

Full Council papers 27th February 2013 – service budgets

The following pages give further background to the full budget report

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

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

2013/14 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 2013/14 financial year.

2 Service Context

- 2.1 The national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations and a national drive to improve the quality of social care services. These trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care. Against this backdrop, the current funding system for adult social care services has been recognised by the government as unsustainable in the longer term, but any changes to address this are not expected to take effect until 2015 at the earliest.
- 2.2 In 2007, the Government published *'Putting People First: A shared vision and commitment to the transformation of Adult Social Care'*, which describes a reformed adult social care system in England that can respond to the demographic challenges presented by an ageing society and the rising expectations of the people who depend on social care for their quality of life and capacity to have full independent and purposeful lives. In 2010 this was updated as *'Think Local, Act Personal: Next Steps for Transforming Adult Social Care'*. It acknowledges that councils will need to work with partner organisations such as the NHS and care providers, to develop and deliver a personalised, community based care and support system with a focus upon prevention and the shifting of resources from crisis and acute interventions. Also in November 2010 *'A Vision for Adult Social Care: Capable Communities and Active Citizens'* was published by the Department of Health. This document clearly defines the Government's ambition to reform health and social care and the role that councils and their partners will play in this reform. It states that the Government expects councils to show the leadership needed to make difficult choices to deliver efficiency and transform services. The Government recently set out its plans for social care in England in its White Paper 'Caring for our future: reforming care and support'. This was accompanied by further reports and notices, including a progress report on funding reform, a draft Care and Support Bill and a response to the Law Commission's May 2010 report recommending changes in adult social care law. The plans will, once enacted, serve to accelerate the implementation of social care legislation and national social policy which has been introduced over the last five years.
- 2.3 There have been some significant achievements in Adult Social Care over the last year. The number of people exercising choice and control by receiving their services through a personal budget continues to increase. Significant advances have been made in reablement services geared to preventing unnecessary admission to hospital or residential care, and to helping people regain their independent living skills following a spell in hospital or an illness. Telecare services continue to grow and have extended the use of technology such as GPS tracking for people prone to wandering away from home. All the city's Neighbourhood Networks have now been awarded contracts to continue their work to support older people

living at home and remaining independent. Efficiencies have been made within older people's residential and day care services through around 200 people transferring from directly provided services to daytime support in the community and better accommodation in the independent sector. These people have settled well and the savings have been reinvested in adult social care services. A quality based fee structure that will result in rising standards of care was agreed for Council-purchased independent sector residential care and is in the course of being implemented. Within daytime services for people with learning disabilities the focus is on providing activities in small bases, such as in leisure, community and sports facilities. Work is underway to create a city-wide network of community bases to provide learning disabled people with choice and variety in their daytime activities and two of the large and isolating Fulfilling Lives centres have now closed. A network of 21 Changing Places lavatories has been developed and a Safer Places programme put underway so that learning and physically disabled people can get out and about in the city safely. Work to integrate front-line Adult Social Care and Health teams has made good progress, with social workers, occupational therapists, GPs, district nurses and community matrons working together at a number of sites across the city.

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

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

- 2.5 Better lives through enterprise
Building on work already undertaken, Adult Social Care will encourage existing and new kinds of enterprise to develop in the Leeds care market. This will include private enterprise, social enterprise, co-operatives, user-led services, staff buyout and a vibrant voluntary and faith sector. All of these will work in local areas and communities to provide older and disabled adults with a choice and variety of services, geared to respond to their specific needs. This approach will release social capital and civic entrepreneurship ensuring that the benefit of public money spent by people in meeting their social care needs is maximised within their local areas and communities. Building on the success of the learning disability day service reconfiguration, Adult Social Care will develop new ways of developing personalised day services for older people and those with mental health needs. This will require a further review of daytime services in these two service areas, together with work to develop a market to provide a wider variety of new and different services from within the independent, voluntary, faith and community sectors. These combined reviews are anticipated to deliver better outcomes for people whilst also reducing costs. Options for re-providing other services through user-led or social enterprises will be explored, with options appraisals being undertaken for new models of delivery in Learning Disability Services and the Shared Lives Service. New models of delivering social work-type activities, for example

care management and brokerage, will be developed with the city's third sector, notably Neighbourhood Networks, building on the pilots now operating in three areas of the city.

2.6 Better lives through housing, care and support

Complementing the first priority, Adult Social Care will work with other Council directorates, private house builders and developers, social housing providers and community, voluntary, faith and enterprise organisations. We will create a mosaic of types of housing, including residential and extra care, with care and support suited to and adaptable for people's varying needs. With new housing options will come care and support as necessary, to maintain people living at home independently, safely and with dignity for as long as possible. Each option will be tailored not only to the needs of individuals but to the local areas and communities in which people live. Adult Social Care is working with partners to develop innovative specialist dementia care, extra care housing and retirement apartments in Leeds. The Council is actively pursuing a bid against the £300m recently announced nationally by the Department of Health, to enable further development of such facilities and much of the Council's existing stock of long term residential care homes is unlikely to remain viable as a source of older people's housing. This will require a further review of the Council's older people's options for long-term care, together with greater focus on reablement services. This focus will result in the city's first Joint Intermediate Care Unit, which will provide a short term rehabilitation and reablement service, opening in April 2013. The service is designed to reduce inappropriate admissions to, and facilitate timely discharge from, acute hospital care. It will also contribute to a reduction in the number of bed-weeks to be purchased by the Council in long term care settings. The continued roll out of the citywide reablement service is also estimated to improve outcomes for up to 2000 people per annum. The continued capital investment in Telecare Services will also support more people to continue to live independently in their own homes for longer than they would have been able to. Plans are also being finalised in relation to the development of an Assistive Technology Hub in Leeds, which will bring together a range of Assistive Technology Services into one location within the City to enable the further promotion of Telecare, Telehealth and other forms of Assistive Technology to support independent living.

2.7 Better lives through integrated services

A range of Adult Social Care and Health services will become more closely integrated so that people's experience of the support they receive in older age, illness or disability will be more positive. People will be treated as whole people and without fragmentation in the ways in which their needs are met. People will be encouraged to take control, having their treatment, care and support combined in a single package, which they will be able to direct. When a person's circumstances change, resulting in increased vulnerability, services will be there to protect them and relieve the anxieties that are associated with older or disabled life. Integration with NHS partners, both in front line delivery, management and strategic commissioning levels will continue. The budget assumes that by working in partnership through Integrated Community Based Teams, the opening of a jointly operated Intermediate Care Unit and closer co-operation through the Health and Social Care Transformation Board, this will deliver better outcomes for those people affected and also allow for the redirection of resources into meeting the increased demographic and demand pressures outlined above. In the medium term further efficiencies may also be achievable by consolidating roles.

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

2.9 In summary, the main changes within the 2013/14 Adult Social Care budget are additional provision for demand led budgets funded through service reconfiguration and efficiency savings.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £409k Cr (-0.2%)

3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2012/13	177,988
Adjustments	
• Transfers of functions	20,649
• Other adjustments	- 293
Adjusted Net Managed Budget 2012/13	198,344
Changes in prices	
• Pay	887
• Price	682
• Income	- 27
	<u>1,542</u>
Service Budget Changes	
• Changes in Service Levels	2,331
• Other Factors not affecting level of service	817
• New charges	- 800
• Efficiency Savings	
○ Procurement	- 441
○ Other	- 3,858
	<u>- 1,951</u>
Net Managed Budget 2013/14	197,935

3.2 Adjustments

3.2.1 Transfers of functions includes £10.602m for the transfer of contracts from Environment and Neighbourhoods. These contracts were formerly funded by Supporting People grant and either fund support to people in receipt of directly provided services or are for external services that are jointly commissioned with Adult Social Care. A further £10.277m relates to a transfer of funding from a specific grant to the Start Up Funding Assessment. This relates mainly to funding for learning disability services for which responsibility transferred from the NHS in 2011/12. The remainder relates mainly to the contract for a service jointly commissioned with Environment and Neighbourhoods. The Adult Social Care element is being transferred so that the whole contract amount is within the Environment and Neighbourhoods budget. Other adjustments reflect some charges for central functions being managed outside service directorates from 2013/14.

3.3 Changes in prices

3.3.1 Provision has been made for a 1% growth in staffing budgets in 2013/14. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The provision made includes £318k for increased residential and nursing placement fees through the quality framework agreement currently

being implemented, £157k for the PFI contract for the Independent Living Project and £27k for utilities.

