being determined will inform how the Council can support those impacted upon by the changes.

3.4.5 The Government has allocated £780k of funding to tackle single homelessness, and specifically rough sleeping, across the five West Yorkshire Metropolitan Authorities. The resource has been allocated to Leeds and it is envisaged that Leeds will work with other authorities to develop sub-regional solutions to single homelessness. Proposals will be framed around the development of a "Rough Sleeper Hub" complimented by an increase from 3 to 5 in the number of weekly street sweeps. Rough sleepers found on the street will be able to stay at the Hub for up to 72 hours which allows time to secure individuals a long term housing option.

3.4.6 The Council currently receives £1,040k in Homeless Grant allocation which is used to provide intervention packages tailored to the specific circumstances of the service user. In addition to this in 2012/13 the DWP are expected to provide a grant (£218k) for each of the next three years to help tenants make the transition to the new Local Housing Allowance rates and this will be used to increase the level of resources for the provision of advice within Housing Options.

In the light of the changes set out in the Welfare Reform programme, SSC Scrutiny Board recommended that sufficient resources are allocated within the Council's 2012/13 budget to ensure that frontline housing and benefits staff can provide support and advice. The 2012/13 Environment and Neighbourhoods budget provides for additional resources into the frontline staffing within the Housing Options function.

3.4.7 Additional resources of £25k are being provided to site two new CCTV cameras in Chapeltown and Hyde Park. Screening concludes that an Equality Impact Assessment is not required.

3.5 Other Factors not affecting the level of service

3.5.1 In overall terms payments to organisations within the voluntary and faith sectors will remain at 2011/12 levels with some variations in payments to external partners. In addition a review of advice agencies, which are funded by the Council, will ensure efficiencies are maximised. Individual screenings have taken place and when separate delegated decisions are taken in respect of these payments, these will be informed by Equality Impact Assessments.

SSC Scrutiny Board requested that the Director of Environment and Neighbourhoods reports back with details of the proposed variations is taken and the Directorate agrees this will be the subject of a future report back to the Board.

3.5.2 Additional costs are being incurred within Environmental Services as a result of the requirement to cover time off in lieu with a combination of overtime and agency. Under Green Book (National Conditions) all staff are entitled to time off in lieu after a bank holiday. Prior to the adoption of national conditions all aspects of weekend and bank holiday working were consolidated in the local agreement for payment. In order to address the requirement to provide cover, £400k has been included in the budget. Screening concludes that an Equality Impact Assessment is not required.

3.5.3 As the PFI procurement of the waste disposal facility progresses towards completion, it is anticipated that there will be a reduction in procurement costs of £394k. Screening concludes that an Equality Impact Assessment is not required.

3.5.4 From November 2011 the Sheltered Wardens function that is provided to Council tenants has been funded through Housing Benefits and an increased contribution from the Housing Revenue Account. This change in funding for this service has resulted in a saving in the use of Supporting People grant and a reduction in the contribution from the Housing General Fund. The Full Year Effect of these revised funding arrangements is a £2,300k in 2012/13.

The screening undertaken in respect of this decision indicated that a full Equality Impact Assessment is not required.

- 3.5.5 Additional resources (£150k) have been incorporated into the budget for the costs of vehicle repairs within the Refuse Collection service which is in response to pressures on the repairs budget. Screening concludes that an Equality Impact Assessment is not required.

SSC Scrutiny Board requested that an immediate cost-benefit analysis of replacing ageing vehicles within the Refuse Collection service against the ongoing vehicle repair costs be undertaken. Work on this analysis has already commenced in the Directorate.

- 3.5.6 The impact of recycling initiatives will increase the targeted recycling and composting rate to an estimated 44% in 2012/13. This increase, and subsequent reduction in the amount of waste landfilled will result in a £200k saving in disposal costs.

- 3.5.7 Charges to the Housing Revenue Account (HRA) will increase to reflect more appropriately the apportionment of the costs of Leeds Housing Options service, which provides a housing advice service to people who are homeless, threatened with homelessness or in some from of housing need (£435k). In addition a review of the geographical location and usage of Community Centres requires an appropriate recharge to the HRA (£200k). Screening concludes that an Equality Impact Assessment is not required.

- 3.5.8 Recommissioning of Construction Skills provision, occasioned by a redirection of the Government's Skills strategy, facilitates a reduction in resources (£500k) yet will deliver improved outcomes through better links to employers, an increase in apprenticeships and further training provision. Screening concludes that an Equality Impact Assessment is not required.

- 3.5.9 In the provision of adaptations to Housing Association properties, the Government's guidance is that Registered Social Landlords should enter into a formal agreement with the Local Authority to jointly fund this work. Currently not all Housing Associations do this and the additional income in the 2012/13 budget (£380k) reflects the enforcement of this requirement. Screening concludes that an Equality Impact Assessment is not required.

- 3.5.10 The recent procurement of a new contract for the provision of street sweeper vehicles has resulted in an additional cost of £238k.

- 3.5.11 Car parking income, based on current trends, is projected to reduce by £245k as a result of reduced patronage of both on street and off street parking facilities across the city. This is offset by the Full Year Effect of bus lane enforcement income.

Scrutiny expressed the view that the 2012/13 budget for car parking income more accurately reflects the current economic climate. In the preparation of the 2012/13 budget, consideration has been given to the latest trends with regard to patronage of the Council's car parks as well as the implications of ongoing capital works at the Woodhouse Lane Multi Storey car park.

- 3.5.12 Income associated with the generation of electricity at the closed landfill site at Gamblethorpe will decrease by £45k.

- 3.5.13 There has been an increase of £42k in NNDR costs due to a revaluation of the Council's car parks and there is a reduction in the net income contribution of £157k as a result of the cessation of the Council's contract with the UKBA (United Kingdom's Border Agency) in 2012/13 for the provision of accommodation for Asylum seekers.

3.6 Efficiency savings

For this directorate the following savings have been identified for 2012/13.

- 3.6.1 Within Supporting People efficiencies of £1,420k can be delivered through the commissioning of external contracts. These savings will be delivered by a combination of renegotiating contract prices across all sectors, by the decommissioning of some activities and sector wide reviews that will require the remodelling of service delivery. Following the review, separate delegated decisions will be taken in respect of future payments and these will be informed by Equality Impact Assessments. Following the review separate delegated decisions will be taken in respect of future payments and these will be informed by Equality Impact Assessments.

The efficiency review will incorporate the homelessness service and the provision of hostels. SSC Scrutiny Board have emphasised the importance of ensuring that there is sufficient capacity in the private sector to provide alternative temporary accommodation and asked that the findings of the review be reported back to them. The Directorate agrees that the findings of the review will be reported back to the Safer and Stronger Communities Safety Board.

- 3.6.2 As a continuation of the ongoing review of Community Centres, there are opportunities to look at the efficient utilisation of these assets and through working closely with the voluntary sector to provide appropriate facilities to the community (£150k). Following the reviews separate delegated decisions will be taken in respect of future payments and these will be informed by Equality Impact Assessments.
- 3.6.3 The re-tendering of the Sanctuary service that provides support to women suffering from domestic violence has resulted in a saving of £40k. Screening concluded that an Equality Impact assessment was not required.
- 3.6.4 Closer working and collaboration between Parks and Countryside and Environmental Action teams will seek to deliver efficiency savings through new ways of working (£150k). Proposals include sharing depots, collaborating to tackle seasonal issues and co-ordinating enforcement efforts. Screening concludes that an Equality Impact Assessment is not required.
- 3.6.5 In 2011/12 the Security Services function was amalgamated with the CCTV function to deliver efficiency savings and develop new markets for services offered. In 2012/13 further progress will be made to take on responsibility for the delivery of all CCTV and security functions across the Council. Savings of £150k will be generated through the process of assimilating functions that are currently carried out by East North East Homes and Parks and Countryside and through providing the CCTV function to West Yorkshire Metro. Screening concludes that an Equality Impact Assessment is not required.

The SSC Scrutiny Board expressed its view that it is keen to work with the Directorate to ensure that the savings identified through closer working between Directorates is achieved. The Director will report to Scrutiny on a regular basis on the achievement of these identified savings.

- 3.6.6 Through the re-tendering of the Grounds Maintenance and Agency contracts savings of £179k and £80k respectively will be realised. Screening concludes that Equality Impact Assessments are not required.

3.6.7 A fundamental line by line review of all items of expenditure has resulted in a £569k reduction in budgetary provision on a number of significant items of expenditure.

4 Net Revenue Charge

4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000s
Net Managed Budget	82,781
Managed Outside Service	18,602
Net Revenue Charge	101,383

5 Risk Assessment

5.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

5.2 The key risks in the 2012/13 budget for this directorate are as follows;

- The budget makes a number of assumptions about price increases. If inflation is higher than anticipated, with the subsequent knock on effect to prices especially in respect of fuel, then the impact will be absorbed by the Directorate.
- Assumptions in respect of income receivable from Car Parking Fixed Penalty Notices (FPNs) and car parking fee income have been incorporated into the budget. Any reductions in the number of FPNs issued and/or reduction in usage of the Authority's car parks will have an impact upon the level of income anticipated in the budget.
- That assumptions in respect of waste growth and the level of recycling across the City is not delivered and there is consequential increase, over and above budgeted assumptions, in the amount of waste that is landfilled.

Briefing note prepared by: Richard Ellis
Telephone: 74291

LEEDS CITY COUNCIL 2012/13 BUDGET REPORT

Directorate: Environment & Neighbourhoods

Housing Revenue Account

1. Introduction

- 1.1 The purpose of this report is to inform members of the main variations and factors influencing the 2012/13 Housing Revenue Account (HRA) budget.
- 1.2 The 2012/13 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission. No provision has been made for a pay award in 2012/13.

2. Key Issues

- 2.1 Annex 1 sets out a summary of the HRA budget for 2011/12 and 2012/13.

2.2 HRA Self financing

Under Government proposals the HRA subsidy system is to be dismantled and replaced with a devolved system of funding and responsibility, where councils will be able to retain all their rental income, subject to a one off allocation of debt. HRA self financing will commence on 1st April 2012.

On 21st November 2011, the Government issued details of the debt settlement for all councils. The debt settlement for Leeds is £722m and is the amount of debt that the Government have calculated can be supported by the Council's HRA. In calculating this sum, the Government have made assumptions about future rent increases and expenditure requirements in respect of management and maintenance.

2.3 Little London, Beeston Hill and Holbeck (LLBH&H) PFI

The project is expected to commence in 2012/13, subject to final sign off by the Government. The budget assumes that the scheme will go ahead as planned and therefore all associated costs and income are reflected in the 2012/13 budget. Any slippage in the start date of the project will not impact on the net position of the HRA.

2.4 ALMO Business Centre Leeds (ABCL)

Following agreement of Executive Board in November 2010 the ABCL was established to provide support services to the Council's ALMOs. To date three functions have transferred from the Council to the ABCL - Property Management Services, Commercial Asset Management and Technical Monitoring. The respective budgets for these functions (£673k) will be paid as part of the ALMO Management Fees from 2012/13.

2.5 Sheltered Wardens

Up until 2011/12 the sheltered warden service was funded through the Supporting People programme. Following a functional analysis of the sheltered warden role it was identified that the warden service charge is eligible for Housing Benefit as it is providing accommodation related services. It was therefore agreed, that where tenants are eligible, the funding of the service should be met from Housing Benefit. For those tenants who are not eligible to have the full charge for the service met from Housing Benefit the cost of the service is funded from the HRA. The 2012/13 budget includes the full year cost to the HRA of £700k.

3. Key movements 2011/12 to 2012/13 - Income

The key movements in relation to income from the 2011/12 Original Estimate (OE) to the 2012/13 OE are as follows:

3.1 Dwelling Rents

The rent increases included in the calculation of the debt settlement (see 2.2) assumes that all councils will continue to work towards the target of rent convergence. The intention of this Government policy is that tenants across the country should be paying comparable social rents, allowing for variations in type of property and 'economic' circumstances by an agreed date, which is 2015/16.

If the Council were to strictly follow this policy it would result in an average rent increase for 2012/13 of 8.94%. In recognition of this significant increase, the Council has devised an alternative to the Government's model which smoothes the increases required over the period 2012/13 to 2016/17. Utilising the smoothed approach it is proposed that the Council implements an average rent increase of 6.82%. This is in line with the increase implemented in 2011/12 and equates to an increase of £4.45 per week based on 48 rent weeks, as shown in the table below. It should be noted however, that the impact of this on individual tenants will vary.

The implementation of this rent increase will generate additional income of £12.1.m in 2012/13.

	2011/12	2012/13	Increase	Increase
	£	£	%	£
Average Rent	65.30	69.75	6.82%	4.45

3.2 Other rents

Rental income from shops, miscellaneous properties and garages is budgeted to increase by £222k. This is due to renegotiated leases agreements on both shops and miscellaneous properties. In addition it is proposed to increase garage rents (currently £6.49 per week) in line with dwelling rents. This equates to an average increase of 44p per week, making the average garage rent for 2012/13 £6.93 per week.

3.3 Service Charges

Increasing service charges in line with dwelling rents (6.82%) will generate additional income of £37k. This is offset by a reduction of £275k in Heat Lease charges as tenants whose systems are more than 10 years old are no longer required to pay this charge.

3.4 Housing Subsidy/PFI Allowance

As stated in 2.2 Housing Subsidy ceases to exist with effect from 1st April 2012. PFI allowances however, will be paid for both the Swarcliffe and LLBH&H PFI schemes. The 2012/13 budget assumes allowances of £6.097m for Swarcliffe and £15.119m for LLBH&H. Any slippage in the start of the LLBH&H PFI project will not impact on the overall position of the HRA.

3.5 Recharges

The budget reflects a net increase of £1.225m between 2011/12 and 2012/13. Key movements are the receipt of £1.9m in Housing Benefit for the Sheltered Warden Service (see 2.5) offset by a reduction in the contribution from the General Fund for Grounds Maintenance (£179k) which is due to savings on the new contract. In addition, no income will be received into the HRA for work undertaken by Property Management Services (PMS) since this service will now be delivered by the ABCL (see 2.4). In 2011/12 the HRA budgeted to receive income of £500k.

3.6 Other income

Of the £453k increase in income between 2011/12 and 2012/13 £269k is due to agreed contributions from Aire Valley Homes (AVH) and West North West Homes Leeds (WNWHL) towards the LLBH&H PFI scheme. In addition, the HRA has budgeted to receive an additional £200k income from telecomm masts on tower blocks due to renegotiated lease rentals. Other key movements relate to an increase of £55k from leaseholder service charges and the reduction of £100k income from the Solar Panel Initiative.

4. Key movements 2010/11 to 2011/12 - Expenditure

4.1 Employees

The budget is based on the current structure of 50.64 full time equivalent posts. The reduction of £1,130k in employee costs is due primarily to the transfer of salary budgets to the ABCL (see 2.4) and the effect of staff leaving under the Council's Early Leavers Initiative.

In the context of the proposed variations in ALMO Management fees, a contingency for a 1% pay award has been included in the budget. This will be released as required.

4.2 Premises & repairs

The reduction in premises costs of £354k is due to the transfer of the shops maintenance budget (£162k) to the ABCL (see 2.4), a reduction in the planned works to miscellaneous properties (£100k), savings resulting from Commercial Asset Management no longer being based at Croydon House (£54k) and a

reduction in the Civic Buildings recharge for Landmark Court (£42k). Other variations include a charge for the Carbon Reduction Commitment Levy (£50k), a reduction in the recharge for design services (£25k) and electricity (£13k).

4.3 Supplies & Services - The budget reflects a net increase of £1,825k between 2011/12 and 2012/13. Key variations include:

- The introduction of the unitary charge which is payable to the contractor for the LLBH&H PFI (£3m), although in 2012/13 this will be funded by the PFI allowance receivable from the Government.
- A saving in insurance charges (£358k) resulting from a reduction in the requirement to provide for large claims.
- Savings of £60k on office consumables, computer software and equipment, advertising and other office expenses.
- Staff that previously worked on developing the Council's PFI projects will now be promoting, developing and delivering the Council's Housing Investment Programme. The cost of these staff (£406k) are budgeted for elsewhere within the HRA.
- A change in accounting practice for finance leases in relation to the Heat Lease scheme means that the cost (£298k) is now included in the capital charges budget.
- Savings on consultancy services in relation to the LLBH&H PFI (£40k).
- Reduction of £23k in the charge for pest control.

4.4 Transport

The reduction of £68k is due to the transfer of the Property Management Service to the ABCL.

4.5 Recharges

This has increased by £1,711k from the 2011/12 budget. There are a number of key movements as outlined below.

- Charges from the Housing General Fund have increased by £699k to reflect more appropriately the apportionment of the costs of the Housing Options Service and the geographical location and usage of community centres.
- The recharge from PPPU has increased by £563k. This increase is for additional work to develop a future procurement strategy for the housing contract portfolio and supporting the establishment of a new Housing Contracts Board. In addition PPPU will be providing more intensive support to establish the contract management function for the LLBH&H PFI and undertaking a full commercial review of the Swarcliffe PFI contract.
- There has been a net increase in central recharges to the HRA £112k. This is slightly offset by a reduction of £20k in the Corporate and Democratic charge to the HRA.

- An increase of £130k for Internal Audit to continue the provision of ALMO assurance.
- An increase of £300k in the budget for professional legal services reflects the ongoing requirement to contest claims submitted by external housing maintenance providers.

4.6 **ALMO/BITMO Management Fees**

It is proposed that the Fee paid to the ALMOs and BITMO in 2012/13 for the management and maintenance of the housing stock should be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock.

Based on these principles it is proposed that the element of the Fee for management of the stock is reduced by 5% in recognition of the need for the ALMOs to make the level of efficiencies that is consistent with the rest of the Council. It is proposed that the proportion of the Fee for maintaining the stock increases by 6%. It is proposed that the Grounds Maintenance fee is reduced by 15% to reflect savings from renegotiation of the new contract.

The net impact of these proposals would result in an additional £929k being paid to the ALMOs and BITMO for 2012/13 shown in the table below.

Category of Fee	2011/12	2012/13	Variance
	£000	£000	£000
Management	30,835	29,293	(1,542)
Maintenance	46,756	49,560	2,804
Grounds Maintenance	1,722	1,464	(258)
Sub total	79,313	80,317	1,004
Heating & underoccupancy	444	369	(75)
Total	79,757	80,686	929

4.7 **ALMO/BITMO Fees - Sheltered Warden Service**

The budget of £2.6m reflects the fee which will be paid to the ALMOs and BITMO for the provision of the sheltered warden service. This cost will be offset by £1.9m of Housing Benefit payments.

4.8 **ALMO Business Centre Leeds (ABCL)**

To date three functions have transferred from the Council to the ABCL - Property Management Services, Commercial Asset Management and Technical Monitoring.

Where appropriate, budgets amounting to £673k relating to these functions will be paid as part of the ALMO Management Fees in 2012/13.

4.9 Provisions

An analysis of the disrepair provision at the end of December 2011 indicated that the provision can be reduced by £50k for 2012/13.

Due to the unknown impact of the Government's Welfare Reforms which can be considered to have implications for the level of rental income receivable from tenants, it is considered prudent to increase the contribution to the provision for bad debts by £888k.

4.10 Depreciation/Capital works

In previous years the Council (via the housing subsidy system) received a Major Repairs Allowance (MRA) which funded capital works in relation to its housing stock. Under self financing, MRA will no longer be receivable and the Council will have to fund capital expenditure through retained rental income. The 2012/13 budget reflects an increase of £16.3m (44.2%) in the level of resources available to contribute to the capital programme in order to maintain and improve the housing stock as well as contribute towards other housing priorities.

