



Report of the Director of Resources

Executive Board

Date: 12th February 2010

Subject: Revenue Budget and Council Tax 2010/11

Electoral wards affected:

Specific implications for:

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call in

Not eligible for call in
(details contained in the report)

Executive Summary

1. This report seeks the approval of the Executive Board in recommending to Council a budget and Council Tax for 2010/11. The report sets out the framework for compiling the 2010/11 budget taking into account the Local Government Finance settlement, the Council's Financial Plan and other factors that have influenced the proposed budget.
2. The 2010/11 budget presents a significant challenge, with the Council having to meet increasing cost pressures, generate efficiencies and maintain key front line services against a backdrop of the challenging economic climate.
3. The budget includes increased expenditure on services for vulnerable children and adults including safeguarding, older people, and further investment in waste management whilst addressing cost and income pressures arising from the current economic conditions.
4. The report asks Executive Board to recommend to Council a budget totalling £569.3m, which would result in the Leeds element of the Council Tax increasing by 2.5%. This excludes Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 24th February 2010.
5. In addition, this report also asks Executive Board to recommend to Council an increase in Council House rents, garage rents and service charges of 3.1%.

1 INTRODUCTION

- 1.1. This report sets out the Council's budget for 2010/11. It has been prepared in the context of the Council's Financial Plan, the third year of the three year Local Government Finance settlement and the challenging economic climate.
- 1.2. This report seeks approval from the Executive Board to recommend to Council that the City Council's Revenue Budget for 2010/11 be approved at £569.295m. This results in a Band D Council Tax of £1,123.49 which represents an increase of 2.5% for the Leeds element above the Council Tax for 2009/10. For a Band D household, this increase is the equivalent of 54p per week.
- 1.3. Detailed budget proposals for each service are set out in the directorate budget reports attached. This information will be consolidated into the Annual Financial Plan and the Budget Book;
- The Annual Financial Plan - this document brings together the revenue budget, capital programme and performance indicators for 2010/11 providing a clear link between spending plans and performance, at directorate level.
 - The Budget Book – this contains detailed budgets for each directorate at both service level and by type of expenditure/income. Further copies of this document are available to members on request and via the intranet.
- 1.4. In accordance with the Council's Budget and Policy Frameworkⁱ, decisions as to the Council's budget and Council Tax are reserved to Council. As such, the recommendation at 11.1 which recommends the budget to Council, is not eligible for call in.

2 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 2.1 The Local Government Finance Settlement covering the three year period 2008/09 to 2010/11 was announced in January 2008, although the 2009/10 and 2010/11 figures remained provisional at that stage:

| | National | Leeds | |
|----------------|------------|------------|------------|
| | % | % | £m |
| 2008/09 | 3.5 | 2.7 | 7.6 |
| 2009/10 | 2.8 | 2.1 | 6.2 |
| 2010/11 | 2.6 | 1.8 | 5.4 |

- 2.2 As previously reported, there are significant variations between authorities, Leeds' percentage increases are substantially below the average of the Core Cities, the West Yorkshire Districts, the Metropolitan Districts and England as a whole as shown in the following graphic:



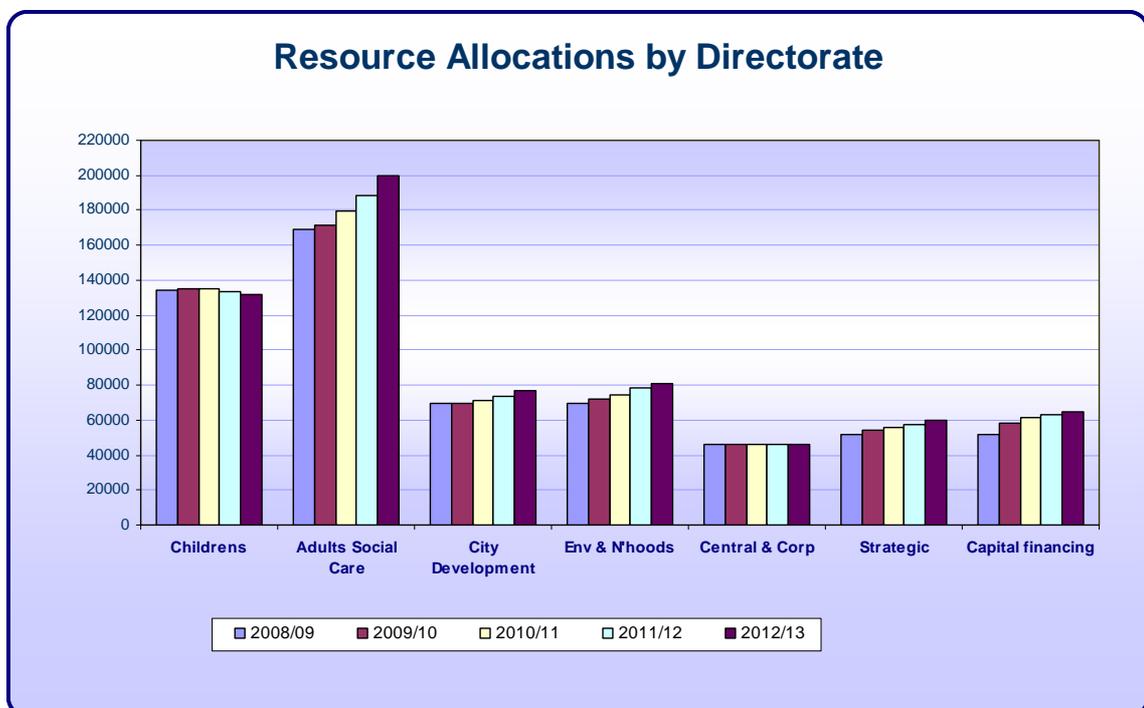
- 2.3 Specific Government grants continue to provide important sources of funding for many of the council's services. These include non ring fenced Area Based Grants and ring fenced grants in respect of Education, Children's and Adults Personal Social Services, Housing and Council Tax Benefit Admin subsidy. Appendix 1 provides an analysis of all such grants and highlights the variations over those grants received in 2009/10. For 2010/11 Supporting People grant is now classified as an Area Based Grant and as accounting guidanceⁱⁱ states that Area Based Grant should be recorded as a single line in the authority's accounts, the grant has been removed from the Environment and Neighbourhoods budget and held centrally. As announced in 2008/09, Leeds does not qualify for Working Neighbourhoods Fund and the transitional funding of £3.59m received in 2009/10 has reduced to zero for 2010/11.
- 2.4 2010/11 is the third year of a three year settlement for schools. For Leeds, the annual increases in the Dedicated Schools Grant per pupil are 4.1% in 2010/11 which compares with national increases of 4.3%. The minimum funding guarantee (MFG) per pupil for all schools will be 2.1%.
- 2.5 The Government has written to all authorities stating that they expect the average Band D Council Tax increase to reach a 16 year low in this period and have indicated that they will take capping action against any excessive increases. The average increase in 2009/10 was 3.0% which implies an average increase of less than this for 2010/11.

3. THE COUNCIL'S FINANCIAL PLAN

- 3.1 The Financial Plan is an integral part of the Council's Business Plan 2008 to 2011 and covers the same three year period but with indicative assessments for the following two years up to 2012/13. The Business Plan was approved in July 2007 and provides a financial strategy to underpin the delivery of the Council's priorities and sets out a framework for the preparation of the Council's annual revenue budgets over the

planning period. In this way the Council can ensure that its priorities are supported by a robust resource allocation strategy.

- 3.2 A new approach to the allocation of revenue resources to General Fund services was developed using needs, efficiencies and local priorities as key components and these were reflected in the Resourcing our priorities section of Council Business Plan .
- 3.3 It was acknowledged that the delivery of the plan would require a significant review of some of the Council’s services and activities and achievement of the planned shape would not be an easy task. The plan therefore assumed a phased implementation of the realignment in order to minimise the impact on services during the transitional period.
- 3.4 A subsequent review of the planned resource allocations over the remaining 4 year period of the Financial Plan has resulted in a re-direction of resources towards Children’s Services in the early years of the planning period. In 2009/10, a 1% increase was planned with a cash standstill in 2010/11, the aim being to give Children’s Services a 20% share of the Council’s budget by 2012/13.
- 3.5 In addition, a cash standstill for Central and Corporate functions was also planned for the life of the planning period in addition to the 2% p.a. target savings in support services outlined in the original plan.
- 3.6 These revised assumptions combined with an estimate of available resources over the life of the plan resulted in the following resource allocations to directorates:



- 3.7 Since the last update of the Financial Plan, the financial landscape facing all local authorities has changed although at this stage quantifying how this will impact upon the Council’s finances beyond 2010/11 is subject to a great deal of uncertainty. However, the Government did on the 26th November 2009, publish its formal

proposals on the distribution of Formula Grant to English local authorities for 2010/11 which confirmed no changes to the allocation of formula grant to the figures previously published. The 1.8% increase for the Council equates to £5.4m.

4. CONSULTATION

4.1 The consultation process for the 2010/11 budget has included:-

- Scrutiny (Central and Corporate) – scrutiny of the budget strategy
- Consultation with young people – carried out through the Leeds Youth Council
- Leeds' Residents – questions in the Residents' Survey and "About Leeds".

4.2 The proposals for 2010/11 budget strategy were considered by Scrutiny on the 11th January 2010. The Board's comments were as follows:

The Board recognised that to a large degree, due to the financial difficulties which had developed in the world economy since 2008, the medium term financial plan had been overtaken by events and was effectively outdated. A fundamental review of likely income and Council priorities is now necessary against a backdrop of imminent severe restraints on public spending levels in the foreseeable future. The Board stated that budget making should be within a strong, policy-led rather than finance-led, corporate planning framework, which draws on other processes within the council, i.e. strategic planning and performance management arrangements. The Board acknowledges that a review of the Council's Strategic Plan was underway.

Members acknowledged that additional funding for Children's Services would have to be found over and above that provided in the Financial Plan. Whilst it was accepted that safeguarding children was an essential priority, this should not prevent a fundamental look at the structure of the Directorate.

It is the Board's view that it can be most effective if it can challenge some established assumptions. For example that budgets should automatically be rolled forward without the need for greater challenge to the base budget.

The Board notes that the council is undertaking efficiency savings to help to balance the budget. The benefits of the DECATS (Delivering Effective Corporate and Transactional Services) exercise, are as yet unknown. The Board will consider undertaking further work on this and the Council's wider business transformation proposals in the new municipal year.

4.3 At the Leeds Youth Council on the 19th December 2009, members were given a presentation about the budget and asked for their views on

- what should the Council spend less on
- what should the Council spend more on

A summary of the meeting and issues raised by the Youth Council is set out in the attached Appendix 2.

4.4 As part of its consultation on its budget for 2010/11, Leeds City Council invited views on spending priorities from Leeds' Residents. It did this in two ways, firstly as one of the questions in the Residents' Survey that was carried out with a representative

sample of about 3,500 residents in August and September 2009 and secondly through the autumn edition of About Leeds.

The question included in the Residents' Survey was made up of two parts, identical to the first two questions in About Leeds. The first gave a list of council priorities drawn from the Council's Business Plan and asked for the priorities to be ranked as high, medium or low. The second gave the same list and asked for the top priority to be identified

About Leeds asked in addition two open questions, "Are there any other issues which you think should be priorities for the council?" and "Is there anything you think the council should spend less on?"

A summary of the key results are attached as Appendix 3.

5. BUDGET CONSIDERATIONS 2010/11

- 5.1 The 2010/11 budget presents a significant challenge, with the Council having to meet increasing cost pressures, generate efficiencies and maintain key front line services against a backdrop of the economic downturn and Government support significantly below that of comparable authorities. This has required the Council to re-assess its priorities in light of the need to protect services against the impact of the recession.
- 5.2 Directorates have reviewed their base budgets in accordance with guidelines laid down by the Director of Resources, taking account of the following:-
- No Pay Awards have been provided for 2010/11 and a reduction has been made for the 2009/10 settlement which was less than provided for. The increase in the employer's contribution to the West Yorkshire Pension Fund is 0.8%. The agreed teachers pay award is 2.3% from September 2010.
 - All other general running costs have been reviewed and cash limited where possible taking account of specific contractual commitments. Specific provision has been made for the £8 per tonne increase in Landfill Tax, which represents an increase of £1.7m per annum.
 - Discretionary fees and charges have been reviewed in line with the fees and charges policy.
- 5.3 In addition to the pressures identified in the Financial Plan, there are a number of key pressures which have been addressed as part of this budget. These are further detailed in the directorate budget reports attached but include:
- Economic Downturn - the economic slowdown is having a significant impact on a number of external income sources including planning and building fees, rental income, markets income, surveyor and legal fees and income from leisure activities. In total these pressures amounts to around £3.5m.
 - As announced in 2008/09, Leeds does not qualify for Working Neighbourhoods Fund and the transitional funding of £3.59m received in 2009/10 has reduced to zero for 2010/11. This has required a further reassessment of schemes previously supported by NRF and a re-allocation of funds towards those areas

of priority. The allocation has been topped up by £1.5m of Local Public Service Agreement (LPSA2) Performance Reward Grant¹.

- Other specific service pressures, including the personalisation agenda within Adults Social Care, the safeguarding of vulnerable children and adults and the Waste Strategy are fully explained in the individual directorate reports which are attached to this report.
- The need to address resource issues within Children's Social Care.
- The total debt financing cost of the authority is expected to increase by £5m reflecting borrowing to support the capital programme which is the subject of a separate report on this agenda. This increase includes a target saving of £1m arising from Treasury activities.
- The 2009/10 budget was supported by the use of £5.6m of earmarked reserves which are no longer available. As the latest projection for 2009/10 would indicate that additional reserves will be required to balance the current year the 2010/11 budget cannot be supported by any general reserves if they are to be maintained at the minimum level.

5.4 Taking account of the above it is evident that spending pressures far exceed the available resources in 2010/11. It has therefore been necessary to identify additional efficiencies across the Council in order to achieve a balanced budget.

5.5 The efficiency agenda is a significant economic driver. All public bodies are under pressure to make year-on-year efficiency savings in back-office and support service functions in order to maximise investment in front-line services. It is clear that the delivery of efficiencies will become even more important to the future of financial planning and management of the Council. The Government for 2010/11 has already increased the efficiency target from 3% to 4% and it is clear that these expectations will continue beyond 2010/11.

5.6 Efficiencies and savings options have been identified at both a directorate and corporate level and in addition to the identification of general cost reductions and efficiencies the following areas have been targeted:

- Staffing, including a review of working practices
- Procurement - it is proposed to target off contract spend and to ensure that in areas where there is in-house provision that this is first used before services are externally procured
- Energy efficiency schemes. These will have increasing importance with the introduction of the Government's mandatory Carbon Reduction Commitment Energy Efficiency Scheme from April 2010.

In total the efficiencies identified amount to £22.1m which equates to 3.8% compared to the Government's cashable efficiency target of £23.55m for the revenue element.

¹

The LPSA2 targets were agreed as part of the LAA submission in March 2006. The achievement of LPSA2 results in the council receiving Performance Reward Grant. The latest assessment indicates that £3.5m of additional revenue funding will be received in 2010/11, with £1.5m already agreed by the Public Sector Resources Partnership Group as the Council's allocation.

For reporting purposes, to this figure will be added efficiencies generated by West Yorkshire ITA and the Joint Services Committee.

5.7 In addition to specific savings and efficiencies built into budget submissions, a number of short term funding sources have been identified corporately:

- Income of £5.2m derived from Section 278 schemes continues to support the revenue budget in 2010/11.
- The 2009/10 budget provided for costs which could be appropriately charged to capital of £3.7m – for 2010/11 this has been increased to £5.2m to include £1.5m in respect of Highways.
- The introduction of a revised Local Authority Business Growth Incentive (LABGI) on a much smaller scale was announced as part of the Comprehensive Spending Review 2007. Leeds' share in 2009/10 was £0.5m and this is expected to continue in 2010/11.

5.8 A summary of these short term funding sources is shown below and shows that the Council is less reliant on these sources of funding in 2010/11:

Short Term Funding Sources

| | 09/10 £000s | 10/11 £000s | Variation 10/11 - 09/10 £000s |
|---------------------------------|----------------|----------------|-------------------------------------|
| Section 278 | 5,200 | 5,200 | - |
| Capitalisation | 3,700 | 5,200 | 1,500 |
| LPSA Performance Reward grant | 2,500 | 1,750 | (750) |
| LABGI | 500 | 500 | - |
| Use of Earmarked Reserves | 5,574 | - | (5,574) |
| Use of Education Leeds reserves | 1,090 | 550 | (540) |
| Use of general reserves | - | - | - |
| Total | 18,564 | 13,200 | (5,364) |
| Percentage of Net Expenditure | 3.33% | 2.32% | -1.01% |

6. PROPOSED BUDGET 2010/11 - SUMMARY

- 6.1 It is recommended that the Leeds element of the Council Tax will increase by 2.5%, which when added to changes to the taxbase and the collection fund will generate a cash increase of £7.2m. Together with the increase in Revenue Support Grant of 1.8% or £5.36m, the overall increase in the net revenue budget is £12.56m, which represents a 2.26% increase.

| | Adjusted Budget 2009/10 £m | Increase £m | Budget 2010/11 £m |
|---------------------------|-------------------------------------|----------------|-------------------------|
| Government Grant | 298.0 | 5.4 | 303.4 |
| Council Tax | 258.7 | 7.2 | 265.9 |
| Net Revenue Budget | 556.7 | 12.6 | 569.3 |

| | £m |
|--|--------------|
| Adjusted Budget 2009/10 | 556.7 |
| Change in Prices | |
| Pay | -0.2 |
| Price | 4.7 |
| Income | -3.7 |
| Service Budget Changes: | |
| Other factors not affecting level of service | 6.4 |
| Changes in service levels | 9.9 |
| Loss of income - NRF/Recession | 6.1 |
| Efficiency savings | -22.1 |
| Change in contingency fund | 0.9 |
| Change in contribution to earmarked reserves | 5.6 |
| Change in capital financing costs | 5.0 |
| | <u>12.6</u> |
| Base Budget 2010/11 | 569.3 |
| Percentage increase | 2.26% |

- 6.2 The following table provides a summary of the budget by Directorate. Table 1 appended to this report provides a more detailed analysis; Table 2 shows a subjective summary of the City Budget; and Table 3 shows the budgeted staffing levels for the end of 2010/11.

| Service | 2009/10 | 2010/11 | | |
|--|---------------------|--------------------------------|---|---------------------|
| | Net budget £000s | Net managed budget £000s | Net budget managed outside service £000s | Net budget £000s |
| Adult Social Care | 197,392 | 181,201 | 25,145 | 206,346 |
| Children's Services | 188,675 | 149,011 | 46,926 | 195,937 |
| City Development | 127,537 | 77,311 | 49,260 | 126,571 |
| Environment and Neighbourhoods | 85,400 | 99,808 | 15,507 | 115,315 |
| Central and Corporate | 14,239 | 73,863 | (58,655) | 15,208 |
| Central Accounts | (27,837) | (6,929) | 1,045 | (5,884) |
| NET COST OF DEPARTMENTAL SPENDING | 585,406 | 574,265 | 79,228 | 653,493 |
| Transfers to / (from) reserves: | | | | |
| FRS 17 | (33,498) | 0 | (89,221) | (89,221) |
| Other | 4,900 | 0 | 5,023 | 5,023 |
| NET COST OF CITY COUNCIL SERVICES | 556,808 | 574,265 | (4,970) | 569,295 |
| Contribution to/(from) General Fund Reserves | 0 | 0 | 0 | 0 |
| NET REVENUE CHARGE | 556,808 | 574,265 | (4,970) | 569,295 |

6.3 The Individual Schools Budget (ISB) for 2009/10 was £369.759m. However this included a full year budget for South Leeds and Intake High Schools which became academies from September 2009. The DCSF have therefore recouped £5.1m in 2009/10 to reflect this. The ISB for 2010/11 is £375.165m which represents a 2.9% increase on the adjusted 2009/10 budget and will include provision for the minimum guaranteed funding increase of 2.1% per pupil.

6.4 Details of the Housing Revenue Account budget proposals are contained in the attached Environment and Neighbourhoods budget report. In summary,

- The Government issued a Draft Housing Subsidy Determination for 2010/11 in December 2009. The key change in this draft was to the Government's guideline rent assumptions. After taking into account the continuing economic conditions, the average guideline increase for 2010/11 was reduced to 3.1% (overriding the 6.1% contained in the 2009/10 Final Determination). In line with the Government's assumption it is proposed that the Council implements an average rent increase of 3.1% for 2010/11. It should be noted however, that the impact of this on individual tenants will vary according to the Government's rent restructuring formula, which allows rents to rise by a maximum of RPI + 0.5%+ £2.00 per week, in order to protect individual tenants from large rent increases.
- Changes to housing subsidy property allowances have seen a loss of subsidy of £6.4m. In overall terms, the level of negative subsidy payable in 2010/11 will be £51.1m.
- Rentals from garages (currently £5.89 per week) fall outside the rent restructuring rules and normally rise in line with average rental increases. It is proposed to increase garage rents by 3.1% to £6.07 per week.
- Overall ALMO management fees are to rise by an average of 1.0% on a comparable property basis.

6.5 Council Tax

The effect of a budget of £569.295m for 2010/11 will be a council tax increase of 2.5% which will give council tax figures for the Leeds City Council element only for each band as follows:

| | 2009/10 | 2010/11 |
|--------|----------------|----------------|
| | £ | £ |
| Band A | 730.41 | 748.99 |
| Band B | 852.14 | 873.82 |
| Band C | 973.88 | 998.66 |
| Band D | 1,095.61 | 1,123.49 |
| Band E | 1,339.08 | 1,373.15 |
| Band F | 1,582.55 | 1,622.82 |
| Band G | 1,826.02 | 1,872.48 |
| Band H | 2,191.22 | 2,246.98 |

To these will be added amounts for Police, Fire and, where appropriate, parishes. These additional amounts will be reported to Council on 24th February 2010 following the formal decisions about their respective precepts.

7. **RESERVES POLICY**

- 7.1 Under the 2003 Local Government Act, the Council's Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves. In addition, the Comprehensive Performance Assessment framework requires the authority to have a policy on the level and nature of its reserves and ensure these are monitored and maintained within the range determined by its agreed policy. The purpose of a reserves policy is:
- to maintain reserves at a level appropriate to help ensure longer term financial stability and
 - to identify any future events or developments which may cause financial difficulty, allowing time to mitigate for these.
- 7.2 The established policy encompasses an assessment of financial risks included in the budget based on directorate budget risk registers. The risk registers identify areas of the budget which may be uncertain and the at risk element of each budget area has been quantified. This represents the scale of any likely overspend/shortfall in income and does not necessarily represent the whole of a particular budget heading. Each risk area has been scored in terms of the probability and impact on the budget.
- 7.3 The results of this exercise for 2010/11 indicate a minimum level of reserves of around £12m is required. Reserves at this level would represent 2.1% of net expenditure, excluding expenditure in the Dedicated Schools Budget. The balance carried forward at 31st March 2010 on the general reserve is forecast at £12.0m and no assumption has been made regarding the use of general reserves to support the 2010/11 budget (see paragraph 5.3 above).
- 7.4 The policy also requires directorates to prepare budget action plans to deal with spending variations on budgets controlled by directorates during the year up to a limit of 2% of net managed expenditure. Any budget variations above this amount would be dealt with corporately, using, where necessary, the General Fund reserve.

7.5 The table below provides a summary of General Fund and Housing Revenue Account reserves:

| | 2009/10 £m | 2010/11 £m |
|---------------------------------|---------------|---------------|
| General Fund | | |
| Balance brought forward | 16.1 | 12.0 |
| Budgeted use | 0 | 0 |
| Variation at outturn (forecast) | -4.1 | 0 |
| Balance carried forward | 12.0 | 12.0 |
| Housing Revenue Account | | |
| Balance brought forward | 3.7 | 3.7 |
| Generated in year | 0 | 0 |
| Use in year | 0 | 0 |
| Balance carried forward | 3.7 | 3.7 |

8.0 **ROBUSTNESS OF THE BUDGET AND THE ADEQUACY OF RESERVES**

8.1 The Local Government Act (Part II) 2003 placed a requirement upon the Council's statutory finance officer (The Director of Resources) to report to members on the robustness of the budget estimates and the adequacy of the proposed financial reserves.

8.2 In considering the robustness of any estimates, the following criteria need to be considered:-

- the reasonableness of the underlying budget assumptions such as:
 - the reasonableness of provisions for inflationary pressures;
 - the extent to which known trends and pressures have been provided for;
 - the achievability of changes built into the budget;
 - the realism of income targets;
 - the alignment of resources with the Council service and organisational priorities.
- a review of the major risks associated with the budget.
- the availability of any contingency or un-earmarked reserves to meet unforeseen cost pressures.
- the strength of the financial management and reporting arrangements.

8.3 In coming to a view as to the robustness of the 2010/11 budget, the Director of Resources has taken account of the following issues:-

- Detailed estimates are prepared by directorates in accordance with principles laid down by the Director of Resources based upon the current agreed level of service. Service changes are separately identified and plans are in place for them to be managed.
- Estimate submissions have been subject to rigorous review throughout the budget process both in terms of reasonableness and adequacy. This process takes account of previous and current spending patterns in terms of base spending plans and the reasonableness and achievability of additional spending to meet

increasing or new service pressures. This is a thorough process involving both financial and non-financial senior managers throughout the Council.

- Significant financial pressures experienced in 2009/10 have, where appropriate, been recognised in preparing the 2010/11 budget.
- Contingency provisions have been included in the General Fund and within the DSG funded services. These provisions are for items not foreseen and for items where there is a risk of variation during the year. In the case of the schools contingency, this would include adjustments required in the application of formula funding, significant increases in pupil numbers, and additional statements of Special Education Needs or exceptional in year cost increases.
- As part of the budget process, directorates have undertaken a risk assessment of their key budgets, documented this assessment in the form of a formal Risk Register, and provided a summary of major risks within the directorate budget documents. All directorate budgets contain efficiencies, service reviews and savings which will require actions to deliver but in overall terms the identified risks are regarded as manageable at this time. Some of the key ones are as follows:-
 - Volatility of demand led budgets particularly within Adults and Children's Social Care
 - Assumptions around mix of in house fostering and external fostering agencies
 - Uncertainty around potential costs arising from the Personal Care at Home Bill
 - Savings associated with establishing a reablement service within Adult Social Care are not fully realised
 - Uncertainty over the economic climate which may have a continuing impact on income budgets and the cost of borrowing
 - Challenging efficiency targets across the Council including reducing staffing numbers and generating significant procurement savings

8.4 The Council's financial controls are set out in the Council's Financial Procedure Rulesⁱⁱⁱ. These provide a significant degree of assurance as to the strength of financial management and control arrangements throughout the Council. These governance arrangements have been enhanced through the ongoing development of procedures to support the Corporate Governance Statement, published annually. The Council has a well established framework for financial reporting at directorate and corporate levels. Each month the Director of Resources receives a report from each directorate setting out spending to date and projected to the year-end. Action plans are utilised to manage and minimise any significant variations to approved budgets. Financial Health reports are submitted to the Executive Board and Overview and Scrutiny Committee on a quarterly basis.

8.5 A comprehensive financial training package is in place for all budget holders, with a separate package developed specifically for members which is available through the Council's Virtual Learning Environment. This aims to improve financial competencies across the organisation and a Skills and Competency framework has been developed to underpin this process. During 2010/11, new financial monitoring arrangements at budget holder level will be introduced with the launch of a new Projections Module within the Council's Financial Management System.

- 8.6 The Council's Reserves policy, as set out in Section 7, requires directorates to have in place action plans to deal with variations in directorate spending up to 2% with the potential for variations up to this level being carried forward. This policy continues to provide a sound basis for the Council to manage unexpected budget pressures in the future.
- 8.7 The 2010/11 budget continues to be supported by some short term funding sources, but this is at a lower level than in the 2009/10 budget.
- 8.8 The projected position in respect to the current financial year, clearly demonstrates the financial challenges facing the Council. Whilst the Director of Resources has taken action to restrain spending on all but essential front line services, at best the likely position at the end of the current year is that reserves will be at a minimum level. Whilst the 2010/11 budget allocates additional resources to many of these budget pressures, nevertheless, and within what is a very tight financial settlement, it is clear that 2010/11 represents an even greater financial challenge and will require strong leadership both corporately and within directorates. Within this context, the Director of Resources considers that the proposed budget for 2010/11 is robust and that the level of reserves are adequate because:-
- the level of reserves is in line with the risk based reserves strategy.
 - budget monitoring and scrutiny arrangements are in place which include arrangements for the identification of remedial action.
 - cost pressures have been identified and resourced.
 - whilst the budget contains a number of challenging targets and other actions, these are clearly identified, and will be subject to specific monitoring by the Council's Corporate Leadership Team, and as such, are at this time considered reasonable and achievable.
 - risks are identified, recorded in the budget risk register and will be subject to control and management.
 - as part of the Council's reserves policy directorates are required to have in place a budget action plan which sets out how they will deal with variations during the year up to 2%.
- 8.9 It is widely anticipated that the Public Sector will face a very challenging financial landscape in the future. The Chancellor of the Exchequer's Pre-Budget Report to Parliament on the 9th December 2009 set out the scale of the problems facing the public finances. With the economy now expected to shrink in the current year by 4.75%, Government borrowing is forecast to be £178bn this year. Even with a target to reduce the in-year deficit to £96bn by 2013/14 (approximately half the current value), public sector net debt (as a proportion of GDP) is anticipated to rise from 55.6% in 2009/10 to 77.7% by 2014/15. With a new Comprehensive Spending Review postponed until after the General Election, how this national position will impact upon local government generally and Leeds City Council specifically is very difficult to quantify. However a key task for the forthcoming year will be for the Council to review its medium term financial plan, not only to reflect the likely reduction in resources available, but also to reflect some of the service demand and pressures that are evident. This will require not only the identification and delivery of an even greater

level of efficiencies than previously delivered, but also an even greater clarity within the Council of what are its priorities and what are not its priorities.

9. FINANCIAL PERFORMANCE INDICATORS

9.1 The Key Performance Indicators for 2010/11 in respect of VFM/Resources approved by Council as part of the Council Business Plan are as follows:

| Indicator | | Target 2009/10 | Target 2010/11 |
|-----------|---|--------------------------------------|--------------------------------------|
| BP-02 | Percentage of resource re-prioritisation achieved compared to that planned in the Medium Term Financial Plan | 100% | 100% |
| BP-03 | Percentage variation from the overall budget in year | 0% | 0% |
| BP-04 | Use of Resources score | 3 (2009 - New Framework) | 4 (2010 – New Framework) |
| BP-05 | Percentage income collected by authority in year through: a) Council Tax b) Non-Domestic Rates c) Housing Rents d) Sundry Debtors income collected within 30 days of invoice issued | 96.70% 98.65% 97.50% 97.50% | 96.75% 98.70% 98.00% 97.75% |
| NI179 | Percentage of cash releasing efficiency savings (per annum) revenue only | 3.0% | 4.0% (£23.5m) |

9.2 These indicators will be monitored throughout the year and reported to the Board on a quarterly basis.

10. IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE

10.1 In accordance with the Budget and Policy Framework Rules, the Executive Board are required to make proposals to Council regarding virement limits and the degree of in-year changes which may be undertaken by the Executive. These are set out in Financial Procedure Rules.

10.2 These rules have been reviewed during the year and it is not proposed to change the limits which are set out in Appendix 4.

11. RECOMMENDATIONS

11.1 The Executive Board is asked to recommend to the Council the adoption of the resolutions below:

- (i) That the Revenue Budget for 2010/11 totalling £569.295m, as detailed and explained in this report and accompanying papers be approved, including a 2.5% increase in the Leeds' element of the Council Tax.

- (ii) In respect of the Housing Revenue Account: -
- (a) that the budget be approved at the average rent increase figure of 3.1%;
 - (b) that the charges for garage rents be increased to £6.07 per week;
 - (c) that service charges are increased in line with rents (3.1%).

Background Documents

ⁱ LCC constitution – Part 2 article 4

ⁱⁱ CIPFA Statement of recommended practice

ⁱⁱⁱ LCC constitution – Part 4 rules and procedures

Appendix 1

Specific and Special Grants 2009/10 and 2010/11

| | 2009/10 £m | 2010/11 £m | Variation £m |
|---|----------------|----------------|-----------------|
| Non Ring Fenced Area Based Grants | | | |
| Neighbourhood Renewal Fund/ Working Neighbourhoods Fund | 3.585 | 0.000 | -3.585 |
| Other Non Ringfenced ABG - includes Supporting People from 2010/11 | 45.228 | 75.891 | 30.663 |
| Sub-Total | 48.813 | 75.891 | 27.078 |
| Ring Fenced Grants | | | |
| Education and Children's Personal Social Services | | | |
| Dedicated Schools Grant * | 400.398 | 422.958 | 22.560 |
| Ethnic Minority Achievement | 2.191 | 2.352 | 0.161 |
| Music Services | 0.855 | 0.859 | 0.004 |
| Playing For Success * | 0.328 | 0.400 | 0.072 |
| Contact Point | | 0.151 | 0.151 |
| School Lunch Grant | 1.164 | 1.116 | -0.048 |
| Targeted support for primary & secondary strategy | 5.393 | 3.869 | -1.523 |
| Youth Opportunity Fund | 0.496 | 0.496 | 0.000 |
| General Sure Start Grant (now called Sure Start, Early Years, Child Care) | 19.738 | 21.937 | 2.199 |
| Early Years - increasing flexibility for 3-4 yr olds | 6.129 | 6.095 | -0.034 |
| Schools Development Grant * | 30.494 | 30.332 | -0.162 |
| Short Breaks (Aiming High for Disabled Children) | 0.654 | 2.076 | 1.423 |
| Extended Schools - Sustainability | 1.877 | 2.645 | 0.768 |
| Targeted Mental Health in Schools | 0.225 | 0.194 | -0.031 |
| Schools Standards Grant (Including Personalisation) * | 21.360 | 22.225 | 0.865 |
| Extended Schools - Subsidy | 0.472 | 2.560 | 2.087 |
| One to One Tuition | 1.743 | 3.622 | 1.879 |
| Think Family Grant | 0.977 | 0.977 | 0.000 |
| Two Year Old Offer - Early Learning and Childcare | 2.048 | 0.900 | -1.148 |
| Youth Crime Action Plan | 0.175 | 0.175 | 0.000 |
| Challenge and Support Funding | 0.075 | 0.075 | 0.000 |
| Adults Personal Social Services | | | |
| Social Care Reform Grant | 2.740 | 3.367 | 0.627 |
| Learning Disability Campus Closure Programme | 0.629 | 1.036 | 0.406 |
| Stroke Strategy | 0.129 | 0.128 | -0.001 |
| AIDS Support Grant | 0.354 | 0.358 | 0.004 |
| EPCS | | | |
| Housing and Council Tax Benefit Admin Subsidy | 6.154 | 6.099 | -0.055 |
| PFI | 0.024 | 0.000 | -0.024 |
| Supporting People - part of Area Based Grant from 2010/11 | 32.987 | 0.000 | -32.987 |
| Homelessness | 0.456 | 0.440 | -0.016 |
| Sub-Total | 540.264 | 537.441 | -2.824 |
| GRAND TOTAL | 589.077 | 613.332 | 24.254 |

* subject to finalisation of pupil numbers

BUDGET CONSULTATION 2010/11

Youth Council Meeting Saturday, 19th December 2009

As part of the 2010/11 budget consultation process officers from the Resources Directorate gave a short presentation to the Youth Council on 19th December 2009.

Leeds Youth Council (LYC) is a representative body of young people aged 11-19, elected from high schools and colleges across Leeds. Elections are held annually and the members of LYC in turn elect an Executive Board and five Working Groups based on the themes of "Every Child Matters". LYC meets regularly as a full Council around every six weeks throughout the academic year to discuss matters of interest.

34 members of the Council were present at the meeting. At the end of the presentation the Council members were asked to split into groups to discuss the following questions:

For 2010/11:

- What should Leeds City Council spend more on?
- What should Leeds City Council spend less on?

The groups were then invited to feed back with their suggestions in each category. The comments made by the groups are listed below.

Subjects mentioned for additional spending were:

- Children's and youth services, including social services for young people and the Youth Council.
- Schools
- Clean public buildings, including schools
- Roads, especially main ones, and road safety
- Creating jobs, including within the council
- Fortnightly green bin collection
- Public transport and reducing traffic congestion
- Dealing with anti-social behaviour
- Parks and open spaces, including activities for young children
- Well stocked libraries, including the provision of computers
- Cultural activities
- Affordable, good quality houses and flats

Comments were made about spending money more efficiently, including using existing funds spent on sports centres in a better way to improve facilities.

It was suggested that there should be more rigour in the payment of housing and council tax benefit, with more investigations to stop people abusing the system.

Areas that were mentioned for spending less were education, adult social care and sport and leisure. Also mentioned in this context were prisons, although it was acknowledged that they might not be the responsibility of councils.

Residents Surveys

As part of its consultation on its budget for 2010/11, Leeds City Council invited views on spending priorities from Leeds' Residents. It did this in two ways, firstly as one of the questions in the Residents' Survey that was carried out with a representative sample of about 3,500 residents in August and September 2009 and secondly through the autumn edition of About Leeds.

The question included in the Residents' Survey was made up of two parts, identical to the first two questions in About Leeds. The first gave a list of council priorities drawn from the Council's Business Plan and asked for the priorities to be ranked as high, medium or low. The second gave the same list and asked for the top priority to be identified

About Leeds asked in addition two open questions, "Are there any other issues which you think should be priorities for the council?" and "Is there anything you think the council should spend less on?"

Summary of Key Results

Ranked as High Priority

In both surveys the area which most people ranked as high was,

"Helping people to feel safe where they live (for example reducing crime, anti-social behaviour, bullying and harassment)".

The percentage who put this down as high was almost identical in both surveys (73% / 74%) and was well above any other area identified as high.

The Residents' Survey then had in the top five:

- The ability of local people to afford to live in a decent, warm home (for example the provision of more decent and affordable homes, providing help for those struggling to heat their homes, reducing homelessness)
- Education and training opportunities for children and school-leavers
- Support for business and enterprise to improve the economy and reduce local unemployment
- Support and care for vulnerable children and adults

The About Leeds survey, which is not necessarily representative in the same way as the Residents Survey, had in the top five:

- Support for business and enterprise to improve the economy and reduce local unemployment
- Support and care for vulnerable children and adults
- Getting around the area safely and easily without using a car (including improving the roads and road safety and improving public transport and opportunities for cycling and walking)

- The ability of local people to afford to live in a decent, warm home (for example the provision of more decent and affordable homes, providing help for those struggling to heat their homes, reducing homelessness)

Top Priority

In both surveys “**Helping people to feel safe where they live (for example reducing crime, anti-social behaviour, bullying and harassment)**” was the top priority.

The Residents’ Survey then had:

- The ability of local people to afford to live in a decent, warm home (for example the provision of more decent and affordable homes, providing help for those struggling to heat their homes, reducing homelessness).
- Support for business and enterprise to improve the economy and reduce local unemployment
- Education and training opportunities for children and school-leavers
- Getting around the area safely and easily without using a car (including improving the roads and road safety and improving public transport and opportunities for cycling and walking)

The About Leeds survey then had:

- Support for business and enterprise to improve the economy and reduce local unemployment
- Getting around the area safely and easily without using a car (including improving the roads and road safety and improving public transport and opportunities for cycling and walking)
- The ability of local people to afford to live in a decent, warm home (for example the provision of more decent and affordable homes, providing help for those struggling to heat their homes, reducing homelessness).
- Education and training opportunities for children and school-leavers

Other Priorities (About Leeds only)

The matters that were mentioned most frequently were

| | | |
|--|----|-----------|
| Keeping the city clean and tidy with less litter | 38 | responses |
| Road repairs | 25 | |
| Public transport | 21 | |
| Care and services for the elderly | 17 | |
| Reducing crime and anti-social behaviour | 16 | |

Spend Less on (About Leeds only)

The matters that were mentioned most frequently were

| | | |
|--|----|-----------|
| Expenses | 30 | responses |
| Salaries (12 specified executive salaries) | 27 | |
| Free events | 17 | |
| About Leeds | 15 | |
| Arts and culture | 13 | |

FINANCIAL PROCEDURE RULE 3.6

SUPPLEMENTARY VOTES

Supplementary Votes will only be considered in exceptional circumstances. The following approvals are required:

| | |
|-------------------|-----------------------|
| Up to £100,000 | Director of Resources |
| Up to £1m | Executive Board |
| No specific limit | Council |

DELEGATED VIREMENTS

- 1 Virement between budget book service heads, within the appropriate budget document approved annually by council, will only be permitted in accordance with the following rules and value limits, summarised in Table 1. The virement limits and rules are set annually by Council as part of the budget approval process.

The value limits apply to individual virements and are not cumulative.

- 2 Proposals to vary budgets arising as a result of the need to address a potential overspend (including shortfalls in income), recycling of efficiency gains and changed spending plans will all be required to satisfy the following criteria prior to approval by the decision taker as outlined within the attached table.

In considering proposals to vary budgets, the decision taker will take account of:

- The reason for the request for virement
- The impact on the council as a whole, including employment, legal and financial implications
- The impact on the efficiency of the service as a whole
- The sustainability of the proposals i.e. long term effects
- Whether the proposals are consistent with the council's priorities outlined within the Corporate Plan
- Whether the proposals are consistent with the Budget & Policy Framework
- The cumulative impact of previous virements

In addition, where a virement request exceeds £125k in value the decision taker must seek the advice of the Director of Resources as to the council's overall financial position prior to approval of the request.

- 3 Where *fortuitous savings* have arisen in any budget head, these should be notified to the Director of Resources immediately they are known. Fortuitous savings are defined as those savings where their achievement has not been actively managed

and may include, for example, savings in NNDR or lower than anticipated pay awards. Any fortuitous saving in excess of £100k will not be available for use as a source of virement without the prior approval of the Director of Resources.

- 4 The decision to vire between budget book headings is a Significant Operational Decision, and all virements must comply with the constitutional requirements for this type of decision.

The delegated limits outlined in the attached table do not operate independently from the requirements within the council's Constitution in respect of 'Key & Major' Decisions (as from time to time updated). All 'Key & Major' Decisions which result in the need to operate these delegated limits must first comply with the constitutional requirements, in respect of such decisions, prior to being put forward for virement.

- 5 Where wholly self-financing virements are sought to inject both income and expenditure in respect of approved external funding bids, there is no specific limit to the amount which can be approved by Directors where it is clear that this would not represent a change to existing council Policy, or form a new policy where one does not already exist. In all other cases, approval must be sought from council in accordance with the requirements of the council's Constitution
- 6 In accordance with the council's Asset Management Plan, virements out of building maintenance budgets require the prior approval of the council's Asset Management Group.
- 7 All virements requiring approval shall be submitted in a standard format. Sufficient details shall be given to allow the decision to be made and recorded within the Council's Financial records.
- 8 All virement and other budget adjustment schedules should be submitted to the Director of Resources for information.
- 9 The Director of Resources reserves the right to defer any virement to members where there may be policy issues.

OTHER BUDGET ADJUSTMENTS

- 1 There is a de minimis level for virements of £10k, below which any variations to net managed budgets will be deemed other budget adjustments. Budget movements that are not between budget headings within the net managed budget will also be other budget adjustments.
- 2 The Director of Resources may also approve budget adjustments of unlimited value where these are purely technical in nature. Technical adjustments to budgets are defined as those which have no impact upon the service provided or on income generated.