3.3.2 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £27k. Most Adult Social Care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted accordingly from April 2013. Those not linked to benefits rates have been budgeted to increase by 3%. Meals charges have increased by more than inflation in recent years as part of the directorate's strategy to eliminate the subsidy for the meals service. A recent review of the service has identified that the remaining subsidy can be eliminated through efficiency savings and so no increase in meals charges is proposed for 2013/14. In addition to the inflationary increases in charges, the 2013/14 budget includes provision for the outcomes of the charging review for non-residential services that is nearing conclusion and further details are provided in section 3.4.9 below.

3.4 Service Budget Changes

Demand, Demography and Changes in Service Levels

3.4.1 Reflecting expenditure levels in 2012/13, demographic projections on demand led budgets and the impact of the ageing population, additional budget provision of £2.0m has been made in 2013/14 for community care packages.

3.4.2 In line with national trends, Leeds has experienced increased cost pressures on the learning disability pooled budget in recent years. Additional provision of £3.0m has been made in 2013/14 for the Council's contribution to the pooled budget. This reflects an increase in the number of customers being supported and greater costs due to their increasingly complex social care needs.

3.4.3 The focus on providing support to more people in their own homes rather than in residential settings and working with health partners to support this is manifested in reduced spend on residential and nursing placements in 2012/13 compared with the budget. The downward trend in bedweeks over recent years is continuing and these trends are reflected in a reduction of £1.3m in the residential and nursing placement budget for 2013/14.

3.4.4 The uptake of personal budgets taken as cash payments has not been as great as anticipated when the 2012/13 budget was set and so this budget has been reduced by £962k in recognition of this. There has been a corresponding increase in independent sector domiciliary care during the current year compared to the original budget assumptions. In addition, a greater number of care packages are being commissioned in the independent sector as the directly provided service has reduced more quickly than assumed within the 2012/13 budget. Taking account of these factors, the independent sector domiciliary care budget has increased by £1.3m for 2013/14.

3.4.5 Increased investment of £300k is being made in preventative services to support older people to live independently in their own homes.

Service Reconfiguration

3.4.6 The interdependence of health and social care services are increasingly recognised through government funding. Over the last three years funding has been provided to Adult Social Care directly through the local government finance settlement and via PCTs for reablement. Locally, further funding has been provided to support service transformation. In 2013/14 the funding transfer from the Department of Health to the Council to support adult social care services has increased by £2.9m to £11.85m. This is intended for measures that support

social care, which also benefit health, delivering better quality and more efficient service across the health and social care system. It also includes funding to deliver the requirements set out in the “Caring for our Future” White Paper. The 2012/13 budget included Health funding of £7.2m to support service transformation and reablement, most of which was non-recurring. The £2.9m increase will partly offset the fall-out of non-recurring Health funding, but the 2013/14 budget still places a heavy reliance on funding from Health partners. For 2013/14 funding from the NHS for service transformation has been revised to £1.5m and a further £3.2m is included in the budget to maintain and increase reablement services.

- 3.4.7 The ongoing focus on reablement and the continued growth in the use of telecare will reduce the amount of long term care that needs to be provided and this is reflected in a reduction of £1.1m in the independent sector domiciliary care budget. Further savings of £200k are included for the impact of electronic monitoring of home care service provision, net of the costs of implementing the new system. The directly provided service continues to develop to meet the needs of customers as effectively as possible and provide improved value for money. Ongoing efficiency savings through new rota patterns, improved productivity and the continued focus on providing reablement rather than long term care will lead to savings of £689k, partly offset by some additional pay costs for the revised rotas and increased mileage costs as staff cover larger geographical areas.
- 3.4.8 Following the decisions of Executive Board in September 2011 on the “Better Lives for Older People” strategy for residential and day care, work has been ongoing to develop further proposals in line with the overall strategy. With regard to mental health day services, an extensive engagement process has been underway for over a year to develop proposals to reconfigure the service so that it better meets people’s needs and does so in a more cost effective way. Proposals to Executive Board on these three service areas are the subject of reports elsewhere on this agenda. The 2013/14 budget includes efficiency savings of £280k from the reconfiguration of day support services for people with mental health needs. Savings of £194k are included for a part-year effect of the next phase of the older peoples residential and day care strategy for which final Executive Board approval will be sought later in 2013/14 following a consultation process. Although void levels in council residential homes remain high they have not risen by the extent anticipated when the 2012/13 budget was set and so the budgeted income from customers has been increased by £600k for 2013/14. The 2013/14 budget also reflects the new Joint Intermediate Care Unit developed at Harry Booth House, the Council’s former residential care home. Revised service delivery models are being explored for Roseville Enterprises to better meet the employment support needs of people with disabilities and to achieve this at a lower net cost. The 2013/14 budget includes a £200k net cost reduction for the outcomes of this review.

New Charges

- 3.4.9 In July 2012 Executive Board approved an extensive stakeholder engagement process on proposed changes to the financial assessment methodology for non-residential services and introducing charges for services currently provided free of charge. A Members Advisory Board has contributed to this review and the stakeholder consultation has now been completed. The extensive consultation feedback is being evaluated and some changes to the original proposals are being developed in the light of the consultation responses. Final recommendations will be brought to Executive Board within the next two months. Additional income of £800k is included in the 2013/14 budget for the anticipated part-year effect of changes arising from this review, which will be partially offset by reduced Supporting People funding. The net additional income of £500k is £200k less than the amount included in the initial budget proposals submitted to Executive Board in December due to the revised proposals now being developed.

Other Efficiency and Procurement Savings

3.4.10 From 1st April 2013 Adult Social Care will take over the management of jointly commissioned contracts from Environments and Neighbourhoods as outlined in section 3.2.1 above. An efficiency target has been included within the 2013/14 budget, which amounts to £567k. The directorate is continuing its work to make the Community Meals service self-financing and efficiency savings of £150k are included within the 2013/14 budget. Procurement savings of £441k against expenditure incurred by Adult Social Care are included in the budget. These savings will be delivered through Corporate Procurement negotiating improved contract terms for supplies and services.

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	197,935
Managed Outside Service	21,345
Net Cost of Service	219,280
Transfers to/from earmarked reserves	
Net Revenue Charge	219,280

5 Eligibility for Services

5.1 The Council is required to review its line of eligibility for adult community care services annually in accordance with the government's guidance "Prioritising need in the context of Putting People First". The recent White Paper "Caring for our Future" includes provision for eligibility to be set nationally rather than locally in future.

5.2 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. It is proposed that the line of eligibility remains unchanged for 2013/14 and that this decision is taken as part of the 2013/14 budget. The budget proposals set out above will ensure that the resources required are in place to support this decision and, particularly through spending money differently and more efficiently, will reduce the possibility that the line of eligibility needs to be raised in the future.

6 Risk Assessment

6.1 In determining the 2013/14 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 2013/14 budget for this directorate are as follows.

6.2 Adult Social Care has delivered very substantial efficiency and service reconfiguration savings totalling almost £50m in the last five years. The savings budgeted for 2013/14 include some from the same areas as those achieved previously, which consequently become more challenging to deliver and carry associated risks regarding full delivery.

- 6.3 An ongoing area of risk relates to the demand led nature of the services provided, together with our statutory responsibility to ensure that all assessed needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adult Social Care cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities. There is some risk associated with the additional health funding to support reablement and health and social care transformation as the formal agreement with NHS partners has not been concluded. Reaching agreement for 2013/14 is further complicated as discussions have previously been with the PCT which ceases to exist on 31st March and in future the three Clinical Commissioning Groups (CCGs) will deal with these funding transfers.
- 6.4 There are some risks associated with the significant service transformation included within the 2013/14 budget. Implementing change of this magnitude involves working individually with those customers affected and individually and collectively with the staff, so there is a risk that the budgeted timescales will not be fully achieved. There is also some risk that the need to incur costs on alternative care providers for customers precedes savings being delivered through decommissioning services to a greater extent than assumed within the budget. The charging review proposals are currently being finalised following the extensive stakeholder engagement. The additional income expected to be achieved has been reduced from those included in the initial budget proposals, but there are some risks associated with this as Executive Board has not yet approved final charging proposals.