4.11 Capital charges

The reduction of £6.4m from the 2011/12 OE is primarily due to interest charges being payable on a lower amount of debt following the Council's debt settlement as part of self financing.

5. HRA General Reserve

The 2011/12 HRA budget included a £500k contribution to the HRA General Reserve. Taking this into account, the HRA General Reserve is currently projected to be £5.8m as at the end of 2011/12. In addition, as agreed by Executive Board in March 2011, a £3m reserve has been created to support the move from the current housing subsidy system to the new HRA self financing regime. It is therefore not proposed to budget for an additional contribution.

6. Risks

There are a number of risks which, should they materialise would have a significant impact upon the HRA budget. These risks are reviewed throughout the year and action taken to mitigate any impact wherever possible. The HRA maintains a level of reserves in order to meet the impacts of such risks should they occur. Key risks identified are as follows:

- ALMOs may incur additional costs that require additional financial support from the HRA.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the RTB numbers and developments such as the PFI schemes.
- The Government does not provide adequate grant for the LLBH&H PFI scheme.
- The impact of the Government's Welfare Reforms, which may increase arrears more than anticipated.

	Budget 2011/12	Budget 2012/13	Variance
	£000	£000	£000
<u>Income</u>			
Dwelling Rents	176,958	189,104	(12,146)
Other Rents	2,696	2,918	(222)
Service Charges	4,331	4,093	238
Housing subsidy/PFI allowance	17,428	21,216	(3,788)
Recharges	2,175	3,400	(1,225)
Other Income	4,793	5,246	(453)
Total Income	208,380	225,977	(17,597)
<u>Expenditure</u>			
Employees	4,003	2,872	(1,130)
Premises & repairs	1,478	1,123	(354)
Supplies & Services	17,118	18,943	1,825
Transport	106	38	(68)
Recharges	15,198	16,909	1,711
ALMO Management Fees	79,757	80,686	929
ALMO Fees - Sheltered Warden Service	0	2,600	2,600
ABCL	0	673	673
Provisions	3,141	3,979	838
MRA/ Depreciation/Capital works	36,803	53,075	16,272
Capital charges	40,577	34,147	(6,430)
Total Expenditure	198,181	215,046	16,865
Net Expenditure	(10,199)	(10,931)	(732)

Appropriation

Sinking Fund - LLBH&H	10,061	11,573	1,512
Sinking Fund - Swarcliffe	(62)	(642)	(580)
Swarcliffe Environmental Works	0	0	0
Swarcliffe Access Refusals	(300)	0	300
HRA General Reserve	500	0	(500)
Net position HRA	(0)	(0)	0



Environment and Neighbourhoods

Car Parking



Main responsibilities:

Car Parking

The service manages, develops and maintains most of the council's on-street and off-street parking, including Woodhouse Lane car park, paid surface car parks in the city centre and over 40 unpaid district car parks. Parking tickets are issued for offences, and the service administers the fine collection and appeal process. Car parks are maintained and the Division administers all of the residential permits required for permit zones.

Parking services embrace public/private partnerships for parking enforcement; use state of the art ICT to issue and track the enforcement process; identify and implement new parking areas and review parking prices. These reviews not only consider the actual cost of parking, but also policies related to specific parking sectors, e.g. evening parking, districts, etc. The service also controls enforcement of people incorrectly using bus lanes.

Work is generated both reactively and proactively; through intelligence led initiatives and educative approaches. A high profile approach is taken including the use of notices, fixed penalty notices and prosecutions. The Police, trading-standards, environment agency are close partners with the service.



Environment & Neighbourhoods Community Safety



Main responsibilities

The Community Safety Service supports the Safer Leeds Partnership, which is made up of a range of different organisations from across Leeds who are involved in addressing the city's community safety priorities. The partnership's mission is **"To secure sustainable reductions in crime and disorder, protect vulnerable adults and children and improve the confidence of communities across Leeds."** Officers are predominantly employed by Leeds City Council and West Yorkshire Police. Community Safety functions through a commissioning process for the delivery of Safer Leeds and Council priorities.

Over the past twelve months, significant developments have taken place in regard to the workforce across Community Safety. Safer Leeds has brought together a large number of complimentary areas of work into one coherent service in order to improve service delivery to local people and minimise the impact of budget cuts on the delivery of the Safer Leeds Partnership's priorities.

Community Safety comprises of a number of diverse and specialist services some of which are:

Leeds Anti-Social Behaviour Team

The newly created Leeds Anti-Social Behaviour Team (LASBT) was established in April 2011 which aims to provide an integrated, effective response to anti-social behaviour and further increase public confidence in key agencies' responses.

The team comprises staff from a range of agencies including former ASBU (LCC) staff, Housing (ALMO) staff, Victim Support, West Yorkshire Police ASB link officers and West Yorkshire Fire & Rescue Service Arson Task Force officers.

Signpost- Family Intervention Service

Signpost provides intensive family support to families who present with a range of complex needs, to create stable families and safer communities. Signpost was established with the aim of reducing anti-social behaviour across the worst affected neighbourhoods of Leeds. Signpost delivers a citywide service through 3 locality based teams across Leeds. The multi-disciplinary teams are made up of staff from a range of professional backgrounds who work intensively with families at home or in the community setting.

Leeds Watch CCTV and Security Services

Data captured by CCTV provides vital evidence to law enforcement agencies in both apprehending and prosecuting offenders and also plays a key role in the prevention and detection of crime committed in public areas. Two mobile CCTV vans work within communities, supporting the targeted multi-agency operations using Automated Number Plate Recognition Systems (ANPR). The merging of CCTV and Security Services in April 2011, alongside the introduction of new technology at a new purpose build facility in the South of the city has provided new opportunities for the Leeds Watch service to improve and develop. This has included the transfer of the Out of Hours Noise Nuisance service from Environmental Health and the TUPE of staff previously contracted via Metro to provide a CCTV monitoring service for all bus stations across the West Yorkshire sub-region. In 2012/13, it is anticipated that the CCTV monitoring service for East North East Homes Ltd will transfer to Leeds Watch, and further opportunities to develop trading activity with other organisations will be investigated to increase income in to the E&N Directorate.

Domestic Violence

The Domestic Violence Team works with partners to improve services for people affected by domestic violence. This includes training and awareness raising work with a range of service providers. The team also works with partners to improve the effectiveness of the Criminal Justice System. Programmes specifically designed for perpetrators of domestic violence are being developed. Additionally, the coordination of Multi Agency Risk Assessment Conferences across the city for the most high risk cases is led by Community Safety. Current work is being developed with the police, children's services and other partners to improve support for families affected by domestic abuse.

Targeted work in localities

Area Community Safety Co-ordinators work with Neighbourhood Police Teams and other local partners to tackle local community safety problems. This includes local partnership work in the wards most affected by burglary using the Outcome Based Accountability (OBA) methodology to reduce domestic burglary levels in priority localities across the city. Key aspects are:



Environment & Neighbourhoods Community Safety



-
- Renewed focus on local partnership work initially in the wards with over 400 offences in previous year
 - Tailored sessions delivered locally involving a wide range of local stakeholders
 - Action plan compiled and then updated monthly

Performance and Intelligence Team

A re-shaped District Intelligence Function is in place to ensure a more co-ordinated and partnership based intelligence function across the city. The unit has responsibility for the development of problem profiles and products to inform city-wide tasking to address key crime issues.

Police Community Support Officers (PCSOs)

The council continues to match-fund 170 PCSOs with West Yorkshire Police, having agreed to continue funding for a further three years from April 2008. PCSOs are an integral part of the Neighbourhood Policing Teams and provide a high-visibility patrolling service in each ward.

Prevent

The Prevent work stream now sits within the Leeds Community Safety portfolio after being transferred from Regeneration. A calendar of training and awareness sessions is being developed to raise awareness, tackle the rhetoric of violent extremist groups, train local individuals and develop a peer learning network.



Environment and Neighbourhoods Regeneration Programmes



Main responsibilities:

- To develop and implement major projects and programmes which improve the physical fabric and infrastructure of the city, contribute to its economic well-being and the longer-term transformation and sustainability of deprived neighbourhoods.
- To enable the delivery of housing growth and affordable housing through effective use of assets, inward investment, joint ventures and partnerships.
- To identify, secure and manage targeted programmes of activity, which are resourced from both internal and external sources, to meet the City Priority Plan objectives and the delivery of the city's regeneration programme.



Main responsibilities:

Employment and Skills

- To assist local employers to recruit, train and retain local people, in particular young people and those affected by long term unemployment.
- To work with partner agencies to align services that target out-of-work individuals and link them to training and job opportunities.
- To provide information, advice, guidance and skills training to priority groups.



Main responsibilities:

- The formation of the Strategy and Commissioning Division is an example of this new way of working and has brought together the commissioning; service improvement and performance; directorate support; strategy and policy functions previously undertaken by Regeneration, Housing Services; Resources and Community Safety. It has provided an opportunity to bring together expertise and best practice in these areas but with the recognition that there is a certain level of duplication of activity.

Commissioning housing related support

- Commission and performance manage supporting people, infrastructure support, advice agency grant monitoring against projected outcomes to be achieved.

Commissioning with the third sector

- To develop and implement major projects and programmes which improve the physical fabric and infrastructure of the city and contribute to its economic well-being and the longer-term transformation and sustainability of deprived neighbourhoods.

Commissioning drug intervention and treatment

- The service leads on the strategic development of substance misuse delivery and its related activities, to meet performance targets set nationally, regionally and locally. Key areas of focus include the Drug Intervention Programme focusing on drug misusing offenders, community treatment programmes, helping young people resist drug and alcohol use, protect communities from drug and alcohol related anti-social and criminal behaviour and providing treatment to enable those with drug and alcohol problems to overcome them. This delivery has substantial funding streams, those are the Pooled Treatment Budget (Department of Health), Drug Interventions Programme grants (Home Office) and mainstream contributions from major partnership stakeholders.



Main responsibilities:

To deliver customer focussed services that provide access to housing and support services which meet the needs and aspirations of the people of Leeds by:

- Increasing the quality of existing homes in all tenures. (Achieving the essential investment standard and the sustainability standard.
- Reducing the number of empty homes to improve the quality of communities and increase housing supply.
- Ensure the quality of private rented sector housing is managed and improved through intervention and regulation including the expansion of accreditation
- Provide effective housing options and advice to enable customers to access effective housing and support, and tackle homelessness
- Increasing opportunities to access housing across all tenures
- Maximise homeless prevention activity across the City
- Ensure the best use of the council's assets to increase housing supply, improve housing quality and support the regeneration of neighbourhoods



Environment and Neighbourhoods Waste Management



Main responsibilities:

Operational Waste Management Service

Operational Waste Management provides an important contribution to ensuring that all neighbourhoods are clean, green and well maintained through the provision of a reliable, safe and efficient refuse collection service. The service is also critical in ensuring that the Council's ambitious household waste recycling targets are achieved.

The main services provided are as follows:

- The collection of general and recyclable household municipal waste for 337,000 properties across the city, which house a population of over 780,000 people.
- Collection of dry, recyclable material from over 323,000 domestic properties
- Provision of garden waste collections to over 210,000 domestic properties
- Enhanced recycling collection services in the Rothwell area to around 8,500 properties, including weekly food waste collections
- Collection of medical waste from domestic and commercial premises across the Leeds area

Waste Strategy and Policy

The Waste Strategy and Policy team is charged with the delivery of the Waste Strategy for the city, and is committed to developing more sustainable ways of dealing with waste generated in Leeds. Notably, Leeds has recently set an ambitious target of recycling over 55% of household waste by 2016, with a longer-term target of 60%, and has developed a challenging strategy in order to achieve this. Responsibilities of the team include:

- The ongoing development and delivery of the overall Waste Strategy for Leeds which sets out the long term vision for the city in relation to sustainable waste management; that is to reduce, re-use, recycle and recover value from all waste
- The development and delivery of a communications strategy aimed at promoting waste prevention and maximising public participation in recycling
- The procurement of a residual waste treatment facility in Leeds through a Private Finance Initiative (PFI scheme). This facility will be delivered in partnership with a private waste contractor to treat non-recycled household waste in order to both to capture further materials for recycling and to recover energy from the material that is currently predominantly buried in the ground
- The procurement and management of contracts for the sustainable management of materials collected for recycling, treatment or disposal.
- The operation of **10** household waste sorting sites across the city where residents can take a wide range of materials to be recycled and composted, and the management of over 440 recycling 'bring bank' sites across Leeds where materials such as paper, cans, glass and textiles can be deposited for recycling.
- The management of 11 closed landfill sites at which emissions of leachate and methane are monitored.



Environment and Neighbourhoods Environmental Action Service



Main responsibilities:

Environmental Action Service

The Environmental Action Service comprises three service areas; Environmental Health & Parking and Locality Teams dealing with street cleansing & environmental enforcement and a city centre cleansing & enforcement function.

The service deliver the following functions:

- Supports good food safety standards in the city by the inspection of food businesses, and a wide range of interventions including the reporting of good hygiene practice through the “scores on the doors” website.
- Promotes and supports Health, Safety and Welfare at work, through inspections, investigation of accidents and education in the service sector.
- Regulates premises likely to pollute the atmosphere, monitors air quality and investigates complaints about nuisance and pollution.
- Enforces animal health legislation in respect of welfare of livestock at markets and during transportation
- Provides a range of neighbourhood enforcement activities including pest control, dangerous, stray or roaming dogs, dog fouling, littering, graffiti and flyering, waste in gardens and waste from domestic and commercial bins, overgrown vegetation, fly tipping and abandoned and untaxed vehicles
- Works to improve the council’s performance on reducing fuel poverty and the energy efficiency of the housing stock in Leeds
- Provides specialist advice and acts as consultees to a range of agencies and licensing authorities and administers a number of licensing schemes directly on behalf of the council.
- Street cleansing functions including delittering, pavement & road sweeping, litter bin emptying, gully cleaning and fly tip removals.

Environment & Neighbourhoods

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Environmental Services	Car Parking Services	(5,531)	5,940	(13,110)	(7,170)	1,483	(5,687)
Chief Officer Community Safety	Community Safety	4,490	9,370	(6,054)	3,316	1,119	4,435
Chief Officer Regeneration Programmes	Regeneration Programmes	2,109	1,834	(791)	1,043	165	1,208
Chief Officer Employment and Skills	Employment and Skills	3,769	6,177	(3,125)	3,052	75	3,127
Chief Officer Strategy & Commissioning	Strategy & Commissioning	34,306	29,177	(2,097)	27,080	2,140	29,220
Chief Officer Statutory Housing	Statutory Housing	2,702	9,117	(7,829)	1,288	6,823	8,112
Chief Officer Strategy & Commissioning	General Fund Support Services	(1,167)	122	(1,301)	(1,179)	645	(534)
Chief Officer Environmental Services	Waste Management	40,800	42,874	(1,804)	41,071	2,547	43,618
Chief Officer Environmental Services	Environmental Action (West North West)	0	2,716	(31)	2,685	240	2,925
Chief Officer Environmental Services	Environmental Action (East North East)	0	2,239	(30)	2,209	180	2,389
Chief Officer Environmental Services	Environmental Action (South)	234	2,446	(89)	2,357	285	2,642
Chief Officer Environmental Services	Environmental Action (City Wide)	2,389	2,038	(140)	1,898	238	2,136
Chief Officer Environmental Services	Environmental Action (City Centre)	78	1,219	(191)	1,029	135	1,164
Chief Officer Environmental Services	Non Delegated - St Cleansing	33	853	0	853	2,018	2,870
Chief Officer Environmental Services	Former Environmental Services	12,050	0	0	0	0	0
Chief Officer Environmental Services	Environmental Health	3,660	4,138	(830)	3,307	687	3,994
Chief Officer Strategy & Commissioning	Safer Leeds Drugs Team	35	8,967	(9,025)	(58)	76	18
Net Cost of Service		99,956	129,227	(46,446)	82,781	18,857	101,638
	Transfers to and from earmarked reserves	482	0	0	0	(255)	(255)
Net Revenue Charge		100,438	129,227	(46,446)	82,781	18,602	101,383

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	33,951	34,838
Agency And Temporary Staff	735	891
National Insurance Contributions	2,717	2,693
Superannuation Costs	4,610	4,551
Other Pension Costs	1,326	1,400
Other Employee Related Costs	277	304
Training And Development	156	140
	43,773	44,817
Premises		
Buildings Maintenance	260	275
Grounds Maintenance	30	36
Building Security	131	130
Cleaning And Workplace Refuse	94	93
Gas	37	65
Electricity	199	320
Other Utilities	116	178
Rents	1,464	770
NNDR	1,237	1,508
Accommodation Charges	1,529	1,220
Premises Related Insurance	32	35
	5,130	4,631
Supplies & Services		
Materials And Equipment	1,404	1,305
Stationery And Postage	291	245
Advertising	26	25
IT/Telecommunications	959	624
Insurance	119	114
Professional Fees and Subscriptions	4,310	2,809
Grants And Contributions	3,382	4,706
Catering Service	0	0
Recycling And Reuse	2,635	2,995
Waste Disposal And Landfill Tax	13,381	14,005
Allowances	574	17
Consultancy Services	372	201
Security Services	260	265
Other Hired And Contracted Services	5,591	3,579
Licences	62	64
Publication And Promotion	316	324
Miscellaneous	37	8
	33,719	31,287
Transport		
Vehicles And Plant Related Expenditure	6,516	6,842
Travel Allowances	336	346
Fuel	2,531	2,739
Transport Related Insurance	274	267
	9,656	10,193
Internal Charges		
Managed Recharges Frm Other Directorates	1,822	4,708
Charges To/From HRA	1,053	763
	2,876	5,472

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Agency Payments		
Services Provided By Other Organisations	36,632	32,826
Services Rendered By Voluntary Sector	8	0
Sheltered Accommodation	2,575	0
	39,216	32,827
Appropriation		
Transfers To/From Capital Reserve	1,362	0
	1,362	0
Managed Expenditure	135,731	129,227
Internal Income		
Income From Other Directorates	(6,014)	(4,230)
Recharges Income From Capital	(423)	(813)
Charge To/From HRA	(7,010)	(6,772)
Redistribution Of Grants Income	(214)	(214)
	(13,662)	(12,029)
Income - Grants		
Government Grants	(6,422)	(5,624)
DCLG Grants	(1,040)	(2,053)
Other Grants	(392)	0
	(7,854)	(7,676)
Income - Charges		
Sale Of Goods And Services	(1,180)	(1,204)
Fees And Charges	(15,169)	(15,623)
Contributions	(7,635)	(7,021)
Other Income	(1,705)	(1,634)
Rents	(810)	(844)
Income Received From ALMOs	(247)	(399)
	(26,747)	(26,724)
Income - Other		
Interest And Dividends	(24)	(17)
	(24)	(17)
Managed Income	(48,287)	(46,446)
Net Managed Budget	87,444	82,781
Accounting Adjustments		
IAS 19 Pensions Costs	1,911	255
Vehicles And Plant (Internal Leasing)	(2,418)	(2,216)
Vehicle leasing recharges	0	2,216
Transfers To/From Statutory Reserves	(1,936)	(255)
Transfers to Capital Reserve - Vehicles	2,418	0
Capital Charges	4,004	9,634
	3,979	9,634
Central Recharges		
Central Recharges Expenditure	9,835	9,348
Corporate & Democratic Core Income	(968)	(379)
	8,867	8,969