Table 1

MAXIMUM DELEGATED LIMITS FOR REVENUE VIREMENT

| Approval Type | Full Council £ | Executive Board £ | Director of Resources* £ | Directors** £ |
|---|-------------------|----------------------|-----------------------------|-------------------|
| A) Supplementary Votes (i.e. Release of General Fund Reserves) | No specific limit | 1,000,000 | 100,000 | None |
| B) Virements of the net managed budget into or out of budget book service headings: | | | | |
| 1. Within a Directorate | No specific limit | £1,250,000 | £750,000 | £125,000 |
| 2. Between Directorates | No specific limit | £1,250,000 | £750,000 | None |
| C) Self - Financing virements of the net managed budget (from External Funding) | | | | |
| - policy change | No specific limit | None | None | None |
| - within current policy | No specific limit | No specific limit | No specific limit | No specific limit |

* With the support of Directors

** Any reference to a Director within the constitution shall be deemed to include reference to all officers listed, except where the context requires otherwise: the assistant chief executives and the chief officers for early years & youth service, children & families, environmental services, housing services, regeneration, highways, libraries arts and heritage, recreation, planning and customer services.

| Service | 2009/10 | | | 2010/11 | | |
|--|--------------------------|--|------------------|--------------------------|--|------------------|
| | Net managed budget £000s | Net budget managed outside service £000s | Net budget £000s | Net managed budget £000s | Net budget managed outside service £000s | Net budget £000s |
| Adult Social Care | | | | | | |
| Partnership and Organisational Development | 471 | (189) | 282 | 422 | (12) | 410 |
| Access and Inclusion | 73,907 | 12,525 | 86,432 | 75,890 | 12,568 | 88,458 |
| Support & Enablement | 47,893 | 11,927 | 59,820 | 47,862 | 12,087 | 59,949 |
| Strategic Commissioning | 4,325 | (3,683) | 642 | 4,623 | (2,021) | 2,602 |
| Resources | 7,346 | (5,877) | 1,469 | 8,097 | (5,918) | 2,179 |
| Learning Disability Services | 42,048 | 6,699 | 48,747 | 44,307 | 8,441 | 52,748 |
| | 175,990 | 21,402 | 197,392 | 181,201 | 25,145 | 206,346 |
| Children's Services | | | | | | |
| LEA Funded Services | 45,665 | 27,912 | 73,577 | 44,481 | 30,826 | 75,307 |
| Individual School Budgets | 369,759 | (1) | 369,758 | 375,165 | 0 | 375,165 |
| DSG Funded Services | (367,469) | 0 | (367,469) | (373,290) | 0 | (373,290) |
| Early Years | 9,681 | 5,391 | 15,072 | 6,787 | 5,648 | 12,435 |
| Integrated Youth Support Services | 16,845 | 1,751 | 18,596 | 16,438 | 2,455 | 18,893 |
| Children's Social Care | 68,619 | 5,648 | 74,267 | 75,290 | 6,975 | 82,265 |
| Youth Offending Service | 2,914 | 893 | 3,807 | 2,767 | 802 | 3,569 |
| Director of Children's Services Unit | 2,178 | 489 | 2,667 | 2,249 | 517 | 2,766 |
| Support Costs and Central Accounts | (1,203) | (397) | (1,600) | (876) | (297) | (1,173) |
| | 146,989 | 41,686 | 188,675 | 149,011 | 46,926 | 195,937 |
| City Development | | | | | | |
| Planning and Development | 2,745 | 3,349 | 6,094 | 3,323 | 3,223 | 6,546 |
| Economic Services | 4,284 | 1,687 | 5,971 | 4,388 | 1,537 | 5,925 |
| Asset Management | (2,977) | 3,800 | 823 | (2,666) | 3,629 | 963 |
| Highways and Transportation | 26,739 | 16,087 | 42,826 | 26,904 | 18,040 | 44,944 |
| Libraries, Arts and Heritage | 21,928 | 16,240 | 38,168 | 21,990 | 12,024 | 34,014 |
| Recreation | 19,228 | 13,635 | 32,863 | 19,363 | 14,906 | 34,269 |
| Support Services | 4,876 | (4,084) | 792 | 4,009 | (4,099) | (90) |
| | 76,823 | 50,714 | 127,537 | 77,311 | 49,260 | 126,571 |
| Environment and Neighbourhoods | | | | | | |
| Streetscene Environmental Services | 30,386 | 2,461 | 32,847 | 28,401 | 4,141 | 32,542 |
| Health and Environmental Action | 7,735 | 2,047 | 9,782 | 7,656 | 2,030 | 9,686 |
| Car Parking Services | (8,286) | 1,185 | (7,101) | (8,003) | 1,650 | (6,353) |
| Community Safety | 3,257 | 781 | 4,038 | 2,960 | 967 | 3,927 |
| Safer Leeds Partnership | 1,312 | 21 | 1,333 | 1,455 | 66 | 1,521 |
| Regeneration | 9,689 | 166 | 9,855 | 7,935 | 451 | 8,386 |
| Jobs and Skills | 3,127 | 505 | 3,632 | 2,907 | 294 | 3,201 |
| Community Centres | 1,656 | 1,471 | 3,127 | 1,705 | 1,938 | 3,643 |
| Housing Services | 4,906 | 2,730 | 7,636 | 34,959 | 2,921 | 37,880 |
| General Fund Support Services | 623 | (623) | 0 | (44) | 44 | 0 |
| Waste Management | 19,576 | 643 | 20,219 | 20,017 | 801 | 20,818 |
| Safer Leeds Drugs Team | (140) | 172 | 32 | (140) | 204 | 64 |
| | 73,841 | 11,559 | 85,400 | 99,808 | 15,507 | 115,315 |
| Resources | | | | | | |
| Financial Management | 9,028 | (9,028) | 0 | 8,922 | (8,922) | 0 |
| Business Support Centre | 3,858 | (3,858) | 0 | 3,844 | (3,844) | 0 |
| Financial Development | 929 | (929) | 0 | 901 | (901) | 0 |
| Cost of Collection | (2,255) | 7,101 | 4,846 | (3,833) | 8,346 | 4,513 |
| Revenues Services | 5,644 | (5,644) | 0 | 5,834 | (5,834) | 0 |
| Benefits Service | (4,566) | 4,566 | 0 | (992) | 992 | 0 |
| Student Support | 454 | 112 | 566 | 357 | 128 | 485 |
| Housing Benefit | 2,346 | 0 | 2,346 | (388) | 2,865 | 2,477 |
| Information Technology | 14,802 | (11,407) | 3,395 | 13,876 | (9,498) | 4,378 |
| Human Resources | 7,867 | (7,866) | 1 | 8,197 | (8,197) | 0 |
| Audit and Risk | 2,401 | (1,760) | 641 | 3,008 | (2,460) | 548 |
| Support Services and Directorate | 1,066 | (1,066) | 0 | 958 | (958) | 0 |
| Public Private Partnership Unit | (859) | 499 | (360) | (982) | 640 | (342) |
| Corporate Property Management | 20,925 | (21,227) | (302) | 19,736 | (20,030) | (294) |
| Commercial Services General Fund | 159 | (456) | (297) | 361 | (481) | (120) |
| Commercial Services Trading | (5,602) | 3,738 | (1,864) | (6,149) | 3,860 | (2,289) |
| | 56,197 | (47,225) | 8,972 | 53,650 | (44,294) | 9,356 |
| Corporate Governance | | | | | | |
| Legal, Licensing and Registration | 13 | 2,265 | 2,278 | 105 | 2,348 | 2,453 |
| Democratic Services | 6,184 | (6,189) | (5) | 6,194 | (6,196) | (2) |
| Procurement | 1,573 | (1,573) | 0 | 1,554 | (1,554) | 0 |
| | 7,770 | (5,497) | 2,273 | 7,853 | (5,402) | 2,451 |
| Planning, Policy and Improvement | | | | | | |
| Customer Services | 7,162 | (4,765) | 2,397 | 7,234 | (4,318) | 2,916 |
| Leeds Initiative & Partnership | 2,258 | (1,661) | 597 | 1,797 | (1,312) | 485 |
| Business Transformation | 176 | (176) | 0 | 897 | (897) | 0 |
| PPI Management & Support | 2,669 | (2,669) | 0 | 2,432 | (2,432) | 0 |
| | 12,265 | (9,271) | 2,994 | 12,360 | (8,959) | 3,401 |
| Central Accounts | 13,207 | (41,044) | (27,837) | (6,929) | 1,045 | (5,884) |
| NET COST OF DEPARTMENTAL SPENDING | 563,082 | 22,324 | 585,406 | 574,265 | 79,228 | 653,493 |
| Transfers to / (from) reserves: | | | | | | |
| FRS 17 | 0 | (33,498) | (33,498) | 0 | (89,221) | (89,221) |
| Other | 0 | 4,900 | 4,900 | 0 | 5,023 | 5,023 |
| NET COST OF CITY COUNCIL SERVICES | 563,082 | (6,274) | 556,808 | 574,265 | (4,970) | 569,295 |
| Contribution to/(from) General Fund Reserves | 0 | 0 | 0 | 0 | 0 | 0 |
| NET REVENUE CHARGE | 563,082 | (6,274) | 556,808 | 574,265 | (4,970) | 569,295 |

Table 2

Summary of budget by type of spending or income

| | Net Budget 2010/11 £000 | % of Total | Per Band D Property £ |
|---|----------------------------------|------------------|--------------------------------|
| Expenditure | | | |
| Employees | 885,553 | 42 | 3,742 |
| Premises | 111,602 | 5 | 472 |
| Supplies and services | 465,273 | 22 | 1,966 |
| Transport | 35,885 | 2 | 152 |
| Capital costs | 98,631 | 5 | 417 |
| Transfer payments | 277,874 | 13 | 1,174 |
| Payments to external service providers | 222,262 | 11 | 939 |
| | 2,097,082 | 100 | 8,862 |
| Income | | | |
| Grants | (1,002,343) | 70 | (4,236) |
| Rents | (178,884) | 13 | (756) |
| Fees & charges | (247,975) | 17 | (1,048) |
| | (1,429,202) | 100 | (6,040) |
| Net budget | 667,880 | 100 | 2,838 |
| Contribution to/(from) FRS 17 reserves | (89,027) | | (376) |
| Contribution to/(from) other earmarked reserves | (9,558) | | (40) |
| Contribution to/(from) General Fund reserves | 0 | | 0 |
| | (98,585) | | (417) |
| Net revenue charge | 569,295 | | 2,422 |

Notes: The number of Band D equivalent properties is 236,630

The total Individual Schools Budget (ISB) has been analysed at a subjective level in the above table. This provisional spend is based on previous expenditure and income patterns but will be subject to final determination by individual schools.

The subjective analysis above includes the Housing Revenue Account (HRA). Therefore the contribution to / (from) other earmarked reserves includes HRA working balances.

Staffing Requirements (Full Time Equivalents)

Table 3

| Department | Total staff as at 31st March 2011 |
|--|-----------------------------------|
| Adult Social Care | 3,031 |
| Children's Services - School based staff | 10,974 |
| Children's Services - Other | 2,243 |
| City Development | 2,812 |
| Environments & Housing | 1,755 |
| Resources | 3,390 |
| Corporate Governance | 0 |
| Planning, Policy and Improvement | 479 |
| Public Private Partnerships Unit | 69 |
| Total | 24,753 |

These figures include teachers –

| | |
|--|-------|
| Children's Services - School based staff | 5,551 |
|--|-------|

Draft Budget 2010/11

Executive Board papers – 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 full detailed figures at the 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 | | ✓ |
| Corporate Governance | | ✓ |
| Planning, Policy and Improvement | | ✓ |
| Central 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

2010/11 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 2010/11 financial year.

2 Service Context

- 2.1 The national context for Adult Social Care is one of demographic increases, increased life expectancy, increasing 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 more recent economic downturn is putting increasing pressure on public finances. Against this backdrop, the current funding system for adult social care services has been recognised by the government as unsustainable in the longer term. This gave rise to the 2009 Green Paper "Shaping the Future of Care Together" and more recently the Personal Care at Home Bill.
- 2.2 Within this national context, the 2010/11 Adult Social Care budget reflects the continuation of the two key themes identified for 2009/10, namely improving the quality of outcomes for people and developing a sustainable model for future social care in Leeds.
- 2.3 The investments within the 2009/10 budget in personalisation and safeguarding have delivered improved outcomes for our customers and contributed to the improved performance rating for Adult Social Care announced in December 2009. In 2010/11 Adult Social Care will continue to strive for excellent performance and further investment in personalisation to provide greater choice and flexibility for customers will be an important contributor.
- 2.4 The focus on the increased personalisation of adult social care services will mean significant changes in the short and medium term in the way in which services are configured and delivered. Some of these have begun, but increasingly Adult Social Care will need to increase the efficiency and effectiveness of services to maximise value from the resources available to provide a sustainable model for the future.
- 2.5 Supporting more people within the community rather than in residential care is a key element of national policy and as a further means of promoting this the range and level of telecare services available in Leeds need to be increased. To develop a sustainable model for the future and implement the proposals within the Personal Care at Home Bill effectively, a city-wide reablement service is essential. As well as enabling more people to live at home, enhancing the telecare and reablement services will reduce the cost of care for individual customers and support greater financial sustainability for Adult Social Care in the future. Both these developments are included within the 2010/11 budget.
- 2.6 Although the financial settlement for Leeds in 2010/11 is very difficult, Adult Social Care has been able to invest in some key service areas. These include community care packages, personalisation, the learning disability pooled budget, and the Independent Living Project. The 2010/11 budget also takes account of the pressures experienced during 2009/10 on the community care placements and domiciliary care budgets and includes measures to

manage the financial impact of these increases. These investments have been achieved by identifying efficiencies within current services, particularly through reviewing contracting arrangements and managing inflation.

2.7 The 2010/11 budget for Adult Social Care builds on previous plans to deliver future budgets that are aligned with the strategic vision for the service. Significantly lower percentage increases in available resources are expected in future years and so planning for the future must begin in 2010/11. Strategies will be developed to ensure that maximum use is made of the resources available for the benefit of vulnerable people in the city. These strategies will include older people's residential care and home care/extra care, learning disability accommodation services, mental health day services and collaboration with the health and voluntary sectors. This work is essential to provide a platform for financial sustainability in 2011/12 and beyond.

3 Explanation of variations between adjusted 2009/10 and 2010/11 + £4.499m (2.5%)

3.1 The variation can be summarised as follows:

| | £000s | |
|--|-------|---------|
| Net Managed Budget 2009/10 | | 175,990 |
| Adjustments | | 712 |
| Adjusted Net Managed Budget 2009/10 | | 176,702 |
| Changes in Prices | | |
| • Pay | - | 38 |
| • Price | | 313 |
| • Income | - | 249 |
| | | 26 |
| Service Budget Changes | | |
| • Changes in Service Levels | | 10,242 |
| • Other Factors not affecting level of service | | 2,693 |
| • Efficiency Savings | - | 8,462 |
| | | 4,473 |
| Net Managed Budget 2010/11 | | 181,201 |

3.2 Adjustments

3.2.1 The adjustments include the provision for payments to voluntary furniture stores transferring to Environment and Neighbourhoods and support service charges with the Children's directorate.

3.3 Changes in prices

3.3.1 The 2009/10 budget provided for a 2% pay award, however, the final settlement was agreed at 1% for NJC staff (1.25% for those staff under spinal point 10) and zero for JNC grades and above. This results in a saving of £0.827m. This is partially offset by an increase of 0.3% for the effect of the 2008/09 pay award which was finalised after the 2009/10 budget had been prepared. The cost of this was £0.251m. No provision has been made for a pay award in 2010/11. Provision of £0.529m has also been made for an increase in the employers superannuation contribution.

3.3.2 Price increases for 2010/11 are provided for at £313k, which includes provision for direct payments and personal budgets. Budgets for running expenses and grants to voluntary organisations have been cash-limited.

3.3.3 Increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £249k. This includes £163k for income from other organisations, mainly in respect of health-funded expenditure. Most Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April. Those not linked to benefits rates have been budgeted to increase by 1%, with the exception of meals as outlined in section 3.4.7 below. Additional income from meals and from the full-year effect of the non-residential services income review are not included within the £249k.

3.4 Service Budget Changes

3.4.1 Reflecting demographic trends and the pressures faced during 2009/10, additional budget provision has been made in 2010/11 for community care placements and independent sector domiciliary care. The 2010/11 budget also takes into account the projected impact of measures to manage these demographic and demand pressures and to deliver contracting and inflation management savings within these budgets. Additional provision of £4,406k has been made for community care placements and £2,600k for independent sector domiciliary care, offset by £2,778k to reflect the projected impact of demand management and contracting savings amounting to £2,345k. Therefore, the net additional budget provision for community care placements and independent sector domiciliary care is £1,883k. This investment is prior to the impact of the reablement and extended telecare services, which are set out in sections 3.4.3 and 3.4.4 below, being reflected in the community care budget.

3.4.2 In line with the government's personalisation agenda, an additional £2,013k has been provided for direct payments and individual budgets for 2010/11. This reflects planned growth during 2010/11 and the full-year effects of increases during 2009/10. Direct payments and individual budgets form part of the overall budget for community care packages and so the demand management savings outlined in the preceding paragraph may impact on them to some extent.

3.4.3 Establishing a reablement service is a key requirement for the successful implementation of the Personal Care at Home Bill. Developing this service will reduce the amount of home care that people need on an ongoing basis and in some cases will avoid the need for residential care. The net budgeted savings of £2,000k for 2010/11 reflect these projected reductions and the expectation that the reablement service can be established at no extra cost by increasing the productivity levels within the Community Support Service.

3.4.4 Expanding the current telecare service to provide a greater range and level of equipment will also reduce domiciliary care costs. The mobile response service is likely to need to expand for those customers without neighbours, relatives or friends to act as keyholders, for which funding will be sought from the Supporting People budget. Provision for the equipment purchase is included within the capital programme report elsewhere on this agenda and net savings of £500k have been included in the 2010/11 budget.

3.4.5 Additional provision has been made in 2010/11 for the Council's contribution to the learning disability pooled budget to reflect increased numbers of customers and increasingly complex social care needs. As with the community care packages budget for other client groups outlined in section 3.4.1 above, contracting and inflation management savings are included and there are also savings due to the implementation of the Independent Living Project (ILP). Additional budget provision of £1,960k is offset by savings amounting to

£1,579k from contracting efficiency savings and from the ILP to give a net increase of £381k.

- 3.4.6 The PFI-funded Independent Living Project for people with learning disabilities and mental health needs became partly operational in 2009/10. When completed this scheme will provide high quality homes and facilitate a more independent lifestyle for 343 service users, an increase of 37 compared with the units they will replace. The net additional cost in 2010/11 is £1,942k, mainly reflecting increased staffing costs associated with the more dispersed accommodation and the new accommodation provider receiving Housing Benefit income previously collected by Adult Social Care.
- 3.4.7 Community-based support to help people to remain living independently for as long as they wish to do so is a priority and additional funding of £360k has been provided for the Neighbourhood Networks in the city. £150k has been provided to facilitate the city-wide roll-out of the successful 7-day hot meals service, which includes the option for a second meal for later in the day to be delivered at the same time. Additional income of £133k is included to reflect revised meals contributions effective from 1st July 2010 of £3.50 for a main meal and £2.10 for a second meal. These will reduce the subsidy for meals services and they represent increases of 50p and 20p per meal respectively. They will also apply to meals in day services, with corresponding increases for those day services that operate a cafeteria system rather than a set meal.
- 3.4.8 The 2009/10 budget included the financial implications of the ongoing challenging programme of service improvement and business reconfiguration within Adult Social Care. Although significant progress has been made, there has been some slippage and the 2010/11 budget reflects a reassessment of what is achievable in the coming year. Accordingly, additional provision of £1,378k has been made for the directly provided residential care, home care and day care services, the Roseville laundry and staff travel. This is net of efficiencies totalling £2,074k, some of which relates to staff travel, but the substantial majority is within the home care service to reflect ongoing efficiencies.
- 3.4.9 The 2010/11 budget includes increased provision of £1,746k for staffing, predominantly within regulated services. This excludes the Independent Living Project outlined in section 3.4.6 above. This increase includes £455k for increased night cover in residential homes to meet fire regulation requirements and £851k for additional staffing in learning disability services. Staffing savings of £1,910k are included to reflect planned efficiencies in agency and overtime usage, improved attendance management and vacancy management across the directorate.
- 3.4.10 Net additional income of £285k is included in the 2010/11 budget. This reflects trends during 2009/10, which include some ongoing reductions in income from NHS Leeds. It also includes £300k for the full-year effects of the income review and £406k in government grant relating to learning disability services.
- 3.4.11 Transport savings of £740k are included to reflect a review of transport provision and the way in which it is provided, predominantly within services for older people and people with learning disabilities. This will include efficiencies in the procurement of external hire and route rationalisation. Budgeted savings of £250k reflect a review in 2010/11 of non-statutory grants to voluntary organisations delivering services that are not the core business of Adult Social Care. The 2010/11 budget includes savings of £300k reflecting a review during the year of directly provided residential care, which will include the contributions made by NHS Leeds.

3.4.12 The Personal Care at Home Bill published in late November 2009 proposes free personal care at home from 1st October 2010 for people within the critical band of Fair Access to Care Services who also require significant help with four or more Activities of Daily Living. The cost to councils relates to loss of income from customers and to people who are currently funding their own care requesting free council support. The indicative government grant allocation for Leeds in 2010/11 (half-year) is £2.8m - £2.9m. The budget assumption for 2010/11 is that this will be cost neutral for Leeds, with the grant funding covering the income loss and additional costs for current self-funders.

3.5 Efficiency savings

3.5.1 The efficiency savings identified for 2010/11 within Adult Social Care are largely in the same areas as the substantial savings delivered over the last four years. The 2010/11 efficiency savings are set out in the table below and some of these are outlined in section 3.4 above.

| Nature of saving | Total £000s |
|---|----------------|
| Contracting efficiencies and managing inflation, mainly relating to community care packages and the learning disability pooled budget | 3,513 |
| Staffing efficiencies, particularly through reviewing the use of agency and overtime, improving work attendance and the ongoing turnover within the Community Support Service | 2,465 |
| General procurement and running expenses efficiencies | 1,085 |
| Transport efficiencies | 740 |
| Staff travel efficiencies | 259 |
| Income collection efficiencies | 400 |
| Total | 8,462 |

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.

5. Eligibility for Services

| | £000s |
|--------------------------------------|---------|
| Net Managed Budget | 181,201 |
| Managed Outside Service | 25,145 |
| Net Cost of Service | 206,346 |
| Transfers to/from earmarked reserves | - 5,735 |
| Net Revenue Charge | 200,611 |

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 2010/11 and the budget proposals set out above will ensure that the resources required are in place to support that decision.

6 Risk Assessment

6.1 In determining the 2010/11 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 2010/11 budget for this directorate are set out below.

6.2 Adult Social Care has delivered very substantial efficiency and service reconfiguration savings totalling over £40m in the last four years and the savings budgeted for 2010/11 are predominantly in the same areas as those achieved previously. It becomes more challenging to deliver further savings year-on-year and this clearly increases the risks associated with the 2010/11 Adult Social Care budget.

6.3 One of the most significant ongoing areas of risk relates to front-line services of a demand-led nature. Whilst the budget is based on realistic demographic information, the nature of demand for these services can be somewhat volatile and the pressures experienced during 2009/10 highlight the risks associated with these budgets. 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. The 2010/11 budget includes the projected impact of measures to reduce the financial impact of demand and demographic pressures, but there remains some uncertainty about the financial impact of these actions. The increased funding for direct payments and personal budgets has been based on the latest information available nationally, but it is possible that more customers will choose to receive cash payments rather than traditional services than assumed within the budget. Delivering the substantial contracting and inflation management efficiencies included within the budget is dependent on successful negotiations with service providers.

6.4 The 2010/11 budget includes the projected impact of establishing a reablement service and substantially increasing the range and level of telecare services. Whilst the projected savings, predominantly in domiciliary care expenditure, from establishing these services are based on information from other authorities, there is a possibility that these do not reflect the particular circumstances in Leeds. The 2010/11 budget reflects increased productivity within the directly-provided home care service providing the resources to establish the reablement service from 1st April, but there is a possibility that establishing the service will not be cost neutral and will not be achieved by the start of the financial year.

6.5 The ongoing correspondence between local and central government indicates a high level of uncertainty about the potential costs arising from the Personal Care at Home Bill. It is likely that Leeds will be less affected financially than some councils as it remains a relatively low charging authority compared to the majority, but financial projections cannot yet be made with any certainty. In addition to the financial risks associated with the Bill should it become law, there are major operational complexities associated with implementing these new arrangements by 1st October 2010.



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 way in which performance information is measured changed, with the Performance Assessment Framework (PAF) indicators being superseded by the new National Indicator (NI) set (although some of the PAF are still calculated).

Preventative Services

- In 2008/09 Leeds funded 164 organisations to assist them in providing preventative services to around 19,500 people, of whom 11,600 were elderly and 2,600 were carers.

Information and Contact Services

- From the start of 2009/10 to the end of quarter 3, 19,940 new referrals were received. Of these approximately 55% have gone on to some further activity and 45% have been dealt with at source.
- In the first 3 quarters of 2009/10 approximately 5,600 people had a care assessment. Of the assessments completed to date, around 70% have resulted in some form of service being offered.

Assessment and Care Management

- Leeds currently carries out 91.6% of its assessments of adults and older people within the targeted deadline, which is 7.6% higher than in 2008/09. Based on the available data current performance would place Leeds 9th out of the 69 authorities that had submitted data for this indicator as at the end of the 2nd quarter 2009/10.
- In the first 3 quarters of 2009/10, 87.9% of care packages were delivered within the target 28 days, an increase of 2.6% from our 2008/09 performance. The target for 2009/10 is 92%

Self Directed Care

- By the end of quarter 3, 2009/10 the number of people receiving direct payments had increased from 5.2% of carers and service users helped to live at home to 12.5%. Further improvement is 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 2009/10 Leeds supported 8,975 older people to live at home through a variety of directly provided and commissioned services, following a formal assessment.

Residential and Nursing Care

- Leeds currently provides permanent residential and nursing care for approximately 3,280 people, of whom 2,720 are elderly.
- In 2008/09 Leeds provided new nursing and residential placements to 912 older people and 70 people aged 18-64. In the first half of 2009/10 the figures were 410 and 23 respectively.



Budget Highlights

The Adult Social Care net managed budget for 2010/11 has increased by £4.3m compared with the 2009/10 budget. The two key themes within the budget are improving the quality of outcomes for people and developing a sustainable model for future social care in Leeds. Improving the quality of outcomes will focus particularly on continuing to develop personalisation and building on the safeguarding improvements made during 2009/10. Improvements in performance measures and quality standards will continue to meet the increasing expectations of our customers and achieve our ambitions for excellence. A sustainable model for the future is required against a backdrop of these increasing customer expectations and some significant demographic increases. The focus on the increased personalisation of adult social care services will mean significant changes in the short and medium term in the way in which services are configured and delivered. This will require increasing the efficiency and effectiveness of services to maximise value from the resources available.

In line with the personalisation agenda, an additional £2m has been provided for direct payments and personal budgets to reflect the full-year effect of increases during 2009/10 and planned growth during 2010/11. The community care budget, which includes residential and nursing placements and independent sector domiciliary care, has increased by £4.2m. This reflects the projected impact in 2010/11 of demographic trends and pressures faced during 2009/10 and the measures being taken to manage their financial effects. Contracting efficiency savings of £2.3m are projected to further reduce the financial impact of these pressures. Establishing a reablement service is of major importance in developing financial sustainability as it will reduce the level of home care people need on an ongoing basis and in some cases will avoid the need for residential care. In the 2010/11 budget net savings of £2m are included to reflect the impact of establishing an reablement service. Further savings of £0.5m reflect the expansion of the telecare service to provide a greater range and level of equipment and reduce the need for domiciliary care.

Additional provision of £2m has been made for the council's contribution to the Joint Commissioning Service for People with Learning Disabilities to reflect increased numbers of customers and increasingly complex needs. Contracting efficiency savings of £1.6m are projected to reduce the financial impact of this increase. £0.4m is being provided through specific government funding for learning disability services in respect the closure of long-stay health provision. The Independent Living Project for people with learning disabilities and mental health needs became partly operational during 2009/10, with custom-built properties to provide tenants with a more independent lifestyle. The net additional cost in 2010/11 is £1.9m,

Significant progress has been made with the ongoing challenging programme of service improvement and business reconfiguration included within the 2009/10 budget, but there has been some slippage, particularly within the directly-provided services. The 2010/11 budget reflects a reassessment of what is achievable in the coming year and accordingly additional provision of £1.4m has been made. This is net of efficiency savings of £2.1m projected for 2010/11 within these service areas. Efficiency savings across the directorate amounting to £8.5m have been included within the 2010/11 budget. These relate predominantly to contracting and general procurement efficiencies and staffing savings.

Adult Social Care

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | Managed Outside the Service | Total 2010/11 |
|--|--|------------------|------------------------|----------|-----------------------------------|------------------|
| | | | Spending | Income | | |
| Deputy Director-Partnership and Organisational Effectiveness | Partnership & Organisational Dev | 320 | 1,515 | (1,094) | 422 | 422 |
| Chief Officer Access and Inclusion | Access & Inclusion | 104,719 | 101,923 | (26,084) | 75,839 | 109,850 |
| Chief Officer Support and Enablement | Support & Enablement | 41,279 | 59,477 | (11,565) | 47,913 | 39,243 |
| Deputy Director Strategic Commissioning | Strategic Commissioning | 642 | 7,220 | (2,596) | 4,623 | 909 |
| Chief Officer Resources and Strategy | Resources | 1,684 | 12,086 | (3,989) | 8,097 | 2,178 |
| Chief Officer Learning Disabilities | Learning Disability Services | 46,305 | 79,830 | (35,523) | 44,307 | 53,744 |
| Net Cost of Service | | 194,949 | 262,051 | (80,850) | 181,201 | 206,346 |
| | Transfers to and from earmarked reserves | 73 | 0 | 0 | 0 | (5,735) |
| Net Revenue Charge | | 195,022 | 262,051 | (80,850) | 181,201 | 200,611 |

Adult Social Care

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 70,490 | 72,114 |
| Agency And Temporary Staff | | 128 | 393 |
| National Insurance Contributions | | 5,016 | 4,731 |
| Superannuation Costs | | 8,859 | 9,222 |
| Other Pension Costs | | 922 | 1,275 |
| Other Employee Related Costs | | 583 | 497 |
| Training And Development | | 1,692 | 2,131 |
| | | 87,690 | 90,363 |
| Premises | | | |
| Buildings Maintenance | | 1 | 26 |
| Grounds Maintenance | | 78 | 74 |
| Building Security | | 73 | 75 |
| Cleaning And Workplace Refuse | | 1,187 | 1,158 |
| Gas | | 565 | 592 |
| Electricity | | 805 | 558 |
| Other Utilities | | 299 | 308 |
| Rents | | 67 | 49 |
| NDR | | 291 | 308 |
| Premises Related Insurance | | 23 | 22 |
| | | 3,390 | 3,169 |
| Supplies & Services | | | |
| Materials And Equipment | | 3,051 | 2,986 |
| Stationery And Postage | | 582 | 553 |
| Advertising | | 20 | 20 |
| IT/Telecommunications | | 1,501 | 1,143 |
| Insurance | | 94 | 159 |
| Events And Projects | | 113 | 118 |
| Professional Fees | | 231 | 151 |
| Grants And Contributions | | 868 | 1,411 |
| Allowances | | 83 | 60 |
| Consultancy Services | | 114 | 4 |
| External Audit Fees | | 0 | 2 |
| Other Hired And Contracted Services | | 1,514 | 1,757 |
| Publication And Promotion | | 85 | 123 |
| PFI Unitary Charges | | 1,986 | 4,020 |
| Miscellaneous | | 567 | 547 |
| | | 10,811 | 13,053 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 278 | 231 |
| Travel Allowances | | 874 | 1,045 |
| Fuel | | 48 | 39 |
| Private Hire | | 21 | 20 |
| Transport Related Insurance | | 13 | 16 |
| | | 1,234 | 1,350 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 8,907 | 9,193 |
| | | 8,907 | 9,193 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 83 | 245 |
| Services Rendered By Health Authorities | | 0 | 102 |

Adult Social Care

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|---|------|-------------------|-------------------|
| Agency Payments | | | |
| Contribution To Partnerships | | 46,679 | 53,564 |
| Payments To Voluntary Organisations | | 10,904 | 11,074 |
| Fees To Carers | | 467 | 467 |
| Day Care | | 53 | 54 |
| Home Care | | 9,784 | 9,894 |
| Sheltered Accommodation | | 305 | 483 |
| Nursing Placements | | 38,764 | 37,853 |
| Residential Placements | | 22,616 | 22,941 |
| | | 129,655 | 136,676 |
| Transfer Payments | | | |
| Social Care Direct Payments | | 5,222 | 5,875 |
| Social Care Individual Budgets | | 914 | 1,977 |
| | | 6,136 | 7,852 |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | 2,443 | 0 |
| | | 2,443 | 0 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 144 | 395 |
| | | 144 | 395 |
| Managed Expenditure | | 250,409 | 262,051 |
| Internal Income | | | |
| Income From Other Directorates | | (5,865) | (11,914) |
| Recharges Income From Capital | | (600) | (600) |
| | | (6,465) | (12,514) |
| Income - Grants | | | |
| Government Grants | | (4,256) | (8,098) |
| DCLG Grants | | (4,676) | (4,671) |
| Other Grants | | (74) | (55) |
| | | (9,006) | (12,824) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (1,021) | (1,331) |
| Fees And Charges | | (212) | (198) |
| Contributions | | (49,600) | (53,465) |
| Other Income | | (7,992) | (395) |
| Rents | | (124) | (124) |
| | | (58,949) | (55,512) |
| Managed Income | | (74,420) | (80,850) |
| Net Managed Budget | | 175,989 | 181,201 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 2,476 | 5,827 |
| Vehicles And Plant (Non Leasing) | | (106) | (92) |
| Transfers To/From Statutory Reserves | | (2,476) | (5,827) |
| Transfers to Capital Reserve - Vehicles | | 106 | 92 |
| Capital Charges | | 3,590 | 4,126 |
| | | 3,590 | 4,126 |

Adult Social Care

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|------------------------------------|-------------------|-------------------|
| Central Recharges | | |
| Central Recharges Expenditure | 15,627 | 15,471 |
| Corporate & Democratic Core Income | (185) | (186) |
| | 15,442 | 15,285 |
| Other Internal Adjustments | | |
| Internal Reallocations Charges | 52,923 | 72,967 |
| Internal Reallocations Income | (52,923) | (72,967) |
| | 0 | 0 |
| Managed Outside the Service | 19,033 | 19,410 |
| Net Cost of Service | 195,022 | 200,611 |

Adult Social Care

Budget Manager : Deputy Director-Partnership and Organisational Effectiveness

| Partnership & Organisational Dev | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 690 | 654 |
| National Insurance Contributions | | 52 | 49 |
| Superannuation Costs | | 92 | 91 |
| Training And Development | | 13 | 0 |
| | | 847 | 794 |
| Supplies & Services | | | |
| Materials And Equipment | | 7 | 6 |
| Stationery And Postage | | 0 | 0 |
| IT/Telecommunications | | 7 | 7 |
| Professional Fees | | 2 | 8 |
| Grants And Contributions | | 42 | 287 |
| Allowances | | 0 | 0 |
| Consultancy Services | | 4 | 0 |
| External Audit Fees | | 0 | 2 |
| Other Hired And Contracted Services | | 379 | 373 |
| Publication And Promotion | | 2 | 1 |
| | | 443 | 684 |
| Transport | | | |
| Travel Allowances | | 17 | 12 |
| Private Hire | | 1 | 1 |
| | | 18 | 13 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 21 | 0 |
| Payments To Voluntary Organisations | | 24 | 24 |
| | | 46 | 24 |
| Managed Expenditure | | 1,354 | 1,515 |
| Internal Income | | | |
| Income From Other Directorates | | (305) | (273) |
| | | (305) | (273) |
| Income - Grants | | | |
| Government Grants | | (362) | (376) |
| Other Grants | | (74) | (55) |
| | | (436) | (431) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (3) |
| Contributions | | (141) | (387) |
| | | (141) | (390) |
| Managed Income | | (882) | (1,094) |
| Net Managed Budget | | 471 | 422 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 35 | 60 |
| | | 35 | 60 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 380 | 545 |
| Internal Reallocations Income | | (566) | (604) |

Adult Social Care

Budget Manager : Deputy Director-Partnership and Organisational Effectiveness

| Partnership & Organisational Dev | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| | | (186) | (59) |
| | | | |
| Managed Outside the Service | | (151) | 1 |
| Net Cost of Service | | 320 | 422 |

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

| Access & Inclusion | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 15,711 | 15,339 |
| Agency And Temporary Staff | | 46 | 33 |
| National Insurance Contributions | | 1,122 | 1,067 |
| Superannuation Costs | | 1,890 | 2,152 |
| Other Pension Costs | | 11 | 10 |
| Other Employee Related Costs | | 25 | 27 |
| Training And Development | | 13 | 13 |
| | | 18,819 | 18,641 |
| Premises | | | |
| Grounds Maintenance | | 8 | 6 |
| Building Security | | 23 | 21 |
| Cleaning And Workplace Refuse | | 230 | 229 |
| Gas | | 77 | 36 |
| Electricity | | 106 | 62 |
| Other Utilities | | 23 | 12 |
| Rents | | 17 | 18 |
| NNDR | | 147 | 158 |
| Premises Related Insurance | | 2 | 0 |
| | | 632 | 542 |
| Supplies & Services | | | |
| Materials And Equipment | | 289 | 154 |
| Stationery And Postage | | 72 | 76 |
| IT/Telecommunications | | 130 | 169 |
| Events And Projects | | 1 | 1 |
| Professional Fees | | 157 | 65 |
| Grants And Contributions | | 70 | 71 |
| Allowances | | 14 | 14 |
| Other Hired And Contracted Services | | 70 | 225 |
| Publication And Promotion | | 0 | 30 |
| Miscellaneous | | 3 | 2 |
| | | 805 | 808 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 16 | 12 |
| Travel Allowances | | 416 | 452 |
| Fuel | | 4 | 4 |
| Private Hire | | 9 | 9 |
| Transport Related Insurance | | 1 | 0 |
| | | 445 | 478 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 350 | 247 |
| | | 350 | 247 |
| Agency Payments | | | |
| Payments To Voluntary Organisations | | 5,068 | 4,894 |
| Day Care | | 53 | 54 |
| Home Care | | 7,929 | 7,833 |
| Sheltered Accommodation | | 305 | 483 |
| Nursing Placements | | 38,421 | 37,478 |
| Residential Placements | | 22,292 | 22,614 |
| | | 74,069 | 73,355 |

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

| Access & Inclusion | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Transfer Payments | | | |
| Social Care Direct Payments | | 5,222 | 5,875 |
| Social Care Individual Budgets | | 914 | 1,977 |
| | | 6,136 | 7,852 |
| Managed Expenditure | | 101,256 | 101,923 |
| Internal Income | | | |
| Income From Other Directorates | | (1,730) | (3,154) |
| | | (1,730) | (3,154) |
| Income - Grants | | | |
| Government Grants | | (996) | (2,823) |
| | | (996) | (2,823) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (13) | (5) |
| Fees And Charges | | (20) | 0 |
| Contributions | | (22,636) | (19,977) |
| Other Income | | (1,988) | (125) |
| | | (24,657) | (20,107) |
| Managed Income | | (27,383) | (26,084) |
| Net Managed Budget | | 73,873 | 75,839 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 699 | 1,327 |
| Vehicles And Plant (Non Leasing) | | (6) | (4) |
| Capital Charges | | 214 | 330 |
| | | 907 | 1,653 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 30,373 | 47,334 |
| Internal Reallocations Income | | (434) | (14,976) |
| | | 29,939 | 32,358 |
| Managed Outside the Service | | 30,846 | 34,011 |
| Net Cost of Service | | 104,719 | 109,850 |

Adult Social Care

Budget Manager : Chief Officer Support and Enablement

| Support & Enablement | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 33,585 | 35,094 |
| National Insurance Contributions | | 2,269 | 2,099 |
| Superannuation Costs | | 4,039 | 4,243 |
| Other Pension Costs | | 144 | 307 |
| Other Employee Related Costs | | 89 | 82 |
| Training And Development | | 19 | 87 |
| | | 40,145 | 41,911 |
| Premises | | | |
| Buildings Maintenance | | 1 | 1 |
| Grounds Maintenance | | 52 | 54 |
| Building Security | | 32 | 40 |
| Cleaning And Workplace Refuse | | 469 | 481 |
| Gas | | 314 | 371 |
| Electricity | | 468 | 313 |
| Other Utilities | | 196 | 227 |
| Rents | | 41 | 31 |
| NNDR | | 110 | 101 |
| Premises Related Insurance | | 0 | 0 |
| | | 1,683 | 1,620 |
| Supplies & Services | | | |
| Materials And Equipment | | 2,270 | 2,451 |
| Stationery And Postage | | 72 | 67 |
| Advertising | | 8 | 8 |
| IT/Telecommunications | | 749 | 413 |
| Insurance | | 1 | 1 |
| Events And Projects | | 86 | 90 |
| Professional Fees | | 2 | 2 |
| Grants And Contributions | | 568 | 550 |
| Allowances | | 33 | 30 |
| Consultancy Services | | 100 | 0 |
| Other Hired And Contracted Services | | 774 | 531 |
| Publication And Promotion | | 17 | 29 |
| Miscellaneous | | 560 | 544 |
| | | 5,240 | 4,717 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 97 | 82 |
| Travel Allowances | | 295 | 423 |
| Fuel | | 26 | 26 |
| Private Hire | | 7 | 7 |
| Transport Related Insurance | | 3 | 7 |
| | | 427 | 544 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 3,452 | 3,799 |
| | | 3,452 | 3,799 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 0 | 245 |
| Contribution To Partnerships | | 374 | 374 |
| Payments To Voluntary Organisations | | 5,259 | 5,409 |
| Fees To Carers | | 462 | 462 |

Adult Social Care

Budget Manager : Chief Officer Support and Enablement

| Support & Enablement | £000 | Budget 2009/10 | Budget 2010/11 |
|-----------------------------------|------|-------------------|-------------------|
| Agency Payments | | 6,095 | 6,490 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 144 | 395 |
| | | 144 | 395 |
| Managed Expenditure | | 57,187 | 59,477 |
| Internal Income | | | |
| Income From Other Directorates | | (330) | (1,053) |
| | | (330) | (1,053) |
| Income - Grants | | | |
| Government Grants | | (1,070) | (1,880) |
| | | (1,070) | (1,880) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (99) | (365) |
| Fees And Charges | | 0 | (18) |
| Contributions | | (7,501) | (8,124) |
| Other Income | | (316) | (2) |
| Rents | | (123) | (123) |
| | | (8,039) | (8,632) |
| Managed Income | | (9,439) | (11,565) |
| Net Managed Budget | | 47,748 | 47,913 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 1,386 | 2,455 |
| Vehicles And Plant (Non Leasing) | | (28) | (23) |
| Capital Charges | | 1,187 | 1,219 |
| | | 2,545 | 3,651 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 12,650 | 14,886 |
| Internal Reallocations Income | | (21,663) | (27,207) |
| | | (9,014) | (12,321) |
| Managed Outside the Service | | (6,469) | (8,670) |
| Net Cost of Service | | 41,279 | 39,243 |

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

| Strategic Commissioning | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,500 | 2,776 |
| National Insurance Contributions | | 195 | 209 |
| Superannuation Costs | | 322 | 392 |
| Other Pension Costs | | 2 | 20 |
| Other Employee Related Costs | | 5 | 5 |
| Training And Development | | 276 | 13 |
| | | 3,300 | 3,414 |
| Supplies & Services | | | |
| Materials And Equipment | | 19 | 12 |
| Stationery And Postage | | 2 | 3 |
| Advertising | | 10 | 10 |
| IT/Telecommunications | | 7 | 17 |
| Professional Fees | | 52 | 56 |
| Grants And Contributions | | 1 | 1 |
| Allowances | | 0 | 0 |
| Consultancy Services | | 0 | 2 |
| Other Hired And Contracted Services | | (65) | 100 |
| Publication And Promotion | | 27 | 22 |
| | | 53 | 222 |
| Transport | | | |
| Travel Allowances | | 30 | 39 |
| | | 30 | 39 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 62 | 0 |
| Services Rendered By Health Authorities | | 0 | 82 |
| Payments To Voluntary Organisations | | 501 | 695 |
| Fees To Carers | | 5 | 5 |
| Home Care | | 1,855 | 2,061 |
| Nursing Placements | | 343 | 376 |
| Residential Placements | | 323 | 327 |
| | | 3,090 | 3,545 |
| Managed Expenditure | | 6,472 | 7,220 |
| Internal Income | | | |
| Income From Other Directorates | | (1,050) | (1,034) |
| | | (1,050) | (1,034) |
| Income - Grants | | | |
| Government Grants | | (653) | (928) |
| | | (653) | (928) |
| Income - Charges | | | |
| Fees And Charges | | (6) | (10) |
| Contributions | | (644) | (625) |
| | | (650) | (635) |
| Managed Income | | (2,353) | (2,596) |
| Net Managed Budget | | 4,119 | 4,623 |

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

| Strategic Commissioning | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 119 | 244 |
| | | 119 | 244 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 761 | 946 |
| Internal Reallocations Income | | (4,356) | (4,904) |
| | | (3,596) | (3,958) |
| Managed Outside the Service | | (3,477) | (3,715) |
| Net Cost of Service | | 642 | 909 |

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

| Resources | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 4,506 | 3,914 |
| National Insurance Contributions | | 356 | 292 |
| Superannuation Costs | | 587 | 551 |
| Other Pension Costs | | 764 | 776 |
| Other Employee Related Costs | | 443 | 374 |
| Training And Development | | 1,370 | 2,017 |
| | | 8,026 | 7,924 |
| Premises | | | |
| Grounds Maintenance | | 1 | 1 |
| Building Security | | 4 | 3 |
| Cleaning And Workplace Refuse | | 105 | 89 |
| Gas | | 51 | 50 |
| Electricity | | 82 | 63 |
| Other Utilities | | 11 | 10 |
| NNDR | | 20 | 25 |
| Premises Related Insurance | | 22 | 21 |
| | | 295 | 261 |
| Supplies & Services | | | |
| Materials And Equipment | | 82 | 184 |
| Stationery And Postage | | 400 | 381 |
| Advertising | | 2 | 2 |
| IT/Telecommunications | | 518 | 488 |
| Insurance | | 93 | 158 |
| Events And Projects | | 17 | 17 |
| Professional Fees | | 17 | 17 |
| Grants And Contributions | | 186 | 0 |
| Allowances | | 3 | 3 |
| Consultancy Services | | 10 | 2 |
| Other Hired And Contracted Services | | 247 | 267 |
| Publication And Promotion | | 39 | 40 |
| Miscellaneous | | 0 | 0 |
| | | 1,615 | 1,560 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 9 | 0 |
| Travel Allowances | | 67 | 40 |
| Private Hire | | 4 | 4 |
| | | 79 | 44 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1,917 | 2,246 |
| | | 1,917 | 2,246 |
| Agency Payments | | | |
| Payments To Voluntary Organisations | | 51 | 52 |
| | | 51 | 52 |
| Managed Expenditure | | 11,983 | 12,086 |
| Internal Income | | | |
| Income From Other Directorates | | (2,450) | (2,064) |
| Recharges Income From Capital | | (600) | (600) |
| | | (3,050) | (2,664) |

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

| Resources | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Grants | | | |
| Government Grants | | (97) | (195) |
| | | (97) | (195) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (746) | (741) |
| Fees And Charges | | (186) | (166) |
| Other Income | | (173) | (223) |
| | | (1,105) | (1,130) |
| Managed Income | | (4,252) | (3,989) |
| Net Managed Budget | | 7,731 | 8,097 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (543) | (402) |
| Vehicles And Plant (Non Leasing) | | (9) | 0 |
| Capital Charges | | 1,102 | 1,452 |
| | | 551 | 1,051 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 15,627 | 15,471 |
| Corporate & Democratic Core Income | | (185) | (186) |
| | | 15,442 | 15,285 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,143 | 1,232 |
| Internal Reallocations Income | | (23,183) | (23,487) |
| | | (22,040) | (22,255) |
| Managed Outside the Service | | (6,047) | (5,919) |
| Net Cost of Service | | 1,684 | 2,178 |

Adult Social Care

Budget Manager : Chief Officer Learning Disabilities

| Learning Disability Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 13,499 | 14,336 |
| Agency And Temporary Staff | | 82 | 360 |
| National Insurance Contributions | | 1,022 | 1,016 |
| Superannuation Costs | | 1,929 | 1,794 |
| Other Pension Costs | | 0 | 163 |
| Other Employee Related Costs | | 22 | 9 |
| Training And Development | | 1 | 1 |
| | | 16,554 | 17,679 |
| Premises | | | |
| Buildings Maintenance | | 0 | 25 |
| Grounds Maintenance | | 18 | 13 |
| Building Security | | 15 | 11 |
| Cleaning And Workplace Refuse | | 383 | 359 |
| Gas | | 123 | 135 |
| Electricity | | 149 | 120 |
| Other Utilities | | 69 | 59 |
| Rents | | 8 | 0 |
| NNDR | | 14 | 24 |
| Premises Related Insurance | | 0 | 0 |
| | | 779 | 746 |
| Supplies & Services | | | |
| Materials And Equipment | | 385 | 179 |
| Stationery And Postage | | 37 | 26 |
| IT/Telecommunications | | 90 | 50 |
| Events And Projects | | 8 | 10 |
| Professional Fees | | 1 | 3 |
| Grants And Contributions | | 2 | 502 |
| Allowances | | 33 | 12 |
| Other Hired And Contracted Services | | 109 | 260 |
| PFI Unitary Charges | | 1,986 | 4,020 |
| Miscellaneous | | 3 | 0 |
| | | 2,654 | 5,062 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 156 | 136 |
| Travel Allowances | | 50 | 80 |
| Fuel | | 18 | 9 |
| Private Hire | | 0 | 0 |
| Transport Related Insurance | | 9 | 9 |
| | | 234 | 233 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 3,188 | 2,900 |
| | | 3,188 | 2,900 |
| Agency Payments | | | |
| Services Rendered By Health Authorities | | 0 | 20 |
| Contribution To Partnerships | | 46,305 | 53,189 |
| Fees To Carers | | 0 | 0 |
| | | 46,305 | 53,209 |
| Managed Expenditure | | 69,715 | 79,830 |

Adult Social Care

Budget Manager : Chief Officer Learning Disabilities

| Learning Disability Services | £000 | Budget 2009/10 | Budget 2010/11 |
|----------------------------------|------|-------------------|-------------------|
| Internal Income | | | |
| Income From Other Directorates | | 0 | (4,337) |
| | | 0 | (4,337) |
| Income - Grants | | | |
| Government Grants | | (1,079) | (1,897) |
| DCLG Grants | | (4,676) | (4,671) |
| | | (5,755) | (6,568) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (162) | (220) |
| Fees And Charges | | 0 | (1) |
| Contributions | | (18,677) | (24,353) |
| Other Income | | (5,516) | (44) |
| Rents | | 0 | 0 |
| | | (24,356) | (24,618) |
| Managed Income | | (30,110) | (35,523) |
| Net Managed Budget | | 39,605 | 44,307 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 781 | 2,143 |
| Vehicles And Plant (Non Leasing) | | (63) | (65) |
| Capital Charges | | 1,087 | 1,125 |
| | | 1,804 | 3,202 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 7,616 | 8,025 |
| Internal Reallocations Income | | (2,720) | (1,789) |
| | | 4,896 | 6,235 |
| Managed Outside the Service | | 6,700 | 9,437 |
| Net Cost of Service | | 46,305 | 53,744 |

Adult Social Care

| Appropriation | | | |
|---|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | 2,443 | 0 |
| | | 2,443 | 0 |
| Managed Expenditure | | 2,443 | 0 |
| Net Managed Budget | | 2,443 | 0 |
| Accounting Adjustments | | | |
| Transfers To/From Statutory Reserves | | (2,476) | (5,827) |
| Transfers to Capital Reserve - Vehicles | | 106 | 92 |
| | | (2,370) | (5,735) |
| Managed Outside the Service | | (2,370) | (5,735) |
| Net Cost of Service | | 73 | (5,735) |

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Children's Services

LEEDS CITY COUNCIL

2010/11 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 Children's Services budget for the 2010/11 financial year.