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Main responsibilities:

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

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

Adult Social Care fulfils these responsibilities through:

PREVENTATIVE SERVICES

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

INFORMATION AND CONTACT SERVICES

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

ASSESSMENT AND CARE MANAGEMENT

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

SELF DIRECTED CARE

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

SUPPORT TO LIVE AT HOME

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

RESIDENTIAL AND NURSING CARE

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



Activity and Performance

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

PREVENTATIVE SERVICES

- In 2011/12 Leeds funded 215 schemes to assist them in providing preventative services to around 15,120 people, of whom 8,570 were elderly and 2,260 were carers. It is not currently possible to provide figures for 2012/13 as the survey which monitors them has not yet been carried out.

INFORMATION AND CONTACT SERVICES

- From the start of 2012/13 to the end of quarter 3, 16,200 new referrals were received. Of these approximately 63% have gone on to some further activity and 37% have been dealt with at source.
- In the first 3 quarters of 2012/13 approximately 5,470 people had a care assessment. Of the total assessments completed to date, around 68% have resulted in some form of service being offered.

ASSESSMENT AND CARE MANAGEMENT

- Leeds currently carries out 78.8% of its assessments of adults and older people within the targeted deadline, which is 3.4% lower than in 2011/12. The change in performance is primarily due to increased monitoring of potential safeguarding issues, which require additional time to investigate, along with the more widespread offering of self directed support, which while giving the service user greater choice and control over their care tends to make assessments more complex (and thus more time-consuming).
- In the first 3 quarters of 2012/13, 91.1% of care packages were delivered within the target 28 days, an increase of 3.8% from our position this time last year.

SELF DIRECTED CARE

- By the end of quarter 3, 2012/13 the number of people receiving self directed care had increased from 40.0% of carers and service users helped to live at home in April to 60.5%. Further increases are expected by the year end.

SUPPORTING PEOPLE TO LIVE AT HOME

- Approximately two-thirds of people supported at home are older people. At the end of the 3rd quarter of 2012/13 Leeds supported 4,600 older people to live at home through a variety of directly provided and commissioned services, following a formal assessment. This is around 2,600 fewer than the same time last year. The reduction is primarily due to adjusting the way in which people helped to live at home are defined, though it also reflects increased emphasis on the use of reablement and other preventative services.

RESIDENTIAL AND NURSING CARE

- Leeds currently provides permanent residential and nursing care for approximately 3,120 people, of whom 2,480 are elderly.
- In 2011/12 Leeds provided new nursing and residential placements to 758 older people and 60 people aged 18-64. Data for quarters 1 to 3 of 2012/13 projects that for the year as a whole there will



Adult Social Care



be 897 new admissions of older people and 82 of adults aged 18-64 to permanent residential or nursing placements. However, it is worth noting that the total number of weeks people are supported in residential or nursing care is projected to be similar to 2011/12 figures.

SERVICE USER SURVEYS

- In line with guidance issued by the government, there has been a move in recent years towards increased monitoring of service users opinions of/satisfaction with the services that they receive
- Of those people surveyed in the first 6 months of 2012/13, 93% felt that their social workers treated them with respect.
- For the first 6 months of 2012/13, 70% of service users felt that they had a reasonable amount of control over their daily lives.
- Of those people who had received a reablement service, for the first 3 quarters of 2012/13 75% of people felt that they now had control over their daily lives, compared to 84% for 2011/12.

Adult Social Care

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Access and Inclusion	Access & Inclusion	101,759	112,601	(21,576)	91,025	9,138	100,163
Deputy Director Strategic Commissioning	Strategic Commissioning	194	22,534	(20,699)	1,835	574	2,409
Chief Officer Resources and Strategy	Resources	1,119	8,146	(2,503)	5,643	(4,535)	1,108
Chief Officer Operational Services	Operational Services	94,833	154,146	(54,714)	99,432	18,228	117,660
Net Cost of Service		197,905	297,427	(99,492)	197,935	23,404	221,339
	Transfers to and from earmarked reserves	(1,216)	0	0	0	(2,060)	(2,060)
Net Revenue Charge		196,690	297,427	(99,492)	197,935	21,344	219,279

Adult Social Care

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		63,925	63,082
National Insurance Contributions		4,675	4,415
Superannuation Costs		8,320	8,230
Other Pension Costs		1,824	1,985
Other Employee Related Costs		221	250
Training And Development		711	644
		79,676	78,608
Premises			
Buildings Maintenance		71	71
Grounds Maintenance		63	58
Building Security		60	68
Cleaning And Workplace Refuse		818	771
Gas		490	512
Electricity		456	458
Other Utilities		404	372
Rents		59	72
NNDR		321	321
Accommodation Charges		61	94
Premises Related Insurance		54	38
		2,856	2,834
Supplies & Services			
Materials And Equipment		2,448	2,512
Stationery And Postage		302	240
Advertising		10	10
IT/Telecommunications		906	796
Insurance		146	176
Professional Fees and Subscriptions		124	175
Grants And Contributions		1,374	812
Catering Service		72	67
Waste Disposal And Landfill Tax		0	0
Allowances		34	32
Consultancy Services		71	281
Other Hired And Contracted Services		1,759	1,695
Licences		90	86
Publication And Promotion		23	20
PFI Unitary Charges		5,242	5,089
Miscellaneous		497	470
		13,100	12,461
Transport			
Vehicles And Plant Related Expenditure		162	202
Travel Allowances		1,332	1,742
Fuel		32	34
Private Hire		23	15
Transport Related Insurance		25	17
		1,575	2,009
Internal Charges			
Managed Recharges Frm Other Directorates		7,957	7,946
		7,957	7,946
Agency Payments			
Services Provided By Other Organisations		125	74

Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Agency Payments		
Services Provided By Voluntary Sector	11,933	14,245
Services Provided By Health Authorities	210	125
Contributions to Partnerships	66,733	94,178
Fees to Carers	537	466
Day Care	100	115
Home Care	14,369	15,517
Sheltered Accommodation	759	1,032
Nursing Placements	35,569	35,834
Residential Placements	22,786	23,188
	153,121	184,776
Transfer Payments		
Social Care Direct Payments	5,757	2,930
Social Care Personalised Budgets	3,790	5,864
	9,548	8,794
Managed Expenditure	267,832	297,427
Internal Income		
Income From Other Directorates	(8,341)	(3,477)
Recharges Income From Capital	(589)	(174)
Charge To/From HRA	(210)	(592)
	(9,140)	(4,243)
Income - Grants		
Government Grants	(10,342)	(742)
DCLG Grants	(4,671)	(4,671)
Other Grants	(54)	(51)
	(15,066)	(5,463)
Income - Sales		
Sale Of Goods And Services	(1,104)	(1,568)
	(1,104)	(1,568)
Income - Charges		
Fees And Charges	(188)	(179)
Contributions	(63,488)	(87,323)
Other Income	(720)	(626)
Rents	(137)	(90)
	(64,534)	(88,218)
Managed Income	(89,844)	(99,492)
Net Managed Budget	177,988	197,935
Accounting Adjustments		
IAS 19 Pensions Costs	1,216	2,060
Vehicles And Plant (Internal Leasing)	(66)	(66)
Vehicle leasing recharges	66	66
Transfers To/From Statutory Reserves	(1,216)	(2,060)
Capital Charges	4,515	8,486
	4,515	8,486
Central Recharges		
Central Recharges Expenditure	14,414	13,111
Corporate & Democratic Core Income	(228)	(253)
	14,186	12,858

Adult Social Care

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments		
Internal Reallocations Charges	59,463	63,984
Internal Reallocations Income	(59,463)	(63,984)
	0	0
Managed Outside the Service	18,702	21,344
Net Cost of Service	196,690	219,279

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

Access & Inclusion			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		21,072	19,822
National Insurance Contributions		1,495	1,445
Superannuation Costs		2,732	2,664
Other Pension Costs		620	663
Other Employee Related Costs		7	7
Training And Development		0	50
		25,927	24,650
Premises			
Grounds Maintenance		6	3
Building Security		13	16
Cleaning And Workplace Refuse		94	88
Gas		44	9
Electricity		17	18
Other Utilities		28	7
Rents		11	2
NNDR		78	101
Accommodation Charges		2	2
		292	246
Supplies & Services			
Materials And Equipment		883	943
Stationery And Postage		43	43
Advertising		0	0
IT/Telecommunications		477	414
Professional Fees and Subscriptions		3	2
Waste Disposal And Landfill Tax		0	0
Allowances		0	0
Consultancy Services		18	0
Other Hired And Contracted Services		268	185
Licences		3	3
Publication And Promotion		12	1
		1,707	1,593
Transport			
Vehicles And Plant Related Expenditure		25	58
Travel Allowances		818	1,149
Fuel		6	8
		850	1,215
Internal Charges			
Managed Recharges Frm Other Directorates		327	2,084
		327	2,084
Agency Payments			
Services Provided By Other Organisations		125	0
Contributions to Partnerships		294	294
Day Care		0	15
Home Care		13,210	14,387
Sheltered Accommodation		759	1,032
Nursing Placements		35,239	35,504
Residential Placements		22,510	22,787
		72,139	74,020
Transfer Payments			