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments		
Internal Reallocations Charges	23,375	20,153
Internal Reallocations Income	(23,227)	(20,153)
	148	0
Managed Outside the Service	12,994	18,602
Net Cost of Service	100,438	101,383

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Car Parking Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,383	2,401
Agency And Temporary Staff		0	18
National Insurance Contributions		167	166
Superannuation Costs		334	324
Other Pension Costs		12	12
Other Employee Related Costs		9	16
Training And Development		10	8
		2,915	2,945
Premises			
Grounds Maintenance		25	31
Building Security		33	33
Cleaning And Workplace Refuse		3	3
Electricity		75	91
Other Utilities		7	15
Rents		7	7
NNDR		668	931
Premises Related Insurance		5	6
		823	1,116
Supplies & Services			
Materials And Equipment		304	314
Stationery And Postage		82	65
Advertising		14	14
IT/Telecommunications		139	129
Insurance		21	34
Professional Fees and Subscriptions		29	110
Other Hired And Contracted Services		534	442
		1,123	1,108
Transport			
Vehicles And Plant Related Expenditure		65	62
Travel Allowances		2	2
Fuel		28	31
Transport Related Insurance		8	6
		102	102
Internal Charges			
Managed Recharges Frm Other Directorates		15	660
Charges To/From HRA		15	7
		30	667
Managed Expenditure		4,994	5,940
Internal Income			
Income From Other Directorates		(395)	(395)
		(395)	(395)
Income - Charges			
Fees And Charges		(11,613)	(12,599)
Other Income		(107)	(107)
Rents		(8)	(8)
		(11,729)	(12,715)
Managed Income		(12,124)	(13,110)

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Car Parking Services			
£000		Budget 2011/12	Budget 2012/13
Net Managed Budget		(7,130)	(7,170)
Accounting Adjustments			
IAS 19 Pensions Costs		223	105
Vehicles And Plant (Internal Leasing)		(2)	0
Capital Charges		770	768
		991	874
Central Recharges			
Central Recharges Expenditure		298	298
		298	298
Other Internal Adjustments			
Internal Reallocations Charges		4,574	4,482
Internal Reallocations Income		(4,263)	(4,170)
		311	312
Managed Outside the Service		1,599	1,483
Net Cost of Service		(5,531)	(5,687)

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

Community Safety			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,721	4,321
Agency And Temporary Staff		0	127
National Insurance Contributions		224	348
Superannuation Costs		422	594
Other Pension Costs		57	57
Other Employee Related Costs		1	2
Training And Development		0	22
		3,426	5,472
Premises			
Buildings Maintenance		0	4
Building Security		0	2
Cleaning And Workplace Refuse		12	13
Gas		0	3
Electricity		12	15
Other Utilities		0	6
Rents		91	26
NNDR		46	60
		162	127
Supplies & Services			
Materials And Equipment		18	15
Stationery And Postage		11	12
IT/Telecommunications		212	276
Insurance		5	5
Professional Fees and Subscriptions		447	202
Grants And Contributions		264	788
Waste Disposal And Landfill Tax		0	2
Allowances		12	1
Consultancy Services		0	5
Other Hired And Contracted Services		1,764	1,862
Licences		0	0
Publication And Promotion		2	0
		2,734	3,168
Transport			
Vehicles And Plant Related Expenditure		4	38
Travel Allowances		31	53
Fuel		9	31
Transport Related Insurance		0	4
		44	126
Internal Charges			
Managed Recharges Frm Other Directorates		348	453
Charges To/From HRA		39	24
		386	476
Appropriation			
Transfers To/From Capital Reserve		181	0
		181	0
Managed Expenditure		6,933	9,370
Internal Income			
Income From Other Directorates		(320)	(1,703)

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

Community Safety			
	£000	Budget 2011/12	Budget 2012/13
Internal Income			
Charge To/From HRA		(2,639)	(2,785)
		(2,959)	(4,489)
Income - Grants			
Government Grants		0	(564)
		0	(564)
Income - Charges			
Fees And Charges		0	(22)
Contributions		(226)	(157)
Other Income		(382)	(583)
Income Received From ALMOs		0	(239)
		(609)	(1,002)
Managed Income		(3,567)	(6,054)
Net Managed Budget		3,366	3,316
Accounting Adjustments			
IAS 19 Pensions Costs		240	159
Capital Charges		26	161
		266	321
Central Recharges			
Central Recharges Expenditure		323	325
		323	325
Other Internal Adjustments			
Internal Reallocations Charges		1,036	491
Internal Reallocations Income		(500)	(17)
		536	474
Managed Outside the Service		1,124	1,119
Net Cost of Service		4,490	4,435

Environment & Neighbourhoods

Budget Manager : Chief Officer Regeneration Programmes

Regeneration Programmes			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,869	1,104
National Insurance Contributions		163	95
Superannuation Costs		258	158
Other Pension Costs		94	95
Other Employee Related Costs		1	0
		2,386	1,452
Premises			
Electricity		0	0
Other Utilities		0	0
NNDR		17	17
		17	17
Supplies & Services			
Materials And Equipment		7	7
Stationery And Postage		3	3
Advertising		3	3
IT/Telecommunications		16	16
Insurance		3	1
Professional Fees and Subscriptions		8	8
Grants And Contributions		(236)	117
Catering Service		0	0
Waste Disposal And Landfill Tax		0	0
Allowances		1	1
Other Hired And Contracted Services		82	85
Publication And Promotion		13	13
		(101)	253
Transport			
Travel Allowances		14	14
		14	14
Internal Charges			
Managed Recharges Frm Other Directorates		8	17
Charges To/From HRA		69	81
		77	98
Managed Expenditure		2,392	1,834
Internal Income			
Recharges Income From Capital		(423)	(21)
Charge To/From HRA		(785)	(708)
		(1,209)	(729)
Income - Charges			
Fees And Charges		(4)	0
Contributions		(108)	(62)
		(112)	(62)
Managed Income		(1,321)	(791)
Net Managed Budget		1,071	1,043
Accounting Adjustments			
IAS 19 Pensions Costs		87	(38)
Capital Charges		808	7

Environment & Neighbourhoods

Budget Manager : Chief Officer Regeneration Programmes

Regeneration Programmes			
	£000	Budget 2011/12	Budget 2012/13
		894	(31)
Central Recharges			
Central Recharges Expenditure		1	1
		1	1
Other Internal Adjustments			
Internal Reallocations Charges		1,214	235
Internal Reallocations Income		(1,072)	(40)
		142	195
Managed Outside the Service		1,038	165
Net Cost of Service		2,109	1,208

Environment & Neighbourhoods

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,854	1,643
National Insurance Contributions		138	125
Superannuation Costs		261	235
Other Pension Costs		563	571
Other Employee Related Costs		2	2
Training And Development		16	13
		2,834	2,589
Premises			
Building Security		10	7
Cleaning And Workplace Refuse		16	14
Gas		21	6
Electricity		20	9
Other Utilities		4	7
Rents		70	59
NNDR		71	17
Accommodation Charges		31	31
Premises Related Insurance		1	2
		244	152
Supplies & Services			
Materials And Equipment		28	23
Stationery And Postage		27	21
IT/Telecommunications		53	42
Insurance		5	4
Professional Fees and Subscriptions		2,950	1,773
Grants And Contributions		99	124
Catering Service		0	0
Allowances		548	0
Other Hired And Contracted Services		175	386
Licences		0	0
Publication And Promotion		9	3
		3,894	2,377
Transport			
Vehicles And Plant Related Expenditure		20	5
Travel Allowances		23	23
Transport Related Insurance		0	0
		43	28
Internal Charges			
Managed Recharges Frm Other Directorates		149	1,019
Charges To/From HRA		24	12
		172	1,031
Managed Expenditure		7,188	6,177
Internal Income			
Income From Other Directorates		0	(442)
Charge To/From HRA		(200)	0
		(200)	(442)
Income - Grants			
Government Grants		(2,644)	(2,548)
Other Grants		(312)	0

Environment & Neighbourhoods

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2011/12	Budget 2012/13
Income - Grants		(2,956)	(2,548)
Income - Charges			
Sale Of Goods And Services		(9)	0
Fees And Charges		(107)	(70)
Contributions		(491)	0
Rents		(65)	(65)
		(672)	(135)
Managed Income		(3,828)	(3,125)
Net Managed Budget		3,360	3,052
Accounting Adjustments			
IAS 19 Pensions Costs		(380)	(485)
Capital Charges		75	27
		(305)	(459)
Central Recharges			
Central Recharges Expenditure		144	146
		144	146
Other Internal Adjustments			
Internal Reallocations Charges		2,231	414
Internal Reallocations Income		(1,662)	(25)
		569	389
Managed Outside the Service		409	75
Net Cost of Service		3,769	3,127

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Strategy & Commissioning			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,160	757
National Insurance Contributions		94	115
Superannuation Costs		164	184
Other Pension Costs		0	22
Other Employee Related Costs		0	1
		1,417	1,078
Premises			
Rents		5	7
NNDR		204	217
Accommodation Charges		1,499	1,190
Premises Related Insurance		21	21
		1,728	1,435
Supplies & Services			
Materials And Equipment		2	2
Stationery And Postage		3	3
IT/Telecommunications		17	21
Insurance		0	1
Professional Fees and Subscriptions		7	7
Grants And Contributions		2,872	2,013
Allowances		1	1
Consultancy Services		3	3
Other Hired And Contracted Services		42	20
Licences		4	4
		2,951	2,075
Transport			
Travel Allowances		6	6
Transport Related Insurance		0	0
		6	6
Internal Charges			
Managed Recharges Frm Other Directorates		80	272
Charges To/From HRA		10	32
		90	304
Agency Payments			
Services Provided By Other Organisations		27,994	24,278
Services Rendered By Voluntary Sector		8	0
		28,002	24,279
Managed Expenditure		34,196	29,177
Internal Income			
Income From Other Directorates		(161)	(750)
Charge To/From HRA		(213)	(800)
		(374)	(1,550)
Income - Grants			
Government Grants		(1,121)	0
DCLG Grants		0	(233)
Other Grants		(80)	0
		(1,201)	(233)
Income - Charges			
Fees And Charges		(209)	(208)

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Strategy & Commissioning			
	£000	Budget 2011/12	Budget 2012/13
Income - Charges			
Contributions		(139)	(100)
Other Income		(17)	(2)
Rents		(2)	(3)
		(367)	(314)
Managed Income		(1,942)	(2,097)
Net Managed Budget		32,254	27,080
Accounting Adjustments			
IAS 19 Pensions Costs		115	45
Capital Charges		1,198	1,195
		1,313	1,239
Central Recharges			
Central Recharges Expenditure		628	629
		628	629
Other Internal Adjustments			
Internal Reallocations Charges		124	295
Internal Reallocations Income		(13)	(23)
		111	271
Managed Outside the Service		2,052	2,140
Net Cost of Service		34,306	29,220

Environment & Neighbourhoods

Budget Manager : Chief Officer Statutory Housing

Statutory Housing			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		4,546	4,002
National Insurance Contributions		358	303
Superannuation Costs		566	504
Other Pension Costs		128	99
Other Employee Related Costs		15	20
Training And Development		26	22
		5,638	4,949
Premises			
Buildings Maintenance		69	57
Building Security		1	1
Cleaning And Workplace Refuse		22	22
Gas		10	49
Electricity		9	106
Other Utilities		0	35
Rents		1,258	575
NNDR		22	56
Accommodation Charges		(1)	(1)
Premises Related Insurance		1	3
		1,391	903
Supplies & Services			
Materials And Equipment		129	25
Stationery And Postage		27	22
Advertising		8	7
IT/Telecommunications		306	50
Insurance		3	5
Professional Fees and Subscriptions		790	363
Grants And Contributions		323	1,604
Allowances		7	7
Consultancy Services		0	1
Security Services		0	2
Other Hired And Contracted Services		144	273
Publication And Promotion		4	2
Miscellaneous		1	0
		1,742	2,360
Transport			
Vehicles And Plant Related Expenditure		28	40
Travel Allowances		110	77
Fuel		1	2
Transport Related Insurance		1	1
		140	120
Internal Charges			
Managed Recharges Frm Other Directorates		194	236
Charges To/From HRA		785	521
		979	756
Agency Payments			
Services Provided By Other Organisations		119	29
Sheltered Accommodation		2,575	0
		2,694	29

Environment & Neighbourhoods

Budget Manager : Chief Officer Statutory Housing

Statutory Housing			
	£000	Budget 2011/12	Budget 2012/13
Managed Expenditure		12,586	9,117
Internal Income			
Income From Other Directorates		(2,677)	(124)
Recharges Income From Capital		0	(792)
Charge To/From HRA		(1,811)	(1,178)
		(4,487)	(2,094)
Income - Grants			
Government Grants		(233)	(158)
DCLG Grants		(1,040)	(1,820)
		(1,273)	(1,978)
Income - Charges			
Sale Of Goods And Services		(61)	(15)
Fees And Charges		(2,869)	(2,356)
Other Income		(932)	(602)
Rents		(735)	(767)
Income Received From ALMOs		(39)	0
		(4,635)	(3,740)
Income - Other			
Interest And Dividends		(24)	(17)
		(24)	(17)
Managed Income		(10,420)	(7,829)
Net Managed Budget		2,166	1,288
Accounting Adjustments			
IAS 19 Pensions Costs		269	84
Vehicles And Plant (Internal Leasing)		(25)	(25)
Vehicle leasing recharges		0	25
Capital Charges		(1,913)	4,877
		(1,669)	4,961
Central Recharges			
Central Recharges Expenditure		747	749
		747	749
Other Internal Adjustments			
Internal Reallocations Charges		2,651	1,129
Internal Reallocations Income		(1,193)	(16)
		1,458	1,113
Managed Outside the Service		537	6,823
Net Cost of Service		2,702	8,112

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

General Fund Support Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		(594)	209
National Insurance Contributions		54	46
Superannuation Costs		83	73
Other Pension Costs		17	18
Other Employee Related Costs		0	0
		(439)	346
Premises			
Rents		(50)	0
		(50)	0
Supplies & Services			
Materials And Equipment		3	10
Stationery And Postage		1	1
IT/Telecommunications		0	(111)
Insurance		1	0
Other Hired And Contracted Services		47	(129)
Miscellaneous		18	0
		70	(229)
Transport			
Travel Allowances		1	1
		1	1
Internal Charges			
Managed Recharges Frm Other Directorates		4	4
		4	4
Managed Expenditure		(414)	122
Internal Income			
Charge To/From HRA		(1,301)	(1,301)
		(1,301)	(1,301)
Managed Income		(1,301)	(1,301)
Net Managed Budget		(1,715)	(1,179)
Accounting Adjustments			
IAS 19 Pensions Costs		41	9
		41	9
Central Recharges			
Central Recharges Expenditure		7,232	6,731
Corporate & Democratic Core Income		(968)	(379)
		6,264	6,352
Other Internal Adjustments			
Internal Reallocations Charges		909	318
Internal Reallocations Income		(6,666)	(6,034)
		(5,757)	(5,715)
Managed Outside the Service		548	645
Net Cost of Service		(1,167)	(534)

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Waste Management			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		10,429	11,085
Agency And Temporary Staff		536	510
National Insurance Contributions		798	847
Superannuation Costs		1,335	1,325
Other Pension Costs		278	309
Other Employee Related Costs		219	236
Training And Development		67	41
		13,662	14,353
Premises			
Buildings Maintenance		191	170
Grounds Maintenance		5	5
Building Security		86	87
Cleaning And Workplace Refuse		35	35
Gas		7	7
Electricity		70	87
Other Utilities		16	25
Rents		6	6
NNDR		195	196
Premises Related Insurance		3	3
		615	622
Supplies & Services			
Materials And Equipment		663	661
Stationery And Postage		56	44
Advertising		0	0
IT/Telecommunications		61	47
Insurance		72	57
Professional Fees and Subscriptions		36	32
Recycling And Reuse		2,635	2,995
Waste Disposal And Landfill Tax		13,382	14,004
Allowances		4	4
Consultancy Services		363	187
Security Services		246	249
Other Hired And Contracted Services		241	167
Licences		58	60
Publication And Promotion		260	278
Miscellaneous		15	5
		18,092	18,789
Transport			
Vehicles And Plant Related Expenditure		4,934	5,059
Travel Allowances		21	27
Fuel		1,874	2,010
Transport Related Insurance		184	213
		7,014	7,309
Internal Charges			
Managed Recharges Frm Other Directorates		789	1,772
Charges To/From HRA		34	30
		823	1,802
Appropriation			
Transfers To/From Capital Reserve		1,148	0

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Waste Management			
	£000	Budget 2011/12	Budget 2012/13
Appropriation		1,148	0
Managed Expenditure		41,354	42,874
Internal Income			
Income From Other Directorates		(2,029)	(441)
Redistribution Of Grants Income		(79)	(79)
		(2,108)	(519)
Income - Charges			
Sale Of Goods And Services		(983)	(1,016)
Fees And Charges		(210)	(210)
Income Received From ALMOs		(59)	(59)
		(1,251)	(1,284)
Managed Income		(3,359)	(1,804)
Net Managed Budget		37,995	41,071
Accounting Adjustments			
IAS 19 Pensions Costs		659	173
Vehicles And Plant (Internal Leasing)		(2,153)	(1,991)
Vehicle leasing recharges		0	1,991
Capital Charges		2,740	2,434
		1,246	2,607
Central Recharges			
Central Recharges Expenditure		139	141
		139	141
Other Internal Adjustments			
Internal Reallocations Charges		5,939	7,496
Internal Reallocations Income		(4,519)	(7,697)
		1,420	(201)
Managed Outside the Service		2,805	2,547
Net Cost of Service		40,800	43,618

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (West North West)			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		0	1,786
Agency And Temporary Staff		0	25
National Insurance Contributions		0	122
Superannuation Costs		0	205
Other Employee Related Costs		0	3
Training And Development		0	4
		0	2,144
Premises			
Buildings Maintenance		0	10
		0	10
Supplies & Services			
Materials And Equipment		0	31
Stationery And Postage		0	4
Advertising		0	0
IT/Telecommunications		0	13
Professional Fees and Subscriptions		0	0
Allowances		0	0
Other Hired And Contracted Services		0	24
Miscellaneous		0	0
		0	72
Transport			
Vehicles And Plant Related Expenditure		0	321
Travel Allowances		0	33
Fuel		0	96
Transport Related Insurance		0	5
		0	456
Internal Charges			
Managed Recharges Frm Other Directorates		0	34
		0	34
Managed Expenditure		0	2,716
Income - Charges			
Sale Of Goods And Services		0	(10)
Other Income		0	(21)
		0	(31)
Managed Income		0	(31)
Net Managed Budget		0	2,685
Accounting Adjustments			
IAS 19 Pensions Costs		0	75
Vehicles And Plant (Internal Leasing)		0	(2)
Vehicle leasing recharges		0	2
Capital Charges		0	12
		0	86
Central Recharges			
Central Recharges Expenditure		0	7
		0	7

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (West North West)		
£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments Internal Reallocations Charges	0	147
	0	147
Managed Outside the Service	0	240
Net Cost of Service	0	2,925