2 Service Context

- 2.1 The 2010/11 financial year will be another important year for the development of children's trust arrangements in Leeds. The publication of the 2009/14 Children & Young People's Plan in 2009 provided clear priorities across the Children Leeds partnership. The budget strategy for 2010/11, reflects the need to re-prioritise resources to the key strategic priorities proposed in the CYPP which are;

Improving Outcomes

- ⇒ Improving the outcomes of Looked After Children
- ⇒ Improving attendance and reducing persistent absence from school
- ⇒ Improving early learning and primary outcomes in deprived areas
- ⇒ Providing places to go and things to do
- ⇒ Raising the proportion of young people in education or work
- ⇒ Reducing child poverty
- ⇒ Reducing teenage conception
- ⇒ Reducing the need for children & young people to be in care

Working together better

- ⇒ Strengthening safeguarding
- ⇒ Enabling integrated working

- 2.2 The increased national and local focus on child protection and safeguarding, together with the implementation of new statutory Children's Trust arrangements and service transformation and improvement agenda, will mean that 2010/11 will be a year of significant change across the Children Leeds partnership.
- 2.3 There are significant financial challenges in the budget for 2010/11, particularly in the Children and Young People's Social Care service area. A cornerstone of the 2010/11 budget strategy is to prioritise resources into safeguarding and child protection whilst maintaining preventative and early intervention services.
- 2.4 Although the budget for 2010/11 has been set within the context of a particularly challenging environment, both in terms of the financial climate and inspection regime. The strategy recognises the importance and focus on safeguarding and an additional £6.2m of additional resources have been identified and prioritised into Children & Young People's Social Care. This additional investment has been funded through a combination of efficiencies/savings across Children's and an increase in the overall Children's Services net managed budget.
- 2.5 In terms of context, there are approximately 178,000 children and young people aged 0-19 in Leeds, with current forecasts that this will continue to rise over the coming years. Almost 60,000 children and young people live within the 20% most deprived wards. The budget

continues to support a relatively high number of looked after children (1,350, including 73 unaccompanied asylum seeking children). There are 430 children with a child protection plan and children's services receive more than 15,000 (and rising) referrals each year.

3. Explanation of increase between adjusted 2009/10 and 2010/11 + £2.121m (1.4%)

3.1 The variation is summarised on the following page:

| | | £000s |
|--|---|----------------|
| Net Managed Budget 2009/10 | | 146,990 |
| Adjustments | - | 99 |
| Adjusted Net Managed Budget 2009/10 | | 146,891 |
| Changes in Prices | | |
| • Pay | - | 136 |
| • Price | | 1,586 |
| • Income | - | <u>919</u> |
| | | 531 |
| Service Budget Changes | | |
| • Changes in Service Levels | | 5,535 |
| • Other Factors not affecting level of service | - | 630 |
| • Efficiency Savings | - | <u>3,315</u> |
| | | 1,590 |
| Net Managed Budget 2010/11 | | 149,012 |

3.2 Adjustments

3.2.1 The adjustments mainly reflect a decrease in the recharge for support services charges from Adults Social Care.

3.2.2 The overall Children's Services budget would have been £1m higher if Area Based Grant funding primarily for extended school start-up costs had continued. This reduction in funding has been recognised in schools budget planning.

3.3 Changes in prices

3.3.1 The 2009/10 budget provided for a 2% pay award, however, the final settlement was agreed at 1% for NJC staff (1.25% for those staff under spinal point 10) and zero for JNC grades and above. This results in a saving of £0.68m. This is partially offset by an increase of 0.3% for the effect of the 2008/09 pay award which was finalised after the 2009/10 budget had been prepared. The costs of this were £0.2m. The budget for 2010/11 makes no provision for an inflationary pay award for staff in 2010/11.

3.3.2 Price increases for 2010/11 are provided for at £1.4m at a general level of 1%, with specific exceptions where applicable. Increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £0.9m

3.3.3 The national Dedicated Schools Grant (DSG) will increase by 4.3% per pupil in 2010/11 with an increase for Leeds of 4.1% per pupil. Based on the latest estimate of pupil

numbers, this equates to a cash increase of £18m (para 3.3.14). The DSG must fund delegated school budgets, payments to early years providers for early education and all central support to schools within the schools budget.

3.3.4 An integral part of the children's centres core offer is the provision of affordable and sustainable childcare. The proposal within the budget strategy for 2010/11 is to increase the current charge per day for childcare from £29 to £30. The Early Years service will continue to work with the Leeds Credit Union, Leeds Benefits Service and the Welfare Rights Team to ensure maximum take-up of financial assistance.

3.4 Service Budget Changes

3.4.1 The budget for 2010/11 prioritises resources into Children & Young People's Social Care (CYPSC) and specifically to support improvements in safeguarding and child protection. In addition, the budget recognises a number of the financial pressures that have emerged in 2009/10, for example externally provided residential placements and the fostering service.

3.4.2 To support the transformation and improvement agenda in CYPSC, the budget provides an additional £1.65m (rising to £2.45m in 2011/12) to fund social care fieldwork to include the recruitment of Advanced Practitioners, workforce reform, additional social workers and business support. This additional investment will help to improve the quality and timeliness of assessments and direct work with children & young people.

3.4.3 The budget also recognises the need for increased funding for the Local Safeguarding Children Board (LSCB) and an increase of £0.1m has been included in the budget. This increase is part of a wider package of partner contributions which will increase the budget by £0.25m in 2010/11.

3.4.4 An additional £2.1m is to be directed into the fostering service. This increase in funding recognises the cost and demand pressures in 2009/10 and the need to re-balance the mix of in-house and externally provided placements. To this end, the budget supports the recruitment of additional in-house foster carers and specifically, the foster carer recruitment and training budget has doubled from £60k to £120k.

3.4.5 In terms of those children & young people with the most challenging and complex needs, there is an increase of £2.1m in the externally provided residential care budget. This increase recognises the demand pressures in 2009/10 and is part-funded (£0.5m) through additional contributions from health.

3.4.6 In respect of Children with Disabilities, an additional £1.4m of revenue funding will be received (£2.1m in total) with a focus to expand the number, quality and choice of short-breaks including equipment and adaptations.

3.4.7 Recognising the increased levels of referrals, an additional £0.25m has been built into the budget to fund the cost of legal advice and court fees. In addition, the budgets for adoption fees and allowances and the support to care leavers have increased by £0.5m in total.

3.4.8 The third and final phase of the children's centre programme will be implemented in 2010/11 taking the total number of centres in Leeds to 58. This will provide a children's centre in every community. The centres are funded differentially as those located in the 30% most deprived localities must deliver an enhanced core offer of services. Thirty centres are located in key areas of deprivation and provide integrated early education,

childcare and wider family support, care and health services. These centres, aiming to narrow the gap between the most and least advantaged families in the most disadvantaged areas of Leeds, are funded through a mix of hypothecated revenue grant funding, early education funding, childcare fee income and base budget. A continuing cornerstone of the Children's Services financial strategy is to enable these centres to be sustainable over the medium and longer-term by targeting value for money and increasing occupancy. Recognising the significant progress that has been made in 2009/10, a target of a £1.58m reduction in the level of base budget support is included in the 2010/11 budget.

- 3.4.9 Recognising the importance of integrated service provision, a sum of £0.3m has been prioritised to support the wider children's services agenda around the implementation of the Common Assessment Framework, Integrated Processes and also early years support to looked after children.
- 3.4.10 The current policy for the Community Use of School Facilities is to fully-subsidise use regardless of the financial status of the user organisation or the link to children's strategic priorities. The 2010/11 budget re-affirms the need to consider the sustainability of this policy and reflects the proposal to remove subsidised use from September 2010. A cash-limited grant budget of £50k (£100k in a full year) will be available for those organisations which have clear links to the CYPP priorities and who will remain in most need of financial support.
- 3.4.11 The budget recognises the need to review the level of base budget funding that is needed to support the provision of out of school residential experiences at Herd Farm and Lineham Farm. Savings of £0.25m are included in the budget across both facilities which are to be achieved by opportunities to generate additional income and also by working across both centres to deliver cost efficiencies. Any shortfall in the targets relating to Lineham Farm will be a call upon the central contingency
- 3.4.12 The 2010/11 Schools Budget will deliver the 2.1% per pupil minimum funding guarantee (MFG) to all schools and provide them with sufficient provision to meet the teachers' pay award and other inflationary pressures.
- 3.4.13 The Schools Budget is primarily funded by the ring-fenced Dedicated Schools Grant (DSG). It is anticipated that the Leeds allocation of DSG per pupil will grow by 4.1% in 2010/11 which is lower than the equivalent national per pupil increase of 4.3%.
- 3.4.14 The gross Leeds DSG allocation for 2010/11 is expected to be £423m, a year on year increase of 4.3%. The Education share of this allocation is £415m, the remainder going to fund early education in Early Years services. The LSC funding unit for post 16 education will remain at the same rate for 2010/11 as it was in 2009/10.

Dedicated Schools Grant

| | 2009/10 £'000 | 2010/11 £'000 | Change £'000 |
|-------------------------------|------------------|------------------|-----------------|
| Gross Dedicated Schools Grant | 405,160 | 422,958 | 17,798 |
| Academy Recoupment | -5,121 | -9,350 | -4,229 |
| DSG Available to LCC | 400,039 | 413,608 | 13,569 |

The available DSG supports;

| | | | |
|---------------------------------------|----------------|----------------|---------------|
| Nursery Education Funding | 7,367 | 8,290 | 923 |
| Education - Individual Schools Budget | 364,637 | 375,165 | 10,528 |
| Education - Central Schools Budget | 28,035 | 30,153 | 2,118 |
| | 400,039 | 413,608 | 13,569 |

- 3.4.15 Across the Schools budget, inflation for pay and price increases amounts to an estimated £7.5m. The pay award for teachers has already been agreed at 2.3% and for non-teachers is expected to be 1% or less. The superannuation rate for staff in the West Yorkshire Pension Fund will increase by 0.8%. Further PFI schools will result in increased PFI payments and together with benchmarking will add an expected additional cost of £0.2m year on year. Swimming charges will increase by £0.1m in order to bring them further in line with swimming pool operating costs and the cost of key stage 4 examinations is expected to increase by £0.4m. Current projections suggest that pupil numbers in primary schools will increase by approximately 500 from January 2009 to January 2010 and that numbers in secondary schools will reduce by 500. The overall saving due to demography is expected to be £1.0m.
- 3.4.16 The Department for Children, Schools and Families (DCSF) has included funding within the dedicated schools grant targeted at ministerial priorities of personalised learning, strategies to alleviate the effects of deprivation and support for children with special educational needs. It is estimated that this funding amounts to £5m within the 2010/11 Dedicated Schools Grant. Part of this £5m is required to contribute to the pressures mentioned above and also to provide a contribution of £1m towards the capital costs of providing additional primary school places. This leaves an estimated £3m to be targeted at ministerial priorities.
- 3.4.17 Within the Central Schools Budget (funded by the Dedicated Schools Grant), provision of £0.5m has been included within the budget for inflationary increases. The costs of educating pupils with special educational needs (SEN) through outside placements are expected to increase by £0.3m. The cost of educating pupils other than at school and undertaking alternative programmes will reduce by £0.5m and there is a net reduction of £0.2m in the costs of educating pupils from other local authorities.
- 3.4.18 Provision of £0.6m has been included for inflationary increases for services within the non-schools budget. The cost of providing bus passes for post-16 students has increased by £0.3m due to increased numbers travelling between home and college and the cost of providing home to school/college transport for pupils with statements of educational need (SEN) has increased by £0.2m. The reduced availability of the Education Leeds operating surplus (due to the utilisation of £1.5m of the surplus by Children's Services in 2009/10) creates a pressure of £0.5m. A number of savings and efficiency measures have been identified to offset the inflationary and other funding pressures identified above. Staffing reductions identified within Education Leeds will

deliver savings of £0.7m and further realignment of grant income will produce savings of £0.6m. It is expected that additional traded income from schools will produce a reduction of £0.1m and reimbursements to schools through community use of school buildings will fall by £0.1m.

3.5 Efficiency savings

3.5.1 For Children's Services the following efficiency savings have been identified for 2010/11.

| Nature of saving | Total £000s |
|--|------------------------|
| Integrated processes, review of locality working, review of management, back-office and support functions, strengthening commissioning and contracting arrangements. | 1,250 |
| Procurement efficiencies – agency & energy contracts. | 136 |
| Children's Centre Sustainability | 1,579 |
| Review of essential car user allowances | 100 |
| Client transport & use of taxis | 250 |
| Total | 3,315 |

3.5.2 An efficiency target was included in the 2009/10 budget around the application of strategic commissioning, the implementation of integrated working at a locality level, and further integration of resource planning, back-office and support functions as well as reviewing management functions. Whilst some good progress was made in 2009/10, it has been recognised that the delivery of the financial savings will slip into 2010/11. A challenging target of £1.25m has therefore been re-confirmed in the budget strategy for 2010/11. This efficiency target will support and enable the prioritisation of resources into safeguarding and preventative services and target resources toward front-line service provision.

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 | 149,012 |
| Managed Outside Service | 46,925 |
| Net Cost of Service | 195,937 |
| Transfers to/from earmarked reserves | - 5,151 |
| Net Revenue Charge | 190,786 |

5 Risk Assessment

5.1 In determining the 2010/11 budget, consideration has been given to all the risks which are managed within the Children's Services 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 2010/11 budget for Children's Services are as follows;

- One of the key continuing risks within the budget relates to the level of demand and activity, particularly within the Children & Young People's Social Care budget. The number of looked after children and children in need placed significant pressure on resources in the 2009/10 financial year and these pressure have been recognised in the budget strategy for 2010/11. In particular, additional resources have been targeted to meet the significant cost of increased demand in the fostering service and also in the externally provided residential placement budget.
- The schedule of efficiencies identified at paragraph 3.4.1 will need careful and detailed monitoring and management throughout 2010/11 in order to identify any issues at an early stage and implement corrective action and/or contingency. The detailed plans will be monitored via the Children's Strategic Leadership Team and through Service Management Teams.
- External factors, and specifically the current economic climate, could have an adverse impact on the budget. This could be cost pressures resulting from increased demand for services and support and/or it could show as pressure on income budgets, for example achieving the budgeted income around nursery fees.



Main responsibilities:

DCS Unit

- The Children's Services Unit supports the Director of Children's Services to provide a strategic lead in delivering the national Every Child Matters agenda in Leeds.
- The Unit is an integral part of Children Leeds, the local children's trust arrangements. These arrangements ensure that all services including health, education, early years and social care work operate in an integrated way to improve outcomes for children and young people across Leeds.
- The key strategic priorities within the 2009/14 Children and Young People's Plan are:

Improving Outcomes

- Improving the outcomes of Looked After Children
- Improving attendance and reducing persistent absence from school
- Improving early learning and primary outcomes in deprived areas
- Providing places to go and things to do
- Raising the proportion of young people in education or work
- Reducing child poverty
- Reducing teenage conception
- Reducing the need for children and young people to be in care

Working together better

- Strengthening safeguarding
- Enabling integrated working

Integrated Youth Support Services

- To provide, in partnership with voluntary youth organisations, a range of youth work programmes and initiatives across the city designed to contribute to young people's social inclusion, personal development and lifelong learning.
- To provide a universal range of youth work opportunities for a priority age range of 13 to 19 and to offer additional targeted provision for young people according to particular needs presented.
- To engage young people in all aspects of shaping, delivering and evaluating services.
- To provide a balanced curriculum reflecting the five outcomes of Every Child Matters.
- To play a pivotal role within the wider context of youth support services.
- Through the Leeds Youth Offending Service to work with children, young people and their families to prevent and to challenge offending, encourage responsibility, to develop victim empathy and reduce the fear of crime within the community.
- To provide impartial information, advice and guidance to all young people in making choices about education, training and employment.
- To provide additional support to those groups of young people who face challenges in accessing continuing education, training and employment
- Connexions – to provide impartial information, advice and guidance for all young people aged 16-18 with additional support to those young people at risk of social exclusion.

Early Years

- The service has a statutory responsibility to develop, sustain and maintain 58 designated Children's Centres across the city, providing a Children's Centre in every community and reaching every child aged 0-5 and their families. The service directly manages 29 Children's Centres in the 30% most disadvantaged localities, providing the enhanced core offer of services and working across health, social care, education, community safety, regeneration and resources to narrow the gap in outcomes between the least and most advantaged families in Leeds.
- The service has a statutory duty under section 6 of the Childcare Act to secure sufficient childcare for working parents and those undertaking training to assist them to obtain work.



-
- To promote training, advice, support and development work on early education and childcare across all sectors as part of the statutory Early Years Outcomes Duty.
 - A statutory duty under section 12 of the Childcare Act to provide information, advice and assistance to parents and prospective parents.
 - To develop preventative services for children and young people aged 0-19 and their families through integration with Leeds Children Fund
 - Through the Vine service, to provide educational programmes for young people and adults with high support needs.
 - A statutory duty to provide information, advice and training to childcare providers and prospective childcare providers on issues of registration and inspection.

Children and Young People Social Care

For children and their families, Children and Young People's Social Care supports the most vulnerable young people in our city – those in need, disabled, requiring protection, in trouble with the law, need to be cared for away from home, who are leaving care, or are homeless. C&YPSC has five strategic themes;

- Keeping children living in the community wherever possible.
- Improving the quality of services provided (assessment, planning, decision-making and reviewing).
- Working within effective partnerships.
- Achieving true participation of children and families.
- Providing safe, supportive and stable placements.

Education

School Based Education

- Secure health, happiness, safety, success and high achievement for all children and young people
- Raise outcomes, achievements and standards
- Improve attendance and behaviour
- Develop the potential of all staff

Other Education Services

- Ensure the highest standard of education for children in Leeds, building on school improvement strategies within an inclusive environment.
- Enhance the capacity of schools by realising the potential of innovative governance arrangements and improving the quality of governance, leadership, management, teaching and learning so that schools become self-managing and autonomous.
- Ensure that Education Leeds makes effective use of all available resources and offers support to schools through the provision or procurement of high quality services.
- Work in partnership to remove educational, social, cultural and economic barriers to learning and to inclusive communities and ensure schools become community centres of learning.
- Develop models of school organisation and provision which make effective use of resources, promote school improvement through partnership, provide access, and have innovative and collaborative learning pathways for pupils.



Budget Highlights 2010/11:

The 2010/11 budget has been set within the context of a particularly challenging financial environment, the ongoing improvement agenda as well as increasing demand for services. In 2010/11 and the medium-term, the resourcing priorities across the Children Leeds partnership are;

- Investment into Safeguarding and child protection
- Service transformation and improvement.
- Workforce development and reform
- Prioritising resources into prevention and early intervention
- Integrating resource and performance planning across the partnership, including aligned and pooled budgets.

The continuous realignment of resources with a focus towards the strategic priorities in the CYPP is a key aim across the Children's Services partnership. Overall, the 2010/11 budget supports an additional investment of £6.2m into Children and Young People's Social Care which is funded in part through efficiencies and savings in other areas of the Children's Services budget. The budget makes no provision for an inflationary pay-award for staff in 2010/11.

Specifically, additional provision of £1.65m (rising to £2.45m in 2011/12) has been made in the 2010/11 budget to fund the recruitment of Advanced Practitioners, workforce reform and additional Social Workers as part of improving the quality of safeguarding services. In addition, the budget recognises the need for further investment in the Leeds Safeguarding Children Board and an increase of £0.1m has been identified as part of a wider package of partner contributions. The budget also recognises increasing placement demand and provides an additional £2.1m into the fostering service to support the recruitment of in-house foster carers, additional externally provided foster placements as well as the necessary supporting infrastructure. In terms of those children and young people with the most complex needs, there is an increase of £2.1m in the residential care budget which is part-funded through increased contributions from health. The budget also recognises the increasing demand in Children and Young People's Social Care through an additional £0.25m invested into the cost of legal costs and also an increase of £0.5m around adoption fees and support to Care Leavers.

For Children with Disabilities, as part of the national Aiming High agenda, the budget includes £2.1m of revenue grant funding (an additional £1.4m) aimed at expanding the number and quality of short-break provision.

In 2010/11, there are a number of efficiencies and investments planned across the Early Years and Integrated Youth Support Service budgets.

In Early Years, the continuing development of the children's centre programme will enable a further £1.6m reduction in the net cost which will be achieved through increased childcare activity, maximisation of income and a range of measures to reduce costs whilst safeguarding the quality of provision. Within the Early Years budget, £0.3m of resources have been re-prioritised to support the wider children's services agenda around the development of the Common Assessment Framework, Integrated Processes and also Looked After Children. The potential reduction in funding from the Learning and Skills Council for VINE has been factored into the budget proposals alongside proposals to mitigate this through alternative funding streams and managing costs.

In line with the Youth Matters agenda, the budget for 2010/11 continues to support the development of the Integrated Youth Support Service (IYSS). The IYSS will continue to work with young people to develop and implement proposals to utilise the Youth Opportunity Fund and Youth Capital Fund and to use these funds to empower young people and give them more choice and influence over provision and facilities. In addition, the budget also supports the programme of Positive Activities for Young People (PAYP) and £1.1m of funding is available to support the provision of activities across the year. In 2010/11, the service will continue to develop closer relations with partners in the voluntary and community sector as part of the strategic commissioning framework for the delivery of youth work across the city. The budget also includes proposals



Children's Services



to review the level of financial support around the provision of out of school residential experiences at Lineham Farm and also at Herd Farm. In addition, the budget re-affirms the commitment to review the current policy for the community use of school facilities and the budget strategy proposes that we target any resources to those organisations which are most in need of financial support and which are in line with the priorities contained within the CYPP, for example "Places to go, things to do".

The budget for 2010/11 also recognises the longer-term efficiency agenda with savings of £1.25m identified to be delivered from the development and implementation of the strategic commissioning framework, the integration of services at a locality level, the integration and rationalisation management and of back-office functions and through targeting resources to reduce the need for children to be in care.

The 2010/11 Schools Budget will deliver the 2.1% per pupil minimum funding guarantee (MFG) to all schools and provide them with sufficient provision to meet the teachers' pay award and other inflationary pressures.

The Schools Budget is primarily funded by the ring-fenced Dedicated Schools Grant (DSG). It is anticipated that the Leeds allocation of DSG per pupil will grow by 4.1% in 2010/11 which is lower than the equivalent national per pupil increase of 4.3%.

The gross Leeds DSG allocation for 2010/11 is expected to be £423m, a year on year increase of 4.3%. The Education share of this allocation is £415m, the remainder going to fund early education in Early Years services. The LSC funding unit for post 16 education will remain at the same rate for 2010/11 as it was in 2009/10.

Inflationary increases amount to an estimated £7.5m. The pay award for teachers has already been agreed at 2.3%. The superannuation rate for staff in the West Yorkshire Pension Fund will increase by 0.8%. Further PFI schools will result in increased PFI payments and together with benchmarking will add an expected additional cost of £0.2m year on year. Swimming charges will increase by £0.1m in order to bring them further in line with swimming pool operating costs and the cost of key stage 4 examinations is expected to increase by £0.4m. Current projections suggest that pupil numbers in primary schools will increase by approximately 500 from January 2009 to January 2010 and that numbers in secondary schools will reduce by 500. The overall saving due to demography is expected to be £1.0m.

The Department for Children, Schools and Families (DCSF) has included funding within the dedicated schools grant targeted at ministerial priorities of personalised learning, strategies to alleviate the effects of deprivation and support for children with special educational needs. It is estimated that this funding amounts to £5m within the 2010/11 Dedicated Schools Grant. Part of this £5m is required to contribute to the pressures mentioned above and also to provide a contribution of £1m towards the capital costs of providing additional primary school places. This leaves an estimated £3m to be targeted at ministerial priorities.

Within the Central Schools Budget (funded by the Dedicated Schools Grant), provision of £0.5m has been included within the budget for inflationary increases. The costs of educating pupils with special educational needs (SEN) through outside placements are expected to increase by £0.3m. The cost of educating pupils other than at school and undertaking alternative programmes will reduce by £0.5m and there is a net reduction of £0.2m in the costs of educating pupils from other local authorities.

Provision of £0.6m has been included for inflationary increases for services within the LEA budget. The cost of providing bus passes for post-16 students has increased by £0.3m due to increased numbers travelling between home and college and the cost of providing home to school/college transport for pupils with statements of educational need (SEN) has increased by £0.2m. The reduced availability of the Education Leeds operating surplus (due to the utilisation of £1.5m of the surplus by Children's Services in 2009/10) creates a pressure of £0.5m. A number of savings and efficiency measures have been identified to offset the inflationary and other funding pressures identified above. Staffing reductions identified within Education Leeds will deliver savings of £0.7m and further realignment of grant income will produce savings of £0.6m. It is expected that additional traded income from schools will produce a saving of £0.1m and reimbursements to schools through community use of school buildings will fall by £0.1m.

Children's Services

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|---|--|------------------|------------------------|-----------|-----------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Deputy Director Partnerships and Governance | Other Education Services | 74,489 | 101,209 | (56,728) | 44,481 | 30,826 | 75,307 |
| Deputy Director Partnerships and Governance | Individual School Budget | 369,759 | 432,357 | (57,192) | 375,165 | 0 | 375,165 |
| Deputy Director Partnerships and Governance | Dsg Funded Services | (365,977) | 80,380 | (453,670) | (373,290) | 0 | (373,290) |
| Chief Officer Early Years and Youth Services | Early Years | 15,072 | 53,464 | (46,676) | 6,787 | 5,648 | 12,435 |
| Chief Officer Early Years and Youth Services | Integrated Youth Support Service | 18,596 | 20,731 | (4,292) | 16,438 | 2,455 | 18,893 |
| Chief Officer Children and Young People's Social Care | Children's Social Care | 74,267 | 86,734 | (11,444) | 75,290 | 6,976 | 82,265 |
| Chief Officer Early Years and Youth Services | Youth Offending Service | 3,807 | 5,758 | (2,991) | 2,767 | 802 | 3,569 |
| Strategic Leader Resources and Assets | Dcs Unit | 3,102 | 4,613 | (2,364) | 2,249 | 517 | 2,766 |
| Strategic Leader Resources and Assets | Support Costs And Central Accounts | (1,600) | (533) | (343) | (876) | (297) | (1,173) |
| Net Cost of Service | | 191,514 | 784,712 | (635,701) | 149,012 | 46,925 | 195,937 |
| | Transfers to and from earmarked reserves | (2,279) | 0 | 0 | 0 | (5,151) | (5,151) |
| Net Revenue Charge | | 189,235 | 784,712 | (635,701) | 149,012 | 41,774 | 190,786 |

Children's Services

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 58,405 | 58,926 |
| Agency And Temporary Staff | | 47 | 69 |
| National Insurance Contributions | | 4,286 | 4,648 |
| Superannuation Costs | | 7,377 | 8,151 |
| Other Pension Costs | | 7,674 | 7,627 |
| Other Employee Related Costs | | 254 | 181 |
| Training And Development | | 2,693 | 944 |
| | | 80,735 | 80,546 |
| Premises | | | |
| Buildings Maintenance | | 12 | 106 |
| Grounds Maintenance | | 48 | 41 |
| Building Security | | 81 | 76 |
| Cleaning And Workplace Refuse | | 1,004 | 1,132 |
| Gas | | 243 | 293 |
| Electricity | | 281 | 249 |
| Other Utilities | | 135 | 120 |
| Rents | | 689 | 469 |
| NDR | | 432 | 426 |
| Accommodation Charges | | 293 | 188 |
| Premises Related Insurance | | 88 | 70 |
| | | 3,305 | 3,172 |
| Supplies & Services | | | |
| Materials And Equipment | | 2,432 | 2,390 |
| Stationery And Postage | | 385 | 353 |
| Advertising | | 56 | 59 |
| IT/Telecommunications | | 1,291 | 1,137 |
| Insurance | | 275 | 205 |
| Events And Projects | | 70 | 224 |
| Professional Fees | | 11,280 | 19,917 |
| Grants And Contributions | | 15,678 | 9,086 |
| Services From Education Leeds | | 868 | 919 |
| Allowances | | 164 | 228 |
| Consultancy Services | | 36 | 83 |
| External Audit Fees | | 30 | 17 |
| Security Services | | 20 | 24 |
| Other Hired And Contracted Services | | 55,579 | 61,973 |
| Publication And Promotion | | 65 | 96 |
| Education Leeds Contract Charge | | 58,902 | 59,781 |
| Miscellaneous | | 1,174 | 1,244 |
| | | 148,305 | 157,736 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 201 | 238 |
| Travel Allowances | | 1,058 | 1,329 |
| Fuel | | 31 | 52 |
| Private Hire | | 133 | 134 |
| Transport Related Insurance | | 4 | 4 |
| | | 1,427 | 1,757 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 17,601 | 16,983 |
| Distributed Grants | | 103,990 | 108,965 |

Children's Services

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--|-------------------|-------------------|
| Internal Charges | 121,591 | 125,948 |
| Agency Payments | | |
| Services Provided By Other Organisations | 8,143 | 10,697 |
| Payments To Voluntary Organisations | 1,929 | 1,922 |
| Fees To Carers | 20,617 | 22,076 |
| | 30,689 | 34,695 |
| Transfer Payments | | |
| Education Awards | 54 | 0 |
| School Clothing Vouchers | 614 | 570 |
| School Budget Share | 369,759 | 375,165 |
| Transfers To/From PFI Reserves | 0 | (868) |
| Allowances For Children | 119 | 100 |
| Social Care Direct Payments | 416 | 416 |
| Child Trust Fund Top-Up Payments | 27 | 31 |
| Young People's Activities (Connexions) | 375 | 1,329 |
| Transfer Of Surplus | 155 | 13 |
| | 371,518 | 376,757 |
| Capital | | |
| RCCO (Revenue Contribution To Capital) | 0 | 1,000 |
| Schools Contingency | 2,027 | 2,700 |
| | 2,027 | 3,700 |
| Appropriations | | |
| Transfers To/From Earmarked Reserves | (3,477) | (293) |
| | (3,477) | (293) |
| Appropriation | | |
| Transfers To/From Capital Reserve | 532 | 695 |
| | 532 | 695 |
| Managed Expenditure | 756,654 | 784,712 |
| Internal Income | | |
| Income From Other Directorates | (15,346) | (18,756) |
| Recharges Income From Capital | 0 | (179) |
| Redistribution Of Grants Income | (2,642) | (2,777) |
| | (17,988) | (21,712) |
| Income - Grants | | |
| Government Grants | (542,872) | (562,183) |
| DCLG Grants | (30,444) | (31,731) |
| Other Grants | (838) | (9) |
| | (574,154) | (593,922) |
| Income - Charges | | |
| Sale Of Goods And Services | (369) | (1,237) |
| Fees And Charges | (11,369) | (12,049) |
| Education Income | (545) | (508) |
| Contributions | (3,408) | (4,037) |
| Other Income | (1,059) | (893) |
| Rents | (971) | (1,339) |
| | (17,721) | (20,064) |
| Income - Other | | |
| Interest And Dividends | (46) | (3) |
| | (46) | (3) |

Children's Services

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|---|-------------------|-------------------|
| Managed Income | (609,910) | (635,701) |
| Net Managed Budget | 146,744 | 149,012 |
| Accounting Adjustments | | |
| FRS 17 Costs | (534) | 5,172 |
| PFI Costs | 76 | 0 |
| Vehicles And Plant (Non Leasing) | (26) | (21) |
| Transfers To/From Statutory Reserves | 704 | (5,172) |
| Transfers to Capital Reserve - Vehicles | 26 | 21 |
| Capital Charges | 31,738 | 31,427 |
| | 31,984 | 31,427 |
| Central Recharges | | |
| Central Recharges Expenditure | 10,665 | 10,502 |
| Corporate & Democratic Core Income | (158) | (155) |
| | 10,507 | 10,347 |
| Other Internal Adjustments | | |
| Internal Reallocations Charges | 13,417 | 11,886 |
| Internal Reallocations Income | (13,417) | (11,886) |
| | 0 | 0 |
| Managed Outside the Service | 42,491 | 41,774 |
| Net Cost of Service | 189,235 | 190,786 |

Children's Services

Budget Manager : Deputy Director Partnerships and Governance

| Other Education Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Other Pension Costs | | 7,209 | 7,189 |
| Other Employee Related Costs | | 10 | 0 |
| | | 7,219 | 7,189 |
| Premises | | | |
| Buildings Maintenance | | 11 | 11 |
| Grounds Maintenance | | 3 | 3 |
| Building Security | | 11 | 11 |
| Gas | | 2 | 3 |
| Electricity | | 3 | 3 |
| Other Utilities | | 1 | 1 |
| NNDR | | 5 | 5 |
| Premises Related Insurance | | 13 | 13 |
| | | 49 | 50 |
| Supplies & Services | | | |
| Materials And Equipment | | 60 | 160 |
| Stationery And Postage | | 0 | 0 |
| IT/Telecommunications | | 286 | 186 |
| Grants And Contributions | | 338 | 89 |
| Services From Education Leeds | | 50 | 85 |
| External Audit Fees | | 10 | 10 |
| Other Hired And Contracted Services | | 44,797 | 48,732 |
| Education Leeds Contract Charge | | 37,521 | 38,575 |
| | | 83,062 | 87,837 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 3,255 | 2,499 |
| Distributed Grants | | 2,332 | 4,211 |
| | | 5,587 | 6,710 |
| Transfer Payments | | | |
| Education Awards | | 54 | 0 |
| School Clothing Vouchers | | 614 | 570 |
| Transfers To/From PFI Reserves | | 0 | (868) |
| Transfer Of Surplus | | 155 | 13 |
| | | 822 | (284) |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | (3,477) | (293) |
| | | (3,477) | (293) |
| Managed Expenditure | | 93,263 | 101,209 |
| Internal Income | | | |
| Income From Other Directorates | | (14,028) | (17,444) |
| | | (14,028) | (17,444) |
| Income - Grants | | | |
| Government Grants | | (3,631) | (5,330) |
| DCLG Grants | | (29,735) | (30,964) |
| | | (33,366) | (36,294) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (361) | (1,229) |
| Fees And Charges | | (167) | (180) |
| Contributions | | (623) | (625) |

Children's Services

Budget Manager : Deputy Director Partnerships and Governance

| Other Education Services | | | |
|--------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Other Income | | (19) | (40) |
| Rents | | (914) | (914) |
| | | (2,084) | (2,988) |
| Income - Other | | | |
| Interest And Dividends | | (46) | (3) |
| | | (46) | (3) |
| Managed Income | | (49,524) | (56,728) |
| Net Managed Budget | | 43,739 | 44,481 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (2,842) | 500 |
| Transfers To/From Statutory Reserves | | 2,838 | 0 |
| Capital Charges | | 30,306 | 29,953 |
| | | 30,303 | 30,453 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 258 | 202 |
| | | 258 | 202 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 189 | 172 |
| | | 189 | 172 |
| Managed Outside the Service | | 30,750 | 30,826 |
| Net Cost of Service | | 74,489 | 75,307 |

Children's Services

Budget Manager : Deputy Director Partnerships and Governance

| Individual School Budget | £000 | Budget 2009/10 | Budget 2010/11 |
|-------------------------------------|------|-------------------|-------------------|
| Supplies & Services | | | |
| Materials And Equipment | | 0 | 7 |
| IT/Telecommunications | | 1 | 1 |
| Services From Education Leeds | | 401 | 409 |
| Other Hired And Contracted Services | | 219 | 342 |
| | | 621 | 760 |
| Transport | | | |
| Fuel | | 17 | 17 |
| | | 17 | 17 |
| Internal Charges | | | |
| Distributed Grants | | 55,852 | 56,415 |
| | | 55,852 | 56,415 |
| Transfer Payments | | | |
| School Budget Share | | 369,759 | 375,165 |
| | | 369,759 | 375,165 |
| Managed Expenditure | | 426,248 | 432,357 |
| Internal Income | | | |
| Income From Other Directorates | | (25) | (25) |
| | | (25) | (25) |
| Income - Grants | | | |
| Government Grants | | (56,040) | (56,620) |
| DCLG Grants | | (213) | (205) |
| | | (56,253) | (56,825) |
| Income - Charges | | | |
| Fees And Charges | | (212) | (342) |
| | | (212) | (342) |
| Managed Income | | (56,489) | (57,192) |
| Net Managed Budget | | 369,759 | 375,165 |
| Net Cost of Service | | 369,759 | 375,165 |

Children's Services

Budget Manager : Deputy Director Partnerships and Governance

| Dsg Funded Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 1,710 | 1,750 |
| National Insurance Contributions | | 184 | 188 |
| Superannuation Costs | | 264 | 271 |
| Training And Development | | 2,315 | 502 |
| | | 4,474 | 2,710 |
| Premises | | | |
| Rents | | 21 | 23 |
| | | 21 | 23 |
| Supplies & Services | | | |
| Materials And Equipment | | 131 | 132 |
| Events And Projects | | 0 | 174 |
| Professional Fees | | 165 | 1 |
| Services From Education Leeds | | 416 | 424 |
| Allowances | | 2 | 2 |
| Other Hired And Contracted Services | | 1,064 | 2,994 |
| Publication And Promotion | | 3 | 0 |
| Education Leeds Contract Charge | | 21,381 | 21,206 |
| | | 23,163 | 24,934 |
| Transport | | | |
| Travel Allowances | | 1 | 1 |
| | | 1 | 1 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 2,380 | 2,491 |
| Distributed Grants | | 43,457 | 45,166 |
| | | 45,837 | 47,657 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 659 | 661 |
| | | 659 | 661 |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 0 | 1,000 |
| Schools Contingency | | 2,027 | 2,700 |
| | | 2,027 | 3,700 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 532 | 695 |
| | | 532 | 695 |
| Managed Expenditure | | 76,714 | 80,380 |
| Internal Income | | | |
| Income From Other Directorates | | (365) | (185) |
| | | (365) | (185) |
| Income - Grants | | | |
| Government Grants | | (441,385) | (452,177) |
| | | (441,385) | (452,177) |
| Income - Charges | | | |
| Contributions | | (1,110) | (1,307) |
| Other Income | | (2) | (1) |
| | | (1,112) | (1,308) |
| Managed Income | | (442,862) | (453,670) |

Children's Services

Budget Manager : Deputy Director Partnerships and Governance

| Dsg Funded Services | | | |
|--------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Net Managed Budget | | (366,147) | (373,290) |
| Accounting Adjustments | | | |
| Transfers To/From Statutory Reserves | | 170 | 0 |
| | | 170 | 0 |
| Managed Outside the Service | | 170 | 0 |
| Net Cost of Service | | (365,977) | (373,290) |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Early Years | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 18,888 | 17,735 |
| Agency And Temporary Staff | | 4 | 0 |
| National Insurance Contributions | | 1,217 | 1,326 |
| Superannuation Costs | | 2,487 | 2,498 |
| Other Pension Costs | | 61 | 91 |
| Other Employee Related Costs | | 81 | 46 |
| Training And Development | | 118 | 105 |
| | | 22,856 | 21,801 |
| Premises | | | |
| Grounds Maintenance | | 17 | 16 |
| Building Security | | 51 | 47 |
| Cleaning And Workplace Refuse | | 684 | 778 |
| Gas | | 176 | 160 |
| Electricity | | 150 | 132 |
| Other Utilities | | 57 | 55 |
| Rents | | 474 | 283 |
| NNDR | | 220 | 258 |
| Premises Related Insurance | | 12 | 31 |
| | | 1,842 | 1,760 |
| Supplies & Services | | | |
| Materials And Equipment | | 1,077 | 791 |
| Stationery And Postage | | 207 | 187 |
| Advertising | | 21 | 0 |
| IT/Telecommunications | | 314 | 248 |
| Insurance | | 9 | 15 |
| Events And Projects | | 13 | 11 |
| Professional Fees | | 10,825 | 12,114 |
| Grants And Contributions | | 6,407 | 6,281 |
| Allowances | | 10 | 0 |
| External Audit Fees | | 9 | 7 |
| Security Services | | 20 | 24 |
| Other Hired And Contracted Services | | 5,259 | 6,094 |
| Publication And Promotion | | 25 | 24 |
| Miscellaneous | | 1,166 | 1,234 |
| | | 25,362 | 27,030 |
| Transport | | | |
| Travel Allowances | | 108 | 100 |
| Private Hire | | 128 | 128 |
| | | 236 | 227 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 90 | 153 |
| Distributed Grants | | 2,229 | 2,492 |
| | | 2,320 | 2,645 |
| Managed Expenditure | | 52,614 | 53,464 |
| Internal Income | | | |
| Income From Other Directorates | | (696) | (549) |
| Redistribution Of Grants Income | | (2,249) | (2,512) |
| | | (2,945) | (3,060) |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Early Years | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Grants | | | |
| Government Grants | | (34,717) | (38,286) |
| | | (34,717) | (38,286) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (3) | (3) |
| Fees And Charges | | (5,029) | (5,088) |
| Education Income | | (14) | (14) |
| Other Income | | (194) | (165) |
| Rents | | (33) | (60) |
| | | (5,272) | (5,330) |
| Managed Income | | (42,934) | (46,676) |
| Net Managed Budget | | 9,681 | 6,787 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 857 | 1,539 |
| Capital Charges | | 504 | 650 |
| | | 1,362 | 2,189 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 1,065 | 804 |
| | | 1,065 | 804 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 7,245 | 6,277 |
| Internal Reallocations Income | | (4,281) | (3,622) |
| | | 2,964 | 2,655 |
| Managed Outside the Service | | 5,391 | 5,648 |
| Net Cost of Service | | 15,072 | 12,435 |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Integrated Youth Support Service | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 6,205 | 5,870 |
| Agency And Temporary Staff | | 30 | 49 |
| National Insurance Contributions | | 417 | 450 |
| Superannuation Costs | | 694 | 828 |
| Other Pension Costs | | 302 | 157 |
| Other Employee Related Costs | | 38 | 19 |
| Training And Development | | 87 | 128 |
| | | 7,773 | 7,501 |
| Premises | | | |
| Buildings Maintenance | | 0 | 7 |
| Grounds Maintenance | | 14 | 9 |
| Building Security | | 14 | 12 |
| Cleaning And Workplace Refuse | | 11 | 25 |
| Gas | | 48 | 23 |
| Electricity | | 45 | 45 |
| Other Utilities | | 33 | 25 |
| Rents | | 99 | 95 |
| NNDR | | 86 | 94 |
| Accommodation Charges | | 293 | 188 |
| Premises Related Insurance | | 2 | 7 |
| | | 647 | 531 |
| Supplies & Services | | | |
| Materials And Equipment | | 217 | 181 |
| Stationery And Postage | | 35 | 31 |
| Advertising | | 5 | 15 |
| IT/Telecommunications | | 153 | 196 |
| Insurance | | 2 | 41 |
| Events And Projects | | 10 | 9 |
| Professional Fees | | 127 | 7,645 |
| Grants And Contributions | | 8,872 | 457 |
| Allowances | | 0 | 3 |
| Consultancy Services | | 9 | 0 |
| Other Hired And Contracted Services | | 285 | 373 |
| Publication And Promotion | | 36 | 71 |
| Miscellaneous | | 0 | 0 |
| | | 9,750 | 9,023 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 107 | 150 |
| Travel Allowances | | 71 | 62 |
| Fuel | | 10 | 30 |
| Private Hire | | 0 | 1 |
| Transport Related Insurance | | 3 | 3 |
| | | 191 | 246 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 818 | 619 |
| Distributed Grants | | 121 | 621 |
| | | 939 | 1,241 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 499 | 860 |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Integrated Youth Support Service | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Agency Payments | | 499 | 860 |
| Transfer Payments | | | |
| Young People's Activities (Connexions) | | 375 | 1,329 |
| | | 375 | 1,329 |
| Managed Expenditure | | 20,174 | 20,731 |
| Internal Income | | | |
| Income From Other Directorates | | (40) | (431) |
| Redistribution Of Grants Income | | (393) | (206) |
| | | (432) | (636) |
| Income - Grants | | | |
| Government Grants | | (1,100) | (2,574) |
| DCLG Grants | | (496) | (496) |
| Other Grants | | (838) | (9) |
| | | (2,434) | (3,079) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (5) | (5) |
| Fees And Charges | | (69) | (97) |
| Education Income | | (165) | (190) |
| Contributions | | (192) | (106) |
| Other Income | | (8) | (156) |
| Rents | | (24) | (23) |
| | | (462) | (577) |
| Managed Income | | (3,329) | (4,292) |
| Net Managed Budget | | 16,846 | 16,438 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 107 | 389 |
| Vehicles And Plant (Non Leasing) | | (13) | (11) |
| Capital Charges | | 354 | 253 |
| | | 448 | 631 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 70 | 507 |
| | | 70 | 507 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,260 | 1,342 |
| Internal Reallocations Income | | (28) | (25) |
| | | 1,233 | 1,317 |
| Managed Outside the Service | | 1,751 | 2,455 |
| Net Cost of Service | | 18,596 | 18,893 |