Adult Social Care

Budget Manager : Chief Officer Access and Inclusion

Access & Inclusion	£000	Budget 2012/13	Budget 2013/14
Transfer Payments			
Social Care Direct Payments		5,757	2,930
Social Care Personalised Budgets		3,790	5,864
		9,548	8,794
Managed Expenditure		110,790	112,601
Internal Income			
Income From Other Directorates		(140)	(15)
Charge To/From HRA		(210)	(200)
		(350)	(215)
Income - Grants			
Government Grants		(150)	0
		(150)	0
Income - Sales			
Sale Of Goods And Services		(10)	(10)
		(10)	(10)
Income - Charges			
Fees And Charges		(51)	(31)
Contributions		(18,146)	(21,277)
Other Income		(246)	(43)
		(18,443)	(21,351)
Managed Income		(18,953)	(21,576)
Net Managed Budget		91,837	91,025
Accounting Adjustments			
IAS 19 Pensions Costs		373	642
Capital Charges		656	941
		1,029	1,582
Other Internal Adjustments			
Internal Reallocations Charges		33,111	38,644
Internal Reallocations Income		(24,218)	(31,089)
		8,893	7,556
Managed Outside the Service		9,922	9,138
Net Cost of Service		101,759	100,163

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

Strategic Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,945	3,078
National Insurance Contributions		261	250
Superannuation Costs		384	446
Other Pension Costs		57	52
Other Employee Related Costs		0	0
Training And Development		32	33
		3,679	3,859
Supplies & Services			
Materials And Equipment		8	8
Stationery And Postage		3	3
Advertising		2	2
IT/Telecommunications		17	18
Professional Fees and Subscriptions		39	39
Grants And Contributions		862	810
Allowances		0	0
Consultancy Services		52	281
Other Hired And Contracted Services		428	502
Publication And Promotion		11	10
Miscellaneous		35	25
		1,457	1,699
Transport			
Travel Allowances		38	39
Private Hire		0	0
		39	40
Internal Charges			
Managed Recharges Frm Other Directorates		956	854
		956	854
Agency Payments			
Services Provided By Voluntary Sector		11,788	14,222
Services Provided By Health Authorities		70	0
Fees to Carers		75	0
Home Care		1,159	1,129
Nursing Placements		330	330
Residential Placements		276	401
		13,698	16,083
Managed Expenditure		19,828	22,534
Internal Income			
Income From Other Directorates		(64)	(1,471)
		(64)	(1,471)
Income - Grants			
Government Grants		0	(571)
Other Grants		(54)	(51)
		(54)	(622)
Income - Sales			
Sale Of Goods And Services		(680)	(957)
		(680)	(957)
Income - Charges			
Fees And Charges		(11)	(10)

Adult Social Care

Budget Manager : Deputy Director Strategic Commissioning

Strategic Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Income - Charges			
Contributions		(17,195)	(17,557)
Rents		(20)	(83)
		(17,226)	(17,649)
Managed Income		(18,024)	(20,699)
Net Managed Budget		1,804	1,835
Accounting Adjustments			
IAS 19 Pensions Costs		83	166
Capital Charges		657	707
		740	874
Other Internal Adjustments			
Internal Reallocations Charges		4,122	5,392
Internal Reallocations Income		(6,472)	(5,692)
		(2,350)	(300)
Managed Outside the Service		(1,610)	574
Net Cost of Service		194	2,409

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		3,278	3,048
National Insurance Contributions		281	253
Superannuation Costs		443	427
Other Pension Costs		794	820
Other Employee Related Costs		194	224
Training And Development		600	518
		5,590	5,289
Premises			
Cleaning And Workplace Refuse		46	32
Gas		11	52
Electricity		40	30
Other Utilities		10	30
NDR		74	0
Premises Related Insurance		54	38
		235	183
Supplies & Services			
Materials And Equipment		65	65
Stationery And Postage		204	144
Advertising		2	2
IT/Telecommunications		264	200
Insurance		146	176
Professional Fees and Subscriptions		81	131
Allowances		0	0
Other Hired And Contracted Services		1,029	973
Licences		0	0
Miscellaneous		0	0
		1,791	1,692
Transport			
Travel Allowances		41	41
Private Hire		10	10
Transport Related Insurance		25	17
		76	68
Internal Charges			
Managed Recharges Frm Other Directorates		1,022	914
		1,022	914
Managed Expenditure		8,714	8,146
Internal Income			
Income From Other Directorates		(1,058)	(992)
Recharges Income From Capital		(589)	(174)
		(1,647)	(1,166)
Income - Charges			
Fees And Charges		(89)	(89)
Contributions		(1,000)	(1,035)
Other Income		(113)	(213)
		(1,202)	(1,337)
Managed Income		(2,848)	(2,503)
Net Managed Budget		5,866	5,643

Adult Social Care

Budget Manager : Chief Officer Resources and Strategy

Resources			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		(633)	(610)
Capital Charges		957	2,857
		324	2,246
Central Recharges			
Central Recharges Expenditure		14,414	13,111
Corporate & Democratic Core Income		(228)	(253)
		14,186	12,858
Other Internal Adjustments			
Internal Reallocations Charges		1,110	920
Internal Reallocations Income		(20,368)	(20,560)
		(19,257)	(19,640)
Managed Outside the Service		(4,747)	(4,535)
Net Cost of Service		1,119	1,108

Adult Social Care

Budget Manager : Chief Officer Operational Services

Operational Services	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		36,630	37,135
National Insurance Contributions		2,638	2,468
Superannuation Costs		4,761	4,693
Other Pension Costs		354	451
Other Employee Related Costs		19	19
Training And Development		79	44
		44,480	44,809
Premises			
Buildings Maintenance		71	71
Grounds Maintenance		56	54
Building Security		46	52
Cleaning And Workplace Refuse		678	651
Gas		435	450
Electricity		399	410
Other Utilities		366	335
Rents		48	69
NNDR		169	220
Accommodation Charges		59	92
		2,328	2,405
Supplies & Services			
Materials And Equipment		1,493	1,496
Stationery And Postage		52	50
Advertising		7	7
IT/Telecommunications		149	164
Professional Fees and Subscriptions		2	2
Grants And Contributions		512	2
Catering Service		72	67
Allowances		34	31
Other Hired And Contracted Services		34	34
Licences		87	83
Publication And Promotion		0	8
PFI Unitary Charges		5,242	5,089
Miscellaneous		462	445
		8,145	7,477
Transport			
Vehicles And Plant Related Expenditure		137	143
Travel Allowances		434	513
Fuel		26	26
Private Hire		13	5
		610	686
Internal Charges			
Managed Recharges Frm Other Directorates		5,652	4,094
		5,652	4,094
Agency Payments			
Services Provided By Other Organisations		0	74
Services Provided By Voluntary Sector		145	24
Services Provided By Health Authorities		140	125
Contributions to Partnerships		66,439	93,884
Fees to Carers		462	466

Adult Social Care

Budget Manager : Chief Officer Operational Services

Operational Services	£000	Budget 2012/13	Budget 2013/14
Agency Payments			
Day Care		100	100
		67,284	94,674
Managed Expenditure		128,499	154,146
Internal Income			
Income From Other Directorates		(7,079)	(998)
Charge To/From HRA		0	(392)
		(7,079)	(1,390)
Income - Grants			
Government Grants		(10,192)	(171)
DCLG Grants		(4,671)	(4,671)
		(14,863)	(4,842)
Income - Sales			
Sale Of Goods And Services		(414)	(601)
		(414)	(601)
Income - Charges			
Fees And Charges		(37)	(49)
Contributions		(27,147)	(47,454)
Other Income		(361)	(370)
Rents		(117)	(7)
		(27,663)	(47,881)
Managed Income		(50,018)	(54,714)
Net Managed Budget		78,481	99,432
Accounting Adjustments			
IAS 19 Pensions Costs		1,392	1,863
Vehicles And Plant (Internal Leasing)		(66)	(66)
Vehicle leasing recharges		66	66
Capital Charges		2,245	3,982
		3,638	5,844
Other Internal Adjustments			
Internal Reallocations Charges		21,121	19,027
Internal Reallocations Income		(8,406)	(6,644)
		12,715	12,384
Managed Outside the Service		16,352	18,228
Net Cost of Service		94,833	117,660

Children's Services

LEEDS CITY COUNCIL 2013/14 BUDGET REPORT

Directorate: Children's Services

1 Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2013/14 financial year. The budget strategy for 2013/14 continues to be set within a context of sustained demand for services, the need to maintain and improve performance and the continuing integration of services across the Children Leeds partnership.