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (East North East)			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		0	1,428
Agency And Temporary Staff		0	25
National Insurance Contributions		0	99
Superannuation Costs		0	168
Other Employee Related Costs		0	2
Training And Development		0	3
		0	1,724
Premises			
Buildings Maintenance		0	10
Rents		0	75
		0	85
Supplies & Services			
Materials And Equipment		0	25
Stationery And Postage		0	1
Advertising		0	0
IT/Telecommunications		0	9
Professional Fees and Subscriptions		0	0
Allowances		0	0
Other Hired And Contracted Services		0	(39)
Miscellaneous		0	0
		0	(4)
Transport			
Vehicles And Plant Related Expenditure		0	299
Travel Allowances		0	7
Fuel		0	97
Transport Related Insurance		0	3
		0	407
Internal Charges			
Managed Recharges Frm Other Directorates		0	27
		0	27
Managed Expenditure		0	2,239
Income - Charges			
Sale Of Goods And Services		0	(10)
Other Income		0	(20)
		0	(30)
Managed Income		0	(30)
Net Managed Budget		0	2,209
Accounting Adjustments			
IAS 19 Pensions Costs		0	61
Vehicles And Plant (Internal Leasing)		0	(2)
Vehicle leasing recharges		0	2
Capital Charges		0	6
		0	67

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (East North East)		
£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments Internal Reallocations Charges	0	114
	0	114
Managed Outside the Service	0	180
Net Cost of Service	0	2,389

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (South)			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		93	1,558
Agency And Temporary Staff		0	22
National Insurance Contributions		6	109
Superannuation Costs		13	179
Other Employee Related Costs		0	3
Training And Development		0	3
		112	1,873
Premises			
Buildings Maintenance		0	10
		0	10
Supplies & Services			
Materials And Equipment		2	30
Stationery And Postage		0	4
Advertising		0	1
IT/Telecommunications		4	27
Professional Fees and Subscriptions		0	0
Allowances		0	0
Other Hired And Contracted Services		75	36
Miscellaneous		0	0
		80	98
Transport			
Vehicles And Plant Related Expenditure		30	299
Travel Allowances		0	23
Fuel		11	89
Transport Related Insurance		1	7
		42	419
Internal Charges			
Managed Recharges Frm Other Directorates		0	46
		0	46
Managed Expenditure		234	2,446
Internal Income			
Income From Other Directorates		0	(28)
		0	(28)
Income - Charges			
Sale Of Goods And Services		0	(10)
Fees And Charges		(25)	(25)
Other Income		0	(26)
		(25)	(61)
Managed Income		(25)	(89)
Net Managed Budget		209	2,357
Accounting Adjustments			
IAS 19 Pensions Costs		9	65
Vehicles And Plant (Internal Leasing)		(15)	(14)
Vehicle leasing recharges		0	14
Capital Charges		3	6
		(2)	71

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (South)		
£000	Budget 2011/12	Budget 2012/13
Central Recharges		
Central Recharges Expenditure	0	70
	0	70
Other Internal Adjustments		
Internal Reallocations Charges	27	144
	27	144
Managed Outside the Service	24	285
Net Cost of Service	234	2,642

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Wide)			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		786	988
Agency And Temporary Staff		101	119
National Insurance Contributions		56	69
Superannuation Costs		82	125
Other Pension Costs		0	8
Other Employee Related Costs		0	1
Training And Development		4	6
		1,029	1,314
Premises			
Cleaning And Workplace Refuse		5	5
Electricity		5	6
Other Utilities		17	17
Rents		3	3
NNDR		10	11
Premises Related Insurance		1	1
		41	42
Supplies & Services			
Materials And Equipment		39	48
Stationery And Postage		0	0
Advertising		0	0
IT/Telecommunications		0	6
Insurance		0	0
Professional Fees and Subscriptions		0	0
Security Services		0	14
Other Hired And Contracted Services		301	15
		340	84
Transport			
Vehicles And Plant Related Expenditure		334	440
Travel Allowances		0	5
Fuel		184	134
Transport Related Insurance		2	10
		521	590
Internal Charges			
Managed Recharges Frm Other Directorates		0	8
Charges To/From HRA		4	0
		4	8
Managed Expenditure		1,935	2,038
Internal Income			
Income From Other Directorates		(19)	(19)
		(19)	(19)
Income - Charges			
Fees And Charges		0	(84)
Other Income		(8)	(16)
Income Received From ALMOs		(19)	(20)
		(28)	(120)
Managed Income		(47)	(140)
Net Managed Budget		1,888	1,898

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Wide)			
	£000	Budget 2011/12	Budget 2012/13
Accounting Adjustments			
IAS 19 Pensions Costs		57	38
Vehicles And Plant (Internal Leasing)		(75)	(46)
Vehicle leasing recharges		0	46
Capital Charges		73	62
		56	99
Central Recharges			
Central Recharges Expenditure		42	43
		42	43
Other Internal Adjustments			
Internal Reallocations Charges		403	96
		403	96
Managed Outside the Service		500	238
Net Cost of Service		2,389	2,136

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		39	823
Agency And Temporary Staff		1	4
National Insurance Contributions		3	54
Superannuation Costs		2	100
Other Employee Related Costs		0	2
Training And Development		0	3
		45	984
Premises			
Buildings Maintenance		0	10
Cleaning And Workplace Refuse		0	1
Rents		0	12
NNDR		0	1
		0	24
Supplies & Services			
Materials And Equipment		0	22
Other Hired And Contracted Services		0	0
Miscellaneous		0	0
		0	22
Transport			
Vehicles And Plant Related Expenditure		17	141
Fuel		0	43
Transport Related Insurance		0	3
		17	186
Internal Charges			
Managed Recharges Frm Other Directorates		0	3
		0	3
Managed Expenditure		62	1,219
Internal Income			
Redistribution Of Grants Income		0	(136)
		0	(136)
Income - Charges			
Sale Of Goods And Services		0	(10)
Other Income		0	(45)
		0	(55)
Managed Income		0	(191)
Net Managed Budget		62	1,029
Accounting Adjustments			
IAS 19 Pensions Costs		1	36
Capital Charges		0	1
		1	37
Central Recharges			
Central Recharges Expenditure		0	0
		0	0

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)		
£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments Internal Reallocations Charges	14	97
	14	97
Managed Outside the Service	15	135
Net Cost of Service	78	1,164

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Non Delegated - St Cleansing			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Other Pension Costs		0	82
		0	82
Premises			
Other Utilities		0	71
		0	71
Supplies & Services			
Insurance		0	3
Other Hired And Contracted Services		0	330
		0	333
Transport			
Vehicles And Plant Related Expenditure		0	119
Fuel		0	193
Transport Related Insurance		0	8
		0	320
Internal Charges			
Managed Recharges Frm Other Directorates		0	19
Charges To/From HRA		0	27
		0	46
Appropriation			
Transfers To/From Capital Reserve		33	0
		33	0
Managed Expenditure		33	853
Net Managed Budget		33	853
Accounting Adjustments			
IAS 19 Pensions Costs		0	(82)
Vehicles And Plant (Internal Leasing)		0	(128)
Vehicle leasing recharges		0	128
Capital Charges		0	67
		0	(15)
Other Internal Adjustments			
Internal Reallocations Charges		0	2,753
Internal Reallocations Income		0	(720)
		0	2,033
Managed Outside the Service		0	2,018
Net Cost of Service		33	2,870

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Former Environmental Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		5,962	0
Agency And Temporary Staff		57	0
National Insurance Contributions		456	0
Superannuation Costs		723	0
Other Pension Costs		84	0
Other Employee Related Costs		11	0
Training And Development		15	0
		7,308	0
Premises			
Cleaning And Workplace Refuse		1	0
Gas		1	0
Electricity		5	0
Other Utilities		70	0
Rents		76	0
NNDR		3	0
		157	0
Supplies & Services			
Materials And Equipment		118	0
Stationery And Postage		24	0
Advertising		2	0
IT/Telecommunications		53	0
Insurance		4	0
Professional Fees and Subscriptions		2	0
Allowances		0	0
Security Services		14	0
Other Hired And Contracted Services		1,852	0
Miscellaneous		0	0
		2,068	0
Transport			
Vehicles And Plant Related Expenditure		1,064	0
Travel Allowances		77	0
Fuel		413	0
Transport Related Insurance		74	0
		1,627	0
Internal Charges			
Managed Recharges Frm Other Directorates		112	0
Charges To/From HRA		9	0
		121	0
Managed Expenditure		11,280	0
Internal Income			
Income From Other Directorates		(86)	0
Redistribution Of Grants Income		(136)	0
		(222)	0
Income - Charges			
Fees And Charges		(84)	0
Other Income		(133)	0
		(218)	0

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Former Environmental Services		
£000	Budget 2011/12	Budget 2012/13
Managed Income	(439)	0
Net Managed Budget	10,841	0
Accounting Adjustments		
IAS 19 Pensions Costs	424	0
Vehicles And Plant (Internal Leasing)	(140)	0
Capital Charges	216	0
	499	0
Central Recharges		
Central Recharges Expenditure	154	0
	154	0
Other Internal Adjustments		
Internal Reallocations Charges	2,041	0
Internal Reallocations Income	(1,487)	0
	555	0
Managed Outside the Service	1,209	0
Net Cost of Service	12,050	0

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Health			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,343	2,375
Agency And Temporary Staff		41	42
National Insurance Contributions		171	169
Superannuation Costs		318	328
Other Pension Costs		91	127
Other Employee Related Costs		18	15
Training And Development		19	16
		3,001	3,071
Premises			
Buildings Maintenance		0	5
Cleaning And Workplace Refuse		0	0
Gas		0	1
Electricity		3	6
Other Utilities		0	1
Rents		0	1
NNDR		0	2
Premises Related Insurance		0	0
		3	17
Supplies & Services			
Materials And Equipment		90	93
Stationery And Postage		58	67
Advertising		0	0
IT/Telecommunications		97	99
Insurance		5	3
Professional Fees and Subscriptions		41	314
Grants And Contributions		60	60
Allowances		1	2
Consultancy Services		6	6
Other Hired And Contracted Services		334	107
Publication And Promotion		28	28
Miscellaneous		2	3
		724	781
Transport			
Vehicles And Plant Related Expenditure		19	18
Travel Allowances		51	75
Fuel		11	12
Transport Related Insurance		5	5
		85	110
Internal Charges			
Managed Recharges Frm Other Directorates		123	138
Charges To/From HRA		53	21
		177	159
Managed Expenditure		3,989	4,138
Internal Income			
Income From Other Directorates		(327)	(328)
Charge To/From HRA		(62)	0
		(389)	(328)
Income - Charges			

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Services

Environmental Health			
	£000	Budget 2011/12	Budget 2012/13
Income - Charges			
Sale Of Goods And Services		(127)	(132)
Fees And Charges		(48)	(48)
Contributions		0	(30)
Other Income		(125)	(212)
Income Received From ALMOs		(130)	(81)
		(430)	(503)
Managed Income		(818)	(830)
Net Managed Budget		3,171	3,307
Accounting Adjustments			
IAS 19 Pensions Costs		132	(8)
Vehicles And Plant (Internal Leasing)		(9)	(9)
Vehicle leasing recharges		0	9
Capital Charges		8	12
		131	4
Central Recharges			
Central Recharges Expenditure		126	208
		126	208
Other Internal Adjustments			
Internal Reallocations Charges		2,084	1,885
Internal Reallocations Income		(1,853)	(1,410)
		232	475
Managed Outside the Service		489	687
Net Cost of Service		3,660	3,994

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Safer Leeds Drugs Team			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		360	360
National Insurance Contributions		28	28
Superannuation Costs		50	50
		438	438
Internal Charges			
Charges To/From HRA		11	10
		11	10
Agency Payments			
Services Provided By Other Organisations		8,519	8,520
		8,519	8,520
Managed Expenditure		8,968	8,967
Income - Grants			
Government Grants		(2,424)	(2,353)
		(2,424)	(2,353)
Income - Charges			
Contributions		(6,672)	(6,672)
		(6,672)	(6,672)
Managed Income		(9,096)	(9,025)
Net Managed Budget		(128)	(58)
Accounting Adjustments			
IAS 19 Pensions Costs		35	18
		35	18
Other Internal Adjustments			
Internal Reallocations Charges		128	58
		128	58
Managed Outside the Service		163	76
Net Cost of Service		35	18

Resources

LEEDS CITY COUNCIL

2012/13 BUDGET REPORT

Directorate: Central and Corporate

1 Introduction

This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2012/13 financial year.

2 Service Context

2.1 Central and Corporate Services comprises the Resources Directorate, the Customer Access and Performance Directorate and Legal Services. Following last year's 16% reduction managed budget, the overall reduction in 2012/13 will be a further £3.3m (5.3%).

2.2 The **Resources Directorate** has a net managed budget of £44m and 3,288 full time equivalent employees. It combines all the major support service infrastructure for the Council (Financial and HR Services, ICT and buildings) the shared back office for all support service transactions (the Business Support Centre), regulatory and project management functions (including Audit and Risk and the Public Private Partnership Unit) and Democratic and Central Services. It also includes Commercial Services (which comprises trading services; fleet, property and catering) and a range of operational welfare services run on behalf of Adults' and Children's services. These include passenger transport and adult community meals. Resources Directorate also provides the city's Revenues and Benefits Service.

2.2.1 **Professional Support Services** have undergone a significant amount of review and change over recent years and have delivered substantial savings for the Council. The 2012/13 budget proposes a £3m reduction, equating to 49 posts representing the outcome of the latest early leavers initiative as well as an assumption of further leavers during the year. This means that over the past 5 years the budget (predominantly staffing) has reduced by £10.5m.

In order to deliver the savings and maintain strong support services, significant changes in the way the services are provided, coupled with technological improvements, have been brought about and developments are planned in the medium term that will generate additional savings. For example, the ICT infrastructure and application provisioning will progressively become more accessible over the internet on a rental basis. The delivery of 'cloud' infrastructure and applications should typically be delivered on the basis of achieving at least 30% less cost of the equivalent 'on premise' solutions.

2.2.2 **Commercial Group** incorporates four main areas; Property Maintenance (covering building, cleaning and static guarding services), Education Welfare & Catering, Fleet Services and Passenger Transport. The turnover for the group is £74m, generating a contribution for the authority of £5.4m, 7%. This is an increase of £0.4m from the Original Estimate 2011-12 of £4.7m, increase of 9%.

The main drivers of this are full year effects around the second early leaver scheme; additional turnover from new contracts transferring in-house to Property Maintenance and a 5p uplift in the price of a primary meal in September 2012, taking the average price to £1.93.

In addition to this, there are further savings in 2012/13 to be delivered on behalf of other directorates; Passenger Transport £0.6m for Adult Social Care, Early Years Catering £0.1m. Fleet Services will continue with the lease-extension programme for the authority's vehicles, which will deliver £1.7m of savings in 2012-13 on top of the £1.9m already saved up to 31st March 2012. Fleet Services has worked with Environment and Neighbourhoods' Refuse Service to reduce the number of back up wagons delivering savings of £0.1m.

2.2.3 **Democratic and Central Services** cover a wide variety of functions ranging from services to the public, such as Registrars and Licensing, to Elections, Members Services and management of Civic and Community Buildings.

2.2.4 Following on from last year's 9% budget reduction, the **Revenues and Benefits** division have restructured during 2011 and together with further early leavers will reduce staffing budgets by a further £0.6m (7%) in 2012/13. This is set against the background of a significant increase in benefits caseload, increasing from 79,122 in January 2010, to 83,049 in January 2011 and again to 85,081 in January 2012, representing a 8% increase over the two year period. Also, the forthcoming changes regarding Universal Credit which will undoubtedly bring massive change within the service.

2.3 **Customer Access and Performance** (net managed budget £18m, 571 fte's) provides a range of front-line services through one stop centres, joint service centres and the customer contact centre as well as providing for the Council's locality working and area management agenda. Given the significant change happening nationally, eg the welfare reforms, this front line role will be important in ensuring that citizens can continue to receive timely advice and access key services. The Directorate also leads on the Council's 'Business Improvement Programme' which is already contributing to the re-shaping of the Council. In particular, the following areas will help to deliver a more modern and productive organisation by 2014/15:

- The 'Customer Access' programme includes fundamentally re-designing services around customers and driving out efficiencies through enabling more people to access services in a way, and at a time, they choose.
- The 'Changing the Workplace' programme, in addition to delivering savings from reducing our property portfolio, will improve efficiency through modernising office layout and the way colleagues interact with each other. This is designed to ensure better service delivery through improving productivity and well-being and ensuring the Council becomes an employer of choice.
- The Business Support programme will continue to drive significant efficiencies out of key business processes including administration and marketing and communications, plus develop more streamlined approaches to common business processes including performance management, programme and project

management, research and intelligence, data entry and management and information and content management.

In the last 12 months significant efficiencies have been delivered in communications and marketing, amounting to £0.7m staffing (28%) and in Area Management equating to £0.3m in total. In addition, changing the workplace projects implemented during the year will yield a net saving of £0.7m by 2013/14 rising to £1.6m the following year.

- 2.4 The Corporate **Legal Division**, under the responsibility of the City Solicitor, are the main legal resource within the Council with a net expenditure budget of £5.4m, 137 fte's. In addition, the Procurement Unit, the Public Private Partnership Unit and Members' Services also employ a small number of solicitors and legal staff but are not responsible to the City Solicitor.

In overall terms, significant savings in spend have been realised in 2011/12 with the total net cost currently projected at £5.3m compared to actual spend of £6.9m in 2010/11, a reduction of £1.6m (23%). This has been achieved through a number of staff leaving on the early leavers scheme combined with much lower spend on agency and temporary staff.

In relation to budget, in recent years actual spend, which represents demand for legal work from clients, has tended to significantly exceed initial budget. In 2011/12 the legal budget was reduced by £1m in spite of increasing demand in some areas. As the year has progressed, demand has increased significantly from Children's services in the form of increasing caseload. The projection as at month 9 2011/12 is for costs to exceed budget by £0.9m. The 2012/13 recognises that this level of demand will continue and the Children's Services budget includes an additional £0.9m to fund these costs. In turn, budgets within Legal Services have been increased by the same amount.

Spend on external legal work, disbursements, specialists and Counsel, has also fallen in 2011/12; projected spend of £2.2m compared to 2010/11 actual of £2.7m.

3 Explanation of variations between adjusted 2011/12 and 2012/13 - £3,316 (5.3%)

3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2011/12	61,228
Adjustments	
• Transfers of functions	982
• Adjustments	692
Adjusted Net Managed Budget 2011/12	62,902
Changes in Prices	
• Pay (Superannuation increase)	183
• Price	760
• Income	- 438
	505
Service Budget Changes	
• Changes in Service Levels	600
• Other Factors not affecting level of service	674
• Efficiency Savings	- 5,095
	- 3,821
Net Managed Budget 2012/13	59,586

3.2 Transfer of Functions (+£1,676k)

- 3.2.1 As part of the review of communications and consolidation of staff into Customer Access and Performance during 2011/12, 37 full time equivalent (fte) staff (£1,206k) have transferred into the Directorate from other services around the Council.
- 3.2.2 The responsibility for the management of the Council's buildings has transferred from Resources to City Development, amounting to £285k (11 fte's). Another transfer of staff has been the move of 8 fte's ex-Education Leeds ICT staff from Children's Services into Corporate ICT (£267k).
- 3.2.3 Following the transfer of area management budgets to Customer Access and Performance in 2011/12, savings (mainly staffing) have been realised and reflected in a full restructure of the service. The net savings figure of £323k has been transferred back to the Environment and Neighbourhoods budget.
- 3.2.4 Resources are implementing a number of changes to simplify the processes around internal recharges within the Council. One change has been to centralise and simplify the way the cost of telephones and mailroom are dealt with which has already resulted in staff savings within the Directorate. To facilitate this, budgets amounting to £897k have been transferred into Resources.
- 3.2.5 A number of other minor transfers amount to -£86k.