Children's Services

Budget Manager : Chief Officer Children and Young People's Social Care

| Children's Social Care | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 27,490 | 29,686 |
| Agency And Temporary Staff | | 12 | 0 |
| National Insurance Contributions | | 2,057 | 2,191 |
| Superannuation Costs | | 3,388 | 3,934 |
| Other Pension Costs | | 76 | 126 |
| Other Employee Related Costs | | 109 | 101 |
| Training And Development | | 48 | 177 |
| | | 33,181 | 36,214 |
| Premises | | | |
| Buildings Maintenance | | 0 | 87 |
| Grounds Maintenance | | 14 | 13 |
| Building Security | | 2 | 4 |
| Cleaning And Workplace Refuse | | 269 | 294 |
| Gas | | 48 | 108 |
| Electricity | | 95 | 64 |
| Other Utilities | | 42 | 38 |
| Rents | | 21 | 11 |
| NNDR | | 73 | 33 |
| Premises Related Insurance | | 61 | 18 |
| | | 624 | 669 |
| Supplies & Services | | | |
| Materials And Equipment | | 906 | 1,009 |
| Stationery And Postage | | 26 | 41 |
| Advertising | | 20 | 41 |
| IT/Telecommunications | | 274 | 242 |
| Insurance | | 264 | 146 |
| Events And Projects | | 28 | 28 |
| Professional Fees | | 83 | 98 |
| Grants And Contributions | | 61 | 23 |
| Allowances | | 146 | 218 |
| Consultancy Services | | 27 | 51 |
| External Audit Fees | | 1 | 0 |
| Other Hired And Contracted Services | | 2,265 | 2,378 |
| Miscellaneous | | 5 | 7 |
| | | 4,106 | 4,282 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 78 | 73 |
| Travel Allowances | | 632 | 918 |
| Fuel | | 4 | 5 |
| Transport Related Insurance | | 2 | 1 |
| | | 715 | 996 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 10,677 | 10,851 |
| | | 10,677 | 10,851 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 6,985 | 9,176 |
| Payments To Voluntary Organisations | | 1,929 | 1,922 |
| Fees To Carers | | 20,617 | 22,076 |
| | | 29,531 | 33,174 |

Children's Services

Budget Manager : Chief Officer Children and Young People's Social Care

| Children's Social Care | £000 | Budget 2009/10 | Budget 2010/11 |
|----------------------------------|------|-------------------|-------------------|
| Transfer Payments | | | |
| Education Awards | | 0 | 0 |
| Allowances For Children | | 119 | 100 |
| Social Care Direct Payments | | 416 | 416 |
| Child Trust Fund Top-Up Payments | | 27 | 31 |
| | | 562 | 547 |
| Managed Expenditure | | 79,396 | 86,734 |
| Internal Income | | | |
| Income From Other Directorates | | (93) | (23) |
| Recharges Income From Capital | | 0 | (179) |
| | | (93) | (202) |
| Income - Grants | | | |
| Government Grants | | (2,972) | (2,436) |
| | | (2,972) | (2,436) |
| Income - Charges | | | |
| Fees And Charges | | (5,893) | (6,342) |
| Education Income | | (366) | (304) |
| Contributions | | (1,107) | (1,630) |
| Other Income | | (347) | (189) |
| Rents | | 0 | (342) |
| | | (7,712) | (8,807) |
| Managed Income | | (10,777) | (11,444) |
| Net Managed Budget | | 68,619 | 75,290 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 1,165 | 2,384 |
| Vehicles And Plant (Non Leasing) | | (12) | (10) |
| Capital Charges | | 569 | 567 |
| | | 1,721 | 2,940 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 89 | 602 |
| | | 89 | 602 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 3,838 | 3,434 |
| | | 3,838 | 3,434 |
| Managed Outside the Service | | 5,648 | 6,976 |
| Net Cost of Service | | 74,267 | 82,265 |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Youth Offending Service | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 3,985 | 3,468 |
| National Insurance Contributions | | 292 | 354 |
| Superannuation Costs | | 371 | 369 |
| Other Pension Costs | | 0 | 17 |
| Other Employee Related Costs | | 14 | 15 |
| Training And Development | | 42 | 22 |
| | | 4,704 | 4,246 |
| Premises | | | |
| Building Security | | 3 | 3 |
| Cleaning And Workplace Refuse | | 40 | 35 |
| Electricity | | 5 | 5 |
| Other Utilities | | 1 | 1 |
| Rents | | 74 | 57 |
| NNDR | | 48 | 36 |
| | | 171 | 138 |
| Supplies & Services | | | |
| Materials And Equipment | | 80 | 80 |
| Stationery And Postage | | 41 | 41 |
| Advertising | | 10 | 3 |
| IT/Telecommunications | | 44 | 39 |
| Insurance | | 0 | 1 |
| Events And Projects | | 1 | 1 |
| Professional Fees | | 13 | 13 |
| Allowances | | 5 | 5 |
| Consultancy Services | | 1 | 1 |
| External Audit Fees | | 10 | 0 |
| Other Hired And Contracted Services | | 320 | 628 |
| Publication And Promotion | | 1 | 1 |
| | | 527 | 814 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 15 | 15 |
| Travel Allowances | | 231 | 231 |
| Fuel | | 0 | 0 |
| Private Hire | | 6 | 6 |
| | | 252 | 252 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 329 | 309 |
| | | 329 | 309 |
| Transfer Payments | | | |
| Education Awards | | 0 | 0 |
| | | 0 | 0 |
| Managed Expenditure | | 5,982 | 5,758 |
| Internal Income | | | |
| Income From Other Directorates | | (101) | (101) |
| | | (101) | (101) |
| Income - Grants | | | |
| Government Grants | | (2,451) | (2,456) |
| DCLG Grants | | 0 | (66) |

Children's Services

Budget Manager : Chief Officer Early Years and Youth Services

| Youth Offending Service | £000 | Budget 2009/10 | Budget 2010/11 |
|--------------------------------|------|-------------------|-------------------|
| Income - Grants | | (2,451) | (2,522) |
| Income - Charges | | | |
| Fees And Charges | | 0 | 0 |
| Contributions | | (27) | (27) |
| Other Income | | (490) | (342) |
| | | (517) | (369) |
| Managed Income | | (3,069) | (2,991) |
| Net Managed Budget | | 2,914 | 2,767 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 139 | 223 |
| Capital Charges | | 4 | 4 |
| | | 143 | 227 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 57 | 53 |
| | | 57 | 53 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 693 | 522 |
| | | 693 | 522 |
| Managed Outside the Service | | 893 | 802 |
| Net Cost of Service | | 3,807 | 3,569 |

Children's Services

Budget Manager : Strategic Leader Resources and Assets

| Dcs Unit | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 1,633 | 1,690 |
| Agency And Temporary Staff | | 0 | 20 |
| National Insurance Contributions | | 104 | 129 |
| Superannuation Costs | | 148 | 234 |
| Other Pension Costs | | 26 | 46 |
| Other Employee Related Costs | | 0 | 0 |
| Training And Development | | 10 | 9 |
| | | 1,921 | 2,127 |
| Premises | | | |
| Buildings Maintenance | | 1 | 1 |
| | | 1 | 1 |
| Supplies & Services | | | |
| Materials And Equipment | | 5 | 5 |
| Stationery And Postage | | 10 | 10 |
| IT/Telecommunications | | 41 | 69 |
| Insurance | | 0 | 1 |
| Events And Projects | | 18 | 0 |
| Professional Fees | | 66 | 46 |
| Grants And Contributions | | 0 | 2,235 |
| Consultancy Services | | 0 | 30 |
| Other Hired And Contracted Services | | 1,021 | 66 |
| Miscellaneous | | 3 | 4 |
| | | 1,163 | 2,465 |
| Transport | | | |
| Travel Allowances | | 12 | 14 |
| Transport Related Insurance | | 0 | 0 |
| | | 12 | 15 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 17 | 5 |
| | | 17 | 5 |
| Managed Expenditure | | 3,114 | 4,613 |
| Internal Income | | | |
| Redistribution Of Grants Income | | 0 | (60) |
| | | 0 | (60) |
| Income - Grants | | | |
| Government Grants | | (578) | (2,304) |
| | | (578) | (2,304) |
| Managed Income | | (578) | (2,364) |
| Net Managed Budget | | 2,537 | 2,249 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 30 | 126 |
| PFI Costs | | 76 | 0 |
| | | 106 | 126 |

Children's Services

Budget Manager : Strategic Leader Resources and Assets

| Dcs Unit | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 267 | 270 |
| | | 267 | 270 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 191 | 120 |
| | | 191 | 120 |
| Managed Outside the Service | | 565 | 517 |
| Net Cost of Service | | 3,102 | 2,766 |

Children's Services

Budget Manager : Strategic Leader Resources and Assets

| Support Costs And Central Accounts | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | (1,507) | (1,272) |
| National Insurance Contributions | | 15 | 10 |
| Superannuation Costs | | 25 | 18 |
| Other Employee Related Costs | | 3 | 0 |
| Training And Development | | 72 | 2 |
| | | (1,393) | (1,242) |
| Premises | | | |
| Gas | | (32) | 0 |
| Electricity | | (17) | 0 |
| | | (49) | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | (43) | 25 |
| Stationery And Postage | | 66 | 43 |
| IT/Telecommunications | | 179 | 156 |
| Professional Fees | | 0 | 0 |
| Other Hired And Contracted Services | | 350 | 367 |
| | | 552 | 591 |
| Transport | | | |
| Travel Allowances | | 3 | 3 |
| | | 3 | 3 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 34 | 56 |
| Distributed Grants | | 0 | 60 |
| | | 34 | 115 |
| Managed Expenditure | | (853) | (533) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (1) |
| Contributions | | (350) | (342) |
| | | (350) | (343) |
| Managed Income | | (350) | (343) |
| Net Managed Budget | | (1,203) | (876) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 9 | 12 |
| | | 9 | 12 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 8,858 | 8,064 |
| Corporate & Democratic Core Income | | (158) | (155) |
| | | 8,701 | 7,909 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 0 | 20 |
| Internal Reallocations Income | | (9,108) | (8,239) |
| | | (9,108) | (8,219) |
| Managed Outside the Service | | (398) | (297) |
| Net Cost of Service | | (1,600) | (1,173) |

City Development

LEEDS CITY COUNCIL 2010/11 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 2010/11 financial year.

2 Service Context

2.1 The City Development budget for 2010/11 reflects the need to address a number of key issues. These are to review income budgets in view of the current and likely future economic conditions, to establish sustainable budgets for Sport and Active Recreation, Parks and Countryside and Libraries, Arts and Heritage in the light of the cost pressures experienced over recent years and to continue to review staffing levels, particularly in services that have experienced shortfalls in income.

2.2 The budget strategy for the directorate has been to set realistic income targets given the likely economic outlook, to provide for appropriate budgets for the running costs for leisure facilities and to fund other anticipated essential pressures arising in 2010/11. To fund these pressures resources have continued to be realigned within the directorate to fund service priorities. The provision of current service levels is also being reviewed and the staffing budget in some services has been amended accordingly.

3 Explanation of variations between adjusted 2009/10 and 2010/11 + £335k (0.44%)

3.1 The variation can be summarised as follows:

| | £000s |
|--|---------|
| Net Managed Budget 2009/10 | 76,832 |
| Adjustments | 145 |
| Adjusted Net Managed Budget 2009/10 | 76,977 |
| Changes in Prices | |
| • Pay | - 61 |
| • Price | 236 |
| • Income | - 1,169 |
| | 994 |
| Service Budget Changes | |
| • Changes in Service Levels | 772 |
| • Other Factors not affecting level of service | 1,338 |
| • Efficiency Savings | - 781 |
| | 1,329 |
| Net Managed Budget 2010/11 | 77,312 |

3.2 Adjustments

3.2.1 The adjustments mainly reflect the transfer of budgets from Corporate Property Management.

3.3 Changes in prices

3.3.1 The 2009/10 budget provided for a 2% pay award, however, the final settlement was agreed at 1% for NJC staff (1.25% for those staff under spinal point 10) and zero for JNC grades and above. This results in a saving of £762k and is partially offset by an increase of 0.3% for the effect of the 2008/09 pay award which was finalised after the 2009/10 budget had been prepared. The cost of this was £231k. A total of £470k has been included for the increase in employer's superannuation rates.

3.3.2 No provision has been made for a pay award in 2010/11.

3.3.3 Provision of £236k has been included for inflation on general running costs. No changes have been made for grants with the exception of grants to the Major Arts Organisations for which a reduction of 5% is assumed.

3.3.4 A total of £354k in additional income is anticipated to be generated from increased fees and charges at an average of a 2% increase and a further £815k from above inflation increases for some sport and cemetery and crematoria charges.

3.4 Changes in Service Levels

3.4.1 Leeds has been selected by England 2018 to be a candidate host City in its bid to stage the football World Cup 2018. Work will continue during the year to assist England 2018 in preparation of its bid book. The budget includes £250k towards the costs of meeting this commitment. Provision of £150k has been included to establish a Business Support Scheme for small business tenants. Additional expenditure of £244k has been included for services funded through the Area Based Grant where the grant has been increased in 2010/11. This includes the Local Enterprise and Growth Initiative (LEGI) Scheme and Road Safety.

3.4.2 The most notable budget pressure the Directorate has faced during 2009/10 is the shortfall in income in a number of service areas, mostly as a result of the impact of the recession on demand for chargeable services. For the 2010/11 budget income targets have been reviewed and reduced by £3.5m. This is based on the experience in 2009/10 and an expectation that the economic situation will be slow to improve in 2010/11. Reductions include £1.2m for planning and building fees and a reduction in Asset Management income of £0.8m including reductions in markets income, commercial property rental income and income earned by Architectural Design Services. Other reductions include £245k in Libraries, Arts and Heritage, £500k in Sport and £300k in Parks and Countryside including £150k for the ending of Parks Renaissance funding. Income from capital fees in Highways has been reduced by £450k reflecting the reduced Highways and Transportation capital programme in 2010/11. Additional income of £200k is anticipated in Sport from the extension of swimming lessons and from the opening of the new Sport Centres at Morley and Armley.

3.4.3 To partly offset the reduced income targets staffing levels have again been reviewed and the budget includes a net reduction in staffing of £2m. The net saving is based on known Early Leaver Initiative (ELI) business cases which have been processed during 2008/09 and 2009/10, planned restructures and a savings target in services that are continuing to

experience reduced income. Recruitment and vacancy levels will continue to be closely managed within the directorate.

3.4.4 Running costs have also been reviewed, partly as a result of the continued reductions in income. General savings in running costs of £459k have been included in the budget, largely reflecting reduced spend in 2009/10. This includes reductions in marketing, publications and in expenditure incurred on producing the Local Development Framework. In Libraries Arts and Heritage savings of £455k have been included in the budget for a review of Libraries facilities, a review of winter opening hours and savings on operational budgets. In Sport and Active Recreation the budget includes savings of £375k. This is in line with the vision for Council Leisure Centres approved at the August 2009 Executive Board.

3.5 Other Factors not affecting the level of service

3.5.1 An increase of £1.9m has been included for the Street Lighting PFI contract in line with agreed contract charges.

3.5.2 A total of £671k has been included in staffing budgets to reflect increased staff costs mainly in Recreation Services following a re-evaluation of a number of posts.

3.5.3 Operational budgets including materials, vehicles, plant and fuel in Parks and Countryside have been increased by £650k reflecting actual expenditure in 2009/10. Operational budgets in Sport have been increased by £517k and include equipment for new PFI sites, training and safeguarding costs and the initial procurement costs for a Well Being Centre at Holt Park. Other funded pressures include an additional £109k for increases in National Non Domestic Rate charges and £267k for the contribution to Metro for the free city bus for the agreed final year payment of the current arrangement.

3.5.4 In 2010/11 it is proposed to capitalise £1.5m of highways maintenance costs and £300k of PFI procurement costs previously charged to revenue.

3.5.5 The budget includes some assumptions for additional income including £200k in Sport from the introduction of the Leisure Management System which will provide enhanced business information prompting better directed marketing and help increase the retention of customers. An additional £125k in grant income is anticipated in Planning and Sustainable Development from the Housing and Planning Development Grant. In Parks and Countryside additional income of £383k is anticipated from additional works funded through Section 106 schemes and from catering and shops.

3.6 Efficiency savings

3.6.1 For this directorate the following savings have been identified for 2010/11.

| Nature of saving | Total £000s |
|---|----------------|
| Energy savings | 230 |
| Reduction in insurance charges | 181 |
| Review of legal costs | 150 |
| Rationalisation of office accommodation | 110 |
| Other efficiencies | 110 |
| | |
| Total | 781 |

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 | 77,312 |
| Managed Outside Service | 49,259 |
| Net Cost of Service | 126,571 |
| Transfers to/from earmarked reserves | - 2,351 |
| Net Revenue Charge | 124,220 |

5 Risk Assessment

- 5.1 In determining the 2010/11 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 2010/11 budget for this directorate are as follows;

The directorate has a significant income base to achieve. Income budgets have been reviewed and in some cases have been reduced to reflect current and anticipated trends in 2010/11. However, it is difficult to forecast income trends particularly as the economic outlook for 2010/11 is uncertain. The prevailing economic conditions can have a significant impact on income earned by the directorate, especially fees and charges for planning and leisure activities. Income budgets are monitored regularly and appropriate action taken should reductions in income occur. Provision has also been made in central contingency which could be released to help fund income shortfalls.

The budget also includes a number of efficiencies and savings proposals including £3.1m of savings in staffing. Whilst plans are in place and actions identified to achieve these savings there is a risk that savings will be less than that assumed. Progress with reviews and actions will be closely monitored during 2010/11 by City Development Directorate.



City Development Economic Development



Main responsibilities:

Economic Developments' 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 – inward investment and marketing, support and attracting funding, Local Enterprise Growth Initiative.
- Tourism, including Conference Leeds, the West Yorkshire Conference Desk
- 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.

Budget highlights 2010/11:

- The Tourism section continues to work in partnership with Welcome to Yorkshire, the regional tourism body, and other West Yorkshire authorities to encourage tourism in the city and sub-region
- The Local Enterprise Growth Initiative (LEGI) project is now in its 4th year. The budget for 2010/11 shows an increase in Area Based Grant funding of £101k.
- The Renaissance Unit provides a project management and coordination role for various schemes, including Holbeck Urban Village, regeneration projects within the RIM (e.g. Eastgate and Harewood development, Beeston Hill and Holbeck) and assisting with PFI projects.
- The City Centre Management function will be working on enhancing Leeds City Centre in 2010/11 including the Leeds City Centre Vision, the Legibility Study (improving directional signage and mapping for the City Centre) and Public Realm schemes.
- Provision of £150k has been included in establishing a Business Support Scheme for small business tenants.
- The Economic Policy team is leading on the city's agenda for improved economic performance and inputting to the Leeds City Region developments. It is also leading in the new statutory duty to undertake economic assessments and additional budget provision of £63k has been provided through Area Based Grant funding.



Main responsibilities:

A restructuring of the new Highways and Transportation Service was completed in January 2010. This restructuring has 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. 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 the largest refurbishment and maintenance programme for street lighting in the country. The scheme will see 80,000 lighting columns 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 are 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 now covers Transport Strategy, Environmental Studies, Road Casualty Reduction, Transport Policy Monitoring, NGT and UTC.

- The Transport Strategy group is responsible for the formulation and co-ordination of transport policy development, scheme appraisal and capital expenditure bids. It provides advice on transport policy and influencing travel behaviour in addition to monitoring and compiling programmes and bids for transport capital expenditure.
- The Road Casualty Reduction group provides a wide range of services on behalf of the Council and the other Highway Authorities in West Yorkshire. This includes the maintenance of the road accident database, monitoring of changes in accident and casualty trends, and the provision of a road safety education training and promotion service.
- The Environmental Studies group provides a wide range of services on behalf of the Council, including noise, vibration and air quality measurements and assessments. Work also includes leading on Strategic Environmental Assessments, supporting Sustainable Assessment on major plans, environmental input on planning applications and advising on the development of the Climate Change Strategy including both mitigation and adaptation policies.
- 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.



City Development Highways and Transportation Services



- The Urban Traffic Management and Control (UTMC) Service plays a major role in keeping Leeds a clean, safe and vibrant city, with responsibility for a wide range of traffic and transport issues, from strategic network design through to day-to-day support services.
- The NGT team is responsible for the development of proposals for NGT in partnership with Metro.

Engineering Services

Engineering Services is a consultancy service covering design and construction of highways, bridges, and watercourses, helping to create a high quality built environment for the city. Main responsibilities include:

- Design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects.
- 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.

Budget highlights 2010/11:

The restructuring of the new Highways and Transportation Service will be functional in 2010/2011.

Highways Services

- The budget provides for increased expenditure on horticultural maintenance within the highways infrastructure (£73k). The increase in resources will allow for the increased price of the grass cutting contract.
- An increase in provision is made for the maintenance of footways/carriageways (£106k).
- A reduction in electricity charges provision (£136k) is due to the price decrease resulting from the energy contract being renewed in November 2009.
- A reduction in insurance provision (£173k) which reflects the on going highway maintenance works improvements, and the improved systems of monitoring and inspection.

Transport Policy

- New structure approved for Transport Strategy to meet service pressures relating to the Transport Innovation Fund; City Centre vision and transport strategy; major scheme development.
- An increase in budget provision for Town and District parking provision studies (£40k).
- The Transport Policy Monitoring structure is currently under review and is expected to result in a budget saving from 2010/11.



City Development Highways and Transportation Services



Engineering Services

- With the exception of the land drainage and general maintenance (structures revenue) functions, the service is fully rechargeable with a large proportion of its income being generated by fees from the capital programme.
- For 2010/11 major engineering projects include: the A65 Quality Bus Initiative, Dewsbury Road Quality Bus Initiative, NGT, Commercial Street and the A647 HoV Lane.
- Bridges section has several major engineering projects included in their 2010/11 work programme and a sample includes: Lovell Park Road Bridge, IRR phase 8, Claypit Lane, Station Road Crossgates and A58 Mill Green Bridge.



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.

Budget highlights 2010/11:

Following the onset of the recession towards the end of 2008, the budget now includes an additional £175k reduction in income in the Heritage service and a reduction of £70k in the income budget for Arts and Events. Following the fallout of Heritage Lottery Fund funding for Kirkstall Abbey, the budget includes an injection of £20k to cover this.

To cover the management charge for the Libraries LIFT (Local Improvement Finance Trust) scheme for Compton and Chapeltown Libraries, £70k has been injected into the budget. Finally, the budget also includes £186k to cover the increased NNDR costs that the service will face in 2010/11.



Main responsibilities:

Planning Services

- Planning applications and appeals, putting development strategies and policies into practice to help Leeds become an internationally competitive city with a high quality of life for everyone.

Highways Development Services

- Addressing the highways implications of development and working to deliver the Local Transport Plan.

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.

Development Enquiry Centre

- Providing customer focused one-stop services for the whole of the Development Directorate, face to face, by phone and, increasingly, by e-mail and the internet.

Sustainable Development

- Environmental management, policy and awareness, design, landscape and conservation area and listed building advice, tree protection, minerals, waste and contaminated land.

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).

Graphics and Communications

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

Budget highlights 2010/11:

- Due to the current economic climate the budgeted income on planning fees and building fees has been reduced by £900k and £270k respectively. To offset some of this shortfall, services have undertaken restructure programmes and introduced Early Leaver Initiatives. There is also a comprehensive efficiency programme built into the 2010/11 budget.



City Development Planning and Sustainable Development



-
- Housing Planning Delivery Grant was introduced in 2008/09 and this is set to continue in 2010/11. The level of grant exceeded budget in 2009/10 and therefore the budget has increased by £125k to £0.9m in 2010/11.
 - Planning appeal costs have increased over a number of years so the budget in 2010/11 has increased by £40k to recognise this.
 - An additional Community Planner has been supported by funding support from the N.E. (Outer) Committee.



City Development Recreation



Main responsibilities:

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

- Providing directly and supporting the development of Recreation and sporting opportunities for all people to enjoy
- Ensuring an enjoyable and sustainable environment for all through the creation, management and enhancement of parks and greenspaces, allotments and path networks.
- Encouraging people to be more healthy through greater involvement in physical activity.
- Providing opportunities for self development and learning through involvement in sporting, cultural and environmental activity.
- Taking the strategic lead in the development of recreational and sporting opportunities in Leeds.
- Helping to support the city's growing reputation as a great place to live, work and play.
- Delivering targeted programmes to ensure all residents are afforded the chances to be involved in recreation and sporting activities.
- Setting clear priorities, supporting the development of staff and managing performance effectively.
- To provide a sympathetic and caring Burial and Cremation service.
- To adopt a strategic approach towards the future development of the service, to meet the changing needs of the city and ensure sustainability of the service.

Budget highlights 2010/11:

The service has a controllable income budget in excess of £26m and given the challenges following the onset of the recession in meeting this in 2009/10, the 2010/11 budget includes a £500k reduction in the income to be achieved within the Sport and Active Recreation service and a £350k reduction in the income from the Parks and Countryside service. With the anticipated opening of the new PFI (Public Finance Initiative) sport centres at Morley and Armley in 2010/11, the budget includes an additional £107k leasing costs for the funding of new equipment to be used within these centres.

The capital programme will provide funding of over £300k for equipment to be used in Parks and Countryside which will need replacing in 2010/11. In addition, due to above inflation budget pressures experienced on the materials budget and the cost of transport, particularly fuel, the operational materials and transport budgets have both been increased by £275k each within Parks and Countryside. The budget also covers the increased NNDR costs in Recreation of £124k. In addition, £214k has been budgeted to cover the procurement costs for a planned new Sport and Well Being centre at Holt Park which will be delivered in partnership with Adult Social Care and the Health service.



City Development Strategic Asset Management



Main responsibilities:

The aim is to provide a seamless asset management service, which drives continuous improvement in the council's property portfolio.

The service assists client departments to deliver corporate objectives by –

- Ensuring that council property is fit for purpose and well located
- Assisting with development of large capital schemes.
- Providing professional property advice and handling the disposal of property.
- Assisting in the implementation of specific asset management based projects.
- Working in partnership with the private sector to create a Strategic Design Alliance which provides a full range of architectural professional design services to support, design and deliver the capital programme.

As the council is a major land and property owner in the city, the asset management service plays a key role in helping to shape the physical development of Leeds along with other services of the authority.

Budget highlights 2010/11:

- Allowances of £193k have been made on income targets to help make the budget for 2010/11 a more realistic/achievable target.
- Legal Services charges continue to be investigated and through thorough analysis there is better accountability and reduced charges to Asset Management.
- Design work has now commenced on the Arena, a major development for Leeds which is aimed to be operational as a concert venue in 2012.
- The Council is undertaking feasibility work in relation to the provision of a large City Centre Park south of the river Aire.
- The Strategic Design Alliance is a fully rechargeable service with a large proportion of the income being generated by fees from the capital programme. The budget reflects the transfer of the Water Management and Building Structures functions to Corporate Property Management and Building Control respectively.
- Leeds has been selected by England 2018 to be a candidate host City in its bid to stage the football World Cup 2018. Work will continue during the year to assist England 2018 in preparation of its bid book. The budget includes £250k towards the costs of meeting this commitment.
- Major Architectural projects include; the remodelling and refurbishment of the City Varieties Theatre, Northern Ballet & Phoenix Dance Centre and Merlyn Rees HUB.

City Development

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|---|--|------------------|------------------------|----------|---------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Chief Planning and Sustainable Development Officer | Planning And Sustainable Development | 6,095 | 10,232 | (6,909) | 3,323 | 3,223 | 6,546 |
| Chief Economic Development Officer | Economic Services | 5,971 | 9,942 | (5,554) | 4,388 | 1,536 | 5,925 |
| Chief Asset Management Officer | Asset Management | 822 | 7,875 | (10,541) | (2,666) | 3,629 | 963 |
| Chief Officer Highways and Transportation | Highways And Transportation | 42,826 | 65,189 | (38,285) | 26,904 | 18,040 | 44,944 |
| Chief Libraries, Arts and Heritage Officer | Libraries, Arts And Heritage | 38,168 | 29,480 | (7,489) | 21,990 | 12,024 | 34,014 |
| Chief Recreation Officer | Recreation | 32,863 | 48,111 | (28,748) | 19,363 | 14,906 | 34,269 |
| Chief Officer Resources and Strategy | Support Services | 792 | 4,497 | (487) | 4,009 | (4,099) | (90) |
| Net Cost of Service | | 127,537 | 175,326 | (98,014) | 77,312 | 49,259 | 126,571 |
| | Transfers to and from earmarked reserves | (241) | 0 | 0 | 0 | (2,351) | (2,351) |
| Net Revenue Charge | | 127,296 | 175,326 | (98,014) | 77,312 | 46,908 | 124,220 |

City Development

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 67,219 | 66,675 |
| Agency And Temporary Staff | | 1,117 | 655 |
| National Insurance Contributions | | 4,734 | 4,635 |
| Superannuation Costs | | 7,874 | 8,229 |
| Other Pension Costs | | 1,830 | 1,934 |
| Other Employee Related Costs | | 566 | 625 |
| Training And Development | | 423 | 468 |
| | | 83,763 | 83,221 |
| Premises | | | |
| Buildings Maintenance | | 932 | 1,253 |
| Grounds Maintenance | | 4,095 | 4,165 |
| Building Security | | 776 | 693 |
| Cleaning And Workplace Refuse | | 1,651 | 1,744 |
| Gas | | 2,040 | 2,002 |
| Electricity | | 6,373 | 6,138 |
| Other Utilities | | 533 | 590 |
| Rents | | 1,243 | 1,311 |
| NDR | | 2,999 | 3,007 |
| Highways Maintenance | | 9,508 | 9,614 |
| Accommodation Charges | | 356 | 614 |
| Premises Related Insurance | | 359 | 336 |
| | | 30,866 | 31,466 |
| Supplies & Services | | | |
| Materials And Equipment | | 11,061 | 11,161 |
| Stationery And Postage | | 885 | 904 |
| Advertising | | 439 | 448 |
| IT/Telecommunications | | 2,199 | 2,414 |
| Insurance | | 3,086 | 2,900 |
| Events And Projects | | 251 | 219 |
| Professional Fees | | 817 | 1,089 |
| Grants And Contributions | | 4,142 | 4,252 |
| Waste Disposal And Landfill Tax | | 99 | 99 |
| Allowances | | 34 | 70 |
| Consultancy Services | | 599 | 526 |
| External Audit Fees | | 4 | 6 |
| Security Services | | 432 | 635 |
| Other Hired And Contracted Services | | 19,115 | 20,254 |
| Publication And Promotion | | 1,116 | 966 |
| Miscellaneous | | 165 | 164 |
| | | 44,444 | 46,107 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 5,265 | 5,114 |
| Travel Allowances | | 567 | 600 |
| Fuel | | 624 | 806 |
| Transport Related Insurance | | 175 | 143 |
| | | 6,631 | 6,663 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 2,655 | 1,894 |
| | | 2,655 | 1,894 |
| Agency Payments | | | |

City Development

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Agency Payments | | | |
| Services Provided By Other Organisations | | 2,024 | 0 |
| Contribution To Partnerships | | 0 | 2,867 |
| | | 2,024 | 2,867 |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 300 | 250 |
| | | 300 | 250 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 2,802 | 2,857 |
| | | 2,802 | 2,857 |
| Managed Expenditure | | 173,486 | 175,326 |
| Internal Income | | | |
| Income From Other Directorates | | (19,296) | (24,712) |
| Recharges Income From Capital | | (12,148) | (12,621) |
| Redistribution Of Grants Income | | (3,441) | 44 |
| | | (34,885) | (37,289) |
| Income - Grants | | | |
| Government Grants | | (8,285) | (8,181) |
| DCLG Grants | | (1,170) | (1,565) |
| Other Grants | | (1,145) | (1,663) |
| | | (10,600) | (11,408) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (6,478) | (6,783) |
| Fees And Charges | | (29,770) | (28,099) |
| Education Income | | (286) | (297) |
| Contributions | | (1,194) | (1,214) |
| Other Income | | (3,381) | (3,129) |
| Rents | | (7,733) | (7,657) |
| Income Received From ALMOs | | (2,308) | (2,138) |
| | | (51,151) | (49,316) |
| Income - Other | | | |
| Interest And Dividends | | 0 | 0 |
| | | 0 | 0 |
| Managed Income | | (96,636) | (98,014) |
| Net Managed Budget | | 76,850 | 77,312 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 1,333 | 3,424 |
| Materials And Equipment (Non Leasing) | | (18) | 0 |
| Vehicles And Plant (Non Leasing) | | (1,091) | (1,073) |
| Transfers To/From Statutory Reserves | | (1,333) | (3,424) |
| Transfers to Capital Reserve - Vehicles | | 1,091 | 1,073 |
| Capital Charges | | 32,488 | 28,945 |
| | | 32,470 | 28,945 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 18,702 | 18,698 |
| Corporate & Democratic Core Income | | (726) | (735) |
| | | 17,976 | 17,963 |

City Development

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--------------------------------|------|-------------------|-------------------|
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 30,890 | 29,482 |
| Internal Reallocations Income | | (30,890) | (29,482) |
| | | 0 | 0 |
| Managed Outside the Service | | 50,446 | 46,908 |
| Net Cost of Service | | 127,296 | 124,220 |

City Development

Budget Manager : Chief Planning and Sustainable Development Officer

| Planning And Sustainable Development | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 7,503 | 7,107 |
| Agency And Temporary Staff | | 71 | 66 |
| National Insurance Contributions | | 586 | 565 |
| Superannuation Costs | | 1,066 | 1,093 |
| Other Employee Related Costs | | 0 | 3 |
| Training And Development | | 3 | 26 |
| | | 9,230 | 8,860 |
| Premises | | | |
| Buildings Maintenance | | 70 | 70 |
| Rents | | 20 | 20 |
| | | 90 | 90 |
| Supplies & Services | | | |
| Materials And Equipment | | 55 | 43 |
| Stationery And Postage | | 11 | 18 |
| Advertising | | 91 | 85 |
| IT/Telecommunications | | 131 | 156 |
| Insurance | | 159 | 138 |
| Professional Fees | | 35 | 37 |
| Grants And Contributions | | 13 | 13 |
| Allowances | | 3 | 4 |
| Consultancy Services | | 6 | 6 |
| Other Hired And Contracted Services | | 412 | 308 |
| | | 916 | 807 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 6 | 15 |
| Travel Allowances | | 131 | 121 |
| | | 137 | 136 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 353 | 338 |
| | | 353 | 338 |
| Managed Expenditure | | 10,726 | 10,232 |
| Internal Income | | | |
| Income From Other Directorates | | (988) | (988) |
| | | (988) | (988) |
| Income - Grants | | | |
| DCLG Grants | | (775) | (900) |
| Other Grants | | (35) | (36) |
| | | (810) | (936) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (183) | (169) |
| Fees And Charges | | (5,767) | (4,612) |
| Education Income | | (87) | (87) |
| Other Income | | (145) | (119) |
| | | (6,182) | (4,986) |
| Managed Income | | (7,980) | (6,909) |
| Net Managed Budget | | 2,746 | 3,323 |

City Development

Budget Manager : Chief Planning and Sustainable Development Officer

| Planning And Sustainable Development | | | |
|--------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 401 | 713 |
| Capital Charges | | 0 | 4 |
| | | 401 | 717 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 567 | 525 |
| | | 567 | 525 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 3,624 | 3,117 |
| Internal Reallocations Income | | (1,244) | (1,135) |
| | | 2,380 | 1,981 |
| Managed Outside the Service | | 3,348 | 3,223 |
| Net Cost of Service | | 6,095 | 6,546 |

City Development

Budget Manager : Chief Economic Development Officer

| Economic Services | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 3,048 | 3,032 |
| Agency And Temporary Staff | | 59 | 66 |
| National Insurance Contributions | | 239 | 232 |
| Superannuation Costs | | 427 | 449 |
| Other Employee Related Costs | | 0 | 1 |
| Training And Development | | 0 | 15 |
| | | 3,772 | 3,794 |
| Premises | | | |
| Buildings Maintenance | | 222 | 222 |
| Building Security | | 7 | 10 |
| Cleaning And Workplace Refuse | | 316 | 287 |
| Electricity | | 114 | 109 |
| Other Utilities | | 40 | 40 |
| Rents | | 120 | 120 |
| NNDR | | 321 | 278 |
| Accommodation Charges | | 0 | 50 |
| Premises Related Insurance | | 24 | 19 |
| | | 1,164 | 1,135 |
| Supplies & Services | | | |
| Materials And Equipment | | 75 | 99 |
| Stationery And Postage | | 43 | 41 |
| Advertising | | 126 | 125 |
| IT/Telecommunications | | 19 | 19 |
| Insurance | | 23 | 40 |
| Professional Fees | | 57 | 55 |
| Grants And Contributions | | 111 | 201 |
| Allowances | | 2 | 10 |
| Consultancy Services | | 170 | 216 |
| Security Services | | 188 | 188 |
| Other Hired And Contracted Services | | 3,131 | 2,990 |
| Publication And Promotion | | 427 | 433 |
| Miscellaneous | | 147 | 147 |
| | | 4,521 | 4,565 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 5 | 2 |
| Travel Allowances | | 26 | 27 |
| | | 30 | 29 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 425 | 419 |
| | | 425 | 419 |
| Managed Expenditure | | 9,912 | 9,942 |
| Internal Income | | | |
| Income From Other Directorates | | (47) | (200) |
| | | (47) | (200) |
| Income - Grants | | | |
| DCLG Grants | | (69) | (36) |
| Other Grants | | 0 | (37) |
| | | (69) | (73) |

City Development

Budget Manager : Chief Economic Development Officer

| Economic Services | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Sale Of Goods And Services | | (48) | (83) |
| Fees And Charges | | (2,591) | (2,415) |
| Contributions | | (25) | (25) |
| Other Income | | (319) | (287) |
| Rents | | (2,530) | (2,471) |
| | | (5,512) | (5,281) |
| Managed Income | | (5,628) | (5,554) |
| Net Managed Budget | | 4,284 | 4,388 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 161 | 290 |
| Capital Charges | | 434 | 391 |
| | | 595 | 681 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 92 | 85 |
| | | 92 | 85 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 2,159 | 1,923 |
| Internal Reallocations Income | | (1,159) | (1,152) |
| | | 1,000 | 770 |
| Managed Outside the Service | | 1,687 | 1,536 |
| Net Cost of Service | | 5,971 | 5,925 |

City Development

Budget Manager : Chief Asset Management Officer

| Asset Management | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 4,217 | 3,817 |
| Agency And Temporary Staff | | 400 | 0 |
| National Insurance Contributions | | 347 | 293 |
| Superannuation Costs | | 608 | 551 |
| Other Pension Costs | | 75 | 75 |
| Other Employee Related Costs | | 0 | 2 |
| Training And Development | | 0 | 13 |
| | | 5,647 | 4,751 |
| Premises | | | |
| Buildings Maintenance | | 0 | 73 |
| Building Security | | 50 | 45 |
| Cleaning And Workplace Refuse | | 76 | 87 |
| Gas | | 17 | 36 |
| Electricity | | 66 | 84 |
| Other Utilities | | 25 | 41 |
| Rents | | 946 | 914 |
| NNDR | | 91 | 50 |
| Accommodation Charges | | 0 | 154 |
| Premises Related Insurance | | 77 | 55 |
| | | 1,349 | 1,540 |
| Supplies & Services | | | |
| Materials And Equipment | | 25 | 20 |
| Stationery And Postage | | 41 | 25 |
| Advertising | | 29 | 22 |
| IT/Telecommunications | | 75 | 76 |
| Insurance | | 8 | 15 |
| Professional Fees | | 164 | 163 |
| Allowances | | 1 | 2 |
| Consultancy Services | | 87 | 102 |
| Security Services | | 1 | 5 |
| Other Hired And Contracted Services | | 278 | 470 |
| Publication And Promotion | | 2 | 1 |
| Miscellaneous | | 3 | 2 |
| | | 713 | 902 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 5 | 5 |
| Travel Allowances | | 79 | 88 |
| Fuel | | 1 | 1 |
| Transport Related Insurance | | 1 | 0 |
| | | 86 | 95 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 614 | 553 |
| | | 614 | 553 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 13 | 33 |
| | | 13 | 33 |
| Managed Expenditure | | 8,422 | 7,875 |
| Internal Income | | | |

City Development

Budget Manager : Chief Asset Management Officer

| Asset Management | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Internal Income | | | |
| Income From Other Directorates | | (1,957) | (1,618) |
| Recharges Income From Capital | | (3,333) | (2,588) |
| | | (5,290) | (4,206) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (80) | (82) |
| Fees And Charges | | (717) | (975) |
| Other Income | | (665) | (649) |
| Rents | | (4,648) | (4,629) |
| | | (6,110) | (6,335) |
| Managed Income | | (11,399) | (10,541) |
| Net Managed Budget | | (2,977) | (2,666) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 154 | 284 |
| Vehicles And Plant (Non Leasing) | | (1) | (1) |
| Capital Charges | | 1,199 | 1,194 |
| | | 1,352 | 1,477 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 123 | 114 |
| | | 123 | 114 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 2,818 | 2,352 |
| Internal Reallocations Income | | (493) | (314) |
| | | 2,325 | 2,038 |
| Managed Outside the Service | | 3,800 | 3,629 |
| Net Cost of Service | | 822 | 963 |

City Development

Budget Manager : Chief Officer Highways and Transportation

| Highways And Transportation | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 14,027 | 13,823 |
| Agency And Temporary Staff | | 238 | 319 |
| National Insurance Contributions | | 985 | 994 |
| Superannuation Costs | | 1,731 | 1,834 |
| Other Pension Costs | | 178 | 202 |
| Other Employee Related Costs | | 152 | 158 |
| Training And Development | | 88 | 125 |
| | | 17,399 | 17,456 |
| Premises | | | |
| Buildings Maintenance | | 459 | 660 |
| Grounds Maintenance | | 3,059 | 3,138 |
| Building Security | | 25 | 25 |
| Cleaning And Workplace Refuse | | 43 | 39 |
| Gas | | 19 | 19 |
| Electricity | | 4,475 | 4,303 |
| Other Utilities | | 31 | 45 |
| Rents | | 0 | 1 |
| NNDR | | 95 | 88 |
| Highways Maintenance | | 9,508 | 9,614 |
| Premises Related Insurance | | 2 | 4 |
| | | 17,715 | 17,936 |
| Supplies & Services | | | |
| Materials And Equipment | | 4,834 | 5,064 |
| Stationery And Postage | | 71 | 83 |
| Advertising | | 94 | 125 |
| IT/Telecommunications | | 236 | 339 |
| Insurance | | 2,404 | 2,219 |
| Events And Projects | | 5 | 2 |
| Professional Fees | | 103 | 67 |
| Grants And Contributions | | 202 | 469 |
| Waste Disposal And Landfill Tax | | 58 | 60 |
| Allowances | | 10 | 9 |
| Consultancy Services | | 18 | 30 |
| External Audit Fees | | 3 | 0 |
| Other Hired And Contracted Services | | 11,512 | 12,681 |
| Publication And Promotion | | 53 | 23 |
| Miscellaneous | | 0 | 0 |
| | | 19,605 | 21,171 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 3,722 | 3,355 |
| Travel Allowances | | 202 | 217 |
| Fuel | | 307 | 301 |
| Transport Related Insurance | | 97 | 64 |
| | | 4,328 | 3,937 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 342 | 205 |
| | | 342 | 205 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 2,024 | 0 |