2 Service Context

- 2.1 There are 180,000 children and young people in Leeds aged under 19 and the Council has a statutory responsibility and a duty to safeguard and promote their welfare. Working in partnership with families, communities, schools, businesses and Children's Trust Board partners, there is a clear and agreed vision for Leeds to be a truly child friendly city, built around a commitment to put the child at the heart of everything we do and where children and young people have voice and influence. Our ambition is for Leeds to be the best city in the country for children to be born, grow-up, learn and have fun, which we will achieve through the delivery of our Children and Young People's Plan (CYPP).

- 2.2 The Children's Trust Board has set out a framework for delivering this vision through the CYPP, which articulates 5 strategic outcomes, 11 priorities and 16 key indicators which, when combined, will help to deliver our ambitions. In addition, the focus on our 3 over-arching strategic 'obsessions', areas where we need unrelenting activity to drive rapid and sustained change, is continuing. These 3 strategic 'obsessions' are;

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

Within a context of sustained demand for services and consequential financial challenges, 2012/13 has been a year of significant change, progress and improvement across Children's Services. The fundamental restructure is becoming embedded and is helping to deliver real improvements in how services integrate and work together to respond quickly to children's needs and support vulnerable children, young people and families better. In terms of achievements, we have/are;

- Helping more children and young people earlier and more effectively, enabling more of them to remain safely with their families rather than entering into the care of the local authority.
- Supporting more children and young people to engage in learning, as demonstrated through our best ever school attendance figures.
- Improved our 'front door' arrangements to improve our help for the children and families who face the biggest challenges and risks, which in turn helps us to manage referrals better and ensure they get the help they need at the right time.
- Restructured our social work teams bringing a stronger focus to our social care support.
- Set-up a new integrated safeguarding unit, new targeted services and voice and influence teams through which we will continue to strengthen the voices of children and families.

- 2.3 What is critical as we move ahead is how we work together across the partnership to deliver improvements at a local level, in every community and in every neighbourhood in Leeds. Restorative practice is key to our new approaches. We know that we can get better outcomes for children and young people when we work with them and their families to come up with safe, shared solutions. Recognising that the available resources will reduce over the next few years there are

significant challenges ahead in terms of how we target resources so that we can continue to improve outcomes for all and in particular our most vulnerable children and young people.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £16.1m cr (-10.7%)

3.1 The variation can be summarised as follows:

	£000s	
Net Managed Budget 2012/13		132,205
Adjustments		
• Transfers of functions		19,584
• Other adjustments		<u>-489</u>
Adjusted Net Managed Budget 2012/13		151,300
Changes in prices		
• Pay	1,126	
• Price	705	
• Income	<u>-412</u>	1,419
Service Budget Changes		
• Changes in Service Levels	-7,283	
• Other Factors not affecting level of service	-6,250	
• New charges	-	
• Efficiency Savings		
○ Procurement	-1,999	
○ Other	<u>-2,016</u>	-17,548
Net Managed Budget 2013/14		135,171

3.2 Adjustments

3.2.1 In 2012/13, the Early Intervention Grant (EIG) for Leeds in 2012/13 is £32.7m and is used to fund key priority services such as Sure Start Children's Centres, short-breaks and respite provision for disabled children, targeted/specialist information, advice and guidance as well as support for teenage parents and specialist family intervention services. The Early Intervention Grant will cease from April 2013, with £1.7bn nationally (£23.0m for Leeds) being built into formula grant calculations from 2013/14. This is a net reduction of £8m in the funding available to support the range of key priority early intervention and preventative services.

3.2.2 From 1st September 2013, local authorities will have a new statutory duty to secure free early education for eligible 2-year olds. For Leeds, Government have estimated eligible numbers at January 2013 to be 2,190. To support this duty, £525m nationally (£760m in 2014/15) will be 'top-sliced' from the previous intervention funding in 2013/14 and transferred into the ring-fenced Dedicated School Grant (DSG). For Leeds, the 2013/14 allocation for 2-year olds is £6.058m for statutory place funding and £2.378m for trajectory building. In addition to the revenue funding, there is also £100m of capital funding available nationally with a Leeds allocation of £1.582m.

3.2.3 From 2013-14, new funding arrangements for education services will apply for local authorities and academies. The previous Local Authority Central Spend Equivalent Grant (LACSEG) for academies, and the corresponding element of local government revenue funding, will be replaced by the new ring-fenced Education Services Grant (ESG). The Education Services Grant will be allocated on a simple per-pupil basis to local authorities and academies according to the number of pupils for

whom they are responsible. For Leeds, the Education Services Grant for 2013/14 will be £12.4m although this will reduce in-year as and when maintained schools transfer to become academies. The Executive Board received a specific report around the changes to schools funding in December 2012.