3.3 Changes in prices (+£505k)

- 3.3.1 No provision has been made for a pay award in 2012/13 although the budget includes provision of £183k for the increase in employers' superannuation rates.
- 3.3.2 No provision will be made for inflation on running cost budgets other than unavoidable increases in materials, fuel and commodities (£438k) within Commercial Services and on utilities which amounts to £322k in respect of energy costs of City Buildings.
- 3.3.3 A general uplift of 1% has been applied to Commercial Services trading prices, where applicable, to reflect increased costs (£438k).

3.4 Changes in Service Levels (+£600k)

- 3.4.1 £150k is being injected into the ICT budget to formalise 'on call' arrangements to effectively respond to incidents outside of the core hours of Mon - Fri 08:00 - 17:30, to ensure that the right technical staff are available when issues occur. Without formal on-call there are inherent delays in restoring services or diagnosing a fault correctly to a 3rd party organisation.
- 3.4.2 In recent years the Public Private Partnership Unit (PPPU) have predominantly worked on Public Finance Initiative and charged costs to these projects. As part of the Council's continuing commitment to improve procurement, £350k of funding is being allocated for the 'Transforming Procurement' agenda and the PPPU are currently working on changes to the approach to 'category management' within the Council.
- 3.4.3 As explained earlier in the report, provision for additional legal work for Children's Services has been provided for in the budget amounting to £883k.
- 3.4.4 During 2011/12 the 'Regional Economic Intelligence Unit' comprising 5 members of staff transferred from Yorkshire Forward to the Council. The Unit undertakes work on behalf of a number of external bodies and also in support of Council projects. The budget assumes the total cost of £343k will be funded on a trading basis through income generation.
- 3.4.5 An amount of £100k has been allocated to fund the 'Key Account Management' programme which aims to encourage the city's top 100 companies, other public and third sector organisations to attract investment to the city.

3.5 Other Factors not affecting the level of service (+£674k)

- 3.5.1 A new on-line appraisal and training system called 'Cornerstone' which has been funded from capital resource is currently being implemented by ICT and HR. The ongoing annual revenue cost is £170k and has been funded partly by HR (£70k) and the rest from Directorates. The new system will bring benefits in terms of automation and standardisation of existing processes and also cashable benefits in areas such as training.
- 3.5.2 The new Document Record Management Store is now fully operational at the Westland Road site and services from all over the Council are transferring 'semi-permanent' records to the site and freeing up space within other buildings around the city. The full year revenue cost of the facility is £170k.
- 3.5.3 Other changes include a £119k increase in income in respect of recovery of housing benefit overpayments as a result of a general increase in the value of housing benefits paid out. Also, a change in the corporate procurement of agency staff is projected to save £55k which

will mainly be within Commercial Services.

- 3.5.4 An amount of £256k has been allocated to the Elections budget to reflect the actual cost of the elections that will take place in 2012.

3.6 **Efficiency savings** (-£5,095k)

For this directorate the following savings have been identified for 2012/13.

3.6.1 Support Services (Financial Services, ICT and HR)

Budget saving: £3m (£4.7m in 2011/12)

The budget represents a £1.8m (4.6%) saving on staffing through early leavers and assumptions of further staff leaving during the year. This equates to a further 49 fte's.

Procurement savings of £0.4m are expected as a result of contractual changes (within ICT) as well as a general reduction in running costs partly as a consequence of less staff. In addition, many of the support services are generating additional income (including capitalising costs where appropriate) amounting to £0.8m, this includes services to the growing number of Academy Schools.

3.6.2 Revenues and Benefits

Budget Saving: £0.8m (£1m in 2011/12)

The service is reducing further in 2012/13 at a time when benefit volumes have increased. The result of a fundamental staffing restructure in 2011/12 combined with further assumptions around staff turnover will mean a reduction full time equivalent staff of 12 (£317k).

The service are also working with Internal Audit with an external company to identify further cases of single person Council Tax Discount being incorrectly claimed. An expected saving of £700k is reflected in the Council Tax collection account in respect of this.

3.6.3 Democratic and Central Services

Budget saving: £581k

The main elements are pay savings of £400k, assumptions around income growth within Registrars and Licensing (£90) and NNDR savings from the vacation of Canon House in 2011.

3.6.4 Passenger Services and Community Meals

Budget saving: £0.7m saving to client budgets

Savings mainly from working with clients on eligibility and also introducing more socially inclusive travel options ('buddying') and reducing both journey numbers and journey times.

3.6.5 Commercial Group

Budget saving £385k (£2.9m in 2011/12)

The budget saving reflected in the 2011/12 budget has been difficult to meet as it was largely based on maintaining existing service level with less staff and also generating a significant increase in income. The emphasis in the 2012/13 is on making further cost savings where possible but giving emphasis on working with clients to change services so

that the savings accrue directly back into client budgets. An example is the extension of vehicle lives which could save up to £1.7m in 2012/13.

The budget assumes a 5p uplift on the price of a school meal which will take effect from September 2012 which amounts to £91k and reflects the increased cost of food.

3.6.6 Customer Access and Performance

Budget saving £329k (£782k in 2011/12)

The main saving is from a restructure at JNC staffing level saving £150k. Other savings are from 4 early leavers and assumptions around further leavers during the year.

4 Net Revenue Charge

- 4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000s
Net Managed Budget	59,586
Managed Outside Service	- 48,631
Net Revenue Charge	10,955

5 Risk Assessment

- 5.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.
- 5.2 The key risks in the 2012/13 budget for this directorate are as follows:
- 5.2.1 Pay savings amounting to £1.7m are included in the budget on the assumption that staff will leave during the year and only key vacancies will be replaced.
- 5.2.2 Additional income and price uplift within Commercial Services.
- 5.2.3 The Information Commissioner's Body have decided that Leeds City Council may have to change the basis of the charge for the CON29 property search which at present represents an income budget of £183k.
- 5.2.4 Lack of sufficient business expertise and capacity to support corporate and operational management to meet statutory requirements.
- 5.2.5 The probability of a major ICT incident impacting on service delivery.

Briefing note prepared by: Charles Oxtoby
Telephone: 2474228



RESOURCES

Main responsibilities:

Audit and Risk

- Provide an independent and objective assurance on the control environment established to help the council achieve its objectives.
- Be responsible for developing, promoting and implementing council policy and good practice in the areas of risk management and business continuity management.
- Develop integrated plans with all directorates/partner agencies and co-ordinate the council's response to an emergency.
- Promote, publicise and develop '*Spending Money Wisely*'

Financial Development and Financial Management

- Provide overall strategic financial management of the council's finances.
- Maximise the council's financial resources within levels of acceptable risk.
- Promote efficient and effective stewardship of assets and resources.
- Ensure compliance with statutory financial obligations.
- Providing senior managers, budget holders and staff with financial information, guidance and advice to enable them to take responsibility to effectively manage their revenue and capital budgets and to align available resources to priorities.

Revenues and Benefits

- Provide an integrated and inclusive benefits service that is prompt, accurate, secure and sensitive to the needs of the citizens of Leeds and other stakeholders.
- Provide accurate and timely assessments in respect of council's Fairer Charging Scheme.
- Working with key partners, to promote and improve access and take-up of financially assessed services.
- Maximise the collection of local taxation and other income from residents and businesses in Leeds.
- Ensure proper banking arrangements are in place.
- Provide a range of modern payment options for citizens to use.



Information and Communication Technology (ICT) Services

- A key stakeholder and contributor in the formulation and delivery of the council's strategic plans.
- Maintain and develop the council's core ICT infrastructure and software application portfolio to support changing business needs which enable all our staff to have access to the required information and systems they need to provide excellent services to our citizens and partners..
- Develop and support, directly or in partnership, innovative solutions which will help Leeds transform towards its aspiration of being the UK's best city.
- Support nearly 20,000 mobile and fixed line telephones, over 500 council sites and more than 11,000 networked and standalone PC's. Also provide ICT facilities to a range of partners and establishments beyond the council's boundaries.

Human Resources

- Ensure our workforce meets current and future needs of services and reflect the Leeds community.
- Improve levels of safety and wellbeing in the workplace to ensure employees achieve and sustain high levels of performance and attendance. Help managers to properly manage attendance and significantly reduce absence.
- Develop a culture of high performance and systematic learning in which employees have the right knowledge and skills.
- Introduce a fair, flexible and competitive pay and reward structure that encourages employees to perform well.
- Maintain effective relationships with trade unions to provide a modern working environment with excellent communication and involvement for all employees.
- Support the organisation by developing a culture that recognises the role of people in promoting the values of the council.

Business Support Centre

The Business Support Centre operates through a shared services approach providing a range of support services to the council and a number of external parties. Services provided are:

- Payroll Services providing a fully comprehensive end-to-end payroll service for all employees of the council and a number of external bodies. Ensures the council meets all contractual and statutory obligations for payroll.
- Pensions Service is responsible for pension administration for both the local government scheme and the teachers' pension scheme. Also provides interpretation and advice on pension regulations, advice to staff on pension options and on retirement options.
- Central Payments Service is responsible for payment of all of the council's bills ensuring that bills are paid at the optimum time, balancing the requirement to pay promptly with managing cash flow to the council's advantage.
- HR Administration Service is responsible for maintaining the records of all employees of the council, including Criminal Records Bureau checks plus renewals and compilation and maintenance of model employee files associated with the wider safeguarding agenda. Also



Central and Corporate



responsible for administration of the council's recruitment function and developing and advising on good recruitment processes.

Democratic and Central Services

- The provision of a comprehensive research, coordination, and administration support service to all members of the council. Supporting the joint leadership and the mayoralty, and coordinating major civic events.
- The facilitation and management of the formal decision making and scrutiny processes of the council. The servicing of council meetings, Executive Board and other committees and regulatory panels of the council.
- The development, management of, and provision of advice on all matters of corporate and ethical governance.
- The maintenance, review and monitoring of the constitution
- The management of civic and community buildings, office accommodation, and the provision of facilities management support across the council
- Management of facilities related traded services (Print Management, Reprographics, Mail Services and City Signs)
- The organisation and management of elections.
- The registration of births, deaths and marriages.
- Administration and enforcement activities associated with public entertainment, liquor, gambling and vehicle licences

Public Private Partnership Unit and Procurement

- The unit offers advice, guidance, support, scrutiny and a corporate overview to the Executive Board, Corporate Management Team and the council's Strategic Investment Board. The unit was established in 2001 to assist client departments to secure inward investment primarily through the government's Private Finance Initiative (PFI), to deliver long term solutions to agreed council priorities (with contracts of up to 30 years duration).
- To provide advice, assistance and independent scrutiny to client departments and their managers on the methods required for the preparation of initial proposals, feasibility studies (including option appraisal) and the submission of formal business cases to sponsoring government departments. The unit manages the use of external legal, financial and technical advisors through framework contracts to assist in the delivery of the council's PFI portfolio of projects.
- To provide this support to client departments from project inception, through procurement, and beyond the start of service commencement or delivery. The unit also provides advice on contract monitoring, project re-financing, benchmarking and market testing, which are critical long-term aspect of such projects.
- Overseeing and providing strategic direction for the authority's procurement and purchasing procedures and ensuring that departments are empowered to procure works, supplies and services in the most efficient manner and in compliance with the council's Contract Procedure Rules and with European Procurement Directives.



Central and Corporate



- Management of the Supplier and Contract Management System (SCMS), including maintenance of the Approved Lists, managing electronic tendering and undertaking performance monitoring.

Commercial Services:

Property Maintenance

- The provision of responsive, specialist and planned building maintenance services deploying an in house workforce covering the majority of allied trades including electrical, asbestos, joinery, plumbing, bricklaying, plastering, demolition, gas, mechanical and engineering, lift engineering, metal fabrication and flooring for the Directorates, ALMO's and schools portfolio.
- The provision of internal cyclical and non routine building Cleaning services to all types of properties. The service also provide one off builders cleans, house and fly tipping clearance, litter picking, chute clearance services and a 24/7 building static guarding function .

Passenger Transport

- Key front line duties providing transport services to older persons' day services and 'fulfilling lives' centres within Adult Social Care. Within Children's Services activities include transport of children in care of the authority and children with statements of special education needs.
- The School Crossing Patrol service provides 117 crossing sites within the Leeds boundary to ensure that pedestrians cross safely. Crossing Patrols are now legally empowered to stop traffic and to assist any pedestrians to cross, not just children.

Fleet Services

- Vehicle Management and Maintenance services manage the provision of vehicles and plant required by the council's operational departments. This service is also responsible for the regulatory safety inspection of the fleet, together with the routine service and repair of over 1,000 vehicles. In addition, the team operates a fuel management service which provides fuelling facilities for all council departments from various sites across the city.

Catering

- The Catering Service is responsible for providing school meals in 205 primary and special schools, 9 high schools and 28 children's centres. All of the menus are planned to deliver balanced and varied meals. All menus reflect the diverse requirements of the school community, including religious and dietary needs. The food provision in schools is now governed by legislation and the menus all meet the School Food Trust Guidelines. All of the business is subject to open competition.
- City wide Community Meals service – This service provides a 7 day hot meals service to over 2,000 vulnerable people enabling them to stay in their own homes. The service works with the voluntary sector and our own staff to both deliver meals and provide a visual well being check to every customer every delivery.

Cleaning

- Comprehensive internal building cleaning services are also provided to education establishments across the city cleaning approx 60 Primary Schools, 6 High Schools, 40 Children's Centres and a number of other educational establishments.



Central and Corporate



- Adhoc and Emergency Cleaning and Caretaking Service available to all schools in the city as well as specialist kitchen cleans.

Customer Access and Performance

Main responsibilities:

Corporate Support

- Support to the Chief Executive, the Assistant Chief Executive and the Corporate Leadership Team
- Commission on future of local government
- Marketing and Creative Services, Press and Media Relations as well as Web Services
- Communications including: Internal Communications, Directorate Communications and Marketing Support

Customer Access

- Delivery of the council's customer access strategy
- Providing first point of access to a wide range of council services through 14 One Stop Centres and 2 Joint Service Centres.
- Provision of a modern contact centre which provides first point of access to a wide range of Council services via telephone and e-mail.
- Provision of a Welfare Rights service.
- Provision of a Central Interpretation and Translation service.
- Management and corporate leadership of the council's compliments and complaints processes.

Localities and Partnerships

- Lead role for the locality working agenda. New corporately led arrangements in process of being implemented.
- Development of strong and effective governance arrangements that are responsive to the needs and aspirations of local communities.
- Development of strong local leadership (political, council officers and partners) that champions the needs of residents, leads across service boundaries and can be held accountable for the delivery of improved outcomes for local people.
- Engagement of local communities in a way that supports residents in developing local priorities, holding services to account, enabling them to do more for themselves and developing a sense of pride and belonging in their local neighbourhood.
- Development, oversight and delivery of the city's corporate planning framework including the preparation and monitoring of the Vision for Leeds, City Priority Plans, Council Business Plan and quality assurance of service plans.



Central and Corporate



- Development, oversight and support for the city's partnership structure (the Leeds Initiative).
- Provision of advice to elected members, officers and partners on the development and management of the council's corporate policy agenda.
- Provision of corporate policy advice and support to respond to developing national policy and new legislation.
- Development, oversight and advice in regard to the council's legal obligations and agreed priorities with regard to equality and diversity (e.g. Equality Framework, Equality Impact Assessments, Equality Assembly).
- Influence and support national, regional and sub-regional arrangements including the co-ordination of the city's international relations activity.
- Co-ordinate and provide advice on the council's consultation and engagement activities.
- Undertake the secretariat role for the Leeds City Region, Association of West Yorkshire Authorities and Yorkshire Cities.

Intelligence and Improvement

- Development, implementation and delivery of the council's information governance agenda and related activities.
- Development, implementation and delivery of an organisation and partnership-wide research and intelligence agenda which supports and facilitates decision-making and excellent service delivery.
- Development and delivery of the council's performance management framework (including embedding of the Outcome Based Accountability approach) to ensure that performance against outcomes, priorities and targets, both across the council and across relevant partnerships, is effectively monitored and managed.
- Development and delivery of the council's business and service planning approach to ensure that services are focused on delivering efficient and effective services which contribute to the delivery of the Vision for Leeds and the City Priority Plans
- Develop and deliver the council's cross-cutting improvement agenda around Changing the Workplace, Customer Access and Business Support to ensure continuous improvement of the council's services and the delivery of key city and council outcomes.

Legal Services

Main responsibilities:

- The core business of the Service is to provide legal support to the council in delivering its priorities as set out in the City Priority Plans and the council's Business Plan.
- The Service is led by the City Solicitor who is also the Deputy Returning Officer and statutory Monitoring Officer with responsibility for probity at the council.
- The work undertaken includes employment and education; planning; highways transportation and rights of way; compulsory acquisition; civil litigation including judicial review, property and commercial litigation and debt recovery; criminal litigation including prosecutions and advice on anti-social behaviour; advice on licensing matters; property law including regeneration; commercial law including partnerships; housing management and homelessness; legal support for children and adult social care; data protection and access to information and local



Central and Corporate



land charges.

- The nature of the work undertaken by the Service includes putting the council's case at inquiries, tribunals and in court; providing advice on legal and probity issues in committees and other Council meetings; drafting contracts and other legal documents for the council and providing advice to officers and Members.
- Within Legal Services Local Land Charges is a front line service which provides property search services to buyers and co-ordinates the responses to search enquiries concerning council's functions in relation to land.