City Development

Budget Manager : Chief Officer Highways and Transportation

| Highways And Transportation | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Agency Payments | | | |
| Contribution To Partnerships | | 0 | 2,867 |
| | | 2,024 | 2,867 |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 300 | 250 |
| | | 300 | 250 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 1,368 | 1,368 |
| | | 1,368 | 1,368 |
| Managed Expenditure | | 63,081 | 65,189 |
| Internal Income | | | |
| Income From Other Directorates | | (14,354) | (15,214) |
| Recharges Income From Capital | | (8,665) | (10,033) |
| | | (23,019) | (25,248) |
| Income - Grants | | | |
| Government Grants | | (7,773) | (7,688) |
| | | (7,773) | (7,688) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (2,277) | (2,321) |
| Fees And Charges | | (330) | (220) |
| Education Income | | (13) | (11) |
| Contributions | | (749) | (650) |
| Other Income | | (422) | (350) |
| Rents | | (19) | (19) |
| Income Received From ALMOs | | (1,732) | (1,778) |
| | | (5,542) | (5,350) |
| Managed Income | | (36,334) | (38,285) |
| Net Managed Budget | | 26,747 | 26,904 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 473 | 994 |
| Vehicles And Plant (Non Leasing) | | (679) | (521) |
| Capital Charges | | 12,561 | 13,998 |
| | | 12,355 | 14,471 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 615 | 585 |
| | | 615 | 585 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 9,411 | 8,592 |
| Internal Reallocations Income | | (6,302) | (5,608) |
| | | 3,109 | 2,984 |
| Managed Outside the Service | | 16,079 | 18,040 |
| Net Cost of Service | | 42,826 | 44,944 |

City Development

Budget Manager : Chief Libraries, Arts and Heritage Officer

| Libraries, Arts And Heritage | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 12,114 | 12,336 |
| Agency And Temporary Staff | | 217 | 197 |
| National Insurance Contributions | | 831 | 834 |
| Superannuation Costs | | 1,527 | 1,620 |
| Other Pension Costs | | 139 | 170 |
| Other Employee Related Costs | | 37 | 84 |
| Training And Development | | 1 | 63 |
| | | 14,865 | 15,303 |
| Premises | | | |
| Grounds Maintenance | | 11 | 11 |
| Building Security | | 226 | 222 |
| Cleaning And Workplace Refuse | | 596 | 609 |
| Gas | | 349 | 335 |
| Electricity | | 566 | 525 |
| Other Utilities | | 73 | 75 |
| Rents | | 124 | 126 |
| NNDR | | 921 | 952 |
| Accommodation Charges | | 356 | 409 |
| Premises Related Insurance | | 161 | 107 |
| | | 3,383 | 3,371 |
| Supplies & Services | | | |
| Materials And Equipment | | 2,410 | 2,368 |
| Stationery And Postage | | 194 | 193 |
| Advertising | | 23 | 51 |
| IT/Telecommunications | | 685 | 899 |
| Insurance | | 72 | 68 |
| Events And Projects | | 47 | 23 |
| Professional Fees | | 122 | 145 |
| Grants And Contributions | | 3,302 | 3,244 |
| Waste Disposal And Landfill Tax | | 16 | 14 |
| Allowances | | 15 | 35 |
| Consultancy Services | | 184 | 164 |
| External Audit Fees | | 1 | 1 |
| Security Services | | 194 | 239 |
| Other Hired And Contracted Services | | 2,300 | 2,324 |
| Publication And Promotion | | 407 | 357 |
| Miscellaneous | | 12 | 12 |
| | | 9,985 | 10,135 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 179 | 182 |
| Travel Allowances | | 58 | 73 |
| Fuel | | 23 | 23 |
| Transport Related Insurance | | 9 | 9 |
| | | 269 | 287 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 51 | 98 |
| | | 51 | 98 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 288 | 286 |

City Development

Budget Manager : Chief Libraries, Arts and Heritage Officer

| Libraries, Arts And Heritage | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Appropriation | | 288 | 286 |
| Managed Expenditure | | 28,841 | 29,480 |
| Internal Income | | | |
| Income From Other Directorates | | (1,626) | (1,713) |
| | | (1,626) | (1,713) |
| Income - Grants | | | |
| Government Grants | | (163) | (124) |
| DCLG Grants | | (312) | (7) |
| Other Grants | | (1,110) | (1,590) |
| | | (1,585) | (1,721) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (894) | (822) |
| Fees And Charges | | (2,828) | (2,750) |
| Education Income | | (30) | (31) |
| Contributions | | (82) | (84) |
| Other Income | | (253) | (246) |
| Rents | | (122) | (123) |
| | | (4,210) | (4,056) |
| Managed Income | | (7,420) | (7,489) |
| Net Managed Budget | | 21,421 | 21,990 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 426 | 888 |
| Vehicles And Plant (Non Leasing) | | (53) | (60) |
| Capital Charges | | 11,405 | 6,423 |
| | | 11,778 | 7,251 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 554 | 355 |
| | | 554 | 355 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 4,439 | 4,441 |
| Internal Reallocations Income | | (24) | (24) |
| | | 4,415 | 4,417 |
| Managed Outside the Service | | 16,747 | 12,024 |
| Net Cost of Service | | 38,168 | 34,014 |

City Development

Budget Manager : Chief Recreation Officer

| Recreation | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 24,750 | 25,270 |
| Agency And Temporary Staff | | 127 | 1 |
| National Insurance Contributions | | 1,625 | 1,617 |
| Superannuation Costs | | 2,299 | 2,498 |
| Other Pension Costs | | 154 | 154 |
| Other Employee Related Costs | | 283 | 284 |
| Training And Development | | 27 | 168 |
| | | 29,266 | 29,992 |
| Premises | | | |
| Buildings Maintenance | | 181 | 228 |
| Grounds Maintenance | | 1,026 | 1,016 |
| Building Security | | 468 | 390 |
| Cleaning And Workplace Refuse | | 620 | 723 |
| Gas | | 1,655 | 1,612 |
| Electricity | | 1,153 | 1,116 |
| Other Utilities | | 363 | 390 |
| Rents | | 32 | 129 |
| NNDR | | 1,570 | 1,638 |
| Premises Related Insurance | | 95 | 150 |
| | | 7,164 | 7,394 |
| Supplies & Services | | | |
| Materials And Equipment | | 3,562 | 3,499 |
| Stationery And Postage | | 108 | 97 |
| Advertising | | 10 | 40 |
| IT/Telecommunications | | 336 | 384 |
| Insurance | | 416 | 418 |
| Events And Projects | | 195 | 194 |
| Professional Fees | | 316 | 605 |
| Grants And Contributions | | 384 | 325 |
| Waste Disposal And Landfill Tax | | 25 | 25 |
| Allowances | | 2 | 3 |
| Consultancy Services | | 133 | 8 |
| External Audit Fees | | 1 | 5 |
| Security Services | | 50 | 203 |
| Other Hired And Contracted Services | | 1,261 | 1,280 |
| Publication And Promotion | | 101 | 152 |
| Miscellaneous | | 3 | 3 |
| | | 6,904 | 7,241 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 1,346 | 1,552 |
| Travel Allowances | | 58 | 62 |
| Fuel | | 293 | 482 |
| Transport Related Insurance | | 68 | 69 |
| | | 1,765 | 2,164 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 539 | 155 |
| | | 539 | 155 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 1,095 | 1,165 |

City Development

Budget Manager : Chief Recreation Officer

| Recreation | | | |
|---------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Appropriation | | 1,095 | 1,165 |
| Managed Expenditure | | 46,733 | 48,111 |
| Internal Income | | | |
| Income From Other Directorates | | (325) | (4,882) |
| Recharges Income From Capital | | (150) | 0 |
| Redistribution Of Grants Income | | (3,441) | 44 |
| | | (3,916) | (4,838) |
| Income - Grants | | | |
| Government Grants | | (220) | (240) |
| DCLG Grants | | (14) | (621) |
| | | (234) | (862) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (2,947) | (3,257) |
| Fees And Charges | | (17,330) | (16,917) |
| Education Income | | (157) | (168) |
| Contributions | | (338) | (454) |
| Other Income | | (1,576) | (1,477) |
| Rents | | (414) | (414) |
| Income Received From ALMOs | | (576) | (360) |
| | | (23,337) | (23,048) |
| Income - Other | | | |
| Interest And Dividends | | 0 | 0 |
| | | 0 | 0 |
| Managed Income | | (27,487) | (28,748) |
| Net Managed Budget | | 19,246 | 19,363 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 715 | 1,465 |
| Materials And Equipment (Non Leasing) | | (18) | 0 |
| Vehicles And Plant (Non Leasing) | | (356) | (489) |
| Capital Charges | | 6,852 | 6,901 |
| | | 7,192 | 7,876 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 0 | 0 |
| | | 0 | 0 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 7,803 | 8,421 |
| Internal Reallocations Income | | (1,378) | (1,391) |
| | | 6,425 | 7,030 |
| Managed Outside the Service | | 13,617 | 14,906 |
| Net Cost of Service | | 32,863 | 34,269 |

City Development

Budget Manager : Chief Officer Resources and Strategy

| Support Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 1,560 | 1,290 |
| Agency And Temporary Staff | | 5 | 5 |
| National Insurance Contributions | | 122 | 101 |
| Superannuation Costs | | 216 | 185 |
| Other Pension Costs | | 1,284 | 1,332 |
| Other Employee Related Costs | | 94 | 93 |
| Training And Development | | 304 | 59 |
| | | 3,585 | 3,065 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| NNDR | | 1 | 1 |
| Premises Related Insurance | | 0 | 0 |
| | | 1 | 1 |
| Supplies & Services | | | |
| Materials And Equipment | | 100 | 68 |
| Stationery And Postage | | 416 | 448 |
| Advertising | | 65 | 0 |
| IT/Telecommunications | | 717 | 540 |
| Insurance | | 5 | 3 |
| Events And Projects | | 4 | 0 |
| Professional Fees | | 20 | 17 |
| Grants And Contributions | | 129 | 0 |
| Allowances | | 0 | 7 |
| Other Hired And Contracted Services | | 220 | 202 |
| Publication And Promotion | | 125 | 1 |
| | | 1,801 | 1,285 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 3 | 2 |
| Travel Allowances | | 13 | 13 |
| Transport Related Insurance | | 0 | 0 |
| | | 16 | 15 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 331 | 126 |
| | | 331 | 126 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 38 | 4 |
| | | 38 | 4 |
| Managed Expenditure | | 5,771 | 4,497 |
| Internal Income | | | |
| Income From Other Directorates | | (1) | (97) |
| | | (1) | (97) |
| Income - Grants | | | |
| Government Grants | | (129) | (129) |
| | | (129) | (129) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (50) | (50) |
| Fees And Charges | | (207) | (210) |
| Contributions | | 0 | 0 |

City Development

Budget Manager : Chief Officer Resources and Strategy

| Support Services | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Other Income | | (1) | (1) |
| | | (259) | (261) |
| Managed Income | | (388) | (487) |
| Net Managed Budget | | 5,383 | 4,009 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (996) | (1,211) |
| Vehicles And Plant (Non Leasing) | | (2) | (2) |
| Capital Charges | | 36 | 36 |
| | | (962) | (1,177) |
| Central Recharges | | | |
| Central Recharges Expenditure | | 16,751 | 17,033 |
| Corporate & Democratic Core Income | | (726) | (735) |
| | | 16,025 | 16,298 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 637 | 637 |
| Internal Reallocations Income | | (20,290) | (19,857) |
| | | (19,654) | (19,221) |
| Managed Outside the Service | | (4,591) | (4,099) |
| Net Cost of Service | | 792 | (90) |

Environment and Neighbourhoods

LEEDS CITY COUNCIL 2010/11 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 2010/11 financial year.

2 Service Context

- 2.1 The key issue impacting upon all services within the Directorate relates to the significant reduction in income in 2010/11 when compared to 2009/2010. Alongside car parking income variations, the Directorate has also had to absorb pressures derived from a reduction in government grant. Specifically the fall out of the final tranche of NRF grant and further reductions in SSCF which are largely funding the delivery of front line services such as Cleaner Greener Leeds, Anti Social Behaviour and Intensive Neighbourhood operations will impact upon the delivery of these priorities. In order to manage these impacts the Directorate has been required to identify efficiencies to ensure that these priority services continued to be delivered.
- 2.2 Further reductions in government funding to the Jobs and Skills service has resulted has resulted in the Directorate having to manage this pressure in order to retain a service that can still effectively contribute towards addressing the Council's priority of worklessness reduction.
- 2.3 The successful delivery of the Council's approved Waste Strategy requires a contribution of further targeted reductions in the amount of waste sent to landfill and increased activity to support the implementation of collection service developments across the City. The Directorate also continues to support the PFI process associated with the building of a preferred waste treatment plant.

3 Explanation of variations between adjusted 2009/10 and 2010/11 - £4.099m (3.9%)

- 3.1 The variation can be summarised as follows:

| | £000s |
|--|------------------------|
| Net Managed Budget 2009/10 | 73,840 |
| Adjustments | 30,067 |
| Adjusted Net Managed Budget 2009/10 | 103,907 |
| Changes in Prices | |
| • Pay | - 5 |
| • Price | 1,289 |
| • Income | <u>- 485</u> 799 |
| Service Budget Changes | |
| • Changes in Service Levels | - 1,278 |
| • Other Factors not affecting level of service | 500 |
| • Efficiency Savings | <u>- 4,120</u> - 4,898 |
| Net Managed Budget 2010/11 | 99,808 |

3.2 Adjustments

3.2.1 As from April 1st Supporting People grant has been incorporated into Area Based Grant where it is accounted for as a non ring fenced grant to be recorded as a single line within Central Accounts and therefore £31,891k of grant income has been removed from this directorate.

3.2.2 The adjustment also reflects the transfer of budgetary provision for former Roseville staff, LIFT/Joint Service Centre to Resources Directorate. In addition provision for payments to voluntary furniture stores has transferred from Adult Social Care.

3.2.3 A technical adjustment of £1,308k has been made whereby costs managed outside the service have been charged directly to the service rather than via the Housing Revenue Account.

3.3 Changes in prices

3.3.1 The 2009/10 budget provided for a 2% pay award, however, the final settlement was agreed at 1% for NJC staff (1.25% for those staff under spinal point 10) and zero for JNC grades and above. This results in a saving of £468km. This is partially offset by an increase of 0.3% for the effect of the 2008/09 pay award which was finalised after the 2009/10 budget had been prepared. The cost of this was £0.231k.

3.3.2 No provision has been made for a pay award in 2010/11.

3.3.3 In addition there has been an increase in the employer's contribution to the superannuation fund (£313k).

3.3.4 Other price variations of £678k largely reflect the increased cost associated with fuel and contract inflation. A further £8 per tonne increase in Landfill tax based on exiting activity will cost £1,695k although the impact of increased recycling delivered through service developments will reduce this £611k

3.3.5 All grants to voluntary organisations will be at the same level as the 2009/2010 payment.

3.3.6 In total increases in income reflect a 2% price increase (£94k). Car parking prices will increase by 3% (£391k) and this will be implemented following a review of price and tariff bandings for both on street and off street parking.

3.4 Changes in Service Levels

3.4.1 Through the realignment of Streetscene resources (£70k) a replacement programme for litter bins across the City has been established.

3.4.2 Increased provision (£724k) has been provided to support the continued implementation of the Authority's Waste Strategy. Specifically it is proposed to increase the kerbside collection of garden from 182k properties to 215k properties. This would mean that 85% of properties that are capable of receiving a kerbside garden collection service will have access to one by the end of 2010/11. Additionally kerbside collection of recyclables will be expanded to reach all properties in Leeds which currently don't receive this service but are capable of receiving it. The service developments are designed to increase the combined recycling and composting rate to 41% by year end.

3.4.3 Additional enforcement activity around bus lanes and the implementation of the requirements of the Traffic Management Act 2008, will contribute £289k in 2010/11.

3.4.4 A replacement programme for compactors and containers on Household Waste sites will be implemented at a cost of £98k.

3.4.5 The total amount of NRF/SSCF grant reduction for 2010/11 is £3.95m. In order to address this significant reduction in funding, £756k of replacement funding has been identified. Specifically wellbeing money will be used to resource elements of the intensive neighbourhood work undertaken by Area Management (£323k) whilst the Future Jobs Fund will continue to support activity in the Jobs and Skills division (£160k).

3.4.6 As a direct result of the grant reduction £1,655k of activity currently funded by NRF and SSCF will cease. Of this £155k relates to Area Management, £219k to Jobs and Skills, funding to the voluntary sector will reduce by £137k and a £134k reduction in Intensive Neighbourhood operations and ASBU within Community Safety. In respect of frontline service provision the number of anti graffiti teams will be reduced by two (£115k) and the number of intensive neighbourhood management street cleansing teams will reduce from thirteen to eight saving £356k. However it is intended to reconfigure the service through consolidating all street cleansing resources in order to ensure that improvements in street cleanliness are maintained. In addition there will be a reduction in Enforcement resources although the proposed changes to integrate Neighbourhood Wardens into the Environmental Action teams should help towards offsetting this reduction in resource (£544k).

3.4.7 After the proposed withdrawal and identification of replacement funding for services formerly funded by NRF/SSCF, the balance of the activity formerly funded by NRF/SSCF (£1,538k) will be mainstreamed and therefore funded by Leeds City Council resources. This means a continuation of support to priority activities that include Neighbourhood wardens, Street Cleansing, cleaning of communal bin yards in back to back properties, the Out of Hours Noise and Empty Property teams, Enforcement work, Leeds Voice, Warmer Living initiative, intensive neighbourhood operations (burglary reduction), Anti Social Behaviour Unit, CCTV and PCSOs. A summary of these actions is as follows:

| | Total NRF/ SSCF fallout £000 | Proposed Actions | | |
|---|------------------------------------|--------------------|---------------------|--------------------|
| | | Withdrawal £000 | New Funding £000 | Mainstream £000 |
| Grant Use | | | | |
| Area Management - intensive neighbourhood work | 478 | 155 | 323 | |
| Community Empowerment - VOICE | 100 | 50 | | 50 |
| Archway | 42 | 42 | | |
| Neighbourhood Wardens | 166 | | | 166 |
| Jobs and Skills - Future Jobs Fund | 160 | | 160 | |
| Signpost Project | 44 | | 44 | |
| Job Zone - Learning Partnerships | 156 | | 156 | |
| Local People in Construction | 21 | 21 | | |
| Working Minds | 19 | 19 | | |
| Jobs and Skills - includes Leeds Learning partnership | 219 | 219 | | |
| Intensive Neighbourhood Operations - Burglary reduction | 409 | 100 | | 309 |
| Anti Social Behaviour Unit | 400 | 34 | | 366 |
| CCTV | 60 | | | 60 |
| PCSOs | 100 | | | 100 |
| Needlepicking | 73 | | 73 | |
| Intensive Neighbourhood Management - Street Cleansing | 460 | 356 | | 104 |
| Intensive Neighbourhood Management - Anti Graffiti | 115 | 115 | | |
| Intensive Neighbourhood Management - Enforcement | 578 | 544 | | 34 |
| Refuse Collection - Bin Yards | 129 | | | 129 |
| Out of Hours Noise Teams | 100 | | | 100 |
| Empty Property Team | 60 | | | 60 |
| Warmer Living | 60 | | | 60 |
| Total | 3,949 | 1,655 | 756 | 1,538 |

3.5 Other Factors not affecting the level of service

3.5.1 Within the Jobs and Skills service grant variations of £925k, largely due to NRF and Pathways to Work grant, have had to be addressed by a combination of a review of current contract arrangements combined with a realignment of resources to reflect activity levels and the assimilation of the function into the Regeneration service (£860k). For the Jobs and Skills service as a whole, Leeds City Council will be increasing its contribution to this service by £230k in 2010/11 when compared to 2009/10 and this combined with aforementioned actions will contribute towards ensuring that the function can continue to be provided despite the significant withdrawal of government funding.

3.5.2 Car Parking income is projected to reduce by £571k largely as result of the planned closure of Quarry Hill and Claypit Lane facilities.

3.5.3 By reviewing the activities of the CareRing and Medical rehousing functions, an appropriate recharge to the Housing Revenue Account is required to be made for the provision of these services (£308k).

3.5.4 A review of payments to organisations in the voluntary and faith sector is budgeted to reduce by £77k.

3.5.5 During 2009/2010 a new engine was procured to generate electricity from the closed landfill site at Gamblethorpe and this will increase the level of income receivable through the sale of electricity to the National Grid (£115k).

3.5.6 Responsibility for the administration of the fuel savers grant, which funded the Health through Warmth initiative, is no longer delivered by Leeds and the grant receivable has reduced by £327k.

3.6 Efficiency savings

3.6.1 For this directorate the following savings have been identified for 2010/11.

| Nature of Saving | Total £000s |
|---|----------------|
| The Health through Warmth function, previously funded from the fuel savers grant, has been transferred to an external provider and this facilities a reduction in management posts | 53 |
| Staffing structures in the Asylum service will reflect the more informed use of staff that are delivering efficiencies in 2009/2010. | 100 |
| Staffing structures across the Community Safety function will be reviewed and it is anticipated that the number of management posts will be reduced. | 185 |
| The Area Management function will be reviewed to reflect closer working with Area Coordinators within other Directorates. | 200 |
| Within the Refuse Collection function efficiency savings will derive from a combination of rationalising collection routes, improved attendance and, reduced management and fleet management costs. | 1,400 |
| Energy costs are projected to reduce across the whole of the accommodation portfolio as a result of a combination of known price reductions and more energy practices being implemented. | 76 |
| A planned rationalisation of accommodation across the Directorate will deliver targeted savings. | 100 |
| A cross cutting review will seek to realise savings across the whole of the Directorate without impacting upon the delivery of front line services | 1200 |
| Better deployment of resources combined with a campaign to redirect the public to re-use will result in a reduction in the number of bulky collection teams required. | 198 |
| A strategic review of Household Waste sites has been undertaken to identify efficiency savings in respect of the utilisation of staff and vehicles. | 100 |
| A fundamental line by line review of all items of expenditure has identified opportunities to reduce budgetary provision on a significant number of items of expenditure. | 246 |
| Currently the contract for the provision of Temporary Accommodation is being tendered and costs savings are anticipated. | 100 |
| Revised working arrangements within Street Cleansing have resulted in efficiencies in the cleansing of beany blocks on the public highway. | 75 |
| More effective procurement of Agency staff will deliver cost savings especially within front line services. | 87 |

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 | 99,808 |
| Managed Outside Service | 15,507 |
| Net Cost of Service | 115,315 |
| Transfers to/from earmarked reserves | - 66 |
| Net Revenue Charge | 115,249 |

5 Risk Assessment

- 5.1 In determining the 2010/11 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 2010/11 budget for this directorate are as follows;
- 5.2.1 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 reduction in the number of FPNs issued and/or a reduction in usage of the Authority's car parks will have an impact upon the level of income anticipated in the budget. Any reduction in the number of FPNs issued and/or a reduction in usage of the Authority's car parks will have an impact upon the level of income anticipated in the budget.
- 5.2.2 As outlined in Paragraph 3.4.1 the Directorate's budget incorporates efficiency savings of which a number relate to staffing. Whilst progress against these will be subject to individual budget action plans and progress monitored by the Directorate's Strategic Leadership Team (SLT), there is a risk that identified efficiency savings are delayed or deliver lower cost savings than assumed.
- 5.2.3 Each service staffing budget within the Directorate contains assumptions in respect of vacancy factors and the number of days lost to sickness. Failure to deliver in respect of these budgeted assumptions will require the Directorate to identify additional income and/or savings to be made elsewhere within Environment and Neighbourhoods.
- 5.2.4 There are number of operational risks contained within the Environment and Neighbourhoods budget submission that could impact upon the delivery of a balanced budget. Such risks include delays to operational changes required in the Jobs and Skills service and assumptions about the level of tonnage for recycling and the amount of Household Waste generated.

Briefing note prepared by: Richard Ellis
Telephone: 74291

LEEDS CITY COUNCIL 2010/11 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 Housing Revenue Account (HRA) for the 2010/11 Budget.
- 1.2 The 2010/11 Original Estimate 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 2010/11.

2. Key Issues

- 2.1 Annex 1 sets out a summary of the HRA estimates for 2009/10 and 2010/11. It should be noted that following Council approval of the 2009/10 budget, the Government gave councils the option of reducing their rent increase to tenants from 6.2% to 3.1%. The Council took up this option, and received compensation via the housing subsidy system. This compensation was equivalent to the loss of rental income. This reduction in actual rent income and compensation via housing subsidy is reflected in the 2009/10 Adjusted Original Estimate figures in Annex 1.
- 2.2 In previous years the HRA estimates have been based on the final Housing Subsidy Determination, usually issued in the December preceding the financial year to which it relates. Due to delay by Government, the final Determination for 2010/11 is not expected until the middle of February, 2010. The 2010/11 estimates in this report therefore, reflect **DRAFT** subsidy figures. Any changes to the figures once the final Housing Subsidy Determination is issued will be reflected in a revised HRA estimate.

3. Key movements 2009/10 to 2010/11 - Income

The key movements in relation to income from the 2009/10 Adjusted Original Estimate (OE) to the 2010/11 OE are as follows:

- 3.1 Rents and Service Charges - Increases in rental & service charges, along with significantly lower Right To Buy numbers are expected to generate an additional £4.4m. Further details are contained in Section 5 of this report.
- 3.2 Housing Subsidy - Based on the Draft Housing Subsidy Determination the Council's revenue contribution per property has increased from £1,149 in 2009/10 to £1,263 in 2010/11. This equates to a total loss of £6.4m subsidy. Offsetting this is an increase in the Major Repairs Allowance (MRA) of £408k. There has been a reduction in capital allowances of £568k due to reducing interest rates although this is offset by decreases in actual capital charges. (See Section 8 of this report for details).
- 3.3 Other income - There has been a reduction of £1m in other income. Of this, £600k is due to a reduction in the take up of Heat Lease by tenants in 2009/10, which is expected to continue in 2010/11. As the Heat Lease scheme is funded through unsupported borrowing, this reduction in income is offset by a reduction in capital

charges. There is a reduction of income received from the ALMOs via recharges for IT, postages and capital charges (£419k), although this is largely offset by reductions in expenditure.

- 3.4 Capitalisation of PFI procurement costs - It is proposed that appropriate procurement costs relating to both Little London, Beeston and Holbeck and Lifetime Homes projects are capitalised.

4. Key movements 2009/10 to 2010/11 - Expenditure

- 4.1 Employees - The reduction of £609k is as a result of the transfer of appropriate staff costs to the General Fund, not budgeting for vacant posts and a reduced provision for unfunded pensions /VER costs.
- 4.2 Premises - The reduction in premises costs of £161k has arisen due to Property Management Services no longer occupying 2 floors of Landmark Court.
- 4.3 Supplies & Services - There has been a net reduction in the supplies and services budget of £136k. Key variations include procurement savings on advertising and printing offset by increased charges for insurance and valuations.
- 4.4 Internal charges - This has increased in overall terms by £1.8m. A review of the activities of the CareRing, Medical Rehousing and Housing Options functions has resulted in an appropriate recharge of £741k from the General Fund to the HRA. In addition, there are increased recharges of £1.024m, primarily relating to the procurement of the Little London, Beeston and Holbeck and Lifetime Homes PFI projects. These recharges will be capitalised (see 3.4 above).
- 4.5 Capital - the reduction of £0.5m is due to lower interest rates and a reduction in the level of unsupported borrowing due to the reduced take up of Heat Lease.
- 4.6 Payments to the ALMOs and BITMO - It is proposed that the Management Fee paid to each ALMO and BITMO should increase by 1%, with the increase being spent on repairs. The SCA allowance of £32.811m received through Housing Subsidy will be passported in full to the ALMOs.

A number of performance incentives have been put in place to reward ALMO performance, especially in relation to contributions to a successful CPA assessment. Additional performance incentives are in place for arrears & voids management. These incentives will continue in 2010/11, however any incentive payment to the ALMOs will be made through rental surpluses generated from lower voids or a reduction to the bad debt provision as a result of a reduction in arrears.

- 4.7. Swarcliffe PFI - The HRA is required to make a contribution to the Sinking Fund of £185k in order to ensure that future payments to the Contractors can be funded in line with the financial model for the scheme.

5. Dwelling Rents

- 5.1 The level of Council House rents are controlled through the application of the Government's Rent Restructuring Policy. The intention of this policy is that tenants across the country should be paying comparable social rents, allowing for variations in type of property and 'economic' circumstances. A formula has been devised to

enable rents across the country to move to 'convergence' by an agreed date, which is now 2012/13.

- 5.2 The Housing Subsidy Determination originally issued by the Government in December 2008 was a two year settlement, in which the average guideline rent increase was 6.2% for 2009/10 and 6.1% for 2010/11. In March 2009 the Government gave councils the option of reducing their rent increase to tenants from 6.2% to 3.1%. The Council took up this option, and received compensation, equivalent to the loss of rental income, via the subsidy system.
- 5.3 The Government issued a Draft Housing Subsidy Determination for 2010/11 in December 2009. The key change in this draft was to the Government's guideline rent assumptions. After taking into account the continuing economic conditions, the average guideline increase for 2010/11 was reduced to 3.1% (overriding the 6.1% contained in the 2009/10 Final Determination). In line with the Government's assumption it is proposed that the Council implements an average rent increase of 3.1% for 2010/11. It should be noted however, that the impact of this on individual tenants will vary according to the Government's rent restructuring formula, which allows rents to rise by a maximum of RPI + 0.5%+ £2.00 per week, in order to protect individual tenants from large rent increases.

Where, because of the Government's rent restructuring formula, actual rents are below the assumed rent increase in the Subsidy Determination (i.e. 3.1% for 2010/11), then the Council is compensated for the difference a year in arrears. The Draft Subsidy Determination received does not reflect the compensation due for 2009/10, but representation to the Government should ensure that the Final Subsidy Determination, which will be received after the Budget is set, reflects any payment due to the Council. Significant variations in the level of Housing Subsidy received by the Council will be reported to Executive Board.

- 5.4 The implementation of an average rent increase of 3.1% will generate additional income of £4.4m. The table below shows comparative weekly rent figures. It should be noted that the 2009/10 figure relates to the rent at 3.1% increase.

| | 2009/10 | 2010/11 | Increase | Increase |
|---------------------|----------------|----------------|-----------------|-----------------|
| | £ | £ | % | £ |
| Average Rent | 59.51 | 61.35 | 3.1 | 1.84 |

6. Garage Rents

- 6.1 Rentals from garages (currently £5.89 per week) fall outside the rent restructuring rules and normally rise in line with average rental increases. It is proposed to increase garage rents by 3.1% to £6.07 per week.

7. Service Charges

- 7.1 The Council as part of the 2009/10 Budget process agreed that service charges should be depooled i.e. the charge should be separated from the dwelling rent. It is proposed to increase service charges increase in line with rents (3.1%).

8. Housing Subsidy

- 8.1 Housing subsidy is a notional calculation based on what the Government estimates the Council should spend on housing management and maintenance plus capital financing costs, offset by our guideline rental income.

The Allowances per property for 2010/11 as contained in the Draft Housing Subsidy Determination compared with the current year are shown in the table below:

| | Final Subsidy Determination 2009/10 £ | Draft Subsidy Determination 2010/11 £ | Variance £ |
|---|--|--|-----------------------|
| Allowances: | | | |
| Management Allowance | 577.29 | 595.79 | 18.50 |
| Maintenance Allowance | 1,085.37 | 1,128.30 | 42.93 |
| Total Management & Maintenance | 1,662.66 | 1,724.09 | 61.43 |
| Guideline Rent * | -2,812.06 | -2,987.03 | -174.97 |
| Sub Total | -1,149.40 | -1,262.94 | -113.54 |
| Major Repairs Allowance | 637.81 | 651.27 | 13.46 |
| Total allowances per property | -511.59 | -611.67 | -100.08 |

*reflects compensation for the reduction in rent increase from 6.2% to 3.1%.

- 8.2 The table below shows the City wide impact of Housing Subsidy based on the Draft Determination.

| | Final Subsidy Determination 2009/10 £000 | Draft Subsidy Determination 2010/11 £000 | Variance £000 |
|------------------------------------|---|---|--------------------------|
| Management & Maintenance Allowance | 98,516 | 101,175 | 2,659 |
| Guideline Rent * | (163,310) | (171,803) | (8,493) |
| Sub Total | (64,794) | (70,628) | (5,834) |
| Capital Allowances | 20,124 | 19,556 | (568) |
| Sub Total | (44,670) | (51,072) | (6,402) |
| Major Repairs Allowance | 36,895 | 37,303 | 408 |
| Sub Total | (7,775) | (13,769) | (5,994) |
| ALMO Allowance | 32,811 | 32,811 | 0 |
| PFI (Swarcliffe only) | 6,097 | 6,097 | 0 |
| Net Subsidy position | 31,133 | 25,139 | (5,994) |

*reflects compensation for the reduction in rent increase from 6.2% to 3.1%

9. Risks

9.1 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:

- In year changes to subsidy regulations.
- 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.

Housing Revenue Account
Draft Budget 2010/2011

Annex 1

| <u>Summary Budget</u> | 2009/10 Adjusted * Original Estimate £000s | 2010/11 Original Estimate £000s |
|---|---|---|
| Employees | 4,934 | 4,325 |
| Premises | 1,475 | 1,314 |
| Supplies & Services | 13,526 | 13,390 |
| Transport | 96 | 111 |
| Internal charges | 13,466 | 15,267 |
| Provisions | 2,285 | 2,280 |
| Capital | <u>20,140</u> | <u>19,641</u> |
| | 55,922 | 56,329 |
| rents* | (164,452) | (168,834) |
| other income (inc service charges & recharges to ALMOs) | (10,686) | (9,603) |
| Capitalisation of PFI procurement costs | <u>0</u> | <u>(2,932)</u> |
| | (119,217) | (125,039) |
| Housing Subsidy* | 44,670 | 51,073 |
| ALMO Allowances | (32,811) | (32,811) |
| PFI allowance | <u>(6,097)</u> | <u>(6,097)</u> |
| | (113,455) | (112,874) |
| Contribution to pensions Reserve | <u>462</u> | <u>194</u> |
| | (112,993) | (112,680) |
| Payments to ALMOs/BITMO:- | | |
| - ALMO Management fees | 78,502 | 79,314 |
| - Performance incentives | 1,395 | 370 |
| - SCA Allowances | <u>32,811</u> | <u>32,811</u> |
| | (284) | (185) |
| Net Contribution to Swarcliffe PFI Sinking Fund | <u>284</u> | <u>185</u> |
| Budgeted Deficit/ (Surplus) | <u><u>0</u></u> | <u><u>0</u></u> |

* adjusted to reflect the reduction in the rent increase from 6.2% to 3.1% and the corresponding increase in subsidy (para 2.1)



Environment & Neighbourhoods Community Safety (Including the Safer Leeds Drugs Team)



Main responsibilities:

- To tackle crime, drugs, and disorder and address the fear of crime and drug misuse in Leeds, through a number of specific programmes delivered as part of the Safer Leeds delivery Plan and through supporting the Safer Leeds Partnership in its work.

Anti-Social Behaviour Unit

- The Anti-Social Behaviour Unit will continue to work with partners, to develop a problem-solving and early intervention approach to anti-social behaviour, including taking enforcement action when required. The unit has consolidated its operational base to one location at Evolution House.

Police Community Support Officers (PCSOs)

- The council continues to match-fund 170 P.C.S.O.s 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.

Leeds Watch (CCTV operations)

- It is expected that an upgrade to digital monitoring will be completed during the year, resulting in the need for a revenue contribution of £192k towards the cost of unsupported borrowing. This is expected to significantly improve the quality of information gathered and will assist in reducing crime, the fear of crime and will provide reassurance to the public. 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).

Burglary Reduction Unit

- The Burglary Reduction Unit commissions target hardening services to improve the security of domestic properties, particularly of repeat victims in order to reduce burglary and repeat victimisation. Other crime reduction activities include the use of property marking (Smartwater), promotion of crime reduction advice and work with partners, such as ALMOs, to improve security to properties. 'Alley-gating' (a ginnel gating programme) will continue in targeted locations to assist in reducing offending.

Leeds Inter Agency Project (Women and Violence)

- The primary aim of the Leeds Inter-Agency Project is to improve services to women and children by supporting agencies to deliver the Leeds Domestic Violence Strategy. Training has been delivered to a range of service providers and Break the Silence resource packs have been distributed to schools. Work continues to improve the effectiveness of the Criminal Justice System, particularly the Domestic Violence Court.

Safer Leeds Drugs Team

- The Safer Leeds Drugs Team 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.



Environment & Neighbourhoods Community Safety (Including the Safer Leeds Drugs Team)



- In addition, the Safer Leeds Commissioning Team has responsibility for the commissioning and performance management of all services delivered through Community Safety, including crime reduction services, drug treatment and all other grant funded services.

Safer Leeds Partnership Support Team

- The Safer Leeds Partnership Support Team services and supports the Safer Leeds Partnership. It is responsible for ensuring the links between city-wide and locally based work are managed and leads on communications with the public and the media on behalf of Safer Leeds. It co-ordinates service planning and performance management for both the Council and the Partnership and coordinates and monitors the community safety and hate crime priority action plans and strategies. The team provides support for Strategic Leads, Division Partnerships and co-ordinates both city-wide and local programmes and projects.

Budget highlights 2010/11:

- In order to manage budget pressures, the service has identified a number of efficiencies that it will be targeting in 2010/11.
- In order to resource the unsupported borrowing costs associated with the digital upgrade of CCTV across the City, £192k has been included in the budget.
- A further reduction in NRF funding for 2010/11 of £1.2m, has meant £804k has been mainstreamed and therefore funded by Leeds City Council Resources, to ensure the continuation of priority activities such as Intensive Neighbourhood Operations (Burglary Reduction), Anti Social Behaviour Unit, CCTV, and PCSOs. However, the reduction has also necessitated a funding reduction of £134k in Intensive Neighbourhood Operations and ASBU.
- New funding has been identified of £244k (LPSA reward grant), however, this is non recurrent.



Environment and Neighbourhoods Health and Environmental Action Service



Main responsibilities:

Health and Environmental Action Service (HEAS)

The Health and Environmental Action Service was formed in 2008/09 following the joining together of Environmental Health with Enforcement and Parking. HEAS comprises of three service areas; Pollution Control and Housing, Environmental Action teams (EAT's) and Parking and Performance and Business Support. The service exists to protect and improve health, safety and the environment.

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
- Assists landlords, private tenants and owner-occupiers with housing issues, giving priority to meeting the needs of disabled, elderly and vulnerable people and improving housing decency.
- Provides a range of neighbourhood enforcement activities including noise nuisance, dangerous, stray or roaming dogs, dog fouling, waste in gardens, overgrown vegetation, littering, placards, A-boards, graffiti, flyering, waste from domestic and commercial bins, street litter control notices, flytipping, abandoned and untaxed vehicles, abandoned trolleys, mud on highways, drainage and pest control
- Works to improve the council's performance on reducing fuel poverty and the energy efficiency of the housing stock in Leeds
- Provides an agency service to help people with disabilities and older people to have adaptations to their homes in the private sector to enable them to live independently with improved quality of life
- 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.

Budget Highlights 2010/11

Mainstreaming of £260k of the fall out of Central Government Grant (WNF) to allow the continuation of the Out of Hours Noise Service, the Empty Property Strategy Team and the Community Enforcement service (former Neighbourhood Wardens).

The capital program provides for £7.0m for Disabled Facilities grant in 2010/11.



Main responsibilities:

To improve the quality and variety of the housing offer to the people of Leeds by:

- Increasing the supply of homes (all tenures) meeting the decency standard
- Increasing the number of affordable homes
- Increasing levels of reoccupation of long term empty homes
- Expansion of accreditation in the private rented sector
- Reduction in the number of homeless households
- Redressing the mix of housing tenure as appropriate within neighbourhoods
- Increasing opportunities to access housing options across all tenures
- Maximising homeless prevention activity across the city
- Ensuring the use of housing land and assets supports the wider regeneration of neighbourhoods
- Creating pathways for neighbourhoods to influence decisions at neighbourhood level
- Support integration and cohesion at a neighbourhood level

Budget highlights 2010/11:

- In order to manage budget pressures, the service has identified a number of efficiencies that it will be targeting in 2010/2011.
- The contract for the provision of temporary accommodation is currently being tendered, and cost savings are anticipated.
- Provision for payments to voluntary furniture stores (£110k) has transferred from Adult Social Care.
- By reviewing the activities of the CareRing and Medical Rehousing functions, an appropriate recharge to the Housing Revenue Account is required to be made for the provision of these services (£308k).
- Roseville Enterprises (Doors) ceased to operate during 2009/10 and budgetary provision of £398k was transferred for former staff, to the Resources Directorate.
- The Supporting People Programme grant has been incorporated into Area Based grant, where it is accounted for as a non ring fenced grant to be recorded in the Authority's accounts. As Environment and Neighbourhoods has lead responsibility for commissioning this activity, it is appropriate that the grant is held within Environment and Neighbourhoods accounts (£31,891k).



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.

Budget Highlights 2010-11

Additional enforcement activity around bus lanes and the implementation of the Traffic Management Act 2008 will contribute a further £289k in 2010/11.



Main responsibilities:

Area Management and Area Regeneration Teams

- To deliver the Area Committees' priorities stated in the Area Delivery Plans. To provide an area management service which focuses on local priorities, improving services, engaging communities, promoting community cohesion and co-ordinating local partnership working to deliver Leeds Strategic Plan outcomes.
- To pilot new and innovative ways of working in priority neighbourhoods, which seek to maximise local resources and improve efficiency, and build the capacity of front line workers and residents.
- To effectively respond to local priorities through the delivery of the city's Wellbeing Programme.

Regeneration Projects and Programmes

- 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.

Regeneration Policy and Planning

- To identify, secure and manage targeted programmes of activity, which are resourced from both internal and external sources, to meet the Leeds Strategic Plan service improvement priorities and the delivery of the city's regeneration programme.
- To work with partner agencies to commission and align resource to achieve the Leeds Local Area Agreement outcomes.
- To take a lead role on policy, strategies and action to support the voluntary, community and faith sector, to contribute to the delivery of the Leeds Strategic Plan.
- To develop and review strategy and policy to inform the service priorities and delivery plans of the Regeneration Service including community centres, neighbourhood services and community cohesion and engagement activities.
- To support the delivery of an intelligence led approach to neighbourhood management across the city.

Jobs and Skills

- To assist local people, particularly those affected by long term unemployment, to find and retain employment supported by the provision of high quality learning and skills targeted at the council's priority groups, including those in receipt of work-related, incapacity and lone parent benefits. This will make a major contribution to the Narrowing the Gap agenda.

Budget highlights 2010/11:

Well Being

- The Area Committees have responsibility for revenue and capital Wellbeing monies of £2m and £0.9m respectively to support activity in local communities.

Community Centres

- The sale and transfer of a number of community centres to community led organisations will continue. The service currently manages a portfolio of 71 community centres with a budget of over £3m.
- Support to the 10 Area Committees to deliver the Community Centres delegated function will continue. All of the committees have agreed their local pricing and letting policy and information has been provided on their local portfolio budget and backlog maintenance issues.



Environment and Neighbourhoods Regeneration



Prevent

- The Leeds Prevent Team will continue to deliver a targeted programme of activity to embed the five Prevent objectives throughout 2010/11. Work with community based partners, to build resilience and understanding amongst frontline workers, local residents, strategic partners and elected members will take place to mainstream Prevent beyond March 2011 when funding comes to an end.

Neighbourhood Management

- A number of new and innovative pilot projects have commenced in priority areas of the city. These include a 'team neighbourhood' approach in the East North East of the City, web based engagement project in West North West and a number of participatory budgeting projects have taken place across the South East of the city.

Major Programmes

- Delivery of the East and South East Regeneration Initiative (EASEL) has commenced to provide new affordable homes for rent and for sale, supported by additional funds secured through the Homes and Communities Agency. Delivery will be through partnerships with Bellways PLC and local Registered Social Landlords.
- Working to secure up to £189m of Housing PFI schemes in Little London, Beeston Hill & Holbeck.
- A comprehensive Strategic Delivery & Investment Plan for the West Leeds Gateway has been produced setting out the Council's priorities for this part of the city over the next 15 years. This is supported by a detailed work programme covering priority projects/activities for the first 3 years (2008-11).
- The Leeds Bradford Corridor Board, chaired by Bradford, has agreed a draft Strategic Framework which will see a series of projects being delivered under the strategic themes of Housing, Transport, Employment and Green Space. Over the next 10 years approx. 2000 houses, 1500 facelift schemes, 2000 jobs, and 3 large transport interventions will be delivered.
- Delivery of the £11.6m Town & District Centre programme is nearing maturity with improvement works to most of the 17 targeted district centres completed, commenced or in the tender phase.
- The £2m Heritage Lottery Funded (HLF) Townscape Heritage Initiative (THI) schemes in Armley and Chapeltown commenced on site in 2009/10 as part of a 5 year programme of work.
- Working to finalise the business case to secure additional funds under Round 6 of the Housing PFI programme to provide additional new build, high quality and affordable housing with extra care options for older people.

Resources Team

- The Resources Team will deliver the Future Jobs Fund (FJF) which will create over 700 jobs in the next 18 months for 18-24 year olds who have been unemployed for a year. The focus is on 'green' jobs and those that help the community. FJF will provide work experience, transferable skills, in work support and job search.
- £829k of funding through the Learning Skills Council's Skills for Success programme was secured in 2009/10 to deliver low level skills training and prepare individuals for work. For the financial year 2010/11 £544k has been allocated.

Jobs and Skills

- Consolidation of the Job Shop network offering a visible, accessible presence for Leeds City Council within the heart of communities.
- Move away from sole direct delivery and embed effective partnership arrangements supporting targeted work with employers, including the Easel and Aire Valley initiatives.
- Facilitation of a council-wide apprenticeship programme for up to 250 learners.
- Commissioning of the city's Informal Adult Learning offer in support of the widening participation agenda.



Main responsibilities:

Streetscene Services

Streetscene services delivers key services aimed at narrowing the gap between disadvantaged and more affluent communities and works towards ensuring all neighbourhoods are clean, green and well maintained. The creation of integrated Streetscene Services is critical to the achievement of these government targets and corporate priorities to improve the cleanliness of the street environment. These key services comprise refuse collection, street cleansing and ancillary services.

Refuse collection services provide for:

- The collection of general and recyclable household municipal waste for 333,000 properties across the city, which house a population of over 760,000 people.
- Collection of dry, recyclable material from over 300,000 domestic properties
- Collection of garden waste from over 180,000 domestic properties, rising to around 215,000 during 10/11..
- Collection of medical waste from domestic and commercial premises across the Leeds metropolitan area

Street cleansing and ancillary services include:

- Provision of street sweeping services, both manual and mechanical, to 11,500 roads
- Emptying over 250,000 gullies city wide
- Prevention and removal of fly tipping, fly posting, needles and graffiti
- Cleaning of public conveniences

Budget Highlights 2010-11

Increase the kerbside collection of garden waste to an estimated further 33,000 properties, resulting in approximately 215,000 properties having access to the scheme, This is estimated to be 85% of suitable properties.