3.3 Changes in prices

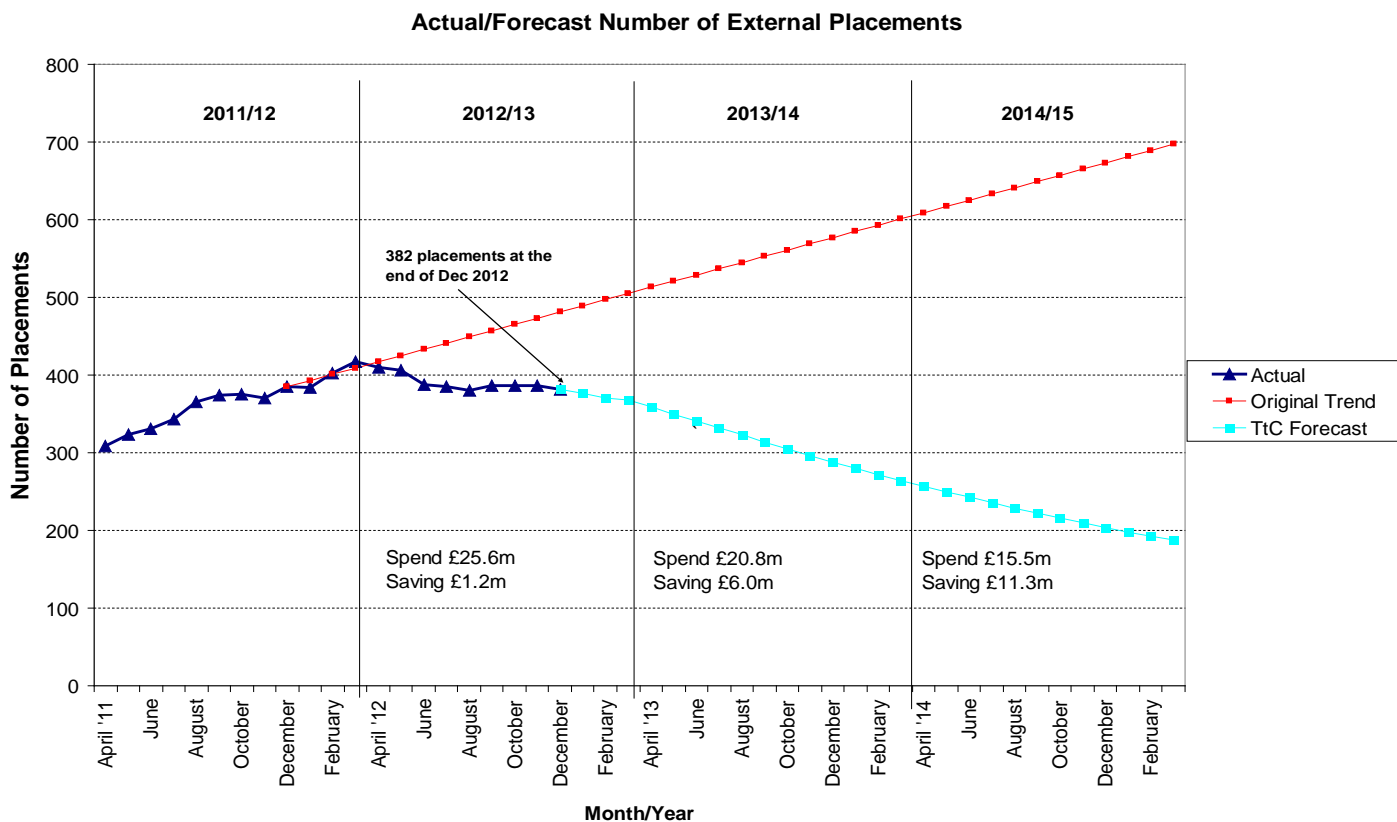
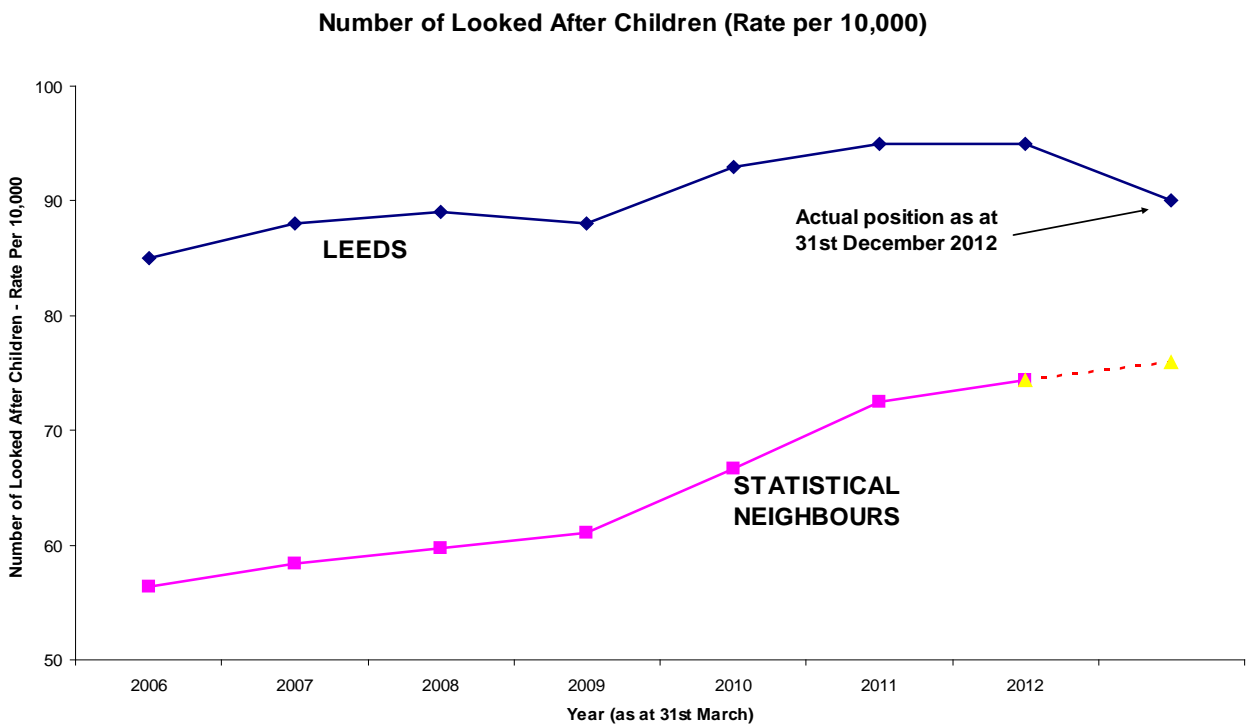
- 3.3.1 Provision has been made for a 1% pay award in 2013/14. No provision has been made for inflation on running cost budgets other than where there are specific commitments, and for transport costs and on utilities.
- 3.3.2 There is a need to consider the provision of subsidised childcare and the level of nursery fees in the Children's Centres. The current nursery fee is £34 per day and it is proposed to increase this by £2 per day which is an increase of 5.88%. This increased fee compares with an average daily fee of £43 across other private, voluntary and independent providers and it is estimated that this increase will generate an additional £0.3m of income in 2013/14. The proposed fee increase has been equality assessed. Working parents on low or modest income can receive up to 70% assistance with their nursery fee through the childcare element of working tax credit and many parents not entitled to this working tax credit receive assistance through the various 'salary sacrifice' childcare voucher schemes. In addition, parents will continue to benefit from a range of subsidies and support including;
- 15 hours of free nursery education for 3 and 4 year olds
 - 15 hours of free childcare for disadvantaged 2 year olds
 - Parents starting an educational course prior to their 20th birthday can have their childcare costs reimbursed through the 'Care to Learn' scheme and many Higher Education students receive 85% of their fee reimbursed through the HE Support Grant. Further education students may also have their fee paid for by their college.
 - Children's Services continues to operate a vulnerable children's fund for children at risk and can offer a free place, or discretionary fees, for a period of time for families in difficulty. Parents/carers also have access to a full range of counselling services including: the credit union scheme, Citizen's Advice Bureau for debt counselling and budget management and also advice around maximising welfare benefits.
 - The provision to waive the nursery fee where a parent/carer is suffering significant financial hardship will also be retained.

3.4 Changes in Service Levels

- 3.4.1 Delivering on the 3 strategic obsessions, and further strengthening our early intervention and preventative services, are key to preventing risks escalating and becoming harder to resolve. Government has rightly raised expectations of standards, particularly in safeguarding, and is driving a wide range of reform across the whole system. This includes a stronger focus on promoting permanence and adoption as a key route to improving the lives of children and young people in care.

3.4.2 Following the progress in 2012/13, the demand-led pressures within the placement budgets are forecast to reduce further into 2013/14 and the proposals include potential activity related savings of £6m (with a further £5.3m in 2014/15) around reducing placement numbers. In addition, the budget strategy also includes an additional £1m of income in respect of changing the funding mix across the externally provided residential and fostering placement budgets. These savings recognise the impact of the additional investment into work around prevention and intervention and the changing mix of placement provision through additional investment into the in-house provision, special guardianship orders and adoption support. The budget proposals also recognise £1.1m of procurement savings arising from the implementation of regionally negotiated framework contracts for residential and fostering placements which are discussed in more detail at paragraph 3.6.2.

3.4.3 The graphs below show the numbers of looked after children (rates per 10,000) for Leeds compared with the statistical neighbours and also the numbers of externally provided placements since April 2011 and also the impact of the turning the curve action plan through 2012/13 to 2014/15.



- 3.4.4 Maintaining and increasing investment across the range of preventative and early intervention services is a cornerstone of the budget strategy and the proposal is therefore to mitigate the immediate impact of the changes in the Early Intervention Grant funding by one-off borrowing of up to £4m in 2013/14 from school balances. This would then be repaid by March 2017, through savings on the looked after children budgets. In addition, despite the significant financial challenges and specifically the reductions in Early Intervention Grant funding, the Council continues to prioritise services for vulnerable children and young people and as such has identified an additional £1m of new funding to further expand targeted preventative services.
- 3.4.5 As mentioned above, in spite of the changes to the Early Intervention Grant funding, the budget strategy continues to support the strategic obsession around reducing the need for children to be looked after, by maintaining and prioritising resources into preventative and early intervention and to target resources to those vulnerable children and families who need support the most. To this end, an additional £2.5m (£1.7m funded through the Families First programme) has been provided to expand family group conferencing, family support, increase the multi-systemic therapy provision and to continue to invest in targeted locality services across the City. In addition, the budget recognises continuing demand-led pressures, including placement sufficiency and provides continuing additional investment into SEN support, additional temporary social work capacity, additional in-house fostering and adoption capacity, including provision to review fees and allowances, as well as additional fostering and adoption support.
- 3.4.6 The current Children's Services Transport Policy was produced following the Education and Inspections Act 2006. The current policy includes both the statutory entitlement and discretionary provision represented in the availability of free home to school travel to faith schools; post 16 mainstream transport to schools/colleges and also home to school/college transport for young people with special educational needs (SEN) between the ages of 16 and 25. The budget strategies for 2013/14 and 2014/15 recognise the proposal to review, with effect from September 2013, the way in which all aspects of home to school transport is provided. The review will consider how the Local Authority can more efficiently meet its duty and whether the current discretionary provision around mainstream and SEN post-16 transport, and also the free provision of transport to faith schools, remains viable in this context. These proposals would lead to cost reductions of £2.8m in 2013/14 with further cost reductions of £2m in 2014/15. The review of the Transport Policy will be subject to full consultation and equality impact assessments.
- 3.4.7 Recognising the availability of over £22m of targeted pupil premium funding to maintained schools across Leeds, the budget strategy also proposes to cease the provision of school clothing allowances from April 2013, with estimated savings of £0.6m in 2013/14.
- 3.4.8 The budget strategy recognises the proposals contained in the Youth Review which seek to end generalist youth provision, restructure the targeted service by September 2013 and commission new targeted youth contracts by April 2014. In addition, a small grants framework will be setup, based around Area Committees, to stimulate the development of activities for young people. The estimated net savings from the Youth Review proposals in 2013/14 are £0.4m with a further £0.7m of savings in 2014/15.
- 3.4.9 As mentioned previously, the Children's Services budget strategy continues to seek to prioritise resources to support the most vulnerable and challenging children, young people and families across Leeds. To this end, the proposals recognise the need to review and reduce discretionary services and as part of this strategy the budget seeks to increase traded income in Learning Improvement and reduce the current net cost of Artforms (including the Music Service).
- 3.4.10 As part of the changes to the Early Intervention Grant, the Government retained £150m nationally in both 2013/14 and 2014/15 to fund centrally run initiatives and schemes that support intervention. In late January, the Government announced that the £150m top-slice for 2013/14 will be returned to local authorities in the form of an Adoption Reform Grant, with £50m of the £150m ring-fenced.