Resources

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Financial Management	Financial Management	0	10,242	(1,677)	8,565	(8,565)	0
Chief Officer Resources and Strategy	Business Support Centre	0	5,865	(2,569)	3,296	(3,296)	0
Chief Officer Financial Development	Financial Development	0	1,279	(371)	909	(909)	0
Chief Officer Revenues and Benefits	Revenues and Benefits	5,892	341,127	(342,497)	(1,370)	5,936	4,566
Chief Officer ICT	Information Technology	3,987	24,484	(10,343)	14,141	(10,430)	3,710
Chief Officer HR	Human Resources	0	9,100	(1,594)	7,505	(7,505)	0
Chief Officer Audit and Risk	Audit and Risk	433	3,102	(610)	2,492	(2,027)	466
Chief Officer Resources and Strategy	CORS Directorate	0	994	(2)	992	(992)	0
Chief Officer PPPU	Public Private Partnership Unit	(201)	3,190	(4,055)	(866)	544	(321)
Chief Officer PPPU	Procurement	0	2,241	(296)	1,945	(1,945)	0
Chief Officer Democratic and Central Services	Democratic and Central Services	2,067	24,986	(10,367)	14,619	(12,250)	2,369
Chief Officer Commercial Services	Commercial Services	(4,735)	65,161	(73,748)	(8,588)	4,171	(4,417)
Net Cost of Service	Transfers to and from earmarked reserves	7,443	491,770	(448,130)	43,640	(37,268)	6,373
		(2,185)	0	0	0	(1,125)	(1,125)
Net Revenue Charge		5,258	491,770	(448,130)	43,640	(38,393)	5,248

Resources

Summary of budget by type of spending or income

	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		79,464	78,723
Agency And Temporary Staff		1,634	1,186
National Insurance Contributions		5,435	5,102
Superannuation Costs		9,621	9,514
Other Pension Costs		2,257	2,130
Other Employee Related Costs		563	598
Training And Development		799	813
		99,772	98,067
Premises			
Buildings Maintenance		168	158
Grounds Maintenance		120	123
Building Security		731	723
Cleaning And Workplace Refuse		1,976	1,955
Gas		550	520
Electricity		1,046	1,052
Other Utilities		220	391
Rents		1,035	1,190
NNDR		3,159	3,385
Accommodation Charges		457	454
Premises Related Insurance		183	203
		9,644	10,157
Supplies & Services			
Materials And Equipment		9,135	9,109
Stationery And Postage		2,156	2,107
Advertising		19	15
IT/Telecommunications		9,341	9,600
Insurance		106	119
Professional Fees and Subscriptions		2,017	1,422
Catering Service		1	1
Recycling And Reuse		1	1
Waste Disposal And Landfill Tax		0	15
Allowances		35	33
Consultancy Services		3	3
External Audit Fees		563	563
Security Services		4	9
Other Hired And Contracted Services		6,020	5,946
Licences		8	5
Publication And Promotion		60	40
Miscellaneous		358	140
		29,826	29,128
Transport			
Vehicles And Plant Related Expenditure		6,965	6,782
Travel Allowances		532	561
Fuel		4,879	5,189
Private Hire		6,332	5,657
Transport Related Insurance		240	230
		18,947	18,419
Internal Charges			
Managed Recharges Frm Other Directorates		1,151	5,584
Charges To/From HRA		67	68

Resources

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Internal Charges	1,218	5,652
Transfer Payments		
Compensation Payments	1	1
Council Tax Benefit Payments	56,142	56,632
Discretionary NNDR Rebates	184	184
Housing Benefit Payments	252,318	273,498
Civic Allowances	67	67
	308,712	330,382
Capital		
RCCO (Revenue Contribution To Capital)	8	8
	8	8
Appropriations		
Transfers To/From Earmarked Reserves	(51)	(41)
	(51)	(41)
Appropriation		
Transfers To/From Capital Reserve	4,367	0
	4,367	0
Managed Expenditure	472,444	491,770
Internal Income		
Income From Other Directorates	(91,082)	(89,911)
Recharges Income From Capital	(324)	(732)
Charge To/From HRA	(67)	(68)
	(91,473)	(90,711)
Income - Grants		
Government Grants	(310,717)	(331,075)
DCLG Grants	(1,231)	(1,231)
	(311,948)	(332,306)
Income - Charges		
Sale Of Goods And Services	(1,361)	(2,248)
Fees And Charges	(6,742)	(6,771)
Contributions	(241)	(176)
Other Income	(8,590)	(9,537)
Rents	(1,038)	(1,071)
Income Received From ALMOs	(5,219)	(5,310)
	(23,190)	(25,113)
Managed Income	(426,612)	(448,130)
Net Managed Budget	45,832	43,640
Accounting Adjustments		
IAS 19 Pensions Costs	3,667	1,125
Vehicles And Plant (Internal Leasing)	(1,414)	(1,724)
Vehicle leasing recharges	0	1,402
Transfers To/From Statutory Reserves	(3,268)	(1,125)
Transfers to Capital Reserve - Vehicles	1,083	0
Capital Charges	12,170	10,892
	12,238	10,569

Resources

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Central Recharges		
Central Recharges Expenditure	36,303	35,817
Central Recharges Income	(98,611)	(81,852)
Corporate & Democratic Core Income	(10,489)	(10,690)
	(72,798)	(56,725)
Other Internal Adjustments		
Internal Reallocations Charges	154,902	136,917
Internal Reallocations Income	(134,916)	(129,154)
	19,986	7,763
Managed Outside the Service	(40,574)	(38,393)
Net Cost of Service	5,258	5,248

Resources

Budget Manager : Chief Officer Financial Management

Financial Management			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		8,439	8,002
National Insurance Contributions		656	622
Superannuation Costs		1,159	1,115
Other Pension Costs		153	132
Other Employee Related Costs		2	3
Training And Development		76	54
		10,485	9,928
Premises			
Buildings Maintenance		1	1
Premises Related Insurance		13	13
		14	14
Supplies & Services			
Materials And Equipment		8	8
Stationery And Postage		14	19
Advertising		2	2
IT/Telecommunications		92	107
Insurance		4	5
Professional Fees and Subscriptions		28	19
Allowances		0	0
Other Hired And Contracted Services		33	61
Licences		0	0
		182	220
Transport			
Travel Allowances		84	81
		84	81
Appropriation			
Transfers To/From Capital Reserve		2	0
		2	0
Managed Expenditure		10,766	10,242
Internal Income			
Income From Other Directorates		(974)	(1,094)
Recharges Income From Capital		(8)	(395)
		(982)	(1,489)
Income - Charges			
Sale Of Goods And Services		(2)	(48)
Fees And Charges		(12)	(12)
Contributions		(65)	0
Other Income		(43)	(43)
Income Received From ALMOs		(72)	(85)
		(194)	(189)
Managed Income		(1,175)	(1,677)
Net Managed Budget		9,590	8,565
Accounting Adjustments			
IAS 19 Pensions Costs		661	274
		661	274

Resources

Budget Manager : Chief Officer Financial Management

Financial Management			
	£000	Budget 2011/12	Budget 2012/13
Central Recharges			
Central Recharges Expenditure		32,806	32,951
Central Recharges Income		(95,762)	(81,674)
Corporate & Democratic Core Income		(1,463)	(2,135)
		(64,420)	(50,858)
Other Internal Adjustments			
Internal Reallocations Charges		98,752	85,521
Internal Reallocations Income		(44,584)	(43,501)
		54,168	42,020
Managed Outside the Service		(9,590)	(8,565)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Resources and Strategy

Business Support Centre			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		3,721	4,048
National Insurance Contributions		258	273
Superannuation Costs		525	554
Other Pension Costs		158	149
Other Employee Related Costs		1	145
Training And Development		7	9
		4,669	5,177
Premises			
Buildings Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
NNDR		1	1
		3	3
Supplies & Services			
Materials And Equipment		6	13
Stationery And Postage		131	64
Advertising		0	1
IT/Telecommunications		331	379
Insurance		2	3
Professional Fees and Subscriptions		185	185
Allowances		1	1
Other Hired And Contracted Services		(8)	8
		649	653
Transport			
Travel Allowances		7	6
		7	6
Internal Charges			
Managed Recharges Frm Other Directorates		6	27
		6	27
Managed Expenditure		5,333	5,865
Internal Income			
Income From Other Directorates		(1,584)	(2,093)
		(1,584)	(2,093)
Income - Charges			
Sale Of Goods And Services		(56)	(125)
Fees And Charges		(9)	(8)
Other Income		(222)	(231)
Rents		0	0
Income Received From ALMOs		(113)	(112)
		(401)	(476)
Managed Income		(1,985)	(2,569)
Net Managed Budget		3,348	3,296
Accounting Adjustments			
IAS 19 Pensions Costs		224	53
Capital Charges		355	707
		579	760

Resources

Budget Manager : Chief Officer Resources and Strategy

Business Support Centre			
£000		Budget 2011/12	Budget 2012/13
Central Recharges			
Central Recharges Income		720	(294)
		720	(294)
Other Internal Adjustments			
Internal Reallocations Charges		4,584	4,527
Internal Reallocations Income		(9,231)	(8,289)
		(4,646)	(3,762)
Managed Outside the Service		(3,348)	(3,296)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Financial Development

Financial Development			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		856	787
National Insurance Contributions		69	62
Superannuation Costs		121	113
Other Pension Costs		36	50
Other Employee Related Costs		0	0
Training And Development		4	4
		1,086	1,016
Supplies & Services			
Materials And Equipment		3	1
Stationery And Postage		6	5
Advertising		0	1
IT/Telecommunications		38	40
Insurance		1	1
Professional Fees and Subscriptions		214	211
Allowances		0	0
Other Hired And Contracted Services		(4)	0
		257	260
Transport			
Travel Allowances		3	3
		3	3
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Appropriation			
Transfers To/From Capital Reserve		2	0
		2	0
Managed Expenditure		1,349	1,279
Internal Income			
Recharges Income From Capital		(317)	(317)
		(317)	(317)
Income - Charges			
Sale Of Goods And Services		(27)	(27)
Fees And Charges		(5)	(5)
Other Income		0	(13)
Income Received From ALMOs		(7)	(9)
		(40)	(54)
Managed Income		(357)	(371)
Net Managed Budget		992	909
Accounting Adjustments			
IAS 19 Pensions Costs		49	(9)
		49	(9)
Central Recharges			
Central Recharges Income		(61)	160
Corporate & Democratic Core Income		(474)	(484)
		(535)	(325)

Resources

Budget Manager : Chief Officer Financial Development

Financial Development			
	£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments			
Internal Reallocations Charges		637	612
Internal Reallocations Income		(1,143)	(1,186)
		(506)	(575)
Managed Outside the Service		(992)	(909)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Revenues and Benefits

Revenues and Benefits			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		7,295	6,799
National Insurance Contributions		496	441
Superannuation Costs		1,029	903
Other Pension Costs		222	206
Other Employee Related Costs		2	2
Training And Development		19	10
		9,063	8,361
Premises			
Rents		5	5
NNDR		6	6
		11	11
Supplies & Services			
Materials And Equipment		26	11
Stationery And Postage		496	479
IT/Telecommunications		653	611
Insurance		5	5
Professional Fees and Subscriptions		499	496
Allowances		1	1
External Audit Fees		46	46
Other Hired And Contracted Services		430	430
Publication And Promotion		11	6
Miscellaneous		80	80
		2,246	2,164
Transport			
Travel Allowances		59	59
		59	59
Internal Charges			
Managed Recharges Frm Other Directorates		218	218
		218	218
Transfer Payments			
Compensation Payments		1	1
Council Tax Benefit Payments		56,142	56,632
Discretionary NNDR Rebates		184	184
Housing Benefit Payments		252,318	273,498
		308,645	330,315
Managed Expenditure		320,241	341,127
Internal Income			
Income From Other Directorates		(656)	(613)
		(656)	(613)
Income - Grants			
Government Grants		(310,437)	(330,851)
DCLG Grants		(1,231)	(1,231)
		(311,668)	(332,082)
Income - Charges			
Sale Of Goods And Services		0	(43)
Fees And Charges		(2,322)	(2,422)
Other Income		(6,237)	(7,328)
Income Received From ALMOs		(9)	(9)

Resources

Budget Manager : Chief Officer Revenues and Benefits

Revenues and Benefits			
	£000	Budget 2011/12	Budget 2012/13
Income - Charges		(8,567)	(9,802)
Managed Income		(320,891)	(342,497)
Net Managed Budget		(651)	(1,370)
Accounting Adjustments			
IAS 19 Pensions Costs		500	123
Capital Charges		51	21
		551	144
Central Recharges			
Central Recharges Expenditure		3,497	2,866
Central Recharges Income		(3,579)	(2,848)
Corporate & Democratic Core Income		(395)	(357)
		(476)	(339)
Other Internal Adjustments			
Internal Reallocations Charges		19,524	19,225
Internal Reallocations Income		(13,056)	(13,093)
		6,468	6,132
Managed Outside the Service		6,543	5,936
Net Cost of Service		5,892	4,566

Resources

Budget Manager : Chief Officer ICT

Information Technology			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		9,436	10,049
National Insurance Contributions		762	761
Superannuation Costs		1,258	1,367
Other Pension Costs		292	311
Other Employee Related Costs		9	9
Training And Development		161	161
		11,918	12,659
Premises			
Cleaning And Workplace Refuse		2	1
Accommodation Charges		14	14
		16	15
Supplies & Services			
Materials And Equipment		14	14
Stationery And Postage		18	10
IT/Telecommunications		7,332	7,367
Insurance		5	6
Professional Fees and Subscriptions		956	348
Other Hired And Contracted Services		212	254
Publication And Promotion		20	5
		8,556	8,003
Transport			
Vehicles And Plant Related Expenditure		17	17
Travel Allowances		45	35
Fuel		4	4
Transport Related Insurance		0	0
		66	56
Internal Charges			
Managed Recharges Frm Other Directorates		8	3,751
		8	3,751
Appropriation			
Transfers To/From Capital Reserve		4,020	0
		4,020	0
Managed Expenditure		24,583	24,484
Internal Income			
Income From Other Directorates		(9,044)	(8,486)
		(9,044)	(8,486)
Income - Charges			
Sale Of Goods And Services		(33)	(33)
Fees And Charges		(5)	(5)
Other Income		0	(125)
Income Received From ALMOs		(1,638)	(1,695)
		(1,676)	(1,857)
Managed Income		(10,720)	(10,343)
Net Managed Budget		13,863	14,141

Resources

Budget Manager : Chief Officer ICT

Information Technology			
	£000	Budget 2011/12	Budget 2012/13
Accounting Adjustments			
IAS 19 Pensions Costs		592	186
Vehicles And Plant (Internal Leasing)		(2)	(2)
Vehicle leasing recharges		0	2
Capital Charges		8,259	6,991
		8,849	7,176
Central Recharges			
Central Recharges Income		(303)	1,658
		(303)	1,658
Other Internal Adjustments			
Internal Reallocations Charges		7,331	5,531
Internal Reallocations Income		(25,753)	(24,795)
		(18,422)	(19,264)
Managed Outside the Service		(9,876)	(10,430)
Net Cost of Service		3,987	3,710

Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		7,092	6,161
National Insurance Contributions		551	480
Superannuation Costs		1,000	880
Other Pension Costs		275	214
Other Employee Related Costs		248	106
Training And Development		305	303
		9,471	8,145
Premises			
Cleaning And Workplace Refuse		0	0
Rents		43	17
		44	18
Supplies & Services			
Materials And Equipment		44	36
Stationery And Postage		38	24
IT/Telecommunications		57	144
Insurance		3	4
Professional Fees and Subscriptions		31	31
Catering Service		1	1
Other Hired And Contracted Services		273	294
Licences		5	0
		452	536
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		102	97
Private Hire		0	0
		103	98
Internal Charges			
Managed Recharges Frm Other Directorates		303	303
		303	303
Managed Expenditure		10,372	9,100
Internal Income			
Income From Other Directorates		(2,009)	(1,578)
		(2,009)	(1,578)
Income - Charges			
Fees And Charges		(10)	(10)
Other Income		(1)	(6)
		(11)	(16)
Managed Income		(2,020)	(1,594)
Net Managed Budget		8,352	7,505
Accounting Adjustments			
IAS 19 Pensions Costs		427	107
Capital Charges		118	0
		545	107

Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2011/12	Budget 2012/13
Central Recharges			
Central Recharges Income		468	543
		468	543
Other Internal Adjustments			
Internal Reallocations Charges		1,019	1,176
Internal Reallocations Income		(10,384)	(9,332)
		(9,366)	(8,155)
Managed Outside the Service		(8,352)	(7,505)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Audit and Risk

Audit and Risk			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,713	1,965
National Insurance Contributions		140	155
Superannuation Costs		241	281
Other Pension Costs		4	4
Other Employee Related Costs		0	0
Training And Development		22	21
		2,121	2,427
Premises			
Cleaning And Workplace Refuse		0	0
Rents		61	61
		61	61
Supplies & Services			
Materials And Equipment		26	23
Stationery And Postage		8	10
IT/Telecommunications		18	15
Insurance		1	1
Professional Fees and Subscriptions		7	6
Allowances		3	2
External Audit Fees		517	517
Other Hired And Contracted Services		14	14
		595	589
Transport			
Vehicles And Plant Related Expenditure		13	13
Travel Allowances		7	7
Transport Related Insurance		0	0
		21	20
Internal Charges			
Managed Recharges Frm Other Directorates		5	5
		5	5
Managed Expenditure		2,803	3,102
Internal Income			
Income From Other Directorates		0	(244)
		0	(244)
Income - Charges			
Sale Of Goods And Services		(115)	(365)
Fees And Charges		(1)	(1)
		(116)	(366)
Managed Income		(116)	(610)
Net Managed Budget		2,686	2,492
Accounting Adjustments			
IAS 19 Pensions Costs		166	98
Vehicles And Plant (Internal Leasing)		(6)	(6)
Vehicle leasing recharges		0	6
Capital Charges		6	6
		166	105

Resources

Budget Manager : Chief Officer Audit and Risk

Audit and Risk			
	£000	Budget 2011/12	Budget 2012/13
Central Recharges			
Central Recharges Income		133	125
Corporate & Democratic Core Income		(615)	(616)
		(483)	(490)
Other Internal Adjustments			
Internal Reallocations Charges		437	457
Internal Reallocations Income		(2,374)	(2,097)
		(1,937)	(1,641)
Managed Outside the Service		(2,254)	(2,027)
Net Cost of Service		433	466

Resources

Budget Manager : Chief Officer Resources and Strategy

CORS Directorate			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		536	495
National Insurance Contributions		48	44
Superannuation Costs		74	70
Other Pension Costs		243	252
Other Employee Related Costs		1	0
Training And Development		2	2
		904	864
Premises			
Cleaning And Workplace Refuse		0	1
		0	1
Supplies & Services			
Materials And Equipment		4	53
Stationery And Postage		22	47
IT/Telecommunications		3	2
Insurance		1	2
Professional Fees and Subscriptions		2	2
Allowances		0	0
Other Hired And Contracted Services		8	21
Miscellaneous		5	0
		46	127
Transport			
Travel Allowances		2	2
Transport Related Insurance		5	0
		6	2
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		957	994
Income - Charges			
Fees And Charges		(1)	(1)
Other Income		(1)	(1)
		(2)	(2)
Managed Income		(2)	(2)
Net Managed Budget		955	992
Accounting Adjustments			
IAS 19 Pensions Costs		(191)	(226)
		(191)	(226)
Central Recharges			
Corporate & Democratic Core Income		(46)	(47)
		(46)	(47)
Other Internal Adjustments			
Internal Reallocations Charges		263	260
Internal Reallocations Income		(981)	(979)
		(718)	(719)
Managed Outside the Service		(955)	(992)

Resources

Budget Manager : Chief Officer Resources and Strategy

CORS Directorate			
£000		Budget 2011/12	Budget 2012/13
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer PPPU

Public Private Partnership Unit			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		2,053	2,493
Agency And Temporary Staff		156	0
National Insurance Contributions		199	222
Superannuation Costs		275	354
Other Employee Related Costs		5	4
Training And Development		18	23
		2,705	3,095
Premises			
Grounds Maintenance		2	2
Cleaning And Workplace Refuse		16	16
		18	18
Supplies & Services			
Materials And Equipment		5	2
Stationery And Postage		7	5
IT/Telecommunications		23	28
Insurance		4	2
Professional Fees and Subscriptions		5	2
Allowances		0	0
Other Hired And Contracted Services		43	3
		86	42
Transport			
Travel Allowances		14	24
		14	24
Internal Charges			
Managed Recharges Frm Other Directorates		0	2
		0	2
Appropriations			
Transfers To/From Earmarked Reserves		0	10
		0	10
Managed Expenditure		2,822	3,190
Internal Income			
Income From Other Directorates		(2,117)	(3,201)
		(2,117)	(3,201)
Income - Charges			
Fees And Charges		(1)	(1)
Other Income		(1,545)	(852)
		(1,546)	(854)
Managed Income		(3,664)	(4,055)
Net Managed Budget		(842)	(866)
Accounting Adjustments			
IAS 19 Pensions Costs		193	129
		193	129
Other Internal Adjustments			
Internal Reallocations Charges		448	478
Internal Reallocations Income		0	(63)

Resources

Budget Manager : Chief Officer PPPU

Public Private Partnership Unit		
£000	Budget 2011/12	Budget 2012/13
	448	416
Managed Outside the Service	641	544
Net Cost of Service	(201)	(321)