Expansion of kerbside collection of recyclable waste to reach all properties who do not currently receive the service. This will include a more tailored approach to those communities for whom the SORT (green bins) is not necessarily the appropriate service.

£70k annual replacement program for Street Litter Bins.

A review of the Refuse Collection Service routes has identified £1.4m worth of savings which has enabled investment into new recycling services and to help maintain Street Cleansing services following the loss of Central Government grant (WNF/SSCF) of £572k



Environment and Neighbourhoods

Waste Management



Main responsibilities:

Waste Management

Waste Management is charged with delivering a waste strategy and waste solution for the city. The service is committed to developing alternative ways of dealing with waste generated in Leeds which will be critical to meeting government targets for increasing recycling, re-use and composting and reducing the amount of waste going to landfill. Leeds has set an ambitious target of recycling over 50% of its waste by 2020 and plans are in place to deliver this. Responsibilities of the team include:

- The delivery of the Waste Strategy for Leeds which sets out the long term vision for the city in terms of waste; that is to reduce, re-use, recycle and recover value from all waste. The commitment to dealing with waste generated in Leeds is critical to meeting a recycling target of 50% by 2020 and also reducing the amount of waste going to landfill.
- Procuring a 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 household waste that cannot be recycled, to get value and energy back in a sustainable way from the material that is currently buried in the ground
- The provision of a recycling and waste disposal service, receiving household and municipal waste from the public and from council departments.
- The operation of 11 household waste sort sites across the city where residents can take various items to be recycled and composted
- The management of 446 recycling bring sites across Leeds where materials such as paper, cans and glass can be deposited for recycling.
- The management of 11 closed landfill sites at which emissions of leachate and methane are monitored.

Waste Management is committed to working in partnership with other sections and partners to deliver the best possible services for the residents in Leeds and seeks to deliver this aim through a strong commitment to staff training and development.

Budget Highlights 2010-11

The investment in recycling service provision has enabled the service to set a recycling and composting target of 41% in 2010/11.

By increasing recycling, reducing landfill and reducing the overall level of waste arising, the Council has been able to mitigate its landfill tax increase from £1.7m to £0.6m.

The redevelopment of East Leeds Waste Sorting Site will commence during 2010-11.

Continuing investment in the Council's Waste Sorting Sites by commencing a replacement programme of equipment, £98k

£24k is set aside to enhance the Bring Bank (Recycling) provision, particularly to residents of High Rise properties throughout the City.

Environment & Neighbourhoods

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|--------------------------------------|--|------------------|------------------------|----------|---------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Chief Environmental Services Officer | Streetscene Environmental Services | 32,848 | 29,231 | (831) | 28,401 | 4,141 | 32,542 |
| Chief Environmental Services Officer | Health & Environmental Action | 9,782 | 10,107 | (2,451) | 7,656 | 2,030 | 9,686 |
| Chief Environmental Services Officer | Car Parking Services | (7,101) | 5,199 | (13,202) | (8,003) | 1,650 | (6,353) |
| Chief Officer Community Safety | Community Safety | 4,119 | 5,283 | (2,323) | 2,960 | 967 | 3,927 |
| Chief Officer Community Safety | Safer Leeds Partnership | 1,318 | 1,892 | (436) | 1,455 | 66 | 1,521 |
| Chief Regeneration Officer | Regeneration | 9,855 | 12,278 | (4,343) | 7,935 | 451 | 8,386 |
| Chief Regeneration Officer | Jobs And Skills | 3,632 | 6,661 | (3,754) | 2,907 | 295 | 3,201 |
| Chief Regeneration Officer | Community Centres | 3,127 | 2,231 | (525) | 1,705 | 1,938 | 3,643 |
| Chief Housing Services Officer | Housing Services | 7,636 | 46,894 | (11,935) | 34,959 | 2,921 | 37,880 |
| Chief Officer Resources and Strategy | General Fund Support Services | 0 | 1,265 | (1,309) | (44) | 44 | 0 |
| Chief Environmental Services Officer | Waste Management | 20,219 | 22,880 | (2,863) | 20,017 | 801 | 20,818 |
| Chief Community Safety Officer | Safer Leeds Drugs Team | 32 | 9,514 | (9,654) | (140) | 204 | 64 |
| Net Cost of Service | | 85,467 | 153,434 | (53,626) | 99,808 | 15,508 | 115,315 |
| | Transfers to and from earmarked reserves | 1,440 | 0 | 0 | 0 | (66) | (66) |
| Net Revenue Charge | | 86,907 | 153,434 | (53,626) | 99,808 | 15,441 | 115,249 |

Environment & Neighbourhoods

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--|-------------------|-------------------|
| Employees | | |
| Direct Pay Costs | 41,775 | 39,853 |
| Agency And Temporary Staff | 1,807 | 943 |
| National Insurance Contributions | 2,986 | 2,936 |
| Superannuation Costs | 5,287 | 5,295 |
| Other Pension Costs | 1,351 | 1,288 |
| Other Employee Related Costs | 352 | 269 |
| Training And Development | 270 | 239 |
| | 53,829 | 50,823 |
| Premises | | |
| Buildings Maintenance | 158 | 135 |
| Grounds Maintenance | 36 | 32 |
| Building Security | 302 | 276 |
| Cleaning And Workplace Refuse | 249 | 147 |
| Gas | 251 | 143 |
| Electricity | 526 | 457 |
| Other Utilities | 164 | 150 |
| Rents | 3,040 | 3,105 |
| NDR | 1,510 | 1,357 |
| Accommodation Charges | 1,674 | 1,869 |
| Premises Related Insurance | 59 | 46 |
| | 7,969 | 7,717 |
| Supplies & Services | | |
| Materials And Equipment | 2,062 | 1,833 |
| Stationery And Postage | 354 | 352 |
| Advertising | 40 | 41 |
| IT/Telecommunications | 939 | 954 |
| Insurance | 83 | 110 |
| Events And Projects | 60 | 63 |
| Professional Fees | 3,861 | 3,622 |
| Grants And Contributions | 8,583 | 6,312 |
| Recycling And Reuse | 2,346 | 3,344 |
| Waste Disposal And Landfill Tax | 11,867 | 11,886 |
| Allowances | 683 | 689 |
| Consultancy Services | 688 | 661 |
| Security Services | 280 | 285 |
| Other Hired And Contracted Services | 7,151 | 37,973 |
| Publication And Promotion | 615 | 517 |
| Miscellaneous | 45 | 30 |
| | 39,656 | 68,672 |
| Transport | | |
| Vehicles And Plant Related Expenditure | 7,080 | 6,710 |
| Travel Allowances | 344 | 346 |
| Fuel | 2,322 | 2,323 |
| Transport Related Insurance | 188 | 250 |
| | 9,934 | 9,628 |
| Internal Charges | | |
| Managed Recharges Frm Other Directorates | 2,942 | 2,505 |
| Charges To/From HRA | 1,020 | 1,028 |
| | 3,962 | 3,534 |
| Agency Payments | | |

Environment & Neighbourhoods

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--|-------------------|-------------------|
| Agency Payments | | |
| Services Provided By Other Organisations | 9,006 | 9,206 |
| Sheltered Accommodation | 2,510 | 2,510 |
| | 11,516 | 11,716 |
| Appropriations | | |
| Transfers To/From Earmarked Reserves | (66) | 0 |
| | (66) | 0 |
| Appropriation | | |
| Transfers To/From Capital Reserve | 1,301 | 1,344 |
| | 1,301 | 1,344 |
| Managed Expenditure | 128,102 | 153,434 |
| Internal Income | | |
| Income From Other Directorates | (4,594) | (4,586) |
| Recharges Income From Capital | (309) | (468) |
| Charge To/From HRA | (2,930) | (5,122) |
| Redistribution Of Grants Income | (212) | (214) |
| | (8,045) | (10,390) |
| Income - Grants | | |
| Government Grants | (7,638) | (6,425) |
| DCLG Grants | (2,644) | (3,088) |
| Other Grants | (250) | (584) |
| | (10,533) | (10,097) |
| Income - Charges | | |
| Sale Of Goods And Services | (930) | (1,163) |
| Fees And Charges | (18,930) | (18,924) |
| Education Income | (120) | 0 |
| Contributions | (9,164) | (8,170) |
| Other Income | (5,136) | (3,665) |
| Rents | (1,097) | (968) |
| Income Received From ALMOs | (222) | (226) |
| | (35,599) | (33,115) |
| Income - Other | | |
| Interest And Dividends | (24) | (24) |
| | (24) | (24) |
| Managed Income | (54,201) | (53,626) |
| Net Managed Budget | 73,900 | 99,808 |
| Accounting Adjustments | | |
| FRS 17 Costs | 638 | 2,206 |
| Vehicles And Plant (Non Leasing) | (2,144) | (2,140) |
| Transfers To/From Statutory Reserves | (638) | (2,206) |
| Transfers to Capital Reserve - Vehicles | 2,144 | 2,140 |
| Capital Charges | 4,992 | 6,034 |
| | 4,992 | 6,034 |
| Central Recharges | | |
| Central Recharges Expenditure | 9,229 | 10,581 |
| Corporate & Democratic Core Income | (1,154) | (1,174) |
| | 8,075 | 9,407 |

Environment & Neighbourhoods

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--------------------------------|------|-------------------|-------------------|
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 23,658 | 22,220 |
| Internal Reallocations Income | | (23,719) | (22,220) |
| | | (60) | 0 |
| Managed Outside the Service | | 13,007 | 15,441 |
| Net Cost of Service | | 86,907 | 115,249 |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Streetscene Environmental Services | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 14,333 | 13,733 |
| Agency And Temporary Staff | | 1,179 | 821 |
| National Insurance Contributions | | 999 | 961 |
| Superannuation Costs | | 1,601 | 1,552 |
| Other Pension Costs | | 299 | 271 |
| Other Employee Related Costs | | 159 | 202 |
| Training And Development | | 121 | 92 |
| | | 18,691 | 17,632 |
| Premises | | | |
| Buildings Maintenance | | 1 | 1 |
| Building Security | | 84 | 86 |
| Cleaning And Workplace Refuse | | 26 | 27 |
| Gas | | 3 | 3 |
| Electricity | | 46 | 35 |
| Other Utilities | | 39 | 39 |
| Rents | | 2 | 2 |
| NNDR | | 26 | 29 |
| Premises Related Insurance | | 1 | 0 |
| | | 228 | 223 |
| Supplies & Services | | | |
| Materials And Equipment | | 847 | 845 |
| Stationery And Postage | | 51 | 50 |
| Advertising | | 12 | 0 |
| IT/Telecommunications | | 62 | 52 |
| Insurance | | 34 | 29 |
| Professional Fees | | 4 | 4 |
| Allowances | | 6 | 6 |
| Security Services | | 1 | 1 |
| Other Hired And Contracted Services | | 2,368 | 1,661 |
| Publication And Promotion | | 0 | 0 |
| | | 3,386 | 2,649 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 5,826 | 5,309 |
| Travel Allowances | | 14 | 14 |
| Fuel | | 2,015 | 2,001 |
| Transport Related Insurance | | 163 | 218 |
| | | 8,018 | 7,542 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 13 | 12 |
| Charges To/From HRA | | 24 | 24 |
| | | 37 | 36 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 946 | 1,150 |
| | | 946 | 1,150 |
| Managed Expenditure | | 31,307 | 29,231 |
| Internal Income | | | |
| Income From Other Directorates | | (498) | (301) |
| Redistribution Of Grants Income | | (212) | (214) |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Streetscene Environmental Services | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Internal Income | | (709) | (515) |
| Income - Charges | | | |
| Fees And Charges | | (82) | (84) |
| Other Income | | (33) | (145) |
| Income Received From ALMOs | | (96) | (86) |
| | | (211) | (316) |
| Managed Income | | (921) | (831) |
| Net Managed Budget | | 30,386 | 28,401 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 303 | 745 |
| Vehicles And Plant (Non Leasing) | | (1,852) | (1,727) |
| Capital Charges | | 2,086 | 3,088 |
| | | 537 | 2,106 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 48 | 110 |
| | | 48 | 110 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 7,531 | 5,673 |
| Internal Reallocations Income | | (5,655) | (3,748) |
| | | 1,876 | 1,925 |
| Managed Outside the Service | | 2,461 | 4,141 |
| Net Cost of Service | | 32,848 | 32,542 |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Health & Environmental Action | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 6,997 | 6,457 |
| Agency And Temporary Staff | | 152 | 26 |
| National Insurance Contributions | | 495 | 463 |
| Superannuation Costs | | 953 | 885 |
| Other Pension Costs | | 118 | 70 |
| Other Employee Related Costs | | 28 | 20 |
| Training And Development | | 31 | 35 |
| | | 8,774 | 7,955 |
| Premises | | | |
| Buildings Maintenance | | 0 | 28 |
| Building Security | | 37 | 36 |
| Cleaning And Workplace Refuse | | 33 | 16 |
| Gas | | 4 | 2 |
| Electricity | | 16 | 6 |
| Other Utilities | | 2 | 1 |
| Rents | | 48 | 68 |
| NNDR | | 36 | 4 |
| Premises Related Insurance | | 0 | 0 |
| | | 176 | 161 |
| Supplies & Services | | | |
| Materials And Equipment | | 142 | 153 |
| Stationery And Postage | | 123 | 121 |
| Advertising | | 12 | 22 |
| IT/Telecommunications | | 224 | 217 |
| Insurance | | 3 | 6 |
| Professional Fees | | 48 | 48 |
| Grants And Contributions | | 9 | 29 |
| Allowances | | 7 | 7 |
| Consultancy Services | | 22 | 12 |
| Other Hired And Contracted Services | | 714 | 606 |
| Publication And Promotion | | 70 | 80 |
| Miscellaneous | | 15 | 11 |
| | | 1,389 | 1,312 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 120 | 160 |
| Travel Allowances | | 129 | 130 |
| Fuel | | 36 | 34 |
| Transport Related Insurance | | 5 | 8 |
| | | 291 | 331 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 233 | 293 |
| Charges To/From HRA | | 53 | 53 |
| | | 286 | 346 |
| Managed Expenditure | | 10,916 | 10,107 |
| Internal Income | | | |
| Income From Other Directorates | | (495) | (440) |
| Charge To/From HRA | | (190) | (81) |
| | | (685) | (521) |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Health & Environmental Action | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Sale Of Goods And Services | | (308) | (311) |
| Fees And Charges | | (1,202) | (1,341) |
| Other Income | | (933) | (225) |
| Rents | | (2) | (2) |
| Income Received From ALMOs | | (51) | (51) |
| | | (2,496) | (1,930) |
| Managed Income | | (3,181) | (2,451) |
| Net Managed Budget | | 7,735 | 7,656 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 241 | 512 |
| Vehicles And Plant (Non Leasing) | | (40) | (56) |
| Capital Charges | | 169 | 31 |
| | | 369 | 488 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 314 | 333 |
| | | 314 | 333 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,493 | 2,943 |
| Internal Reallocations Income | | (128) | (1,734) |
| | | 1,365 | 1,209 |
| Managed Outside the Service | | 2,048 | 2,030 |
| Net Cost of Service | | 9,782 | 9,686 |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Car Parking Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,518 | 2,449 |
| National Insurance Contributions | | 172 | 170 |
| Superannuation Costs | | 334 | 343 |
| Other Pension Costs | | 11 | 12 |
| Other Employee Related Costs | | 12 | 5 |
| Training And Development | | 21 | 21 |
| | | 3,067 | 2,999 |
| Premises | | | |
| Grounds Maintenance | | 25 | 25 |
| Building Security | | 66 | 44 |
| Cleaning And Workplace Refuse | | 2 | 3 |
| Electricity | | 113 | 88 |
| Other Utilities | | 7 | 7 |
| Rents | | 5 | 7 |
| NNDR | | 663 | 617 |
| | | 882 | 790 |
| Supplies & Services | | | |
| Materials And Equipment | | 336 | 339 |
| Stationery And Postage | | 71 | 77 |
| Advertising | | 9 | 13 |
| IT/Telecommunications | | 164 | 163 |
| Insurance | | 27 | 27 |
| Professional Fees | | 27 | 24 |
| Other Hired And Contracted Services | | 678 | 640 |
| Publication And Promotion | | 1 | 1 |
| | | 1,314 | 1,284 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 73 | 67 |
| Travel Allowances | | 2 | 2 |
| Fuel | | 17 | 22 |
| Transport Related Insurance | | 0 | 6 |
| | | 92 | 96 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 26 | 14 |
| Charges To/From HRA | | 15 | 15 |
| | | 41 | 30 |
| Managed Expenditure | | 5,396 | 5,199 |
| Internal Income | | | |
| Income From Other Directorates | | (628) | (405) |
| | | (628) | (405) |
| Income - Charges | | | |
| Fees And Charges | | (12,997) | (12,764) |
| Other Income | | (48) | (25) |
| Rents | | (8) | (8) |
| | | (13,054) | (12,798) |
| Managed Income | | (13,682) | (13,202) |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Car Parking Services | £000 | Budget 2009/10 | Budget 2010/11 |
|----------------------------------|------|-------------------|-------------------|
| Net Managed Budget | | (8,286) | (8,003) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 115 | 212 |
| Vehicles And Plant (Non Leasing) | | (2) | (2) |
| Capital Charges | | 751 | 840 |
| | | 864 | 1,050 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 16 | 192 |
| | | 16 | 192 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 4,588 | 4,737 |
| Internal Reallocations Income | | (4,283) | (4,328) |
| | | 306 | 408 |
| Managed Outside the Service | | 1,185 | 1,650 |
| Net Cost of Service | | (7,101) | (6,353) |

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

| Community Safety | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,323 | 1,973 |
| Agency And Temporary Staff | | 0 | (4) |
| National Insurance Contributions | | 169 | 164 |
| Superannuation Costs | | 296 | 328 |
| Other Pension Costs | | 26 | 19 |
| Other Employee Related Costs | | 4 | 6 |
| | | 2,818 | 2,486 |
| Premises | | | |
| Buildings Maintenance | | 1 | 0 |
| Building Security | | 0 | 0 |
| Cleaning And Workplace Refuse | | 13 | 12 |
| Electricity | | 32 | 14 |
| Rents | | 1 | 1 |
| NNDR | | 43 | 44 |
| Premises Related Insurance | | 7 | 0 |
| | | 98 | 72 |
| Supplies & Services | | | |
| Materials And Equipment | | 7 | 9 |
| Stationery And Postage | | 3 | 3 |
| IT/Telecommunications | | 132 | 185 |
| Insurance | | 3 | 4 |
| Events And Projects | | 0 | 0 |
| Professional Fees | | 3 | 3 |
| Grants And Contributions | | 188 | 188 |
| Allowances | | 1 | 1 |
| Other Hired And Contracted Services | | 1,768 | 1,826 |
| | | 2,105 | 2,219 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 4 | 4 |
| Travel Allowances | | 15 | 16 |
| Fuel | | 9 | 9 |
| Transport Related Insurance | | 0 | 0 |
| | | 28 | 29 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 277 | 244 |
| Charges To/From HRA | | 39 | 39 |
| | | 316 | 283 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 138 | 194 |
| | | 138 | 194 |
| Managed Expenditure | | 5,503 | 5,283 |
| Internal Income | | | |
| Charge To/From HRA | | (1,513) | (1,513) |
| | | (1,513) | (1,513) |
| Income - Grants | | | |
| Government Grants | | (202) | (202) |
| | | (202) | (202) |
| Income - Charges | | | |

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

| Community Safety | £000 | Budget 2009/10 | Budget 2010/11 |
|--------------------------------|------|-------------------|-------------------|
| Income - Charges | | | |
| Contributions | | (141) | (141) |
| Other Income | | (311) | (467) |
| | | (452) | (608) |
| Managed Income | | (2,167) | (2,323) |
| Net Managed Budget | | 3,337 | 2,960 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 85 | 192 |
| Capital Charges | | 44 | 24 |
| | | 129 | 216 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 336 | 326 |
| | | 336 | 326 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 855 | 975 |
| Internal Reallocations Income | | (538) | (550) |
| | | 317 | 425 |
| Managed Outside the Service | | 782 | 967 |
| Net Cost of Service | | 4,119 | 3,927 |

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

| Safer Leeds Partnership | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 400 | 420 |
| National Insurance Contributions | | 29 | 32 |
| Superannuation Costs | | 53 | 59 |
| | | 482 | 510 |
| Premises | | | |
| Rents | | 57 | 58 |
| | | 57 | 58 |
| Supplies & Services | | | |
| Grants And Contributions | | 1,109 | 1,237 |
| | | 1,109 | 1,237 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 86 | 86 |
| | | 86 | 86 |
| Managed Expenditure | | 1,735 | 1,892 |
| Internal Income | | | |
| Charge To/From HRA | | (77) | (77) |
| | | (77) | (77) |
| Income - Grants | | | |
| Government Grants | | (360) | (360) |
| | | (360) | (360) |
| Managed Income | | (436) | (436) |
| Net Managed Budget | | 1,298 | 1,455 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 20 | 39 |
| | | 20 | 39 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 0 | 27 |
| | | 0 | 27 |
| Managed Outside the Service | | 20 | 66 |
| Net Cost of Service | | 1,318 | 1,521 |

Environment & Neighbourhoods

Budget Manager : Chief Regeneration Officer

| Regeneration | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 4,394 | 4,620 |
| Agency And Temporary Staff | | 349 | 0 |
| National Insurance Contributions | | 340 | 367 |
| Superannuation Costs | | 585 | 640 |
| Other Pension Costs | | 180 | 180 |
| Other Employee Related Costs | | 0 | 1 |
| Training And Development | | 10 | 15 |
| | | 5,858 | 5,823 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 2 | 2 |
| Gas | | 3 | 3 |
| Electricity | | 5 | 5 |
| Other Utilities | | 1 | 1 |
| Rents | | 22 | 63 |
| NNDR | | 35 | 21 |
| | | 69 | 94 |
| Supplies & Services | | | |
| Materials And Equipment | | 78 | 51 |
| Stationery And Postage | | 36 | 29 |
| Advertising | | 7 | 6 |
| IT/Telecommunications | | 101 | 78 |
| Insurance | | 0 | 2 |
| Professional Fees | | 193 | 497 |
| Grants And Contributions | | 6,601 | 4,472 |
| Allowances | | 5 | 9 |
| Consultancy Services | | 75 | 95 |
| Other Hired And Contracted Services | | 782 | 449 |
| Publication And Promotion | | 45 | 43 |
| Miscellaneous | | 5 | 1 |
| | | 7,929 | 5,732 |
| Transport | | | |
| Travel Allowances | | 72 | 80 |
| | | 72 | 80 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1,067 | 480 |
| Charges To/From HRA | | 69 | 69 |
| | | 1,136 | 549 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 17 | 0 |
| | | 17 | 0 |
| Managed Expenditure | | 15,082 | 12,278 |
| Internal Income | | | |
| Income From Other Directorates | | (592) | (976) |
| Recharges Income From Capital | | (187) | (153) |
| Charge To/From HRA | | (670) | (818) |
| | | (1,448) | (1,947) |
| Income - Grants | | | |
| Government Grants | | (608) | (644) |

Environment & Neighbourhoods

Budget Manager : Chief Regeneration Officer

| Regeneration | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Grants | | | |
| DCLG Grants | | (420) | (864) |
| Other Grants | | 0 | (334) |
| | | (1,028) | (1,842) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (5) |
| Contributions | | (1,650) | (430) |
| Other Income | | (1,265) | (107) |
| Rents | | (2) | (2) |
| Income Received From ALMOs | | 0 | (10) |
| | | (2,917) | (554) |
| Managed Income | | (5,393) | (4,343) |
| Net Managed Budget | | 9,689 | 7,935 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 41 | 238 |
| Capital Charges | | (19) | (40) |
| | | 22 | 198 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 285 | 285 |
| | | 285 | 285 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,617 | 1,354 |
| Internal Reallocations Income | | (1,758) | (1,386) |
| | | (141) | (32) |
| Managed Outside the Service | | 166 | 451 |
| Net Cost of Service | | 9,855 | 8,386 |

Environment & Neighbourhoods

Budget Manager : Chief Regeneration Officer

| Jobs And Skills | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,269 | 1,827 |
| Agency And Temporary Staff | | 19 | 42 |
| National Insurance Contributions | | 157 | 138 |
| Superannuation Costs | | 300 | 217 |
| Other Pension Costs | | 546 | 557 |
| Other Employee Related Costs | | 3 | 5 |
| Training And Development | | 17 | 17 |
| | | 3,311 | 2,802 |
| Premises | | | |
| Grounds Maintenance | | 2 | 0 |
| Building Security | | 11 | 10 |
| Cleaning And Workplace Refuse | | 78 | 16 |
| Gas | | 32 | 24 |
| Electricity | | 52 | 23 |
| Other Utilities | | 14 | 4 |
| Rents | | 77 | 70 |
| NNDR | | 113 | 71 |
| Accommodation Charges | | (222) | 31 |
| Premises Related Insurance | | 13 | 1 |
| | | 170 | 251 |
| Supplies & Services | | | |
| Materials And Equipment | | 76 | 60 |
| Stationery And Postage | | 29 | 28 |
| IT/Telecommunications | | (5) | 41 |
| Insurance | | 8 | 5 |
| Events And Projects | | 0 | 0 |
| Professional Fees | | 3,062 | 2,516 |
| Grants And Contributions | | 355 | 99 |
| Allowances | | 538 | 548 |
| Other Hired And Contracted Services | | 520 | 88 |
| Publication And Promotion | | 5 | 5 |
| | | 4,588 | 3,390 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 40 | 35 |
| Travel Allowances | | 24 | 24 |
| Transport Related Insurance | | 1 | 0 |
| | | 65 | 59 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 94 | 135 |
| Charges To/From HRA | | 24 | 24 |
| | | 117 | 158 |
| Managed Expenditure | | 8,251 | 6,661 |
| Internal Income | | | |
| Income From Other Directorates | | (379) | (350) |
| | | (379) | (350) |
| Income - Grants | | | |
| Government Grants | | (3,486) | (2,373) |
| Other Grants | | (250) | (250) |

Environment & Neighbourhoods

Budget Manager : Chief Regeneration Officer

| Jobs And Skills | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Grants | | (3,736) | (2,623) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (86) | (98) |
| Fees And Charges | | (77) | (94) |
| Education Income | | (120) | 0 |
| Contributions | | (541) | (524) |
| Rents | | (185) | (65) |
| | | (1,009) | (781) |
| Managed Income | | (5,123) | (3,754) |
| Net Managed Budget | | 3,128 | 2,907 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (433) | (415) |
| Capital Charges | | 58 | (74) |
| | | (375) | (489) |
| Central Recharges | | | |
| Central Recharges Expenditure | | 93 | 172 |
| | | 93 | 172 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 2,633 | 1,452 |
| Internal Reallocations Income | | (1,847) | (840) |
| | | 786 | 612 |
| Managed Outside the Service | | 504 | 295 |
| Net Cost of Service | | 3,632 | 3,201 |

Environment & Neighbourhoods

Budget Manager : Chief Regeneration Officer

| Community Centres | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Other Employee Related Costs | | 0 | 0 |
| | | 0 | 0 |
| Premises | | | |
| NNDR | | 198 | 193 |
| Accommodation Charges | | 1,897 | 1,839 |
| Premises Related Insurance | | 26 | 40 |
| | | 2,121 | 2,072 |
| Supplies & Services | | | |
| IT/Telecommunications | | 10 | 11 |
| Insurance | | 0 | 0 |
| Events And Projects | | 0 | 4 |
| Professional Fees | | 4 | 4 |
| Other Hired And Contracted Services | | 27 | 65 |
| | | 41 | 85 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 73 | 68 |
| Charges To/From HRA | | 6 | 6 |
| | | 79 | 74 |
| Managed Expenditure | | 2,241 | 2,231 |
| Internal Income | | | |
| Income From Other Directorates | | (243) | (193) |
| | | (243) | (193) |
| Income - Charges | | | |
| Fees And Charges | | (241) | (268) |
| Contributions | | (100) | (64) |
| | | (341) | (332) |
| Managed Income | | (585) | (525) |
| Net Managed Budget | | 1,656 | 1,705 |
| Accounting Adjustments | | | |
| Capital Charges | | 1,082 | 1,215 |
| | | 1,082 | 1,215 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 323 | 645 |
| | | 323 | 645 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 66 | 78 |
| | | 66 | 78 |
| Managed Outside the Service | | 1,471 | 1,938 |
| Net Cost of Service | | 3,127 | 3,643 |

Environment & Neighbourhoods

Budget Manager : Chief Housing Services Officer

| Housing Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 5,068 | 4,522 |
| Agency And Temporary Staff | | 40 | 0 |
| National Insurance Contributions | | 371 | 361 |
| Superannuation Costs | | 699 | 726 |
| Other Pension Costs | | 68 | 110 |
| Other Employee Related Costs | | 103 | 3 |
| Training And Development | | 32 | 31 |
| | | 6,381 | 5,754 |
| Premises | | | |
| Buildings Maintenance | | 81 | 31 |
| Building Security | | 103 | 99 |
| Cleaning And Workplace Refuse | | 94 | 69 |
| Gas | | 207 | 108 |
| Electricity | | 191 | 227 |
| Other Utilities | | 90 | 87 |
| Rents | | 2,818 | 2,831 |
| NNDR | | 204 | 213 |
| Accommodation Charges | | (1) | (1) |
| Premises Related Insurance | | 4 | 1 |
| | | 3,791 | 3,665 |
| Supplies & Services | | | |
| Materials And Equipment | | 545 | 345 |
| Stationery And Postage | | 20 | 23 |
| IT/Telecommunications | | 201 | 158 |
| Insurance | | 7 | 3 |
| Events And Projects | | 2 | 0 |
| Professional Fees | | 509 | 514 |
| Grants And Contributions | | 320 | 286 |
| Allowances | | 126 | 119 |
| Consultancy Services | | 17 | 16 |
| Other Hired And Contracted Services | | 42 | 32,245 |
| Publication And Promotion | | 0 | 0 |
| Miscellaneous | | 9 | 2 |
| | | 1,800 | 33,710 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 56 | 18 |
| Travel Allowances | | 75 | 67 |
| Fuel | | 6 | 2 |
| Transport Related Insurance | | 2 | 1 |
| | | 139 | 88 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 200 | 233 |
| Charges To/From HRA | | 757 | 765 |
| | | 957 | 998 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 206 | 169 |
| Sheltered Accommodation | | 2,510 | 2,510 |
| | | 2,716 | 2,679 |
| Appropriation | | | |

Environment & Neighbourhoods

Budget Manager : Chief Housing Services Officer

| Housing Services | £000 | Budget 2009/10 | Budget 2010/11 |
|-----------------------------------|------|-------------------|-------------------|
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 176 | 0 |
| | | 176 | 0 |
| Managed Expenditure | | 15,960 | 46,894 |
| Internal Income | | | |
| Income From Other Directorates | | (111) | (111) |
| Recharges Income From Capital | | (122) | (316) |
| Charge To/From HRA | | (481) | (1,324) |
| | | (714) | (1,751) |
| Income - Grants | | | |
| Government Grants | | (246) | (233) |
| DCLG Grants | | (2,194) | (2,194) |
| | | (2,440) | (2,427) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (173) | 0 |
| Fees And Charges | | (4,157) | (4,180) |
| Other Income | | (2,547) | (2,624) |
| Rents | | (900) | (891) |
| Income Received From ALMOs | | (39) | (39) |
| | | (7,816) | (7,733) |
| Income - Other | | | |
| Interest And Dividends | | (24) | (24) |
| | | (24) | (24) |
| Managed Income | | (10,994) | (11,935) |
| Net Managed Budget | | 4,966 | 34,959 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 195 | 392 |
| Vehicles And Plant (Non Leasing) | | (13) | (12) |
| Capital Charges | | 491 | 554 |
| | | 673 | 934 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 731 | 760 |
| | | 731 | 760 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 2,567 | 2,422 |
| Internal Reallocations Income | | (1,301) | (1,195) |
| | | 1,266 | 1,227 |
| Managed Outside the Service | | 2,670 | 2,921 |
| Net Cost of Service | | 7,636 | 37,880 |

Environment & Neighbourhoods

Budget Manager : Chief Officer Resources and Strategy

| General Fund Support Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 384 | 911 |
| National Insurance Contributions | | 36 | 75 |
| Superannuation Costs | | 49 | 129 |
| Other Pension Costs | | 12 | 12 |
| Other Employee Related Costs | | 4 | 4 |
| Training And Development | | 1 | 1 |
| | | 486 | 1,130 |
| Premises | | | |
| Premises Related Insurance | | 3 | 3 |
| | | 3 | 3 |
| Supplies & Services | | | |
| Materials And Equipment | | 5 | 5 |
| Stationery And Postage | | 13 | 13 |
| IT/Telecommunications | | 19 | 19 |
| Insurance | | 0 | 0 |
| Professional Fees | | 4 | 4 |
| Other Hired And Contracted Services | | 2 | 2 |
| Publication And Promotion | | 34 | 35 |
| Miscellaneous | | 14 | 14 |
| | | 91 | 93 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 0 | 0 |
| Travel Allowances | | 2 | 2 |
| | | 2 | 2 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 40 | 36 |
| | | 40 | 36 |
| Managed Expenditure | | 623 | 1,265 |
| Internal Income | | | |
| Charge To/From HRA | | 0 | (1,309) |
| | | 0 | (1,309) |
| Managed Income | | 0 | (1,309) |
| Net Managed Budget | | 623 | (44) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 7 | 76 |
| | | 7 | 76 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 7,075 | 7,758 |
| Corporate & Democratic Core Income | | (1,154) | (1,174) |
| | | 5,921 | 6,584 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,154 | 1,174 |
| Internal Reallocations Income | | (7,704) | (7,790) |
| | | (6,550) | (6,616) |
| Managed Outside the Service | | (623) | 44 |

Environment & Neighbourhoods

Budget Manager : Chief Officer Resources and Strategy

| General Fund Support Services | | | |
|-------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Net Cost of Service | | 0 | 0 |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Waste Management | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,621 | 2,557 |
| Agency And Temporary Staff | | 67 | 59 |
| National Insurance Contributions | | 186 | 178 |
| Superannuation Costs | | 354 | 362 |
| Other Pension Costs | | 92 | 59 |
| Other Employee Related Costs | | 40 | 22 |
| Training And Development | | 38 | 28 |
| | | 3,398 | 3,264 |
| Premises | | | |
| Buildings Maintenance | | 75 | 76 |
| Grounds Maintenance | | 9 | 7 |
| Cleaning And Workplace Refuse | | 1 | 1 |
| Gas | | 4 | 4 |
| Electricity | | 71 | 58 |
| Other Utilities | | 11 | 11 |
| Rents | | 6 | 6 |
| NNDR | | 192 | 167 |
| Premises Related Insurance | | 5 | 0 |
| | | 373 | 329 |
| Supplies & Services | | | |
| Materials And Equipment | | 25 | 26 |
| Stationery And Postage | | 8 | 8 |
| IT/Telecommunications | | 30 | 31 |
| Insurance | | 0 | 33 |
| Events And Projects | | 57 | 58 |
| Professional Fees | | 7 | 8 |
| Recycling And Reuse | | 2,346 | 3,344 |
| Waste Disposal And Landfill Tax | | 11,867 | 11,886 |
| Consultancy Services | | 574 | 538 |
| Security Services | | 279 | 284 |
| Other Hired And Contracted Services | | 251 | 392 |
| Publication And Promotion | | 459 | 352 |
| Miscellaneous | | 2 | 2 |
| | | 15,903 | 16,961 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 961 | 1,117 |
| Travel Allowances | | 10 | 12 |
| Fuel | | 238 | 255 |
| Transport Related Insurance | | 17 | 17 |
| | | 1,226 | 1,401 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 832 | 903 |
| Charges To/From HRA | | 22 | 22 |
| | | 854 | 925 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 41 | 0 |
| | | 41 | 0 |
| Managed Expenditure | | 21,796 | 22,880 |

Environment & Neighbourhoods

Budget Manager : Chief Environmental Services Officer

| Waste Management | £000 | Budget 2009/10 | Budget 2010/11 |
|----------------------------------|------|-------------------|-------------------|
| Internal Income | | | |
| Income From Other Directorates | | (1,648) | (1,810) |
| | | (1,648) | (1,810) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (363) | (754) |
| Fees And Charges | | (173) | (188) |
| Other Income | | 0 | (71) |
| Income Received From ALMOs | | (36) | (40) |
| | | (572) | (1,053) |
| Managed Income | | (2,220) | (2,863) |
| Net Managed Budget | | 19,576 | 20,017 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 42 | 177 |
| Vehicles And Plant (Non Leasing) | | (238) | (344) |
| Capital Charges | | 330 | 395 |
| | | 135 | 228 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 0 | 0 |
| | | 0 | 0 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,014 | 1,220 |
| Internal Reallocations Income | | (506) | (647) |
| | | 509 | 573 |
| Managed Outside the Service | | 643 | 801 |
| Net Cost of Service | | 20,219 | 20,818 |

Environment & Neighbourhoods

Budget Manager : Chief Community Safety Officer

| Safer Leeds Drugs Team | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 467 | 384 |
| National Insurance Contributions | | 33 | 29 |
| Superannuation Costs | | 62 | 54 |
| | | 562 | 466 |
| Premises | | | |
| Rents | | 3 | 0 |
| | | 3 | 0 |
| Internal Charges | | | |
| Charges To/From HRA | | 11 | 11 |
| | | 11 | 11 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 8,783 | 9,036 |
| | | 8,783 | 9,036 |
| Managed Expenditure | | 9,360 | 9,514 |
| Income - Grants | | | |
| Government Grants | | (2,737) | (2,613) |
| DCLG Grants | | (30) | (30) |
| | | (2,767) | (2,643) |
| Income - Charges | | | |
| Contributions | | (6,732) | (7,011) |
| | | (6,732) | (7,011) |
| Managed Income | | (9,500) | (9,654) |
| Net Managed Budget | | (140) | (140) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 23 | 41 |
| | | 23 | 41 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 9 | 0 |
| | | 9 | 0 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 140 | 164 |
| | | 140 | 164 |
| Managed Outside the Service | | 172 | 204 |
| Net Cost of Service | | 32 | 64 |

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Central and Corporate Services

LEEDS CITY COUNCIL 2010/11 BUDGET REPORT

Directorate: Central and Corporate

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 2010/11 financial year.

2 Service Context

2.1 Central and Corporate functions comprise the services provided by Resources (including PPP Unit), Planning, Policy and Improvement and Corporate Governance. This covers a wide range of functions comprising direct services for the citizens of Leeds, such as Housing Benefits and Customer Services, plus all the key support and trading services that provide the infrastructure for the whole Council.

2.2 The key priorities for 2010/11 and beyond centre on supporting the Council's priorities and pace of change in areas such as workforce planning, policy development, ICT and a number of business transformation projects such as 'changing the workplace'.

2.3 The Central and Corporate budget has been contained within the constraints of net resource reduction of over £1m in 2010/11.

3 Explanation of variations between adjusted 2009/10 and 2010/11 = -£1.6m (-2.1%)

3.1 The variation can be summarised as follows:

| | £000s |
|--|---------|
| Net Managed Budget 2009/10 | 76,232 |
| Adjustments | - 768 |
| Adjusted Net Managed Budget 2009/10 | 75,464 |
| Changes in Prices | |
| • Pay | - 143 |
| • Income | - 868 |
| | - 1,011 |
| Service Budget Changes | |
| • Changes in Service Levels | 733 |
| • Other Factors not affecting level of service | 1,960 |
| • Efficiency Savings | - 3,289 |
| | - 596 |
| Net Managed Budget 2010/11 | 73,857 |

3.2 Adjustments

3.2.1 Following the closure of Roseville, the remaining staff have been transferred to Corporate HR with the objective placing them into mainstream posts throughout the Council. In the short term this means that the pay budget for the 24 fte's has moved into Resources.

3.2.2 2010 will also see the opening of two new 'joint service centres' (JSC's) which will comprise one-stop customer services as well as other Council services. The cost of staffing the centres (£393k) will be met by redirecting existing resource within Customer Services at no additional cost to the Council. Customer Services have also taken over the project lead on the JSC's during 2009/10 and a budget transfer of £420k from Environment and Neighbourhoods is reflected in the 2010/11 budget.

3.2.3 A technical adjustment of £935k has been made to reflect the transfer of the Public Private Partnership Unit into the Resources directorate.

3.3 Changes in prices

3.3.1 The 2009/10 budget provided for a 2% pay award, however, the final settlement was agreed at 1% for NJC staff (1.25% for those staff under spinal point 10) and zero for JNC grades and above. This results in a saving of £1.2m. This is partially offset by an increase of 0.3% for the effect of the 2008/09 pay award which was finalised after the 2009/10 budget had been prepared. The cost of this was £0.4m. No provision has been made for a pay award in 2010/11. Provision of £0.7m has also been made for an increase in the employers superannuation contribution.

3.3.2 No provision has been made for inflation on running cost budgets and the effect of this cash limit is £781k.

3.3.3 Court cost fees are to be increased from £66 to £90 per case which will yield additional income of £573k. Trading services income has been uplifted by 1% which equates to £295k.

3.4 Changes in Service Levels

3.4.1 The Contact Centre have taken back the call handling work from East North East Homes which has increased the pay budget by £196k with a corresponding increase in income.

3.4.2 Mobile phone coordination and the managed print service have been centralised with ICT in order to achieve a better coordinated approach and also realise savings. The net increase in expenditure in ICT is £202k.

3.4.3 The net effect of the transfer of four buildings (Millshaw, Technorth, Belle Isle and 180 Chapeltown Road) into the 'city buildings' portfolio combined with the cost savings from the demolition of East Leeds Family Learning Centre increases the budget by a net £98k.

3.4.4 The budget reflects the impact of a proposed reduction in Scrutiny Boards from seven to five, the merger of the Licensing and Regulatory Panel into the Licensing Panel and a reduction of Plans Panels from three to two. Savings in Members Allowances amount to £50k plus £80k on pay from the deletion of posts within Scrutiny Support and Governance Services. In addition, it is proposed to delete one support assistant post from each of the three largest group offices. Full year savings will amount to £59k, however £15k has been included in the 2010/11 budget to allow a planned reduction in current staffing levels.

Lower volumes and lower profit margins within the Property Maintenance trading service have resulted in pressure of £200k. Also within the School Catering service, the loss of High and Primary School contracts amounts to £37k.

3.5 Other Factors not affecting the level of service

3.5.1 Additional funding of £500k is required in order to maintain and ensure resilience in the Council's ICT infrastructure, including pc's, network, file storage, data and telecoms.

3.5.2 Following reductions in Government Grant towards the administration of Housing Benefits over the previous three years, there will be a further reduction of £137k 2010/11. This is despite an 8% increase in housing benefit claims in the 12 months up to January 2010.

3.5.3 An NNDR revaluation undertaken by the Valuation Office has resulted in an increase of £113k for Civic Buildings.

3.5.4 Within Corporate Governance, provision has been made for the local election in 2010 (£250k).

3.5.5 It is proposed that there will be no inflationary increase in Members' Allowances in October 2010, saving £30k.

3.6 Trading Services

3.6.1 A number of functions within Resources operate on a trading basis. The following table shows the movement in budgeted surpluses between 2009/10 and 2010/11:

| <i>Function</i> | <i>OE 2009/10 (surplus)</i> | <i>OE 2010/11 (surplus)</i> |
|--|---------------------------------|---------------------------------|
| Property Maintenance | (1,211) | (1,444) |
| Catering and Cleaning | (251) | (381) |
| Transport (Fleet Services) | (401) | (466) |
| Services (Print, reprographics, sign shop) | (221) | (221) |
| TOTAL | (2,084) | (2,512) |

3.6.2 The increase in surplus of £428k is due to a number of factors:

- 1% uplift in income amounts to £295k
- The budget assumes a new system for appointing agency staff with projected savings of £70k
- £200k of efficiency savings across Property Maintenance, Catering & Cleaning and Transport
- £100k efficiency savings have been reflected arising from the new partnership working arrangement between Property Maintenance and Corporate Property Management, mainly by removing duplication of processes
- Cost pressure of £237k: Property Maintenance and School Catering (as described under section 3.3.2 above).

3.7 Efficiency savings

3.7.1 For this directorate the following savings have been identified for 2010/11.

| Nature of saving | Total £000s |
|--|----------------|
| Staffing savings: | |
| Resources | 951 |
| PPI | 240 |
| Corporate Governance | 223 |
| Microsoft collaboration project (year 2) | 197 |
| Telephone savings | 448 |
| Property Maintenance review | 100 |
| Commercial Services savings | 200 |
| Demolition of East Leeds Family Learning Centre | 54 |
| Energy savings | 150 |
| Mailroom savings | 300 |
| Cease subscriptions | 52 |
| About Leeds: collaboration with partners | 80 |
| Review running cost budgets | 131 |
| Freeze Members' Allowances at October 2009 rates | 30 |
| Agency staff | 133 |
| Total | 3,289 |

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 | 73,857 |
| Managed Outside Service | - 58,649 |
| Net Cost of Service | 15,208 |
| Transfers to/from earmarked reserves | - 3,784 |
| Net Revenue Charge | 11,424 |

- 4.2 The Managed Outside the Service figure above includes £4,966k of Central Support costs which have been charged to the HRA. The following table gives a breakdown of these costs over the individual services:

Central support costs (£000)

Resources

| | | |
|------------------------------------|------------|-------|
| Financial Management / Development | 1,161 | |
| Business Support Centre | 69 | |
| Revenue Services | 146 | |
| Information Technology | 1,921 | |
| Human Resources | 78 | |
| Audit and Risk | 124 | |
| Corporate Property Management | <u>647</u> | 4,146 |

Corporate Governance

| | | |
|-------------|-----|-----|
| Procurement | 325 | 325 |
|-------------|-----|-----|

Planning, Policy and Improvement

| | | |
|-------------------------|-----------|-----|
| Customer Services | 327 | |
| Business Transformation | 139 | |
| Management support | <u>29</u> | 495 |

4,966

5 Risk Assessment

- 5.1 In determining the 2010/11 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 2010/11 budget for this directorate are set out below.
- 5.2 The projection in 2009/10 in respect of overpaid Housing Benefits and the associated grant impact is a net cost of £350k to the Council. It has been assumed that this will not reoccur in 2010/11, partly due to an anticipated upturn in the economic climate and uptake in the movement of people out of benefit into employment.
- 5.3 The budget includes staffing savings of £1,414k, in addition to the £3,163k budgeted reduction in 2009/10 which has been realised within the Directorate. For many service areas this presents a significant challenge to achieve as well as maintaining key services. Realising the staffing efficiencies is dependent on a reasonable level of turnover and ability to redeploy staff.
- 5.4 The loss of a major contract within Commercial Services would compromise the forecast surpluses and impact on the ability to recover overheads as well as reduce the competitiveness of services provided.
- 5.5 In 2009/10 the Business Support Centre has been administering CRB checks for the Council, the extra work has mainly been undertaken by staff from the recruitment service. The demand for CRB checks is still increasing and if recruitment within the Council starts to increase again, a cost pressure will need to be addressed in conjunction with the appropriate service directorates.