Individual local authority allocations and the spending criteria for the funding have yet to be announced, although the expectation is that the funding will support adoption reform by enabling local authorities to target funding at the adoption process and specialist support children need.

3.5 THE SCHOOLS BUDGET

3.5.1 The Schools Budget is funded by three grants, the Dedicated Schools Grant (DSG), Pupil Premium and Education Funding Agency (EFA) Post 16 Grant. The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the Local Authority Schools Budget. Any under spend of grant from one year must be carried forward and applied to the Schools Budget in future years. Any overspend may be carried forward and applied to the Schools budget in future years with the approval of the Schools Forum. The Schools Budget comprises of Individual School Budgets delegated to schools, the 15hrs of free early years education for 2, 3 and 4 year olds attending private, voluntary and independent settings, the cost of supporting pupils with high needs and a number of prescribed services and costs in support of education in schools. From August 2013 the Local Authority will be responsible for funding the special educational needs costs of supporting all young people from 0 to 25. The Pupil Premium and EFA Post 16 Grant are also ring fenced grants that must be passed on to Schools and post 16 providers.

3.5.2 The DSG for 2013/14 is to be split into three separate blocks. These will be known as the Early Years Block, High Needs Block, and the Schools Block.

Early Years Block	2013/14 Estimate £000
3 and 4 Yr old allocation based on estimated 7,742 pupils @ £3,883	30,065.3
2 yr old Allocation	8,436.3
Total Early Years Block	38,501.6

3.5.3 The Early Years Block will be used to fund the free early education of 3 and 4 yr olds, and the early education of vulnerable 2 yr olds in Schools, Academies and Private, Voluntary and Independent settings. The grant will be based on the number of 3 and 4 yr olds on the January 2013 and January 2014 census, multiplied by a figure of £3,883 per full time equivalent pupil. The funding for the 2013/14 financial year will therefore not be finalised until after the end of the year. Funding for 2yr old provision is based on a DfE target for 2yr old places and will be a fixed amount determined by the DfE.

3.5.4 The High Needs Block will be used to fund Special Schools, Resourced SEN places in Mainstream Schools, Pupil Referral Units and Education other than at School. The High Needs Block must also fund top up payments to Primary Schools, Secondary Schools and Academies where the cost of SEN provision for individual pupils is over £6,000. From August 2013 top up funding for all young people up to the age of 25 will also be met from this block.

3.5.5 From April 2013 Pupil Referral Units will have delegated budgets. This funding will be based on an annual allocation of £8,000 per place to be provided and top up funding on the number of places occupied by pupils. For pupils who are permanently excluded the local Authority will pay the top up, where pupils attend on fixed term exclusions or dual registration the top up must be paid by the school that the pupil attends.

3.5.6 From April 2013 funding of Special Schools and Resourced Units in mainstream schools for pupils up to the age of 16 will be based on an annual allocation of £10,000 per place to be provided and top up funding on the number of places occupied.

3.5.7 Funding for 2013/14 is based on our 2012/13 level of expenditure adjusted for population changes and funding available to the DfE, with additional funding for the post 16 SEN responsibilities transferring from the Education Funding Agency from August onwards.

High Needs Block	2013/14 Estimate £000
2012/13 baseline expenditure	51,956.9
Post 16 Transfer	2,078.8
Population adjustment	176.0
Total High Needs Block	54,211.7

3.5.8 The Schools Block funds the delegated budgets of Primary and Secondary Schools for pupils in reception to year 11, and a number of prescribed services and costs in support of education in schools. The grant for 2013/14 will be based on pupil numbers in Leeds (including those in Academies) as at October 2012, multiplied by a unit rate of £4,538. Pupil numbers funded have increased by 1,105 year on year and the Schools Block will increase by £5.0m year on year. This overall pupil increase is made up of an increase of 1,759 Primary aged pupils and a decrease of 654 Secondary aged pupils.

3.5.9 The delegated Schools Budget will be allocated to Primary and Secondary Schools including academies through the use of a simplified funding formula. The simplified formula to be used was supported by the Leeds Schools Forum and approved by Executive Board in December. The use of a simplified formula leads to a redistribution of funding between schools that is mitigated through the use of a minimum funding guarantee. Under the guarantee funding per pupil may not decrease by over 1.5% year on year. The funding allocated to Academies through the funding formula will be top sliced from the Schools Block paid to the City Council.

Schools Block	2013/14 Estimate £000
Schools Block based on 95,145 pupils including those in Academies	431,882.8
Estimated recoupmnt for Academies at 1.4.2013	-98,150.6
Total Schools Block	333,732.2

3.5.10 Under new regulations services to be centrally retained and funded from the Schools Block may only be funded at the same level as the 2012/13 budget. Under these arrangements the Leeds Schools Forum has approved the continued central retention of £5.2m to support School Based Clusters.

3.5.11 The total Dedicated Schools Grant to be received is estimated as £426,445,410, being the total of the Early Years, High Needs and Schools Block Grants. The final Dedicated Schools Grant received for 2012/13 was £439.784m.

3.5.12 The Pupil Premium grant is paid to the Local Authority to be pass-ported on to individual Schools based on pupils eligible for free school meals within the last 6 years or pupils looked after for a period of over 6 months. The government has announced that the grant rate for 2013/14 will be £900 per qualifying pupil. A pupil premium of £300 will also be paid for Service Children. This will deliver a year on year increase of £8.9m to schools including academies in Leeds. Including Pupil Premium paid for Looked After pupils and service children the total grant is estimated to be £27.7m.

Pupil Premium	2013/14 Estimate £000
Deprivation based Pupil Premium, on FSM	27,209.2
Pupil Premium for Looked After Pupils	800.1
Pupil Premium for Service Children	29.7
Less Pupil Premium paid to Academies	-5,655.2
Total Pupil Premium	22,383.8

Pupil Premium for Academies will be paid directly by the Education Funding Agency.

3.5.13 The Education Funding Agency (EFA) will provide a ring fenced grant that must be passed directly to Sixth Forms and other education institutions. In 2013/14 this will be made up of two separate elements.

Sixth Forms will receive funding based on a national formula that takes into account the number of pupils on roll, the courses followed, and the retention rates of individual Sixth Forms. The grant paid excludes funding for Academy Sixth Forms, that are funded directly.

The Local Authority will also receive a Post 16 SEN grant from August 2013. This grant must be used to support post 16 places for Leeds resident young people up to the age of 25, and be passported directly to education institutions identified in the grant schedule. The grant will fund 426 places from August 2013. Any further places required between August 2013 and July 2014 must be funded from the High Needs Block within the Dedicated Schools Grant

Post 16 Grant	2013/14 Estimate £000
Sixth Form Grant	16,925.1
Post 16 SEN Places (Aug to Mar)	3,117.5
Total Post 16 Grant	20,042.6

3.6 Efficiency Savings

3.6.1 As part of developing the budget, all budgeted vacant posts have been reviewed across the Directorate and an estimated £0.5m of cost reductions have been included in the budget in respect of take-up of the Early Leavers Initiative. As part of the medium-term strategy around prioritising resources to front-line provision, the budget for 2013/14 also includes savings of £0.25m in 2013/14 around the continuing review of back-office functions.