Resources

Budget Manager : Chief Officer PPPU

Procurement			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,349	1,441
National Insurance Contributions		106	109
Superannuation Costs		195	206
Other Pension Costs		72	57
Other Employee Related Costs		2	2
Training And Development		12	12
		1,736	1,828
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials And Equipment		10	5
Stationery And Postage		15	10
Advertising		9	5
IT/Telecommunications		19	15
Insurance		0	1
Professional Fees and Subscriptions		3	3
Allowances		5	5
Consultancy Services		1	1
Other Hired And Contracted Services		11	11
		73	56
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		7	7
		8	8
Internal Charges			
Managed Recharges Frm Other Directorates		0	350
		0	350
Managed Expenditure		1,816	2,241
Internal Income			
Recharges Income From Capital		0	(20)
		0	(20)
Income - Charges			
Fees And Charges		(1)	(1)
Other Income		(87)	(158)
Income Received From ALMOs		(97)	(117)
		(185)	(276)
Managed Income		(185)	(296)
Net Managed Budget		1,631	1,945
Accounting Adjustments			
IAS 19 Pensions Costs		65	18
Capital Charges		0	0
		65	18

Resources

Budget Manager : Chief Officer PPPU

Procurement			
	£000	Budget 2011/12	Budget 2012/13
Central Recharges			
Central Recharges Income		(117)	(259)
		(117)	(259)
Other Internal Adjustments			
Internal Reallocations Charges		302	316
Internal Reallocations Income		(1,881)	(2,020)
		(1,579)	(1,704)
Managed Outside the Service		(1,631)	(1,945)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Democratic and Central Services

Democratic and Central Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		10,079	9,320
Agency And Temporary Staff		(1)	0
National Insurance Contributions		725	621
Superannuation Costs		1,224	1,180
Other Pension Costs		157	184
Other Employee Related Costs		14	14
Training And Development		69	48
		12,266	11,366
Premises			
Buildings Maintenance		98	98
Grounds Maintenance		117	120
Building Security		703	692
Cleaning And Workplace Refuse		1,711	1,699
Gas		488	472
Electricity		957	987
Other Utilities		194	348
Rents		863	1,044
NNDR		2,975	3,208
Accommodation Charges		443	440
Premises Related Insurance		168	185
		8,716	9,294
Supplies & Services			
Materials And Equipment		905	809
Stationery And Postage		1,323	1,360
Advertising		7	6
IT/Telecommunications		462	596
Insurance		36	44
Professional Fees and Subscriptions		58	56
Allowances		24	22
Consultancy Services		0	0
Security Services		4	9
Other Hired And Contracted Services		603	515
Licences		2	1
Publication And Promotion		20	20
Miscellaneous		1	1
		3,443	3,438
Transport			
Vehicles And Plant Related Expenditure		72	80
Travel Allowances		56	67
Fuel		25	29
Transport Related Insurance		3	7
		156	183
Internal Charges			
Managed Recharges Frm Other Directorates		447	613
Charges To/From HRA		17	68
		464	681
Transfer Payments			
Civic Allowances		67	67
		67	67

Resources

Budget Manager : Chief Officer Democratic and Central Services

Democratic and Central Services			
	£000	Budget 2011/12	Budget 2012/13
Capital			
RCCO (Revenue Contribution To Capital)		8	8
		8	8
Appropriations			
Transfers To/From Earmarked Reserves		(51)	(51)
		(51)	(51)
Appropriation			
Transfers To/From Capital Reserve		183	0
		183	0
Managed Expenditure		25,253	24,986
Internal Income			
Income From Other Directorates		(5,394)	(4,483)
Charge To/From HRA		(67)	(68)
		(5,461)	(4,551)
Income - Charges			
Sale Of Goods And Services		(145)	(145)
Fees And Charges		(4,132)	(4,291)
Contributions		(176)	(176)
Other Income		(13)	(15)
Rents		(1,037)	(1,071)
Income Received From ALMOs		(180)	(117)
		(5,683)	(5,816)
Managed Income		(11,144)	(10,367)
Net Managed Budget		14,109	14,619
Accounting Adjustments			
IAS 19 Pensions Costs		678	241
Vehicles And Plant (Internal Leasing)		(77)	(83)
Vehicle leasing recharges		0	39
Capital Charges		2,714	2,512
		3,314	2,710
Central Recharges			
Central Recharges Income		(109)	736
Corporate & Democratic Core Income		(7,496)	(7,050)
		(7,605)	(6,314)
Other Internal Adjustments			
Internal Reallocations Charges		14,121	13,423
Internal Reallocations Income		(21,872)	(22,068)
		(7,751)	(8,645)
Managed Outside the Service		(12,042)	(12,250)
Net Cost of Service		2,067	2,369

Resources

Budget Manager : Chief Officer Commercial Services

Commercial Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		26,896	27,162
Agency And Temporary Staff		1,479	1,186
National Insurance Contributions		1,425	1,313
Superannuation Costs		2,521	2,492
Other Pension Costs		647	572
Other Employee Related Costs		278	312
Training And Development		103	166
		33,349	33,202
Premises			
Buildings Maintenance		68	60
Grounds Maintenance		1	1
Building Security		28	30
Cleaning And Workplace Refuse		247	237
Gas		62	49
Electricity		89	65
Other Utilities		26	43
Rents		62	62
NNDR		176	169
Accommodation Charges		0	1
Premises Related Insurance		2	5
		761	722
Supplies & Services			
Materials And Equipment		8,083	8,134
Stationery And Postage		79	75
Advertising		1	1
IT/Telecommunications		315	297
Insurance		43	47
Professional Fees and Subscriptions		29	64
Recycling And Reuse		1	1
Waste Disposal And Landfill Tax		0	15
Allowances		2	1
Consultancy Services		3	3
Other Hired And Contracted Services		4,406	4,335
Licences		1	3
Publication And Promotion		10	10
Miscellaneous		272	59
		13,243	13,042
Transport			
Vehicles And Plant Related Expenditure		6,861	6,671
Travel Allowances		148	175
Fuel		4,850	5,156
Private Hire		6,332	5,656
Transport Related Insurance		232	223
		18,422	17,881
Internal Charges			
Managed Recharges Frm Other Directorates		163	314
Charges To/From HRA		50	0
		213	314
Appropriation			

Resources

Budget Manager : Chief Officer Commercial Services

Commercial Services			
	£000	Budget 2011/12	Budget 2012/13
Appropriation			
Transfers To/From Capital Reserve		160	0
		160	0
Managed Expenditure		66,149	65,161
Internal Income			
Income From Other Directorates		(69,303)	(68,119)
		(69,303)	(68,119)
Income - Grants			
Government Grants		(280)	(224)
		(280)	(224)
Income - Charges			
Sale Of Goods And Services		(983)	(1,462)
Fees And Charges		(241)	(13)
Other Income		(442)	(765)
Income Received From ALMOs		(3,103)	(3,166)
		(4,769)	(5,406)
Managed Income		(74,351)	(73,748)
Net Managed Budget		(8,202)	(8,588)
Accounting Adjustments			
IAS 19 Pensions Costs		303	133
Vehicles And Plant (Internal Leasing)		(1,329)	(1,633)
Vehicle leasing recharges		0	1,355
Capital Charges		667	654
		(359)	510
Other Internal Adjustments			
Internal Reallocations Charges		7,483	5,392
Internal Reallocations Income		(3,657)	(1,730)
		3,826	3,661
Managed Outside the Service		3,468	4,171
Net Cost of Service		(4,735)	(4,417)

Legal Services

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
City Solicitor	Legal Services	(364)	6,109	(7,998)	(1,889)	1,265	(624)
Net Cost of Service		(364)	6,109	(7,998)	(1,889)	1,265	(624)
	Transfers to and from earmarked reserves	(885)	0	0	0	(199)	(199)
Net Revenue Charge		(1,248)	6,109	(7,998)	(1,889)	1,066	(823)

Legal Services

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	3,577	4,149
National Insurance Contributions	308	321
Superannuation Costs	557	593
Other Pension Costs	16	16
Other Employee Related Costs	46	76
Training And Development	37	36
	4,541	5,190
Premises		
Cleaning And Workplace Refuse	2	2
Rents	121	121
NNDR	35	35
Premises Related Insurance	0	0
	159	159
Supplies & Services		
Materials And Equipment	82	127
Stationery And Postage	61	39
IT/Telecommunications	97	80
Insurance	6	6
Professional Fees and Subscriptions	5	5
Allowances	1	1
Other Hired And Contracted Services	16	16
Licences	1	1
	269	274
Transport		
Travel Allowances	30	30
Transport Related Insurance	0	0
	30	30
Internal Charges		
Managed Recharges Frm Other Directorates	1,033	455
	1,033	455
Appropriation		
Transfers To/From Capital Reserve	22	0
	22	0
Managed Expenditure	6,054	6,109
Internal Income		
Income From Other Directorates	(6,481)	(6,791)
Corporate & Democratic Core Chge To HRA	(75)	0
	(6,556)	(6,791)
Income - Charges		
Fees And Charges	(550)	(550)
Other Income	(283)	(283)
Income Received From ALMOs	(374)	(374)
	(1,207)	(1,207)
Managed Income	(7,764)	(7,998)
Net Managed Budget	(1,710)	(1,889)

Legal Services

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Accounting Adjustments		
IAS 19 Pensions Costs	374	199
Transfers To/From Statutory Reserves	(904)	(199)
Transfers to Capital Reserve - Vehicles	19	0
Capital Charges	1	2
	(509)	2
Other Internal Adjustments		
Internal Reallocations Charges	7,316	7,208
Internal Reallocations Income	(6,345)	(6,144)
	971	1,064
Managed Outside the Service	461	1,066
Net Cost of Service	(1,248)	(823)

Legal Services

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		3,577	4,149
National Insurance Contributions		308	321
Superannuation Costs		557	593
Other Pension Costs		16	16
Other Employee Related Costs		46	76
Training And Development		37	36
		4,541	5,190
Premises			
Cleaning And Workplace Refuse		2	2
Rents		121	121
NNDR		35	35
Premises Related Insurance		0	0
		159	159
Supplies & Services			
Materials And Equipment		82	127
Stationery And Postage		61	39
IT/Telecommunications		97	80
Insurance		6	6
Professional Fees and Subscriptions		5	5
Allowances		1	1
Other Hired And Contracted Services		16	16
Licences		1	1
		269	274
Transport			
Travel Allowances		30	30
Transport Related Insurance		0	0
		30	30
Internal Charges			
Managed Recharges Frm Other Directorates		1,033	455
		1,033	455
Appropriation			
Transfers To/From Capital Reserve		22	0
		22	0
Managed Expenditure		6,054	6,109
Internal Income			
Income From Other Directorates		(6,481)	(6,791)
Corporate & Democratic Core Chge To HRA		(75)	0
		(6,556)	(6,791)
Income - Charges			
Fees And Charges		(550)	(550)
Other Income		(283)	(283)
Income Received From ALMOs		(374)	(374)
		(1,207)	(1,207)
Managed Income		(7,764)	(7,998)
Net Managed Budget		(1,710)	(1,889)

Legal Services

Budget Manager : City Solicitor

Legal Services			
£000		Budget 2011/12	Budget 2012/13
Accounting Adjustments	IAS 19 Pensions Costs	374	199
	Capital Charges	1	2
		375	201
Other Internal Adjustments	Internal Reallocations Charges	7,316	7,208
	Internal Reallocations Income	(6,345)	(6,144)
		971	1,064
Managed Outside the Service		1,346	1,265
Net Cost of Service		(364)	(624)

Customer Access and Performance

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Customer Access	Customer Access Localities and Partnerships Intelligence and Improvement Corporate Support Area Management	1,574	12,536	(5,388)	7,148	(6,051)	1,097
Chief Officer Localities & Partnerships		858	2,317	(540)	1,777	(803)	974
Chief Officer Intelligence & Improvement		0	3,214	(1,007)	2,207	(2,207)	0
Chief Officer Corporate Support		660	3,409	(195)	3,213	(1,839)	1,374
Chief Officer Localities & Partnerships		3,611	3,585	(96)	3,489	(68)	3,421
Net Cost of Service		6,702	25,061	(7,226)	17,835	(10,968)	6,866
	Transfers to and from earmarked reserves	(957)	0	0	0	(335)	(335)
Net Revenue Charge		5,746	25,061	(7,226)	17,835	(11,303)	6,531

Customer Access and Performance

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Direct Pay Costs	14,742	15,638
National Insurance Contributions	1,114	1,200
Superannuation Costs	1,977	2,111
Other Pension Costs	406	432
Other Employee Related Costs	23	22
Training And Development	35	35
	18,297	19,438
Premises		
Buildings Maintenance	10	10
Grounds Maintenance	1	1
Cleaning And Workplace Refuse	5	5
Gas	3	3
Electricity	4	4
Other Utilities	1	1
Rents	20	20
NNDR	4	4
Premises Related Insurance	26	26
	74	74
Supplies & Services		
Materials And Equipment	82	82
Stationery And Postage	211	172
Advertising	2	2
IT/Telecommunications	1,272	779
Insurance	8	8
Professional Fees and Subscriptions	689	688
Grants And Contributions	2,042	2,042
Catering Service	3	3
Allowances	5	5
Other Hired And Contracted Services	791	899
Licences	2	2
Publication And Promotion	62	62
	5,167	4,744
Transport		
Travel Allowances	64	64
	64	64
Internal Charges		
Managed Recharges Frm Other Directorates	310	741
	310	741
Appropriation		
Transfers To/From Capital Reserve	25	0
	25	0
Managed Expenditure	23,937	25,061
Internal Income		
Income From Other Directorates	(2,892)	(2,980)
	(2,892)	(2,980)
Income - Charges		
Sale Of Goods And Services	(238)	(238)
Fees And Charges	(114)	(457)
Contributions	(85)	(58)

Customer Access and Performance

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Income - Charges		
Other Income	(670)	(660)
Income Received From ALMOs	(2,833)	(2,833)
	(3,940)	(4,246)
Managed Income	(6,832)	(7,226)
Net Managed Budget	17,105	17,835
Accounting Adjustments		
IAS 19 Pensions Costs	981	335
Transfers To/From Statutory Reserves	(957)	(335)
Capital Charges	237	311
	262	311
Central Recharges		
Central Recharges Expenditure	202	0
Central Recharges Income	(930)	(262)
Corporate & Democratic Core Income	(2,565)	(2,526)
	(3,293)	(2,788)
Other Internal Adjustments		
Internal Reallocations Charges	4,714	4,821
Internal Reallocations Income	(13,043)	(13,648)
	(8,329)	(8,827)
Managed Outside the Service	(11,359)	(11,303)
Net Cost of Service	5,746	6,531

Customer Access and Performance

Budget Manager : Chief Officer Customer Access

Customer Access			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		8,875	8,977
National Insurance Contributions		610	616
Superannuation Costs		1,161	1,139
Other Pension Costs		126	152
Other Employee Related Costs		15	15
Training And Development		23	23
		10,809	10,921
Premises			
Buildings Maintenance		10	10
Grounds Maintenance		1	1
Cleaning And Workplace Refuse		2	2
Gas		1	1
Rents		20	20
Premises Related Insurance		26	26
		60	60
Supplies & Services			
Materials And Equipment		55	55
Stationery And Postage		63	48
Advertising		1	1
IT/Telecommunications		393	373
Insurance		6	6
Professional Fees and Subscriptions		293	293
Allowances		1	1
Other Hired And Contracted Services		513	513
Licences		2	2
		1,326	1,292
Transport			
Travel Allowances		38	38
		38	38
Internal Charges			
Managed Recharges Frm Other Directorates		200	225
		200	225
Appropriation			
Transfers To/From Capital Reserve		25	0
		25	0
Managed Expenditure		12,459	12,536
Internal Income			
Income From Other Directorates		(1,785)	(2,034)
		(1,785)	(2,034)
Income - Charges			
Sale Of Goods And Services		(238)	(238)
Fees And Charges		(110)	(110)
Contributions		(58)	(58)
Other Income		(115)	(115)
Income Received From ALMOs		(2,833)	(2,833)
		(3,354)	(3,354)
Managed Income		(5,139)	(5,388)

Customer Access and Performance

Budget Manager : Chief Officer Customer Access

Customer Access		
£000	Budget 2011/12	Budget 2012/13
Net Managed Budget	7,320	7,148
Accounting Adjustments		
IAS 19 Pensions Costs	689	262
Capital Charges	99	230
	789	493
Central Recharges		
Central Recharges Income	(605)	(726)
	(605)	(726)
Other Internal Adjustments		
Internal Reallocations Charges	3,346	3,445
Internal Reallocations Income	(9,277)	(9,263)
	(5,930)	(5,818)
Managed Outside the Service	(5,746)	(6,051)
Net Cost of Service	1,574	1,097

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Localities and Partnerships			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,495	1,530
National Insurance Contributions		126	131
Superannuation Costs		210	220
Other Pension Costs		36	36
Other Employee Related Costs		4	4
Training And Development		2	2
		1,873	1,922
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials And Equipment		6	6
Stationery And Postage		45	30
Advertising		1	1
IT/Telecommunications		30	25
Insurance		1	1
Professional Fees and Subscriptions		56	55
Grants And Contributions		42	42
Catering Service		3	3
Allowances		1	1
Other Hired And Contracted Services		34	174
Publication And Promotion		51	51
		269	388
Transport			
Travel Allowances		6	6
		6	6
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		2,149	2,317
Income - Charges			
Fees And Charges		(2)	(2)
Other Income		(548)	(538)
		(550)	(540)
Managed Income		(550)	(540)
Net Managed Budget		1,598	1,777
Accounting Adjustments			
IAS 19 Pensions Costs		111	43
Capital Charges		1	3
		112	46
Central Recharges			
Central Recharges Income		80	174
Corporate & Democratic Core Income		(664)	(646)
		(584)	(472)

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Localities and Partnerships		
£000	Budget 2011/12	Budget 2012/13
Other Internal Adjustments		
Internal Reallocations Charges	485	454
Internal Reallocations Income	(754)	(832)
	(268)	(377)
Managed Outside the Service	(740)	(803)
Net Cost of Service	858	974

Customer Access and Performance

Budget Manager : Chief Officer Intelligence & Improvement

Intelligence and Improvement			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,850	1,964
National Insurance Contributions		157	167
Superannuation Costs		257	279
Other Pension Costs		16	16
Other Employee Related Costs		1	0
Training And Development		1	1
		2,282	2,427
Supplies & Services			
Materials And Equipment		1	1
Stationery And Postage		3	3
IT/Telecommunications		814	359
Insurance		1	1
Professional Fees and Subscriptions		5	5
Allowances		1	1
Other Hired And Contracted Services		9	9
		833	379
Transport			
Travel Allowances		2	2
		2	2
Internal Charges			
Managed Recharges Frm Other Directorates		0	406
		0	406
Managed Expenditure		3,117	3,214
Internal Income			
Income From Other Directorates		(1,006)	(663)
		(1,006)	(663)
Income - Charges			
Fees And Charges		(1)	(344)
		(1)	(344)
Managed Income		(1,007)	(1,007)
Net Managed Budget		2,110	2,207
Accounting Adjustments			
IAS 19 Pensions Costs		165	86
Capital Charges		117	71
		282	156
Central Recharges			
Central Recharges Income		(405)	289
		(405)	289
Other Internal Adjustments			
Internal Reallocations Charges		114	119
Internal Reallocations Income		(2,101)	(2,771)
		(1,987)	(2,653)
Managed Outside the Service		(2,110)	(2,207)
Net Cost of Service		0	0