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, project management and business continuity management.
- Develop integrated plans with all directorates/partner agencies and co-ordinate the council's response to an emergency.
- Developing and monitoring corporate value for money (VFM) frameworks to ensure that the council meets its medium and long term financial goals and can evidence the Use of Resources scores for the Comprehensive Area Assessment (CAA)
- Providing business process re-engineering services to directorates, bringing together finance, people, process and technology to enable council services to meet service change, and service improvement targets

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.
- Determine the appropriate level of financial support for all higher education students in Leeds.
- 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

- Key stakeholder and contributor in the formulation and delivery of the council's strategic plans.
- To maintain and develop the council's ICT infrastructure and software application portfolio to support changing business needs which enable all users to have access to the required information and systems in order to provide excellent services to the citizens of Leeds and beyond.
- Support, develop and implement technical solutions which underpin all council services.
- Support 20,000 telephones, 530 council sites, over 14,000 pcs, all schools and children in Leeds and remote connections to partners, crossing council 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 responsible for administration of the council's recruitment function and developing and advising on good recruitment processes.



Corporate Property Management

- Corporate Property Management's main purpose is to look after the council's buildings and deliver the full range of property and facilities management services to support the council's activities.
- Management of facilities related services (Print Management, Reprographics, Mail Services and City Signs)
- Assist services and Asset Management in the development and implementation of the corporate and service asset management plans to ensure that the council uses its assets efficiently and effectively to support the corporate priorities.

Public Private Partnership Unit

- 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.

Commercial Services:

Property Maintenance Services

- Building and specialist services to the council's Arms Length Management Organisations (ALMOs) and to council departments in relation to responsive and other property repairs.
- Service and installation function in specialist works and trades, including mechanical and engineering, lifts, asbestos, gas, flooring and major contracts. The division also provides routine internal building cleaning services for client departments and some external clients.
- Security services for client departments covering 24 hour central monitoring, 24 hour patrol and alarm response wardens, static guarding and alarm and CCTV installation.

Transport Services

- Key front line duties providing transport services for elderly day care centres, adult training centres, children in the care of the Adult Services and Children's Services directorates, and children with statements of special education needs on behalf of Education Leeds.
- The School Crossing Patrol service provides 180 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.



- 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

- In Education, the service currently provides meals to 205 primary and special schools, 15 high schools and 28 early years centres.
- In 2009/10 the Community Meals service, which provides a seven day hot meals service, will expand the pilot city wide.

Cleaning

- Comprehensive internal building cleaning services are also provided to education establishments across the city.

Budget Highlights 2010/11

- The Resources budget reflects a net cash reduction of £0.9m in 2010/11. In order to maintain a good standard of service, significant efficiencies and savings have had to be agreed. The main area of savings is staffing and a reduction of £951k has been built into the budget equating to 37 full-time equivalents.
- Other significant areas of savings and efficiencies include:
 - £197k savings from the 'ICT Collaboration' project moving away from Lotus Notes to new contract with Microsoft. These savings are in addition to £225k taken out of the 2009/10 budget
 - Energy savings of £150k
 - Telephone savings from conversion of existing 'direct exchange lines' onto the Council's network are projected at £448k
 - Mailroom savings of up to £300k.
 - Property maintenance review and other savings within Commercial Services amount to £300k
- Court cost fees are to be increased from £66 to £90 per case which will yield additional income of £573k.
- The Public and Private Partnerships Unit is currently the being called upon to provide advice on a range of other, non-PPP or PFI, projects and has also supported other public sector bodies with their procurements. This may become an area of growth or diversification, which could also link with the agreed vision for the Leeds City Region.

Resources

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|--------------------------------------|--|------------------|------------------------|-----------|---------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Chief Officer Financial Management | Financial Management | 0 | 9,446 | (524) | 8,922 | (8,922) | 0 |
| Chief Officer Financial Management | Business Support Centre | 0 | 5,984 | (2,140) | 3,844 | (3,844) | 0 |
| Chief Officer Financial Development | Financial Development | 0 | 1,555 | (654) | 901 | (901) | 0 |
| Chief Officer Revenues and Benefits | Cost Of Collection | 4,846 | 50,021 | (52,758) | (2,738) | 7,250 | 4,513 |
| Chief Officer Revenues and Benefits | Revenue Services | 0 | 5,949 | (115) | 5,834 | (5,834) | 0 |
| Chief Officer Revenues and Benefits | Benefits Service | 0 | 6,166 | (11,118) | (4,952) | 4,952 | 0 |
| Chief Officer Revenues and Benefits | Student Support | 566 | 357 | 0 | 357 | 128 | 485 |
| Chief ICT Officer | Information Technology | 3,395 | 26,279 | (12,403) | 13,876 | (9,498) | 4,378 |
| Chief Officer HR | Human Resources | 0 | 8,683 | (486) | 8,197 | (8,197) | 0 |
| Chief Officer Audit and Risk | Audit & Risk | 641 | 3,273 | (265) | 3,008 | (2,460) | 548 |
| Chief Officer Resources and Strategy | Support Services And Directorate | 0 | 960 | (2) | 958 | (958) | 0 |
| Chief Officer Resources and Strategy | Central Recharges Account | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Officer PPPU | Public Private Partnership Unit | (360) | 3,956 | (4,938) | (982) | 640 | (342) |
| Chief Officer CPM | Corporate Property Management | (302) | 29,610 | (9,874) | 19,736 | (20,029) | (294) |
| Chief Commercial Services Officer | Commercial Services | (297) | 19,011 | (18,650) | 361 | (481) | (120) |
| Chief Commercial Services Officer | Commercial Services Trading | (1,864) | 56,027 | (62,176) | (6,149) | 3,860 | (2,289) |
| Net Cost of Service | | 6,625 | 227,277 | (176,104) | 51,173 | (44,293) | 6,880 |
| | Transfers to and from earmarked reserves | 1,478 | 221,549 | (219,073) | 2,476 | (2,094) | 382 |
| Net Revenue Charge | | 8,103 | 448,826 | (395,177) | 53,649 | (46,387) | 7,262 |

Resources

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 80,433 | 79,091 |
| Agency And Temporary Staff | | 1,787 | 1,968 |
| National Insurance Contributions | | 5,228 | 5,076 |
| Superannuation Costs | | 8,710 | 9,351 |
| Other Pension Costs | | 1,796 | 1,818 |
| Other Employee Related Costs | | 451 | 581 |
| Training And Development | | 1,079 | 1,031 |
| | | 99,484 | 98,914 |
| Premises | | | |
| Buildings Maintenance | | 7,556 | 6,721 |
| Grounds Maintenance | | 118 | 128 |
| Building Security | | 764 | 782 |
| Cleaning And Workplace Refuse | | 1,847 | 1,919 |
| Gas | | 673 | 667 |
| Electricity | | 1,279 | 1,204 |
| Other Utilities | | 279 | 313 |
| Rents | | 5,514 | 5,269 |
| NDR | | 2,537 | 2,985 |
| Accommodation Charges | | 14 | 14 |
| Premises Related Insurance | | 173 | 101 |
| | | 20,754 | 20,104 |
| Supplies & Services | | | |
| Materials And Equipment | | 9,455 | 9,190 |
| Stationery And Postage | | 2,464 | 2,179 |
| Advertising | | 9 | 7 |
| IT/Telecommunications | | 9,537 | 9,436 |
| Insurance | | 80 | 86 |
| Events And Projects | | 15 | 9 |
| Professional Fees | | 1,302 | 1,530 |
| Recycling And Reuse | | 4 | 4 |
| Allowances | | 28 | 11 |
| Consultancy Services | | 84 | 49 |
| External Audit Fees | | 588 | 588 |
| Security Services | | 1 | 1 |
| Other Hired And Contracted Services | | 4,959 | 5,382 |
| Publication And Promotion | | 82 | 84 |
| Miscellaneous | | 2,886 | 2,620 |
| | | 31,495 | 31,174 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 7,766 | 7,772 |
| Travel Allowances | | 459 | 507 |
| Fuel | | 5,204 | 4,887 |
| Private Hire | | 6,275 | 6,665 |
| Transport Related Insurance | | 218 | 201 |
| | | 19,922 | 20,032 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 4,859 | 4,996 |
| Charges To/From HRA | | 1,367 | 1,367 |
| Distributed Grants | | 2 | 0 |
| | | 6,228 | 6,363 |

Resources

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|---|-------------------|-------------------|
| Transfer Payments | | |
| Compensation Payments | 1 | 1 |
| Council Tax Benefit Payments | 48,615 | 48,615 |
| Discretionary NNDR Rebates | 139 | 184 |
| Housing Benefit Payments | 218,675 | 218,685 |
| | 267,430 | 267,485 |
| Appropriation | | |
| Transfers To/From Capital Reserve | 4,315 | 4,753 |
| | 4,315 | 4,753 |
| Managed Expenditure | 449,629 | 448,826 |
| Internal Income | | |
| Income From Other Directorates | (95,997) | (94,240) |
| Recharges Income From Capital | (482) | (347) |
| Charge To/From HRA | (1,367) | (1,367) |
| Corp Prop Management Income From HRA | (44) | 0 |
| Redistribution Of Grants Income | (80) | 0 |
| | (97,970) | (95,954) |
| Income - Grants | | |
| Government Grants | (269,327) | (269,458) |
| DCLG Grants | (1,247) | (1,250) |
| | (270,573) | (270,709) |
| Income - Charges | | |
| Sale Of Goods And Services | (1,291) | (1,560) |
| Fees And Charges | (776) | (981) |
| Education Income | (9,675) | (11,159) |
| Contributions | (86) | (86) |
| Other Income | (8,548) | (9,408) |
| Rents | 0 | (132) |
| Income Received From ALMOs | (5,446) | (5,189) |
| | (25,823) | (28,514) |
| Managed Income | (394,367) | (395,177) |
| Net Managed Budget | 55,263 | 53,649 |
| Accounting Adjustments | | |
| FRS 17 Costs | 1,185 | 3,337 |
| Vehicles And Plant (Non Leasing) | (1,528) | (1,694) |
| Transfers To/From Statutory Reserves | (1,965) | (3,337) |
| Transfers to Capital Reserve - Vehicles | 1,097 | 1,243 |
| Capital Charges | 12,889 | 13,872 |
| | 11,677 | 13,421 |
| Central Recharges | | |
| Central Recharges Expenditure | 33,572 | 36,048 |
| Central Recharges Income | (94,002) | (97,012) |
| Corporate & Democratic Core Income | (2,823) | (2,956) |
| | (63,252) | (63,920) |
| Other Internal Adjustments | | |
| Internal Reallocations Charges | 140,473 | 157,155 |
| Internal Reallocations Income | (136,058) | (153,044) |
| | 4,415 | 4,111 |

Resources

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|-----------------------------|------|-------------------|-------------------|
| Managed Outside the Service | | (47,160) | (46,387) |
| Net Cost of Service | | 8,103 | 7,262 |

Resources

Budget Manager : Chief Officer Financial Management

| Financial Management | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 7,609 | 7,519 |
| National Insurance Contributions | | 558 | 548 |
| Superannuation Costs | | 930 | 970 |
| Other Pension Costs | | 126 | 99 |
| Other Employee Related Costs | | 11 | 4 |
| Training And Development | | 105 | 110 |
| | | 9,338 | 9,250 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| | | 0 | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 6 | 5 |
| Stationery And Postage | | 20 | 4 |
| Advertising | | 1 | 2 |
| IT/Telecommunications | | 99 | 93 |
| Insurance | | 1 | 3 |
| Professional Fees | | 13 | 26 |
| Allowances | | 0 | 0 |
| Other Hired And Contracted Services | | 16 | 7 |
| | | 156 | 140 |
| Transport | | | |
| Travel Allowances | | 31 | 30 |
| | | 31 | 30 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 19 | 24 |
| | | 19 | 24 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 7 | 2 |
| | | 7 | 2 |
| Managed Expenditure | | 9,551 | 9,446 |
| Internal Income | | | |
| Income From Other Directorates | | (262) | (322) |
| Recharges Income From Capital | | 0 | (8) |
| | | (262) | (330) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (2) | (2) |
| Fees And Charges | | 0 | (13) |
| Education Income | | (49) | (39) |
| Contributions | | (36) | (36) |
| Other Income | | (30) | (30) |
| Income Received From ALMOs | | (145) | (74) |
| | | (261) | (194) |
| Managed Income | | (523) | (524) |
| Net Managed Budget | | 9,028 | 8,922 |

Resources

Budget Manager : Chief Officer Financial Management

| Financial Management | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 227 | 534 |
| Capital Charges | | 7 | 1 |
| | | 233 | 536 |
| Central Recharges | | | |
| Central Recharges Income | | 733 | (62) |
| Corporate & Democratic Core Income | | (143) | (154) |
| | | 590 | (215) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,819 | 1,718 |
| Internal Reallocations Income | | (11,670) | (10,960) |
| | | (9,851) | (9,242) |
| Managed Outside the Service | | (9,028) | (8,922) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Financial Management

| Business Support Centre | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 4,379 | 4,213 |
| Agency And Temporary Staff | | 3 | 0 |
| National Insurance Contributions | | 292 | 284 |
| Superannuation Costs | | 499 | 583 |
| Other Pension Costs | | 117 | 126 |
| Other Employee Related Costs | | 1 | 2 |
| Training And Development | | 21 | 21 |
| | | 5,312 | 5,229 |
| Premises | | | |
| Buildings Maintenance | | 0 | 1 |
| Building Security | | 0 | 1 |
| Cleaning And Workplace Refuse | | 1 | 0 |
| Rents | | 8 | 6 |
| NNDR | | 0 | 3 |
| | | 9 | 11 |
| Supplies & Services | | | |
| Materials And Equipment | | 12 | 10 |
| Stationery And Postage | | 164 | 160 |
| IT/Telecommunications | | 241 | 344 |
| Insurance | | 1 | 2 |
| Professional Fees | | 6 | 191 |
| Allowances | | 0 | 3 |
| Other Hired And Contracted Services | | 56 | 14 |
| Miscellaneous | | 0 | 0 |
| | | 480 | 723 |
| Transport | | | |
| Travel Allowances | | 10 | 8 |
| | | 10 | 8 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 10 | 12 |
| | | 10 | 12 |
| Managed Expenditure | | 5,821 | 5,984 |
| Internal Income | | | |
| Income From Other Directorates | | (1,301) | (1,406) |
| | | (1,301) | (1,406) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (62) | (66) |
| Fees And Charges | | (8) | (9) |
| Education Income | | (331) | (280) |
| Other Income | | (31) | (217) |
| Rents | | 0 | 0 |
| Income Received From ALMOs | | (230) | (161) |
| | | (662) | (734) |
| Managed Income | | (1,962) | (2,140) |
| Net Managed Budget | | 3,858 | 3,844 |

Resources

Budget Manager : Chief Officer Financial Management

| Business Support Centre | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 71 | 254 |
| Capital Charges | | 382 | 358 |
| | | 453 | 613 |
| Central Recharges | | | |
| Central Recharges Income | | 186 | (258) |
| | | 186 | (258) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 4,600 | 5,110 |
| Internal Reallocations Income | | (9,097) | (9,308) |
| | | (4,497) | (4,199) |
| Managed Outside the Service | | (3,858) | (3,844) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Financial Development

| Financial Development | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 1,042 | 1,021 |
| National Insurance Contributions | | 84 | 82 |
| Superannuation Costs | | 137 | 143 |
| Other Pension Costs | | 34 | 19 |
| Other Employee Related Costs | | 1 | 1 |
| Training And Development | | 4 | 4 |
| | | 1,301 | 1,270 |
| Supplies & Services | | | |
| Materials And Equipment | | 8 | 8 |
| Stationery And Postage | | 9 | 9 |
| IT/Telecommunications | | 44 | 44 |
| Insurance | | 12 | 0 |
| Professional Fees | | 7 | 7 |
| Allowances | | 0 | 0 |
| External Audit Fees | | 1 | 1 |
| | | 81 | 70 |
| Transport | | | |
| Travel Allowances | | 3 | 3 |
| | | 3 | 3 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 209 | 210 |
| | | 209 | 210 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 2 | 2 |
| | | 2 | 2 |
| Managed Expenditure | | 1,597 | 1,555 |
| Internal Income | | | |
| Income From Other Directorates | | (218) | (260) |
| Recharges Income From Capital | | (326) | (306) |
| | | (544) | (567) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (33) | (27) |
| Fees And Charges | | 0 | (5) |
| Education Income | | (10) | (44) |
| Other Income | | 0 | 0 |
| Income Received From ALMOs | | (82) | (10) |
| | | (125) | (87) |
| Managed Income | | (669) | (654) |
| Net Managed Budget | | 929 | 901 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 18 | 74 |
| Capital Charges | | 94 | 2 |
| | | 112 | 75 |

Resources

Budget Manager : Chief Officer Financial Development

| Financial Development | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Central Recharges | | | |
| Central Recharges Income | | (51) | (369) |
| Corporate & Democratic Core Income | | (497) | (478) |
| | | (548) | (847) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 307 | 659 |
| Internal Reallocations Income | | (800) | (788) |
| | | (493) | (129) |
| Managed Outside the Service | | (929) | (901) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Cost Of Collection | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Supplies & Services | | | |
| External Audit Fees | | 4 | 4 |
| Other Hired And Contracted Services | | 123 | 123 |
| | | 126 | 126 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1,045 | 1,095 |
| | | 1,045 | 1,095 |
| Transfer Payments | | | |
| Council Tax Benefit Payments | | 48,615 | 48,615 |
| Discretionary NNDR Rebates | | 139 | 184 |
| | | 48,754 | 48,799 |
| Managed Expenditure | | 49,926 | 50,021 |
| Income - Grants | | | |
| Government Grants | | (47,923) | (47,923) |
| DCLG Grants | | (1,247) | (1,250) |
| | | (49,169) | (49,173) |
| Income - Charges | | | |
| Other Income | | (3,012) | (3,585) |
| | | (3,012) | (3,585) |
| Managed Income | | (52,181) | (52,758) |
| Net Managed Budget | | (2,255) | (2,738) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 7,102 | 7,250 |
| | | 7,102 | 7,250 |
| Managed Outside the Service | | 7,102 | 7,250 |
| Net Cost of Service | | 4,846 | 4,513 |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Revenue Services | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 3,582 | 3,655 |
| National Insurance Contributions | | 261 | 265 |
| Superannuation Costs | | 443 | 482 |
| Other Pension Costs | | 84 | 71 |
| Other Employee Related Costs | | 2 | 2 |
| Training And Development | | 10 | 10 |
| | | 4,382 | 4,486 |
| Premises | | | |
| NDR | | 3 | 3 |
| | | 3 | 3 |
| Supplies & Services | | | |
| Materials And Equipment | | 23 | 14 |
| Stationery And Postage | | 450 | 453 |
| Advertising | | 0 | 0 |
| IT/Telecommunications | | 221 | 228 |
| Insurance | | 2 | 2 |
| Professional Fees | | 401 | 419 |
| Allowances | | 0 | 0 |
| Other Hired And Contracted Services | | 62 | 62 |
| | | 1,159 | 1,177 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 0 | 0 |
| Travel Allowances | | 16 | 16 |
| | | 16 | 16 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 207 | 267 |
| | | 207 | 267 |
| Managed Expenditure | | 5,768 | 5,949 |
| Income - Charges | | | |
| Fees And Charges | | (51) | (51) |
| Education Income | | (65) | (58) |
| Other Income | | (1) | (1) |
| Income Received From ALMOs | | (6) | (4) |
| | | (123) | (115) |
| Managed Income | | (123) | (115) |
| Net Managed Budget | | 5,644 | 5,834 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 83 | 243 |
| Capital Charges | | 22 | 0 |
| | | 105 | 243 |
| Central Recharges | | | |
| Central Recharges Income | | (1) | (230) |
| Corporate & Democratic Core Income | | (397) | (397) |
| | | (398) | (627) |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Revenue Services | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 8,432 | 8,682 |
| Internal Reallocations Income | | (13,783) | (14,132) |
| | | (5,351) | (5,450) |
| Managed Outside the Service | | (5,644) | (5,834) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Benefits Service | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 4,448 | 4,214 |
| Agency And Temporary Staff | | 32 | 26 |
| National Insurance Contributions | | 293 | 278 |
| Superannuation Costs | | 556 | 560 |
| Other Pension Costs | | 102 | 98 |
| Other Employee Related Costs | | 2 | 2 |
| Training And Development | | 20 | 20 |
| | | 5,454 | 5,197 |
| Premises | | | |
| Rents | | 0 | 5 |
| NNDR | | 3 | 3 |
| | | 3 | 8 |
| Supplies & Services | | | |
| Materials And Equipment | | 40 | 21 |
| Stationery And Postage | | 154 | 191 |
| IT/Telecommunications | | 375 | 390 |
| Insurance | | 2 | 2 |
| Professional Fees | | 71 | 24 |
| Allowances | | 3 | 1 |
| External Audit Fees | | 42 | 42 |
| Other Hired And Contracted Services | | 60 | 62 |
| Publication And Promotion | | 18 | 18 |
| Miscellaneous | | 80 | 80 |
| | | 845 | 829 |
| Transport | | | |
| Travel Allowances | | 47 | 57 |
| | | 47 | 57 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 78 | 75 |
| | | 78 | 75 |
| Transfer Payments | | | |
| Compensation Payments | | 1 | 1 |
| | | 1 | 1 |
| Managed Expenditure | | 6,428 | 6,166 |
| Internal Income | | | |
| Income From Other Directorates | | (4,100) | (4,311) |
| | | (4,100) | (4,311) |
| Income - Grants | | | |
| Government Grants | | (6,487) | (6,349) |
| | | (6,487) | (6,349) |
| Income - Charges | | | |
| Fees And Charges | | (25) | (131) |
| Education Income | | (271) | (321) |
| Other Income | | (111) | (6) |
| | | (407) | (458) |
| Managed Income | | (10,994) | (11,118) |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Benefits Service | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Net Managed Budget | | (4,566) | (4,952) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 107 | 268 |
| Capital Charges | | 2 | 0 |
| | | 109 | 268 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 4,472 | 4,706 |
| Internal Reallocations Income | | (15) | (21) |
| | | 4,457 | 4,684 |
| Managed Outside the Service | | 4,566 | 4,952 |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Revenues and Benefits

| Student Support | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 332 | 276 |
| Agency And Temporary Staff | | 16 | 0 |
| National Insurance Contributions | | 20 | 19 |
| Superannuation Costs | | 38 | 40 |
| Other Pension Costs | | 17 | 2 |
| Other Employee Related Costs | | 1 | 1 |
| | | 425 | 338 |
| Supplies & Services | | | |
| Materials And Equipment | | 2 | 2 |
| Stationery And Postage | | 16 | 16 |
| IT/Telecommunications | | 4 | 1 |
| Insurance | | 0 | 0 |
| Professional Fees | | 1 | 0 |
| Allowances | | 0 | 0 |
| Other Hired And Contracted Services | | 2 | 0 |
| Publication And Promotion | | 2 | 0 |
| | | 27 | 19 |
| Transport | | | |
| Travel Allowances | | 1 | 0 |
| | | 1 | 0 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1 | 0 |
| | | 1 | 0 |
| Managed Expenditure | | 454 | 357 |
| Net Managed Budget | | 454 | 357 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (2) | 24 |
| | | (2) | 24 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 114 | 104 |
| | | 114 | 104 |
| Managed Outside the Service | | 112 | 128 |
| Net Cost of Service | | 566 | 485 |

Resources

| Housing Benefit | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 2,734 | 2,864 |
| | | 2,734 | 2,864 |
| Transfer Payments | | | |
| Housing Benefit Payments | | 218,675 | 218,685 |
| | | 218,675 | 218,685 |
| Managed Expenditure | | 221,410 | 221,549 |
| Income - Grants | | | |
| Government Grants | | (214,917) | (214,927) |
| | | (214,917) | (214,927) |
| Income - Charges | | | |
| Other Income | | (4,146) | (4,146) |
| | | (4,146) | (4,146) |
| Managed Income | | (219,063) | (219,073) |
| Net Managed Budget | | 2,346 | 2,476 |
| Net Cost of Service | | 2,346 | 2,476 |

Resources

Budget Manager : Chief ICT Officer

| Information Technology | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 10,429 | 10,336 |
| Agency And Temporary Staff | | 31 | 30 |
| National Insurance Contributions | | 800 | 773 |
| Superannuation Costs | | 1,231 | 1,444 |
| Other Pension Costs | | 157 | 175 |
| Other Employee Related Costs | | 18 | 20 |
| Training And Development | | 214 | 230 |
| | | 12,880 | 13,007 |
| Premises | | | |
| Buildings Maintenance | | 2 | 0 |
| Cleaning And Workplace Refuse | | 2 | 2 |
| Gas | | 4 | 0 |
| Rents | | 43 | 0 |
| Accommodation Charges | | 14 | 14 |
| | | 64 | 16 |
| Supplies & Services | | | |
| Materials And Equipment | | 24 | 18 |
| Stationery And Postage | | 53 | 22 |
| Advertising | | 2 | 0 |
| IT/Telecommunications | | 7,830 | 7,718 |
| Insurance | | 4 | 4 |
| Professional Fees | | 738 | 797 |
| Allowances | | 7 | 0 |
| Consultancy Services | | 50 | 10 |
| Other Hired And Contracted Services | | 123 | 100 |
| Publication And Promotion | | 25 | 25 |
| | | 8,855 | 8,693 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 17 | 17 |
| Travel Allowances | | 48 | 45 |
| Fuel | | 4 | 4 |
| Transport Related Insurance | | 0 | 0 |
| | | 69 | 66 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 31 | 26 |
| | | 31 | 26 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 3,989 | 4,472 |
| | | 3,989 | 4,472 |
| Managed Expenditure | | 25,887 | 26,279 |
| Internal Income | | | |
| Income From Other Directorates | | (8,241) | (9,417) |
| | | (8,241) | (9,417) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (87) | (87) |
| Fees And Charges | | 0 | (5) |
| Education Income | | (1,136) | (1,249) |
| Income Received From ALMOs | | (1,620) | (1,645) |

Resources

Budget Manager : Chief ICT Officer

| Information Technology | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | (2,844) | (2,986) |
| Managed Income | | (11,085) | (12,403) |
| Net Managed Budget | | 14,802 | 13,876 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 305 | 767 |
| Vehicles And Plant (Non Leasing) | | 0 | (2) |
| Capital Charges | | 9,382 | 10,767 |
| | | 9,687 | 11,532 |
| Central Recharges | | | |
| Central Recharges Income | | (357) | 1,879 |
| | | (357) | 1,879 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 6,635 | 5,937 |
| Internal Reallocations Income | | (27,373) | (28,845) |
| | | (20,738) | (22,909) |
| Managed Outside the Service | | (11,407) | (9,498) |
| Net Cost of Service | | 3,395 | 4,378 |

Resources

Budget Manager : Chief Officer HR

| Human Resources | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 5,752 | 5,932 |
| Agency And Temporary Staff | | 19 | 22 |
| National Insurance Contributions | | 434 | 446 |
| Superannuation Costs | | 727 | 802 |
| Other Pension Costs | | 311 | 322 |
| Other Employee Related Costs | | 15 | 62 |
| Training And Development | | 431 | 381 |
| | | 7,690 | 7,967 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| Rents | | 152 | 43 |
| | | 152 | 44 |
| Supplies & Services | | | |
| Materials And Equipment | | 41 | 45 |
| Stationery And Postage | | 73 | 75 |
| Advertising | | 1 | 1 |
| IT/Telecommunications | | 41 | 41 |
| Insurance | | 1 | 2 |
| Events And Projects | | 6 | 6 |
| Professional Fees | | 16 | 16 |
| Allowances | | 9 | 2 |
| Other Hired And Contracted Services | | 100 | 276 |
| Miscellaneous | | 4 | 4 |
| | | 293 | 469 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 1 | 1 |
| Travel Allowances | | 72 | 57 |
| Private Hire | | 0 | 0 |
| | | 73 | 58 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 111 | 146 |
| | | 111 | 146 |
| Managed Expenditure | | 8,319 | 8,683 |
| Internal Income | | | |
| Income From Other Directorates | | (10) | (10) |
| | | (10) | (10) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (10) |
| Education Income | | (381) | (406) |
| Contributions | | (50) | (50) |
| Other Income | | (1) | (1) |
| Income Received From ALMOs | | (10) | (10) |
| | | (442) | (476) |
| Managed Income | | (452) | (486) |
| Net Managed Budget | | 7,867 | 8,197 |

Resources

Budget Manager : Chief Officer HR

| Human Resources | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (40) | 202 |
| Capital Charges | | 95 | 118 |
| | | 55 | 320 |
| Central Recharges | | | |
| Central Recharges Income | | 256 | (616) |
| | | 256 | (616) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 952 | 1,093 |
| Internal Reallocations Income | | (9,130) | (8,993) |
| | | (8,178) | (7,900) |
| Managed Outside the Service | | (7,867) | (8,197) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer Audit and Risk

| Audit & Risk | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 2,109 | 2,026 |
| National Insurance Contributions | | 163 | 153 |
| Superannuation Costs | | 278 | 287 |
| Other Pension Costs | | 0 | 24 |
| Other Employee Related Costs | | 4 | 4 |
| Training And Development | | 20 | 28 |
| | | 2,574 | 2,522 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 1 | 0 |
| Rents | | 60 | 61 |
| | | 60 | 61 |
| Supplies & Services | | | |
| Materials And Equipment | | 45 | 41 |
| Stationery And Postage | | 9 | 11 |
| IT/Telecommunications | | 25 | 19 |
| Insurance | | 1 | 1 |
| Professional Fees | | 10 | 7 |
| Allowances | | 3 | 3 |
| External Audit Fees | | 541 | 541 |
| Other Hired And Contracted Services | | 31 | 39 |
| | | 665 | 662 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 15 | 13 |
| Travel Allowances | | 10 | 7 |
| Transport Related Insurance | | 0 | 1 |
| | | 24 | 21 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 11 | 6 |
| Distributed Grants | | 2 | 0 |
| | | 12 | 6 |
| Managed Expenditure | | 3,336 | 3,273 |
| Internal Income | | | |
| Income From Other Directorates | | (554) | 0 |
| Recharges Income From Capital | | (156) | (32) |
| | | (709) | (32) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (165) | (165) |
| Fees And Charges | | 0 | (1) |
| Education Income | | (20) | (25) |
| Other Income | | (40) | (41) |
| | | (225) | (233) |
| Managed Income | | (934) | (265) |
| Net Managed Budget | | 2,401 | 3,008 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 105 | 159 |
| Vehicles And Plant (Non Leasing) | | (8) | (6) |

Resources

Budget Manager : Chief Officer Audit and Risk

| Audit & Risk | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Capital Charges | | 6 | 6 |
| | | 103 | 159 |
| Central Recharges | | | |
| Central Recharges Income | | (31) | 5 |
| Corporate & Democratic Core Income | | (540) | (659) |
| | | (572) | (654) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,984 | 432 |
| Internal Reallocations Income | | (3,275) | (2,396) |
| | | (1,291) | (1,964) |
| Managed Outside the Service | | (1,760) | (2,460) |
| Net Cost of Service | | 641 | 548 |

Resources

Budget Manager : Chief Officer Resources and Strategy

| Support Services And Directorate | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 665 | 541 |
| Agency And Temporary Staff | | 1 | 1 |
| National Insurance Contributions | | 51 | 42 |
| Superannuation Costs | | 86 | 75 |
| Other Pension Costs | | 105 | 159 |
| Other Employee Related Costs | | 1 | 2 |
| Training And Development | | 6 | 6 |
| | | 916 | 827 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| | | 0 | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 11 | 8 |
| Stationery And Postage | | 60 | 69 |
| IT/Telecommunications | | 17 | 3 |
| Insurance | | 4 | 2 |
| Events And Projects | | 0 | 0 |
| Professional Fees | | 5 | 2 |
| Allowances | | 1 | 0 |
| Other Hired And Contracted Services | | 21 | 21 |
| Publication And Promotion | | 1 | 1 |
| Miscellaneous | | 9 | 9 |
| | | 130 | 115 |
| Transport | | | |
| Travel Allowances | | 8 | 2 |
| Transport Related Insurance | | 3 | 3 |
| | | 11 | 4 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 10 | 13 |
| | | 10 | 13 |
| Managed Expenditure | | 1,067 | 960 |
| Income - Charges | | | |
| Fees And Charges | | 0 | (1) |
| Other Income | | (1) | (1) |
| | | (1) | (2) |
| Managed Income | | (1) | (2) |
| Net Managed Budget | | 1,066 | 958 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (73) | (110) |
| | | (73) | (110) |
| Central Recharges | | | |
| Corporate & Democratic Core Income | | (39) | (43) |
| | | (39) | (43) |

Resources

Budget Manager : Chief Officer Resources and Strategy

| Support Services And Directorate | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 349 | 246 |
| Internal Reallocations Income | | (1,304) | (1,051) |
| | | (954) | (805) |
| Managed Outside the Service | | (1,066) | (958) |
| Net Cost of Service | | 0 | 0 |

Resources

Budget Manager : Chief Officer PPPU

| Public Private Partnership Unit | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 2,989 | 2,587 |
| Agency And Temporary Staff | | 0 | 431 |
| National Insurance Contributions | | 256 | 213 |
| Superannuation Costs | | 384 | 350 |
| Other Pension Costs | | 62 | 0 |
| Other Employee Related Costs | | 26 | 17 |
| Training And Development | | 50 | 50 |
| | | 3,767 | 3,647 |
| Premises | | | |
| Grounds Maintenance | | 2 | 2 |
| Cleaning And Workplace Refuse | | 17 | 17 |
| NNDR | | 31 | 56 |
| Premises Related Insurance | | 3 | 0 |
| | | 53 | 74 |
| Supplies & Services | | | |
| Materials And Equipment | | 13 | 6 |
| Stationery And Postage | | 26 | 25 |
| IT/Telecommunications | | 74 | 61 |
| Insurance | | 0 | 1 |
| Professional Fees | | 10 | 15 |
| Allowances | | 0 | 1 |
| Other Hired And Contracted Services | | 10 | 80 |
| Publication And Promotion | | 0 | 20 |
| | | 133 | 208 |
| Transport | | | |
| Travel Allowances | | 26 | 26 |
| | | 26 | 26 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 4 | 1 |
| | | 4 | 1 |
| Managed Expenditure | | 3,983 | 3,956 |
| Internal Income | | | |
| Income From Other Directorates | | (5,657) | (3,189) |
| | | (5,657) | (3,189) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (1) |
| Education Income | | 0 | (1,183) |
| Other Income | | (120) | (564) |
| | | (120) | (1,748) |
| Managed Income | | (5,777) | (4,938) |
| Net Managed Budget | | (1,794) | (982) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 82 | 228 |
| | | 82 | 228 |

Resources

Budget Manager : Chief Officer PPPU

| Public Private Partnership Unit | | | |
|---------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,356 | 416 |
| Internal Reallocations Income | | (4) | (4) |
| | | 1,352 | 412 |
| Managed Outside the Service | | 1,434 | 640 |
| Net Cost of Service | | (360) | (342) |

Resources

Budget Manager : Chief Officer CPM

| Corporate Property Management | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 6,528 | 6,572 |
| Agency And Temporary Staff | | 45 | 47 |
| National Insurance Contributions | | 406 | 409 |
| Superannuation Costs | | 707 | 746 |
| Other Pension Costs | | 131 | 72 |
| Other Employee Related Costs | | 31 | 13 |
| Training And Development | | 11 | 7 |
| | | 7,859 | 7,867 |
| Premises | | | |
| Buildings Maintenance | | 7,452 | 6,636 |
| Grounds Maintenance | | 116 | 125 |
| Building Security | | 671 | 765 |
| Cleaning And Workplace Refuse | | 1,583 | 1,617 |
| Gas | | 579 | 595 |
| Electricity | | 1,174 | 1,114 |
| Other Utilities | | 255 | 284 |
| Rents | | 5,230 | 5,091 |
| NNDR | | 2,320 | 2,749 |
| Premises Related Insurance | | 167 | 90 |
| | | 19,546 | 19,067 |
| Supplies & Services | | | |
| Materials And Equipment | | 810 | 786 |
| Stationery And Postage | | 1,304 | 1,010 |
| Advertising | | 1 | 1 |
| IT/Telecommunications | | 55 | 62 |
| Insurance | | 15 | 30 |
| Events And Projects | | 1 | 1 |
| Professional Fees | | 2 | 5 |
| Allowances | | 0 | 0 |
| Consultancy Services | | 31 | 35 |
| Security Services | | 1 | 1 |
| Other Hired And Contracted Services | | 559 | 233 |
| Publication And Promotion | | 0 | 0 |
| Miscellaneous | | 43 | 43 |
| | | 2,822 | 2,208 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 57 | 67 |
| Travel Allowances | | 31 | 116 |
| Fuel | | 21 | 22 |
| Transport Related Insurance | | 6 | 4 |
| | | 115 | 208 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 58 | 41 |
| Charges To/From HRA | | 154 | 143 |
| | | 212 | 185 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 74 | 76 |
| | | 74 | 76 |

Resources

Budget Manager : Chief Officer CPM

| Corporate Property Management | | | |
|--------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Managed Expenditure | | 30,629 | 29,610 |
| Internal Income | | | |
| Income From Other Directorates | | (7,955) | (7,863) |
| Charge To/From HRA | | (154) | (143) |
| Corp Prop Management Income From HRA | | (44) | 0 |
| | | (8,153) | (8,007) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (149) | (137) |
| Fees And Charges | | (452) | (486) |
| Education Income | | (694) | (753) |
| Other Income | | (37) | (157) |
| Rents | | 0 | (131) |
| Income Received From ALMOs | | (218) | (203) |
| | | (1,551) | (1,868) |
| Managed Income | | (9,704) | (9,874) |
| Net Managed Budget | | 20,925 | 19,736 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 116 | 362 |
| Vehicles And Plant (Non Leasing) | | (53) | (61) |
| Capital Charges | | 2,273 | 1,923 |
| | | 2,336 | 2,225 |
| Central Recharges | | | |
| Central Recharges Income | | (13,634) | 21 |
| | | (13,634) | 21 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 12,363 | 14,236 |
| Internal Reallocations Income | | (22,292) | (36,510) |
| | | (9,929) | (22,275) |
| Managed Outside the Service | | (21,226) | (20,029) |
| Net Cost of Service | | (302) | (294) |

Resources

Budget Manager : Chief Commercial Services Officer

| Commercial Services | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 6,003 | 6,624 |
| Agency And Temporary Staff | | 18 | 16 |
| National Insurance Contributions | | 305 | 344 |
| Superannuation Costs | | 545 | 623 |
| Other Pension Costs | | 17 | 73 |
| Other Employee Related Costs | | 37 | 20 |
| Training And Development | | 50 | 51 |
| | | 6,975 | 7,750 |
| Premises | | | |
| Buildings Maintenance | | 1 | 1 |
| Grounds Maintenance | | 1 | 1 |
| Building Security | | 9 | 7 |
| Cleaning And Workplace Refuse | | 24 | 24 |
| Gas | | 7 | 6 |
| Electricity | | 12 | 8 |
| Other Utilities | | 3 | 4 |
| Rents | | 0 | 3 |
| NDR | | 41 | 39 |
| Premises Related Insurance | | 1 | 2 |
| | | 99 | 93 |
| Supplies & Services | | | |
| Materials And Equipment | | 42 | 40 |
| Stationery And Postage | | 22 | 18 |
| Advertising | | 1 | 1 |
| IT/Telecommunications | | 252 | 106 |
| Insurance | | 3 | 2 |
| Professional Fees | | 4 | 4 |
| Allowances | | 1 | 1 |
| Consultancy Services | | 1 | 1 |
| Other Hired And Contracted Services | | 85 | 82 |
| Publication And Promotion | | 2 | 0 |
| Miscellaneous | | 1 | 0 |
| | | 414 | 255 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 2,023 | 2,134 |
| Travel Allowances | | 55 | 51 |
| Fuel | | 496 | 536 |
| Private Hire | | 6,275 | 6,665 |
| Transport Related Insurance | | 80 | 93 |
| | | 8,930 | 9,479 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 203 | 177 |
| Charges To/From HRA | | 1,113 | 1,224 |
| | | 1,316 | 1,401 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 32 | 33 |
| | | 32 | 33 |
| Managed Expenditure | | 17,766 | 19,011 |

Resources

Budget Manager : Chief Commercial Services Officer

| Commercial Services | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Internal Income | | | |
| Income From Other Directorates | | (9,316) | (10,064) |
| Charge To/From HRA | | (1,113) | (1,224) |
| | | (10,430) | (11,288) |
| Income - Grants | | | |
| Government Grants | | 0 | (260) |
| | | 0 | (260) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (12) | (13) |
| Fees And Charges | | 0 | 0 |
| Education Income | | (6,714) | (6,793) |
| Other Income | | (451) | (296) |
| | | (7,177) | (7,103) |
| Managed Income | | (17,607) | (18,650) |
| Net Managed Budget | | 159 | 361 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 188 | 334 |
| Vehicles And Plant (Non Leasing) | | (1,070) | (1,236) |
| Capital Charges | | 45 | 49 |
| | | (837) | (854) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 744 | 721 |
| Internal Reallocations Income | | (364) | (348) |
| | | 380 | 373 |
| Managed Outside the Service | | (457) | (481) |
| Net Cost of Service | | (297) | (120) |

Resources

Budget Manager : Chief Commercial Services Officer

| Commercial Services Trading | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 24,567 | 23,574 |
| Agency And Temporary Staff | | 1,622 | 1,396 |
| National Insurance Contributions | | 1,305 | 1,219 |
| Superannuation Costs | | 2,148 | 2,247 |
| Other Pension Costs | | 532 | 576 |
| Other Employee Related Costs | | 300 | 431 |
| Training And Development | | 138 | 114 |
| | | 30,612 | 29,557 |
| Premises | | | |
| Buildings Maintenance | | 101 | 83 |
| Building Security | | 84 | 9 |
| Cleaning And Workplace Refuse | | 219 | 259 |
| Gas | | 83 | 66 |
| Electricity | | 93 | 83 |
| Other Utilities | | 21 | 25 |
| Rents | | 22 | 60 |
| NNDR | | 139 | 132 |
| Premises Related Insurance | | 4 | 9 |
| | | 765 | 727 |
| Supplies & Services | | | |
| Materials And Equipment | | 8,379 | 8,187 |
| Stationery And Postage | | 103 | 119 |
| Advertising | | 2 | 2 |
| IT/Telecommunications | | 260 | 326 |
| Insurance | | 34 | 34 |
| Events And Projects | | 8 | 1 |
| Professional Fees | | 19 | 17 |
| Recycling And Reuse | | 4 | 4 |
| Allowances | | 3 | 1 |
| Consultancy Services | | 3 | 3 |
| Security Services | | 0 | 0 |
| Other Hired And Contracted Services | | 3,712 | 4,283 |
| Publication And Promotion | | 33 | 19 |
| Miscellaneous | | 2,748 | 2,483 |
| | | 15,309 | 15,480 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 5,653 | 5,540 |
| Travel Allowances | | 101 | 89 |
| Fuel | | 4,683 | 4,325 |
| Transport Related Insurance | | 128 | 101 |
| | | 10,565 | 10,055 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 128 | 39 |
| Charges To/From HRA | | 100 | 0 |
| | | 228 | 39 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 211 | 169 |
| | | 211 | 169 |

Resources

Budget Manager : Chief Commercial Services Officer

| Commercial Services Trading | | | |
|----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Managed Expenditure | | 57,689 | 56,027 |
| Internal Income | | | |
| Income From Other Directorates | | (58,383) | (57,397) |
| Charge To/From HRA | | (100) | 0 |
| Redistribution Of Grants Income | | (80) | 0 |
| | | (58,564) | (57,397) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (780) | (1,063) |
| Fees And Charges | | (241) | (268) |
| Education Income | | (4) | (6) |
| Other Income | | (567) | (362) |
| Income Received From ALMOs | | (3,135) | (3,080) |
| | | (4,727) | (4,779) |
| Managed Income | | (63,291) | (62,176) |
| Net Managed Budget | | (5,602) | (6,149) |
| Accounting Adjustments | | | |
| Vehicles And Plant (Non Leasing) | | (397) | (388) |
| Capital Charges | | 581 | 647 |
| | | 183 | 259 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 6,934 | 7,237 |
| Internal Reallocations Income | | (3,379) | (3,636) |
| | | 3,555 | 3,601 |
| Managed Outside the Service | | 3,738 | 3,860 |
| Net Cost of Service | | (1,864) | (2,289) |

Corporate Governance



Main responsibilities:

- 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 organisation of elections.
- 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 Monitoring Officer role.
- The registration of births, deaths and marriages.
- Maintenance of the council's Local Land Charges register and co-ordination of the responses to search enquiries concerning the discharge of the council's functions in relation to land.
- Overseeing 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.
- Provision and the procurement of a comprehensive range of legal services to the council, its decision-making bodies and departments. Data protection, human rights, freedom of information and the regulation of surveillance activities.
- Administration and enforcement activities associated with public entertainment, liquor, gambling and vehicle licences.

Budget Highlights 2010/11

- The budget reflects the impact of a proposed reduction in Scrutiny Boards from seven to five, the merger of the Licensing and Regulatory Panel and Licensing Panel and a reduction of Plans Panels from three to two. Savings in Members Allowances amount to £50k plus £80k on pay from the deletion of posts within Scrutiny Support and Governance Services. In addition, it is proposed to delete one support assistant post from each of the three largest group offices. Full year savings will amount to £59k, however £15k has been included in the 2010/11 budget to allow a planned reduction in current staffing levels.
- Other staffing efficiencies within the area of Legal, Licensing and Registration total £100K.
- Provision has been made for the local election in 2010, which is estimated at £250k.

Corporate Governance

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|-----------------------------------|--|------------------|------------------------|----------|-------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Chief Legal Services Officer | Legal, Licensing And Registration | 2,278 | 11,777 | (11,672) | 105 | 2,349 | 2,453 |
| Chief Democratic Services Officer | Democratic Services | (5) | 6,216 | (22) | 6,194 | (6,197) | (2) |
| Chief Officer Procurement | Procurement | 0 | 1,809 | (255) | 1,554 | (1,554) | 0 |
| Net Cost of Service | | 2,273 | 19,802 | (11,949) | 7,853 | (5,402) | 2,451 |
| | Transfers to and from earmarked reserves | 0 | 0 | 0 | 0 | (934) | (934) |
| Net Revenue Charge | | 2,273 | 19,802 | (11,949) | 7,853 | (6,336) | 1,517 |

Corporate Governance

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 12,760 | 12,698 |
| Agency And Temporary Staff | | 20 | 18 |
| National Insurance Contributions | | 950 | 950 |
| Superannuation Costs | | 1,565 | 1,612 |
| Other Pension Costs | | 118 | 118 |
| Other Employee Related Costs | | 65 | 55 |
| Training And Development | | 117 | 119 |
| | | 15,595 | 15,569 |
| Premises | | | |
| Buildings Maintenance | | 0 | 4 |
| Grounds Maintenance | | 20 | 16 |
| Building Security | | 2 | 2 |
| Cleaning And Workplace Refuse | | 7 | 9 |
| Gas | | 6 | 6 |
| Electricity | | 3 | 3 |
| Other Utilities | | 2 | 2 |
| Rents | | 4 | 4 |
| NDR | | 20 | 20 |
| Accommodation Charges | | 423 | 443 |
| Premises Related Insurance | | 0 | 0 |
| | | 487 | 510 |
| Supplies & Services | | | |
| Materials And Equipment | | 313 | 340 |
| Stationery And Postage | | 535 | 542 |
| Advertising | | 18 | 18 |
| IT/Telecommunications | | 555 | 553 |
| Insurance | | 22 | 22 |
| Events And Projects | | 2 | 2 |
| Professional Fees | | 67 | 69 |
| Allowances | | 12 | 12 |
| Consultancy Services | | 21 | 1 |
| Security Services | | 0 | 4 |
| Other Hired And Contracted Services | | 204 | 463 |
| Publication And Promotion | | 25 | 25 |
| Miscellaneous | | (202) | 1 |
| | | 1,571 | 2,050 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 17 | 16 |
| Travel Allowances | | 141 | 137 |
| Fuel | | 6 | 6 |
| Transport Related Insurance | | 1 | 1 |
| | | 165 | 160 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1,397 | 1,406 |
| | | 1,397 | 1,406 |
| Transfer Payments | | | |
| Civic Allowances | | 72 | 70 |
| | | 72 | 70 |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 8 | 8 |

Corporate Governance

Summary of budget by type of spending or income

| | £000 | Budget 2009/10 | Budget 2010/11 |
|---|------|-------------------|-------------------|
| Capital | | 8 | 8 |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | (51) | (51) |
| | | (51) | (51) |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 87 | 80 |
| | | 87 | 80 |
| Managed Expenditure | | 19,332 | 19,802 |
| Internal Income | | | |
| Income From Other Directorates | | (6,357) | (6,529) |
| Corporate & Democratic Core Chge To HRA | | (75) | (75) |
| | | (6,432) | (6,604) |
| Income - Grants | | | |
| DCLG Grants | | (125) | 0 |
| | | (125) | 0 |
| Income - Charges | | | |
| Sale Of Goods And Services | | (120) | (120) |
| Fees And Charges | | (3,927) | (3,910) |
| Education Income | | (270) | (273) |
| Contributions | | 0 | (176) |
| Other Income | | (268) | (421) |
| Income Received From ALMOs | | (419) | (445) |
| | | (5,004) | (5,345) |
| Managed Income | | (11,562) | (11,949) |
| Net Managed Budget | | 7,770 | 7,853 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 470 | 934 |
| Vehicles And Plant (Non Leasing) | | (5) | (3) |
| Transfers To/From Statutory Reserves | | 0 | (934) |
| Capital Charges | | 44 | 17 |
| | | 510 | 14 |
| Central Recharges | | | |
| Central Recharges Income | | 38 | (60) |
| Corporate & Democratic Core Income | | (7,902) | (8,036) |
| | | (7,864) | (8,096) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 11,423 | 11,770 |
| Internal Reallocations Income | | (9,566) | (10,025) |
| | | 1,857 | 1,745 |
| Managed Outside the Service | | (5,497) | (6,336) |
| Net Cost of Service | | 2,273 | 1,517 |

Corporate Governance

Budget Manager : Chief Legal Services Officer

| Legal, Licensing And Registration | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 6,738 | 6,892 |
| National Insurance Contributions | | 493 | 498 |
| Superannuation Costs | | 902 | 918 |
| Other Pension Costs | | 19 | 19 |
| Other Employee Related Costs | | 61 | 51 |
| Training And Development | | 67 | 69 |
| | | 8,279 | 8,446 |
| Premises | | | |
| Buildings Maintenance | | 0 | 4 |
| Grounds Maintenance | | 10 | 7 |
| Building Security | | 2 | 2 |
| Cleaning And Workplace Refuse | | 7 | 9 |
| Gas | | 6 | 6 |
| Electricity | | 3 | 3 |
| Other Utilities | | 2 | 2 |
| Rents | | 4 | 4 |
| NNDR | | 20 | 20 |
| Accommodation Charges | | 423 | 443 |
| Premises Related Insurance | | 0 | 0 |
| | | 477 | 500 |
| Supplies & Services | | | |
| Materials And Equipment | | 247 | 273 |
| Stationery And Postage | | 333 | 340 |
| Advertising | | 4 | 4 |
| IT/Telecommunications | | 289 | 286 |
| Insurance | | 22 | 22 |
| Events And Projects | | 1 | 1 |
| Professional Fees | | 43 | 44 |
| Allowances | | 2 | 2 |
| Consultancy Services | | 0 | 0 |
| Security Services | | 0 | 4 |
| Other Hired And Contracted Services | | 98 | 357 |
| Miscellaneous | | 1 | 1 |
| | | 1,038 | 1,334 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 4 | 4 |
| Travel Allowances | | 63 | 63 |
| Fuel | | 1 | 1 |
| | | 68 | 68 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1,390 | 1,399 |
| | | 1,390 | 1,399 |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 8 | 8 |
| | | 8 | 8 |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | (51) | (51) |
| | | (51) | (51) |
| Appropriation | | | |

Corporate Governance

Budget Manager : Chief Legal Services Officer

| Legal, Licensing And Registration | | | |
|---|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 73 | 73 |
| | | 73 | 73 |
| Managed Expenditure | | 11,283 | 11,777 |
| Internal Income | | | |
| Income From Other Directorates | | (6,357) | (6,529) |
| Corporate & Democratic Core Chge To HRA | | (75) | (75) |
| | | (6,432) | (6,604) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (115) | (115) |
| Fees And Charges | | (3,927) | (3,903) |
| Education Income | | (270) | (273) |
| Contributions | | 0 | (176) |
| Other Income | | (203) | (253) |
| Income Received From ALMOs | | (322) | (348) |
| | | (4,837) | (5,068) |
| Managed Income | | (11,270) | (11,672) |
| Net Managed Budget | | 13 | 105 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 320 | 580 |
| Capital Charges | | 11 | 11 |
| | | 331 | 591 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 9,573 | 9,900 |
| Internal Reallocations Income | | (7,640) | (8,143) |
| | | 1,933 | 1,757 |
| Managed Outside the Service | | 2,264 | 2,349 |
| Net Cost of Service | | 2,278 | 2,453 |

Corporate Governance

Budget Manager : Chief Democratic Services Officer

| Democratic Services | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 4,649 | 4,472 |
| Agency And Temporary Staff | | 20 | 18 |
| National Insurance Contributions | | 351 | 349 |
| Superannuation Costs | | 476 | 501 |
| Other Pension Costs | | 27 | 27 |
| Other Employee Related Costs | | 3 | 3 |
| Training And Development | | 38 | 38 |
| | | 5,564 | 5,407 |
| Premises | | | |
| Grounds Maintenance | | 10 | 10 |
| Cleaning And Workplace Refuse | | 0 | 0 |
| | | 10 | 10 |
| Supplies & Services | | | |
| Materials And Equipment | | 55 | 55 |
| Stationery And Postage | | 177 | 177 |
| Advertising | | 4 | 4 |
| IT/Telecommunications | | 248 | 248 |
| Events And Projects | | 1 | 1 |
| Professional Fees | | 21 | 21 |
| Allowances | | 5 | 5 |
| Consultancy Services | | 20 | 0 |
| Other Hired And Contracted Services | | 95 | 95 |
| Publication And Promotion | | 25 | 25 |
| Miscellaneous | | (203) | 0 |
| | | 447 | 630 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 12 | 11 |
| Travel Allowances | | 69 | 67 |
| Fuel | | 5 | 5 |
| Transport Related Insurance | | 1 | 1 |
| | | 87 | 84 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 7 | 7 |
| | | 7 | 7 |
| Transfer Payments | | | |
| Civic Allowances | | 72 | 70 |
| | | 72 | 70 |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | 14 | 7 |
| | | 14 | 7 |
| Managed Expenditure | | 6,202 | 6,216 |
| Income - Charges | | | |
| Sale Of Goods And Services | | (5) | (5) |
| Fees And Charges | | 0 | (6) |
| Other Income | | (13) | (11) |
| | | (18) | (22) |
| Managed Income | | (18) | (22) |

Corporate Governance

Budget Manager : Chief Democratic Services Officer

| Democratic Services | | | |
|------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Net Managed Budget | | 6,184 | 6,194 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 152 | 300 |
| Vehicles And Plant (Non Leasing) | | (5) | (3) |
| Capital Charges | | 33 | 6 |
| | | 180 | 303 |
| Central Recharges | | | |
| Corporate & Democratic Core Income | | (7,902) | (8,036) |
| | | (7,902) | (8,036) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 1,534 | 1,536 |
| | | 1,534 | 1,536 |
| Managed Outside the Service | | (6,188) | (6,197) |
| Net Cost of Service | | (5) | (2) |

Corporate Governance

Budget Manager : Chief Officer Procurement

| Procurement | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 1,373 | 1,334 |
| National Insurance Contributions | | 106 | 103 |
| Superannuation Costs | | 187 | 193 |
| Other Pension Costs | | 72 | 72 |
| Other Employee Related Costs | | 2 | 2 |
| Training And Development | | 12 | 12 |
| | | 1,751 | 1,715 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| | | 0 | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 11 | 11 |
| Stationery And Postage | | 25 | 25 |
| Advertising | | 11 | 11 |
| IT/Telecommunications | | 19 | 19 |
| Professional Fees | | 3 | 3 |
| Allowances | | 5 | 5 |
| Consultancy Services | | 1 | 1 |
| Other Hired And Contracted Services | | 11 | 11 |
| | | 86 | 86 |
| Transport | | | |
| Vehicles And Plant Related Expenditure | | 1 | 1 |
| Travel Allowances | | 10 | 7 |
| | | 10 | 8 |
| Managed Expenditure | | 1,847 | 1,809 |
| Income - Grants | | | |
| DCLG Grants | | (125) | 0 |
| | | (125) | 0 |
| Income - Charges | | | |
| Fees And Charges | | 0 | (1) |
| Other Income | | (52) | (157) |
| Income Received From ALMOs | | (97) | (97) |
| | | (149) | (255) |
| Managed Income | | (274) | (255) |
| Net Managed Budget | | 1,573 | 1,554 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (1) | 54 |
| | | (1) | 54 |
| Central Recharges | | | |
| Central Recharges Income | | 38 | (60) |
| | | 38 | (60) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 316 | 334 |
| Internal Reallocations Income | | (1,926) | (1,882) |
| | | (1,610) | (1,549) |

Corporate Governance

Budget Manager : Chief Officer Procurement

| Procurement | | | |
|-----------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Managed Outside the Service | | (1,573) | (1,554) |
| Net Cost of Service | | 0 | 0 |

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Planning, Policy and Improvement



Main responsibilities:

Customer Services

- Lead the front line services provided through the council's One Stop Centres.
- Provision of the council's front-line services at the Corporate Contact Centre and the further migration and development of services in the centre.
- Develop new ways for customers to access services - for example, by developing new joint service centres in partnership with healthcare providers, and creating public access points in libraries.
- Provision of a Welfare Rights service.
- Provision of a Central Interpretation and Translation service.

Leeds Initiative, Policy and Partnerships

- Provide procedural, strategic and policy advice to elected members and chief officers on the development and management of the council's corporate agenda, embodied in the council's key strategic planning documents.
- Create a culture of excellence in our partnerships, corporate planning and policy development activities.
- Support directorates, services, elected members and local partnership agencies to deliver strategies that promote and enhance equality of opportunity in service delivery and community engagement.
- Influence national, regional and sub-regional policies and co-ordinate the city's international relations activity to support Leeds' ambition of 'going up a league' and to reinforce Leeds' role as the regional capital.
- Deliver an effective performance management system for the council and its partners and ensure service planning is embedded across the council.

Business Change and Transformation

- Create a culture of excellence and continuous improvement in the way the council functions and provides services, bringing together people, process and technology developments and change.
- Provide leadership to the council's business transformation aspirations around key priorities within the Council Business Plan ensuring activity is properly prioritised, planned, resourced and governed.
- Champion cultural change and undertake business efficiency and review work across the council.
- Provide the lead responsibility for the council's information governance framework and related activities.

Communications

- Create a culture of excellence in communications activities across the council, working in partnership with others to ensure effective communications with residents, staff, elected members, partners and the media.



-
- Provide a corporate communications service to the council, elected members and departments covering the wide breadth of communications activity – PR, marketing, branding, publications, internet, intranet etc.
 - Provide a corporate media and press relations service for the council and related partners.
 - Produce key corporate publications for residents ('About Leeds') and city council employees.
 - Help raise the profile of the council by enhancing its reputation and corporate identity and to strengthen and manage the council's brand and image.
 - Contribute to the strategic marketing of the city in partnership with other stakeholders and agencies to promote Leeds to a local, regional, national and international audience.

Budget Highlights 2010/11

- A standstill budget has been agreed for 2010/11, which will necessitate major efficiencies in order to meet cost pressures and service enhancements across the full range of planning, policy and improvement functions, including the front-facing service of Customer Services.
- Staffing efficiencies across a number of service areas amount to £240k, a reduction of approximately 8 full time equivalents.
- 2010 will also see the opening of two new 'joint service centres' (JSC's) which will comprise one-stop customer services as well as other council services. The cost of staffing the centres (£393k) will be met by redirecting existing resource within Customer Services at no additional cost to the council. In addition the Contact Centre have taken back the call handling work from East North East Homes.

Planning, Policy And Improvement

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|---------------------------------------|--|------------------|------------------------|---------|--------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Assistant Chief Executive | Executive Support | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Officer Customer Services | Customer Services | 2,397 | 12,163 | (4,929) | 7,234 | (4,318) | 2,916 |
| Chief Officer LIP | Leeds Initiative & Partnerships | 597 | 2,207 | (425) | 1,782 | (1,297) | 485 |
| Chief Officer Business Transformation | Business Transformation | 0 | 1,831 | (918) | 912 | (912) | 0 |
| Assistant Chief Executive | Ppi Management & Support | 0 | 2,695 | (268) | 2,427 | (2,427) | 0 |
| Net Cost of Service | | 2,994 | 18,895 | (6,540) | 12,355 | (8,954) | 3,401 |
| | Transfers to and from earmarked reserves | 0 | 0 | 0 | 0 | (756) | (756) |
| Net Revenue Charge | | 2,994 | 18,895 | (6,540) | 12,355 | (9,710) | 2,645 |

Planning, Policy And Improvement

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--|-------------------|-------------------|
| Employees | | |
| Direct Pay Costs | 12,257 | 12,640 |
| National Insurance Contributions | 904 | 967 |
| Superannuation Costs | 1,485 | 1,602 |
| Other Pension Costs | 249 | 289 |
| Other Employee Related Costs | 85 | 60 |
| Training And Development | 67 | 67 |
| | 15,046 | 15,625 |
| Premises | | |
| Buildings Maintenance | 10 | 10 |
| Grounds Maintenance | 1 | 1 |
| Cleaning And Workplace Refuse | 7 | 7 |
| Gas | 1 | 1 |
| Electricity | 1 | 1 |
| Other Utilities | 0 | 0 |
| Rents | 1 | 1 |
| NNDR | 4 | 4 |
| Accommodation Charges | 7 | 7 |
| Premises Related Insurance | 26 | 26 |
| | 58 | 58 |
| Supplies & Services | | |
| Materials And Equipment | 94 | 471 |
| Stationery And Postage | 352 | 347 |
| Advertising | 11 | 1 |
| IT/Telecommunications | 432 | 482 |
| Insurance | 4 | 4 |
| Events And Projects | 2 | 2 |
| Professional Fees | 303 | 91 |
| Grants And Contributions | 442 | 442 |
| Allowances | 4 | 4 |
| Consultancy Services | 35 | 64 |
| External Audit Fees | 3 | 3 |
| Other Hired And Contracted Services | 948 | 962 |
| Publication And Promotion | 84 | 84 |
| PFI Unitary Charges | 0 | 26 |
| Miscellaneous | 5 | 5 |
| | 2,720 | 2,989 |
| Transport | | |
| Travel Allowances | 69 | 59 |
| | 69 | 59 |
| Internal Charges | | |
| Managed Recharges Frm Other Directorates | 386 | 165 |
| | 386 | 165 |
| Managed Expenditure | 18,280 | 18,895 |
| Internal Income | | |
| Income From Other Directorates | (2,308) | (2,342) |
| | (2,308) | (2,342) |
| Income - Charges | | |
| Sale Of Goods And Services | (238) | (238) |
| Fees And Charges | (108) | (114) |

Planning, Policy And Improvement

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--------------------------------------|-------------------|-------------------|
| Income - Charges | | |
| Education Income | (8) | (144) |
| Contributions | (45) | (45) |
| Other Income | (402) | (708) |
| Income Received From ALMOs | (2,814) | (2,863) |
| | (3,616) | (4,113) |
| Income - Other | | |
| Interest And Dividends | (86) | (86) |
| | (86) | (86) |
| Managed Income | (6,010) | (6,540) |
| Net Managed Budget | 12,270 | 12,355 |
| Accounting Adjustments | | |
| FRS 17 Costs | 309 | 756 |
| Transfers To/From Statutory Reserves | 0 | (756) |
| Capital Charges | 555 | 610 |
| | 865 | 610 |
| Central Recharges | | |
| Central Recharges Income | (345) | (283) |
| Corporate & Democratic Core Income | (4,451) | (4,180) |
| | (4,797) | (4,463) |
| Other Internal Adjustments | | |
| Internal Reallocations Charges | 4,796 | 6,099 |
| Internal Reallocations Income | (10,140) | (11,956) |
| | (5,344) | (5,857) |
| Managed Outside the Service | (9,276) | (9,710) |
| Net Cost of Service | 2,994 | 2,645 |

Planning, Policy And Improvement

Budget Manager : Assistant Chief Executive

| Executive Support | | | |
|----------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Other Income | | 86 | 86 |
| | | 86 | 86 |
| Income - Other | | | |
| Interest And Dividends | | (86) | (86) |
| | | (86) | (86) |
| Managed Income | | 0 | 0 |
| Net Managed Budget | | 0 | 0 |
| Net Cost of Service | | 0 | 0 |

Planning, Policy And Improvement

Budget Manager : Chief Officer Customer Services

| Customer Services | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 8,845 | 8,690 |
| National Insurance Contributions | | 605 | 625 |
| Superannuation Costs | | 1,016 | 1,016 |
| Other Pension Costs | | 113 | 113 |
| Other Employee Related Costs | | 81 | 56 |
| Training And Development | | 42 | 42 |
| | | 10,702 | 10,542 |
| Premises | | | |
| Buildings Maintenance | | 10 | 10 |
| Grounds Maintenance | | 1 | 1 |
| Cleaning And Workplace Refuse | | 6 | 6 |
| Gas | | 1 | 1 |
| Electricity | | 1 | 1 |
| Other Utilities | | 0 | 0 |
| Rents | | 1 | 1 |
| NNDR | | 4 | 4 |
| Accommodation Charges | | 7 | 7 |
| Premises Related Insurance | | 26 | 26 |
| | | 57 | 57 |
| Supplies & Services | | | |
| Materials And Equipment | | 62 | 62 |
| Stationery And Postage | | 66 | 66 |
| Advertising | | 10 | 0 |
| IT/Telecommunications | | 342 | 402 |
| Insurance | | 3 | 3 |
| Events And Projects | | 2 | 2 |
| Professional Fees | | 8 | 8 |
| Allowances | | 2 | 2 |
| Consultancy Services | | 35 | 64 |
| External Audit Fees | | 3 | 3 |
| Other Hired And Contracted Services | | 710 | 739 |
| PFI Unitary Charges | | 0 | 26 |
| | | 1,243 | 1,378 |
| Transport | | | |
| Travel Allowances | | 39 | 39 |
| | | 39 | 39 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 369 | 147 |
| | | 369 | 147 |
| Managed Expenditure | | 12,409 | 12,163 |
| Internal Income | | | |
| Income From Other Directorates | | (1,927) | (1,549) |
| | | (1,927) | (1,549) |
| Income - Charges | | | |
| Sale Of Goods And Services | | (238) | (238) |
| Fees And Charges | | (108) | (110) |
| Education Income | | (8) | (14) |
| Contributions | | (45) | (45) |

Planning, Policy And Improvement

Budget Manager : Chief Officer Customer Services

| Customer Services | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Charges | | | |
| Other Income | | (106) | (110) |
| Income Received From ALMOs | | (2,814) | (2,863) |
| | | (3,320) | (3,380) |
| Managed Income | | (5,247) | (4,929) |
| Net Managed Budget | | 7,162 | 7,234 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 269 | 550 |
| Capital Charges | | 482 | 499 |
| | | 751 | 1,049 |
| Central Recharges | | | |
| Central Recharges Income | | (387) | (438) |
| | | (387) | (438) |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 3,816 | 4,037 |
| Internal Reallocations Income | | (8,944) | (8,965) |
| | | (5,128) | (4,929) |
| Managed Outside the Service | | (4,765) | (4,318) |
| Net Cost of Service | | 2,397 | 2,916 |

Planning, Policy And Improvement

Budget Manager : Chief Officer LIP

| Leeds Initiative & Partnerships | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 1,522 | 1,469 |
| National Insurance Contributions | | 121 | 127 |
| Superannuation Costs | | 202 | 229 |
| Other Pension Costs | | 60 | 36 |
| Other Employee Related Costs | | 1 | 1 |
| Training And Development | | 10 | 5 |
| | | 1,917 | 1,868 |
| Premises | | | |
| Cleaning And Workplace Refuse | | 0 | 0 |
| | | 0 | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 13 | 13 |
| Stationery And Postage | | 38 | 27 |
| Advertising | | 1 | 1 |
| IT/Telecommunications | | 64 | 54 |
| Insurance | | 0 | 0 |
| Professional Fees | | 73 | 67 |
| Grants And Contributions | | 42 | 42 |
| Allowances | | 1 | 1 |
| Other Hired And Contracted Services | | 52 | 42 |
| Publication And Promotion | | 74 | 74 |
| Miscellaneous | | 5 | 5 |
| | | 362 | 325 |
| Transport | | | |
| Travel Allowances | | 13 | 13 |
| | | 13 | 13 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 1 | 1 |
| | | 1 | 1 |
| Managed Expenditure | | 2,293 | 2,207 |
| Income - Charges | | | |
| Fees And Charges | | 0 | (2) |
| Other Income | | (35) | (423) |
| | | (35) | (425) |
| Managed Income | | (35) | (425) |
| Net Managed Budget | | 2,258 | 1,782 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 16 | 113 |
| | | 16 | 113 |
| Central Recharges | | | |
| Central Recharges Income | | 47 | 2 |
| Corporate & Democratic Core Income | | (1,299) | (1,490) |
| | | (1,252) | (1,488) |

Planning, Policy And Improvement

Budget Manager : Chief Officer LIP

| Leeds Initiative & Partnerships | | | |
|---------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 400 | 861 |
| Internal Reallocations Income | | (826) | (784) |
| | | (425) | 78 |
| Managed Outside the Service | | (1,661) | (1,297) |
| Net Cost of Service | | 597 | 485 |

Planning, Policy And Improvement

Budget Manager : Chief Officer Business Transformation

| Business Transformation | | | |
|-------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 411 | 1,468 |
| National Insurance Contributions | | 32 | 114 |
| Superannuation Costs | | 57 | 203 |
| Other Pension Costs | | 0 | 15 |
| Other Employee Related Costs | | 1 | 1 |
| Training And Development | | 1 | 1 |
| | | 502 | 1,802 |
| Supplies & Services | | | |
| Materials And Equipment | | 5 | 5 |
| Stationery And Postage | | 1 | 5 |
| IT/Telecommunications | | 4 | 4 |
| Professional Fees | | 2 | 5 |
| Other Hired And Contracted Services | | 4 | 9 |
| | | 16 | 28 |
| Transport | | | |
| Travel Allowances | | 1 | 1 |
| | | 1 | 1 |
| Managed Expenditure | | 518 | 1,831 |
| Internal Income | | | |
| Income From Other Directorates | | (342) | (788) |
| | | (342) | (788) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (1) |
| Education Income | | 0 | (130) |
| | | 0 | (131) |
| Managed Income | | (342) | (918) |
| Net Managed Budget | | 176 | 912 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 21 | 117 |
| Capital Charges | | 74 | 111 |
| | | 95 | 228 |
| Central Recharges | | | |
| Central Recharges Income | | 0 | 154 |
| Corporate & Democratic Core Income | | (271) | 0 |
| | | (271) | 154 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 0 | 594 |
| Internal Reallocations Income | | 0 | (1,887) |
| | | 0 | (1,293) |
| Managed Outside the Service | | (176) | (912) |
| Net Cost of Service | | 0 | 0 |

Planning, Policy And Improvement

Budget Manager : Assistant Chief Executive

| Ppi Management & Support | | | |
|--|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Direct Pay Costs | | 1,479 | 1,013 |
| National Insurance Contributions | | 145 | 102 |
| Superannuation Costs | | 210 | 153 |
| Other Pension Costs | | 76 | 124 |
| Other Employee Related Costs | | 2 | 2 |
| Training And Development | | 14 | 19 |
| | | 1,926 | 1,413 |
| Premises | | | |
| Grounds Maintenance | | 0 | 0 |
| | | 0 | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 15 | 392 |
| Stationery And Postage | | 248 | 250 |
| IT/Telecommunications | | 21 | 21 |
| Insurance | | 1 | 1 |
| Professional Fees | | 220 | 11 |
| Grants And Contributions | | 400 | 400 |
| Allowances | | 2 | 2 |
| Other Hired And Contracted Services | | 183 | 172 |
| Publication And Promotion | | 10 | 10 |
| | | 1,100 | 1,259 |
| Transport | | | |
| Travel Allowances | | 16 | 6 |
| | | 16 | 6 |
| Internal Charges | | | |
| Managed Recharges Frm Other Directorates | | 17 | 17 |
| | | 17 | 17 |
| Managed Expenditure | | 3,059 | 2,695 |
| Internal Income | | | |
| Income From Other Directorates | | (38) | (5) |
| | | (38) | (5) |
| Income - Charges | | | |
| Fees And Charges | | 0 | (2) |
| Other Income | | (347) | (261) |
| | | (347) | (263) |
| Managed Income | | (385) | (268) |
| Net Managed Budget | | 2,674 | 2,427 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 3 | (24) |
| | | 3 | (24) |
| Central Recharges | | | |
| Central Recharges Income | | (5) | 0 |
| Corporate & Democratic Core Income | | (2,881) | (2,690) |
| | | (2,886) | (2,690) |

Planning, Policy And Improvement

Budget Manager : Assistant Chief Executive

| Ppi Management & Support | | | |
|--------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Other Internal Adjustments | | | |
| Internal Reallocations Charges | | 580 | 607 |
| Internal Reallocations Income | | (370) | (319) |
| | | 209 | 288 |
| Managed Outside the Service | | (2,674) | (2,427) |
| Net Cost of Service | | 0 | 0 |

Central accounts

LEEDS CITY COUNCIL 2010/11 BUDGET REPORT

Directorate: Central Accounts

1 Introduction

1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2010/11 financial year.

2 Service Context

2.1 Central accounts hold 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 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.

2.2 The Council's contribution to a number of Joint Committees and Other Bodies is also included in this budget.

3 Explanation of variations between adjusted 2009/10 and 2010/11 + £11.165m (61.7%)

3.1 The variation can be summarised as follows:

| | | £000s |
|--|--------|--------|
| Net Managed Budget 2009/10 | | 13,198 |
| Adjustments | - | 31,292 |
| Adjusted Net Managed Budget 2009/10 | - | 18,094 |
| Changes in Prices | | |
| • Pay | - | |
| • Price | 226 | |
| • Income | - | 226 |
| | - | 226 |
| Service Budget Changes | | |
| • Changes in Service Levels | - | |
| • Other Factors not affecting level of service | 13,189 | |
| • Efficiency Savings | - | 10,939 |
| | - | 2,250 |
| Net Managed Budget 2010/11 | - | 6,929 |

3.2 Adjustments

3.2.1 From 2010/11 the Supporting People grant is no longer ring fenced and will be received as part of the Area Based Grant, which is accounted for as a single central entry in the authority's accounts. The adjustment mainly reflects £32.0m grant income which is now included within this budget.

3.3 Changes in prices

3.3.1 Contributions to Joint Committees and Other Bodies have increased by £338k. 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 City Council's budget.

| | Leeds' contribution | | | |
|--|---------------------|-------------|----------------|------|
| | 09/10 £m | 10/11 £m | Increase £m | % |
| Joint Committees | | | | |
| Pension Fund | 0.452 | 0.437 | -0.015 | -3.3 |
| Joint Services | 2.442 | 2.474 | 0.032 | 1.3 |
| Other Bodies | | | | |
| Flood Defence Levy | 0.171 | 0.227 | 0.056 | 33.0 |
| WYITA | 31.271 | 31.469 | 0.198 | 0.6 |
| Coroners | 1.189 | 1.253 | 0.064 | 5.4 |
| West Yorkshire Probation Service (Debt only) | 0.019 | 0.020 | 0.001 | 2.5 |

3.3.2 The contributions for the Joint Services are budgeted to increase by 1.3% from the 2009/10 amount of £2.4m. The West Yorkshire Integrated Transport Authority (WYITA) levy has increased by 0.5%. However, the levy is allocated in accordance with populations at June 2008, and on this basis the proportion attributable to Leeds has increased from 34.89% to 34.94%, giving a total increase of 0.6%. Coroners costs are budgeted to increase by 5.4% mainly due to the appointment of support staff for the newly appointed deputy coroner.

3.4 Other Factors not affecting the level of service

3.4.1 Central Accounts holds a number of central income budgets. For 2010/11, the Area Based Grant has been reduced by £4.2m, and LPSA reward grant has reduced by £0.6m. The budgeted level of interest receivable on balances has decreased by £1.6m to £420k.

3.4.2 External capital financing costs have been budgeted to increase by £2.6m. This comprises interest and Minimum Revenue Provision (the amount which the authority is statutorily required to set aside to fund 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 where the borrowing costs are in respect of assets that are not yet complete, the related interest costs has been capitalised and therefore deferred giving a saving of £500k.

3.4.3 The budget includes an adjustment to reflect expenditure incurred during the year that is classified as revenue, but which is more properly chargeable to capital schemes. This has increased in 2010/11 by £1.3m.

3.4.4 The contingency budget held to cover in year spending pressures identified by directorates has increased by £0.9m to £5.0m.

3.4.5 Central Accounts also contains budgets for contributions to and from the major reserves that the authority holds. The contribution from the Capital Reserve is budgeted to increase by £420k in 2010/11. The use of other reserves has decreased by £5.0m.

3.5 Efficiency savings

3.5.1 For this directorate the following savings have been identified for 2010/11.

| Nature of saving | Total £000s |
|---------------------|----------------|
| Procurement Savings | 2,250 |

3.5.2 It has been determined that savings can be made across the authority in procuring goods and services. The budget is held centrally, and will be allocated to directorates as the savings are made.

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 | - 6,929 |
| Managed Outside Service | 1,045 |
| Net Cost of Service | - 5,884 |
| Transfers to/from earmarked reserves | - 67,111 |
| Net Revenue Charge | - 72,995 |

5 Risk Assessment

5.1 In determining the 2010/11 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 2010/11 budget for this directorate are set out below.

5.2 The budget assumes that a contribution from the Capital Reserve will be used to fund revenue spending. There is a risk that directorates will not contribute enough to this reserve during the year to enable the full £13.0m to be used.

5.3 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.



Main responsibilities:

- Items which do not specifically relate to any of the council's other functional headings, including the continuing costs of discontinued operations, 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 departmental 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.

Budget highlights 2010/11:

- The budget includes central contingencies. For 2010/11 the Contingency Fund has been set at £5.0m. Releases from contingency will be subject to authorisation in line with Financial Procedure Rules.
- During the year it is expected that up to £5.0m expenditure classified as revenue within the budget will in fact be more properly chargeable to capital schemes. The strategic budget therefore reflects this adjustment.
- The authority's contribution to joint committees for 2010/11 will be £35.9m, including a £31.5m contribution to West Yorkshire Passenger Transport Authority.

Central Accounts

Summary of budget by service (£000)

| Budget Manager | Service | Total 2009/10 | Managed by the Service | | | Managed Outside the Service | Total 2010/11 |
|-------------------------------------|--|------------------|------------------------|----------|----------|-----------------------------------|------------------|
| | | | Spending | Income | Net | | |
| Chief Officer Financial Management | Strategic Accounts | (29,808) | (15,733) | (8,160) | (23,894) | 66,514 | 42,621 |
| Chief Officer Financial Development | Debt Financing Costs | 53,019 | 58,350 | (1,081) | 57,269 | 0 | 57,269 |
| Chief Officer Financial Management | Corporate & Democratic Core | 17,625 | 0 | 87 | 87 | 17,544 | 17,631 |
| Chief Officer Financial Management | Non-Distributable Costs | 4,396 | 0 | 0 | 0 | 4,731 | 4,731 |
| Chief Officer Financial Management | Government Grants And Parish Precepts | (50,450) | 0 | (77,641) | (77,641) | 0 | (77,641) |
| Chief Officer Financial Management | Joint Committees And Other Bodies | 35,539 | 35,908 | (28) | 35,880 | (437) | 35,443 |
| Chief Officer Financial Management | Miscellaneous | 219 | 2,742 | (1,372) | 1,370 | (1,251) | 119 |
| Chief Officer Financial Management | Capital Accounting Appropriations | (86,982) | 0 | 0 | 0 | (86,056) | (86,056) |
| Net Cost of Service | | (56,441) | 81,267 | (88,195) | (6,928) | 1,044 | (5,884) |
| | Transfers to and from earmarked reserves | 1,420 | 0 | 0 | 0 | (67,111) | (67,111) |
| Net Revenue Charge | | (55,022) | 81,267 | (88,195) | (6,928) | (66,066) | (72,995) |

Central Accounts

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|--|-------------------|-------------------|
| Employees | | |
| Direct Pay Costs | 0 | (201) |
| Other Pension Costs | 1,872 | 1,876 |
| | 1,872 | 1,675 |
| Premises | | |
| Gas | (500) | 0 |
| NNDR | 16 | 15 |
| | (484) | 15 |
| Supplies & Services | | |
| Materials And Equipment | (150) | 0 |
| IT/Telecommunications | 0 | 0 |
| Professional Fees | 154 | 122 |
| Grants And Contributions | 409 | 451 |
| General Capitalisation | (3,700) | (4,982) |
| Contingency | 4,100 | 5,000 |
| Corporate Savings Targets | 0 | (2,250) |
| Allowances | 95 | 65 |
| External Audit Fees | 0 | 0 |
| Publication And Promotion | (200) | 0 |
| Miscellaneous | 2 | 0 |
| | 1,010 | (1,594) |
| Transport | | |
| Travel Allowances | 4 | 4 |
| | 4 | 4 |
| Agency Payments | | |
| Services Provided By Other Organisations | 856 | 693 |
| WY Joint Committees | 2,437 | 2,474 |
| WY Probation Service | 47 | 48 |
| WY Passenger Transport Executive | 31,271 | 31,469 |
| Flood Defence Levy | 171 | 227 |
| Coroners Service | 1,189 | 1,253 |
| | 35,971 | 36,163 |
| Transfer Payments | | |
| Land Drainage Levies | 5 | 6 |
| | 5 | 6 |
| Capital | | |
| External Interest Charge | 66,235 | 65,174 |
| Statutory Capital Charge To HRA | (36,695) | (35,705) |
| Minimum Revenue Provision | 26,230 | 28,881 |
| RCCO (Revenue Contribution To Capital) | 200 | 200 |
| | 55,970 | 58,550 |
| Appropriations | | |
| Transfers To/From Earmarked Reserves | (5,574) | (540) |
| | (5,574) | (540) |
| Appropriation | | |
| Transfers To/From Capital Reserve | (12,593) | (13,013) |
| | (12,593) | (13,013) |
| Managed Expenditure | 76,180 | 81,267 |
| Internal Income | | |
| Corporate & Democratic Core Chge To HRA | (2,059) | (1,971) |

Central Accounts

Summary of budget by type of spending or income

| £000 | Budget 2009/10 | Budget 2010/11 |
|---|-------------------|-------------------|
| Internal Income | (2,059) | (1,971) |
| Income - Grants | | |
| Government Grants | (53) | (53) |
| DCLG Grants | (50,950) | (78,141) |
| | (51,003) | (78,194) |
| Income - Charges | | |
| Fees And Charges | (400) | (138) |
| Contributions | (1,346) | (1,315) |
| Other Income | 605 | (5,546) |
| | (7,351) | (7,000) |
| Income - Other | | |
| Interest And Dividends | (2,653) | (1,031) |
| | (2,653) | (1,031) |
| Managed Income | (63,066) | (88,195) |
| Net Managed Budget | 13,114 | (6,928) |
| Accounting Adjustments | | |
| FRS 17 Costs | 27,620 | 67,564 |
| Transfers To/From Statutory Reserves | (27,620) | (67,564) |
| Transfers to Capital Reserve - Vehicles | 436 | 454 |
| Capital Charges | (86,296) | (85,031) |
| | (85,860) | (84,577) |
| Central Recharges | | |
| Central Recharges Expenditure | 1,960 | 1,165 |
| Central Recharges Income | (1,725) | (76) |
| Corporate & Democratic Core Income | 17,489 | 17,422 |
| | 17,725 | 18,511 |
| Managed Outside the Service | (68,136) | (66,066) |
| Net Cost of Service | (55,022) | (72,995) |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Strategic Accounts | £000 | Budget 2009/10 | Budget 2010/11 |
|---|------|-------------------|-------------------|
| Employees | | | |
| Direct Pay Costs | | 0 | (201) |
| | | 0 | (201) |
| Premises | | | |
| Gas | | (500) | 0 |
| | | (500) | 0 |
| Supplies & Services | | | |
| Materials And Equipment | | 3 150 | 0 |
| Grants And Contributions | | 53 | 53 |
| General Capitalisation | | (3,700) | (4,982) |
| Contingency | | 4,100 | 5,000 |
| Corporate Savings Targets | | 0 | (2,250) |
| Publication And Promotion | | (200) | 0 |
| Miscellaneous | | 0 | 0 |
| | | 403 | (2,179) |
| Capital | | | |
| RCCO (Revenue Contribution To Capital) | | 200 | 200 |
| | | 200 | 200 |
| Appropriations | | | |
| Transfers To/From Earmarked Reserves | | (5,574) | (540) |
| | | (5,574) | (540) |
| Appropriation | | | |
| Transfers To/From Capital Reserve | | (12,593) | (13,013) |
| | | (12,593) | (13,013) |
| Managed Expenditure | | (18,064) | (15,733) |
| Internal Income | | | |
| Corporate & Democratic Core Chge To HRA | | (2,059) | (2,058) |
| | | (2,059) | (2,058) |
| Income - Grants | | | |
| Government Grants | | (53) | (53) |
| DCLG Grants | | (500) | (500) |
| | | (553) | (553) |
| Income - Charges | | | |
| Fees And Charges | | (250) | 0 |
| Contributions | | (200) | (200) |
| Other Income | | (5,350) | (5,350) |
| | | (5,800) | (5,550) |
| Managed Income | | (8,412) | (8,160) |
| Net Managed Budget | | (26,476) | (23,894) |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 25,000 | 65,400 |
| Transfers To/From Statutory Reserves | | (29,040) | 0 |
| Transfers to Capital Reserve - Vehicles | | 436 | 0 |
| Capital Charges | | 37 | 25 |
| | | (3,567) | 65,425 |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Strategic Accounts | | | |
|-------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Central Recharges | | | |
| Central Recharges Expenditure | | 1,960 | 1,165 |
| Central Recharges Income | | (1,725) | (76) |
| | | 235 | 1,089 |
| Managed Outside the Service | | (3,331) | 66,514 |
| Net Cost of Service | | (29,808) | 42,621 |

Central Accounts

Budget Manager : Chief Officer Financial Development

| Debt Financing Costs | | | |
|---------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Capital | | | |
| External Interest Charge | | 66,235 | 65,174 |
| Statutory Capital Charge To HRA | | (36,695) | (35,705) |
| Minimum Revenue Provision | | 26,230 | 28,881 |
| | | 55,770 | 58,350 |
| Managed Expenditure | | 55,770 | 58,350 |
| Income - Charges | | | |
| Other Income | | (100) | (50) |
| | | (100) | (50) |
| Income - Other | | | |
| Interest And Dividends | | (2,651) | (1,031) |
| | | (2,651) | (1,031) |
| Managed Income | | (2,751) | (1,081) |
| Net Managed Budget | | 53,019 | 57,269 |
| Net Cost of Service | | 53,019 | 57,269 |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Corporate & Democratic Core | | | |
|---|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Internal Income | | | |
| Corporate & Democratic Core Chge To HRA | | 0 | 87 |
| | | 0 | 87 |
| Managed Income | | 0 | 87 |
| Net Managed Budget | | 0 | 87 |
| Central Recharges | | | |
| Corporate & Democratic Core Income | | 17,625 | 17,544 |
| | | 17,625 | 17,544 |
| Managed Outside the Service | | 17,625 | 17,544 |
| Net Cost of Service | | 17,625 | 17,631 |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Government Grants And Parish Precepts | | | |
|---------------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Income - Grants | | | |
| DCLG Grants | | (50,450) | (77,641) |
| | | (50,450) | (77,641) |
| Managed Income | | (50,450) | (77,641) |
| Net Managed Budget | | (50,450) | (77,641) |
| Net Cost of Service | | (50,450) | (77,641) |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Joint Committees And Other Bodies | | | |
|-----------------------------------|------|-------------------|-------------------|
| | £000 | Budget 2009/10 | Budget 2010/11 |
| Employees | | | |
| Other Pension Costs | | 452 | 437 |
| | | 452 | 437 |
| Agency Payments | | | |
| WY Joint Committees | | 2,437 | 2,474 |
| WY Probation Service | | 47 | 48 |
| WY Passenger Transport Executive | | 31,271 | 31,469 |
| Flood Defence Levy | | 171 | 227 |
| Coroners Service | | 1,189 | 1,253 |
| | | 35,114 | 35,471 |
| Managed Expenditure | | 35,567 | 35,908 |
| Income - Charges | | | |
| Contributions | | (28) | (28) |
| | | (28) | (28) |
| Managed Income | | (28) | (28) |
| Net Managed Budget | | 35,539 | 35,880 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | 0 | (437) |
| | | 0 | (437) |
| Managed Outside the Service | | 0 | (437) |
| Net Cost of Service | | 35,539 | 35,443 |

Central Accounts

Budget Manager : Chief Officer Financial Management

| Miscellaneous | £000 | Budget 2009/10 | Budget 2010/11 |
|--|------|-------------------|-------------------|
| Employees | | | |
| Other Pension Costs | | 1,420 | 1,439 |
| | | 1,420 | 1,439 |
| Premises | | | |
| NNDR | | 16 | 15 |
| | | 16 | 15 |
| Supplies & Services | | | |
| IT/Telecommunications | | 0 | 0 |
| Professional Fees | | 154 | 122 |
| Grants And Contributions | | 356 | 399 |
| Allowances | | 95 | 65 |
| External Audit Fees | | 0 | 0 |
| Miscellaneous | | 2 | 0 |
| | | 607 | 586 |
| Transport | | | |
| Travel Allowances | | 4 | 4 |
| | | 4 | 4 |
| Agency Payments | | | |
| Services Provided By Other Organisations | | 856 | 693 |
| | | 856 | 693 |
| Transfer Payments | | | |
| Land Drainage Levies | | 5 | 6 |
| | | 5 | 6 |
| Managed Expenditure | | 2,908 | 2,742 |
| Income - Charges | | | |
| Fees And Charges | | (150) | (138) |
| Contributions | | (1,118) | (1,088) |
| Other Income | | (155) | (146) |
| | | (1,424) | (1,372) |
| Income - Other | | | |
| Interest And Dividends | | (2) | 0 |
| | | (2) | 0 |
| Managed Income | | (1,426) | (1,372) |
| Net Managed Budget | | 1,483 | 1,370 |
| Accounting Adjustments | | | |
| FRS 17 Costs | | (1,420) | (1,439) |
| Capital Charges | | 292 | 310 |
| | | (1,128) | (1,129) |
| Central Recharges | | | |
| Corporate & Democratic Core Income | | (135) | (122) |
| | | (135) | (122) |
| Managed Outside the Service | | (1,263) | (1,251) |
| Net Cost of Service | | 219 | 119 |

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