Customer Access and Performance

Budget Manager : Chief Officer Corporate Support

Corporate Support			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,147	1,853
National Insurance Contributions		109	173
Superannuation Costs		162	287
Other Pension Costs		122	122
Other Employee Related Costs		3	3
Training And Development		9	9
		1,553	2,449
Supplies & Services			
Materials And Equipment		10	10
Stationery And Postage		91	83
IT/Telecommunications		21	15
Insurance		1	1
Professional Fees and Subscriptions		331	331
Grants And Contributions		300	300
Allowances		1	1
Other Hired And Contracted Services		229	197
Publication And Promotion		3	3
		988	941
Transport			
Travel Allowances		6	6
		6	6
Internal Charges			
Managed Recharges Frm Other Directorates		13	13
		13	13
Managed Expenditure		2,560	3,409
Internal Income			
Income From Other Directorates		(5)	(187)
		(5)	(187)
Income - Charges			
Fees And Charges		(2)	(2)
Other Income		(6)	(6)
		(8)	(8)
Managed Income		(13)	(195)
Net Managed Budget		2,547	3,213
Accounting Adjustments			
IAS 19 Pensions Costs		(9)	(18)
Capital Charges		17	7
		8	(11)
Central Recharges			
Corporate & Democratic Core Income		(1,900)	(1,880)
		(1,900)	(1,880)
Other Internal Adjustments			
Internal Reallocations Charges		286	329
Internal Reallocations Income		(282)	(278)
		5	52

Customer Access and Performance

Budget Manager : Chief Officer Corporate Support

Corporate Support		
£000	Budget 2011/12	Budget 2012/13
Managed Outside the Service	(1,887)	(1,839)
Net Cost of Service	660	1,374

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Area Management			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Direct Pay Costs		1,376	1,314
National Insurance Contributions		112	113
Superannuation Costs		186	186
Other Pension Costs		106	106
		1,780	1,719
Premises			
Cleaning And Workplace Refuse		2	2
Gas		2	2
Electricity		4	4
Other Utilities		1	1
NNDR		4	4
		14	14
Supplies & Services			
Materials And Equipment		10	10
Stationery And Postage		9	9
IT/Telecommunications		14	7
Professional Fees and Subscriptions		3	3
Grants And Contributions		1,700	1,700
Allowances		1	1
Other Hired And Contracted Services		6	6
Publication And Promotion		9	9
		1,752	1,745
Transport			
Travel Allowances		12	12
		12	12
Internal Charges			
Managed Recharges Frm Other Directorates		96	96
		96	96
Managed Expenditure		3,653	3,585
Internal Income			
Income From Other Directorates		(96)	(96)
		(96)	(96)
Income - Charges			
Contributions		(27)	0
		(27)	0
Managed Income		(123)	(96)
Net Managed Budget		3,530	3,489
Accounting Adjustments			
IAS 19 Pensions Costs		25	(39)
Capital Charges		2	1
		27	(37)
Central Recharges			
Central Recharges Expenditure		202	0
		202	0

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Area Management			
£000		Budget 2011/12	Budget 2012/13
Other Internal Adjustments			
Internal Reallocations Charges		482	473
Internal Reallocations Income		(630)	(504)
		(148)	(31)
Managed Outside the Service		81	(68)
Net Cost of Service		3,611	3,421

Strategic Accounts

LEEDS CITY COUNCIL 2012/13 BUDGET REPORT

Directorate: Strategic Accounts

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2012/13 financial year.

2 Service Context

- 2.1 Strategic accounts holds a variety of budgets which for a number of reasons it is not appropriate or possible to include within the budgets of directorates. These include the council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, this budget also includes the attributed costs defined as Corporate and Democratic Core. Central accounts also includes a number of other budgets held corporately as well as council-wide amounts which largely for timing purposes have not been allocated to individual services. Generally, these budgets will be allocated to services in year.

3 Explanation of variations between adjusted 2011/12 and 2012/13 - £20,209k (-35.6%)

- 3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2011/12	50,467
Adjustments	
• Transfers of functions	6,222
• Other adjustments	-
Adjusted Net Managed Budget 2011/12	56,689
Changes in Prices	
• Pay	
• Price	
• Income	-
Service Budget Changes	
• Changes in Service Levels	1,750
• Other Factors not affecting level of service	- 21,876
• Efficiency Savings	- 83
	- 20,209
Net Managed Budget 2012/13	36,480

3.2 Adjustments

3.2.1 The Council Tax Freeze Grant was introduced in 2011/12 for councils who did not increase council tax in 2011/12. In 2012/13 this grant (£6.7m) has been transferred into Formula Grant.

3.2.2 The council contributes to West Yorkshire Grants, a service providing grant funding to voluntary organisations within the West Yorkshire district. This service will cease at the end of March 2012, and the council's contribution of £376k has largely been transferred to city development.

3.3 Changes in service levels

3.3.1 £1.75m has been provided to support economic initiatives in Leeds.

3.4 Other Factors not affecting the level of service

3.4.1 Two new central grants were introduced in 2011/12. The Council Tax Freeze Grant has been transferred to Formula Grant, but the Government have given an additional grant (£6.7m) for 2012/13 only, for councils who do not increase council tax in 2012/13. The grant is equivalent to a 2.5% increase in council tax. The budget also includes additional New Homes Bonus funding of £5.3m.

3.4.2 External capital financing costs have been budgeted to increase by £4.0m. This comprises interest and Minimum Revenue Provision (the amount which the authority is statutorily required to set aside for debt) plus the effect of statutory charges made to the Housing Revenue Account for its share of the capital financing costs, which have decreased by £1.0m. In addition capital receipts have been used to fund credit arrangements, which reduces the amount required to be set aside to fund debt in 2012/13. The budget assumes an additional £0.4m of receipts will be used, giving a budgeted saving of £11.6m.

3.4.3 The contingency budget is held to cover items not foreseen and for items where there is a risk of variation during the year. An additional £1.5m has been provided to bring the budget to £3.5m in 2012/13. Further details are given in the main budget report.

3.4.4 Strategic accounts also contains budgets for contributions to and from the major reserves that the authority holds. The contribution from the general fund reserve is budgeted to increase by £4.92m. The budget also includes a contribution of £9.9m from the Education PFI reserves, and a contribution of £1.5m from the Early Leavers Initiative reserve.

3.5 Joint Committees and Other Bodies

3.5.1 Contributions to Joint Committees and Other Bodies have increased by £0.052m. In approving these contributions, Members will note that they are not approving the individual budget of the Joint Committees, but the estimated effect on the council's budget.

	Leeds' contribution			
	11/12 £m	12/13 £m	Variation £m	%
Joint Committees				
Pension Fund	0.417	0.415	-0.002	-0.5
Joint Services (excluding WY Grants)	1.945	1.864	-0.081	-4.2
Other Bodies				
Flood Defence Levy	0.227	0.269	0.042	18.5
WYITA	33.947	34.040	0.093	0.3
Coroners	1.253	1.253	0.000	0.0
West Yorkshire Probation Service (Debt only)	0.020	0.020	0.000	0.0

3.5.2 The contributions for the Joint Services are budgeted to decrease by an average of 4.2% from the 2011/12 amount of £1.9m. This does not include the West Yorkshire Grants service discussed earlier. The Flood Defence Levy was agreed by the Yorkshire Regional Flood Defence Committee on the 27th January 2012.

3.5.3 The West Yorkshire Integrated Transport Authority (WYITA) levy is a cash standstill although as Leeds' population has increased relative to the other districts, there is a slight increase of 0.3%. It should be noted that the equivalent of a 2.7% saving on the levy (£2.6m) will be used to establish a West Yorkshire Transport Fund earmarked reserve within the WYITA.

4 Net Revenue Charge

4.1 The following table provides a summary of the net revenue charge for the service which brings together the net managed budget and those budgets managed outside the service.

	£000
Net Managed Budget	36,480
Managed Outside the Service	- 74,821
Net Revenue Charge	- 38,341

5 Risk Assessment

5.1 In determining the 2012/13 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and therefore requiring careful and regular monitoring has been prepared.

5.2 The key risks in the 2012/13 budget for this directorate are as follows;

5.2.1 The budgeted capital financing costs are based on certain assumptions relating to interest rates. If rates are greater than expected the actual costs incurred could be greater.

5.2.2 The budget assumes savings of £11.6m from using capital receipts to fund credit arrangements. There is a risk that due to the economic climate this level of capital receipts may not be achieved, which would reduce the savings that could be made.

5.2.3 There is a budget of £5.2m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

Briefing note prepared by: Sharon Dawson
Telephone: 39 51998



Main responsibilities:

- Items which do not specifically relate to any of the council's other functional headings, including the continuing costs of discontinued operations, the costs of managing the council's insurance activities, interest earned on revenue balances and general income sources not attributable to a specific service. Also included are subscriptions to regional associations and specific grants to local organisations.
- A general contingency budget is held to meet uncertainties that are not provided for in directorates' budgets.
- The council's contribution to a number of joint committees and other bodies established to provide a range of county-wide services, including trading standards and the West Yorkshire Passenger Transport Authority.
- Credits for the accounting cost of capital of the current valuation of the assets are charged to service accounts. These accounting costs are replaced within the central accounts by the actual cost to the council of its borrowings
- Under the Best Value Accounting Code of Practice (BVACoP), certain defined overheads are charged to a Non Distributed Costs Account. This account comprises the estimated present value of the total future costs of VER and added years pension decisions made during the year.
- Under BVACoP the costs of both Corporate Management and of Democratic Representation and Management cannot be treated as service expenditure and are accounted for centrally in a Corporate and Democratic Core account. For Leeds City Council the expenditure charged to this account includes the activities and costs which provide the infrastructure which allows services to be provided, the cost of providing information which is required for public accountability, and the cost of member activities.

Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2011/12	Managed by the Service			Managed Outside the Service	Total 2012/13
			Spending	Income	Net		
Chief Officer Financial Management	Strategic Accounts	18,342	(16,666)	(27,948)	(44,614)	37,743	(6,871)
Chief Officer Financial Development	Debt Financing Costs	52,839	58,642	(1,135)	57,507	0	57,507
Chief Officer Financial Management	Corporate & Democratic Core	15,536	0	114	114	15,116	15,230
Chief Officer Financial Management	Non-Distributable Costs	6,637	0	0	0	5,879	5,879
Chief Officer Financial Management	Government Grants And Parish Precepts	(9,583)	0	(15,321)	(15,321)	0	(15,321)
Chief Officer Financial Management	Joint Committees And Other Bodies	37,767	37,885	(28)	37,857	(415)	37,442
Chief Officer Financial Management	Miscellaneous	81	2,394	(1,179)	1,214	(1,366)	(152)
Chief Officer Financial Management	Capital Accounting Appropriations	(90,589)	0	0	0	(93,015)	(93,015)
Chief Officer Financial Development	Corporate Insurance	0	11,171	(11,447)	(277)	277	0
Net Cost of Service		31,031	93,424	(56,944)	36,480	(35,781)	699
	Transfers to and from earmarked reserves	(49,943)	0	0	0	(39,040)	(39,040)
Net Revenue Charge		(18,912)	93,424	(56,944)	36,480	(74,821)	(38,341)

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Employees		
Other Pension Costs	1,846	1,862
	1,846	1,862
Supplies & Services		
Insurance	2,740	3,114
Professional Fees and Subscriptions	107	105
Grants And Contributions	298	316
General Capitalisation	(4,982)	(4,982)
Contingency	2,000	3,500
Corporate Initiatives & Savings Targets	(1,600)	750
Allowances	20	20
Other Hired And Contracted Services	1,350	1,057
	(68)	3,880
Transport		
Travel Allowances	4	4
	4	4
Internal Charges		
Managed Recharges Frm Other Directorates	5,123	5,314
	5,123	5,314
Agency Payments		
Services Provided By Other Organisations	691	513
WY Joint Committees	2,320	1,864
WY Probation Service	48	44
WY Passenger Transport Executive	33,947	34,040
Flood Defence Levy	227	269
Coroners Service	1,253	1,253
	38,485	37,983
Transfer Payments		
Land Drainage Levies	6	7
	6	7
Capital		
External Interest Charge	65,107	65,613
Statutory Capital Charge To HRA	(32,227)	(31,180)
Use of capital receipts to fund PFI	(11,220)	(11,622)
Minimum Revenue Provision	32,341	35,831
RCCO (Revenue Contribution To Capital)	200	0
	54,201	58,642
Appropriations		
Transfer To/From General Fund Reserves	(2,000)	(6,919)
Transfers To/From Earmarked Reserves	1,638	(9,714)
	(362)	(16,633)
Appropriation		
Transfers To/From Capital Reserve	(13,820)	2,366
	(13,820)	2,366
Managed Expenditure	85,416	93,424
Internal Income		
Income From Other Directorates	(11,087)	(27,563)
Charge To/From HRA	(4,425)	(4,295)
Corporate & Democratic Core Chge To HRA	(1,848)	(1,774)
	(17,360)	(33,633)

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2011/12	Budget 2012/13
Income - Grants		
Government Grants	0	(125)
DCLG Grants	(9,583)	(15,321)
	(9,583)	(15,446)
Income - Charges		
Contributions	(1,312)	(1,077)
Other Income	(5,524)	(5,405)
Income Received From ALMOs	(57)	(298)
	(6,893)	(6,780)
Income - Other		
Interest And Dividends	(1,112)	(1,085)
	(1,112)	(1,085)
Managed Income	(34,949)	(56,944)
Net Managed Budget	50,467	36,480
Accounting Adjustments		
IAS 19 Pensions Costs	50,256	39,040
Vehicle leasing recharges	0	322
Transfers To/From Statutory Reserves	(50,256)	(39,040)
Transfers to Capital Reserve - Vehicles	313	0
Capital Charges	(89,721)	(92,788)
	(89,408)	(92,465)
Central Recharges		
Central Recharges Expenditure	4,659	2,635
Corporate & Democratic Core Income	15,369	15,009
	20,028	17,644
Managed Outside the Service	(69,379)	(74,821)
Net Cost of Service	(18,912)	(38,341)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Strategic Accounts			
	£000	Budget 2011/12	Budget 2012/13
Supplies & Services			
Grants And Contributions		0	19
General Capitalisation		(4,982)	(4,982)
Contingency		2,000	3,500
Corporate Initiatives & Savings Targets		(1,600)	750
		(4,582)	(713)
Capital			
RCCO (Revenue Contribution To Capital)		200	0
		200	0
Appropriations			
Transfer To/From General Fund Reserves		(2,000)	(6,919)
Transfers To/From Earmarked Reserves		0	(11,400)
		(2,000)	(18,319)
Appropriation			
Transfers To/From Capital Reserve		(13,820)	2,366
		(13,820)	2,366
Managed Expenditure		(20,202)	(16,666)
Internal Income			
Income From Other Directorates		0	(16,233)
Charge To/From HRA		(4,425)	(4,295)
Corporate & Democratic Core Chge To HRA		(1,908)	(1,888)
		(6,333)	(22,417)
Income - Charges			
Contributions		(200)	0
Other Income		(5,350)	(5,350)
Income Received From ALMOs		0	(181)
		(5,550)	(5,531)
Managed Income		(11,883)	(27,948)
Net Managed Budget		(32,085)	(44,614)
Accounting Adjustments			
IAS 19 Pensions Costs		46,062	35,062
Vehicle leasing recharges		0	322
		46,062	35,384
Central Recharges			
Central Recharges Expenditure		4,365	2,359
		4,365	2,359
Managed Outside the Service		50,427	37,743
Net Cost of Service		18,342	(6,871)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Development

Debt Financing Costs			
	£000	Budget 2011/12	Budget 2012/13
Capital			
External Interest Charge		65,107	65,613
Statutory Capital Charge To HRA		(32,227)	(31,180)
Use of capital receipts to fund PFI		(11,220)	(11,622)
Minimum Revenue Provision		32,341	35,831
		54,001	58,642
Managed Expenditure		54,001	58,642
Income - Charges			
Other Income		(50)	(50)
		(50)	(50)
Income - Other			
Interest And Dividends		(1,112)	(1,085)
		(1,112)	(1,085)
Managed Income		(1,162)	(1,135)
Net Managed Budget		52,839	57,507
Net Cost of Service		52,839	57,507

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Corporate & Democratic Core			
£000		Budget 2011/12	Budget 2012/13
Internal Income			
Corporate & Democratic Core Chge To HRA		59	114
		59	114
Managed Income		59	114
Net Managed Budget		59	114
Central Recharges			
Corporate & Democratic Core Income		15,476	15,116
		15,476	15,116
Managed Outside the Service		15,476	15,116
Net Cost of Service		15,536	15,230

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Government Grants And Parish Precepts		
£000	Budget 2011/12	Budget 2012/13
Income - Grants DCLG Grants	(9,583)	(15,321)
	(9,583)	(15,321)
Managed Income	(9,583)	(15,321)
Net Managed Budget	(9,583)	(15,321)
Net Cost of Service	(9,583)	(15,321)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Joint Committees And Other Bodies			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Other Pension Costs		417	415
		417	415
Agency Payments			
WY Joint Committees		2,320	1,864
WY Probation Service		48	44
WY Passenger Transport Executive		33,947	34,040
Flood Defence Levy		227	269
Coroners Service		1,253	1,253
		37,795	37,470
Managed Expenditure		38,212	37,885
Income - Charges			
Contributions		(28)	(28)
		(28)	(28)
Managed Income		(28)	(28)
Net Managed Budget		38,185	37,857
Accounting Adjustments			
IAS 19 Pensions Costs		(417)	(415)
		(417)	(415)
Managed Outside the Service		(417)	(415)
Net Cost of Service		37,767	37,442

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Miscellaneous			
	£000	Budget 2011/12	Budget 2012/13
Employees			
Other Pension Costs		1,428	1,447
		1,428	1,447
Supplies & Services			
Professional Fees and Subscriptions		107	105
Grants And Contributions		298	298
Allowances		20	20
		425	422
Transport			
Travel Allowances		4	4
		4	4
Agency Payments			
Services Provided By Other Organisations		691	513
		691	513
Transfer Payments			
Land Drainage Levies		6	7
		6	7
Managed Expenditure		2,554	2,394
Income - Grants			
Government Grants		0	(125)
		0	(125)
Income - Charges			
Contributions		(1,084)	(1,049)
Other Income		(124)	(5)
		(1,208)	(1,054)
Managed Income		(1,208)	(1,179)
Net Managed Budget		1,346	1,214
Accounting Adjustments			
IAS 19 Pensions Costs		(1,428)	(1,447)
Capital Charges		271	188
		(1,158)	(1,259)
Central Recharges			
Corporate & Democratic Core Income		(107)	(107)
		(107)	(107)
Managed Outside the Service		(1,265)	(1,366)
Net Cost of Service		81	(152)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Development

Corporate Insurance			
£000		Budget 2011/12	Budget 2012/13
Supplies & Services			
Insurance		2,740	3,114
Other Hired And Contracted Services		1,350	1,057
		4,089	4,171
Internal Charges			
Managed Recharges Frm Other Directorates		5,123	5,314
		5,123	5,314
Appropriations			
Transfers To/From Earmarked Reserves		1,638	1,686
		1,638	1,686
Managed Expenditure		10,850	11,171
Internal Income			
Income From Other Directorates		(11,087)	(11,330)
		(11,087)	(11,330)
Income - Charges			
Income Received From ALMOs		(57)	(117)
		(57)	(117)
Managed Income		(11,144)	(11,447)
Net Managed Budget		(294)	(277)
Central Recharges			
Central Recharges Expenditure		294	277
		294	277
Managed Outside the Service		294	277
Net Cost of Service		0	0