3.6.2 In November 2012, a collaborative project to implement a regional framework for the purchase of Independent Fostering Agency placements (IFA's) was completed. Tenders from providers were assessed for both price and quality and providers ranked accordingly. On average, the tariffs tendered by the framework's most competitive providers represent savings of circa 7.5% for Leeds. Based on forecast IFA activity for next year and assuming the region can secure these new rates for current placements (in addition to new business), it is estimated that the new framework will deliver savings of circa £0.6m for Leeds. A similar (regional) project is also underway to deliver a regional framework contract for the purchase of external residential placements. It is estimated that the new framework will commence in April 2013 and, on average, will deliver savings on current tariffs of

circa 7.5%. Based on forecast activity for next year (and again assuming the region can secure the new rates for existing placements), it is estimated that the new framework will deliver savings of circa £0.5m for Leeds. The 2013/14 budget for external placements therefore includes a total of £1.1m savings from the two regional framework contracts.

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.

Net Managed Budget	135,171
Managed Outside Service	46,171
Net Revenue Charge	181,342

5 Risk Assessment

5.1 In determining the 2013/14 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 2013/14 budget for Children's Services are as follows;

- The number of looked after children and children in need placed significant pressures on the budget in previous financial years and given the current financial and economic climate, there is a risk within the budget which relates to the level of demand and activity, particularly within the social care and looked after children budgets. The 2013/14 budget strategy recognises the significant progress that has been made in 2012/13 with the proposed activity-related savings of £6m on the externally provided residential and fostering placement budgets. However, given the wider financial and economic climate, there is a risk that the levels of demand will be higher than that assumed in the budget. The reconfiguration and integration of services across the Children Leeds partnership, together with the turning the curve action plan around the need for children to be in care (para 3.4.2), are part of the whole system strategy which is designed to manage and reduce these demand-led pressures.
- From 2013-14, new funding arrangements for education services will apply for local authorities and academies. The previous Local Authority Central Spend Equivalent Grant (LACSEG) for academies, and the corresponding element of local government revenue funding, will be replaced by the new ring-fenced Education Services Grant (ESG). Government has set the level of funding for the local authority's retained statutory duties at £15 per pupil which covers the provision of Education Welfare Services, Asset Management and other statutory and regulatory duties. In addition, local authorities also retain responsibility for home to school transport, education psychology, SEN administration, assessment and monitoring and school place planning. All other local authority central education services are expected to be completely scaleable as maintained schools convert to become Academies. From April 2013, the variable element of the Education Services Grant is set at £116.45 per pupil per year and will only be paid to the local authority whilst pupils attend maintained schools. There will therefore be an expectation that support services and costs are scaled-back in line with the conversion of schools to academies and the consequential loss of Education Services Grant funding.

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Service Context:

- There are 180,000 children and young people in Leeds aged under 19 and the Council has a statutory responsibility and a duty to safeguard and promote their welfare. Working in partnership with families, communities, schools, businesses and Children's Trust Board partners, there is a clear and agreed vision for Leeds to be a truly child friendly city, built around a commitment to put the child at the heart of everything we do and where children and young people have voice and influence. Our ambition is for Leeds to be the best city in the country for children to be born, grow-up, learn and have fun, which we will achieve through the delivery of our Children and Young People's Plan (CYPP).
- The Children's Trust Board has set out a framework for delivering this vision through the CYPP, which articulates 5 strategic outcomes, 11 priorities and 16 key indicators which, when combined, will help to deliver our ambitions. In addition, the focus on our 3 over-arching strategic 'obsessions', areas where we need unrelenting activity to drive rapid and sustained change, is continuing. These 3 strategic 'obsessions' are;
 - Reducing the need for children to become looked after
 - Improving behaviour, attendance and achievement
 - Increasing numbers in young people in employment, education or training
- Within a context of sustained demand for services and consequential financial challenges, 2012/13 has been a year of significant change, progress and improvement across Children's Services. The fundamental restructure is becoming embedded and is helping to deliver real improvements in how services integrate and work together to respond quickly to children's needs and support vulnerable children, young people and families better.
- In terms of achievements, we have/are;
 - Helping more children and young people earlier and more effectively, enabling more of them to remain safely with their families rather than entering into the care of the local authority.
 - Supporting more children and young people to engage in learning, as demonstrated through our best ever school attendance figures.
 - Improved our 'front door' arrangements to improve our help for the children and families who face the biggest challenges and risks, which in turn helps us to manage referrals better and ensure they get the help they need at the right time.
 - Restructured our social work teams bringing a stronger focus to our social care support.
 - Set-up a new integrated safeguarding unit, new targeted services and voice and influence teams through which we will continue to strengthen the voices of children and families.



Children's Services



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- What is critical as we move ahead is how we work together across the partnership to deliver improvements at a local level, in every community and in every neighbourhood in Leeds. Restorative practice is key to our new approaches. We know that we can get better outcomes for children and young people when we work with them and their families to come up with safe, shared solutions. Recognising that the available resources will reduce over the next few years there are significant challenges ahead in terms of how we target resources so that we can continue to improve outcomes for all and in particular our most vulnerable children and young people.
 - Delivering on the 3 strategic obsessions, and further strengthening our early intervention and preventative services, are key to preventing risks escalating and becoming harder to resolve. Government has rightly raised expectations of standards, particularly in safeguarding, and is driving a wide range of reform across the whole system. This includes a stronger focus on promoting permanence and adoption as a key route to improving the lives of children and young people in care.

Children's Services

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Partnership Dev & Bus Supt	Partnership Dev. & Business Support	19,379	15,889	(16,064)	(175)	5,676	5,501
Deputy Director - Learning Skills & Universal Services	Learning, Skills & Universal Services	16,143	78,982	(55,488)	23,493	3,099	26,592
Deputy Director Safeguarding, Specialist, Targeted Services	Safeguarding, Targeted & Specialist	93,183	127,937	(31,400)	96,537	3,429	99,966
Chief Officer Strategy, Performance & Commissioning	Strategy, Performance & Commissioning	48,320	69,106	(53,790)	15,316	30,158	45,474
Net Cost of Service		177,025	291,914	(156,743)	135,171	42,362	177,533
	Transfers to and from earmarked reserves	842	0	0	0	3,809	3,809
Net Revenue Charge		177,866	291,914	(156,743)	135,171	46,171	181,342

Children's Services

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Employees		
Direct Pay Costs	83,128	82,112
National Insurance Contributions	5,758	5,997
Superannuation Costs	10,798	11,359
Other Pension Costs	8,767	8,083
Other Employee Related Costs	181	199
Training And Development	414	285
	109,047	108,035
Premises		
Buildings Maintenance	239	167
Grounds Maintenance	43	50
Building Security	91	76
Cleaning And Workplace Refuse	1,326	1,217
Gas	394	352
Electricity	410	360
Other Utilities	255	249
Rents	399	534
NNDR	820	844
Accommodation Charges	363	301
Premises Related Insurance	46	47
	4,384	4,199
Supplies & Services		
Materials And Equipment	1,922	1,622
Stationery And Postage	475	360
Advertising	114	115
IT/Telecommunications	2,036	1,512
Insurance	306	302
Professional Fees and Subscriptions	921	3,785
Grants And Contributions	44	15
Catering Service	1,140	1,068
Recycling And Reuse	0	0
Allowances	167	249
External Audit Fees	11	9
Security Services	54	40
Other Hired And Contracted Services	4,740	1,406
Licences	215	273
Publication And Promotion	58	79
PFI Unitary Charges	48,478	49,734
Miscellaneous	14	6
	60,696	60,574
Transport		
Vehicles And Plant Related Expenditure	321	275
Travel Allowances	2,233	2,191
Fuel	63	63
Private Hire	4,933	3,084
Transport Related Insurance	4	10
	7,554	5,623
Internal Charges		
Managed Recharges Frm Other Directorates	26,976	32,100
Distributed Grants	9,786	9,155
	36,762	41,255

Children's Services

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Agency Payments		
Services Provided By Other Organisations	13,985	21,065
Services Provided By Voluntary Sector	9,451	8,546
Services by Independent/Special Schools	7,659	1,066
General External Residential Placements	15,701	11,738
Independent Fostering Agencies	12,460	9,580
Services Provided By Health Authorities	590	686
Contributions to Partnerships	80	80
In-house Fostering	12,624	13,292
Care Leavers	2,837	3,043
Adoption	3,310	3,425
Special Educational Needs Placements	0	4,016
	78,697	76,536
Transfer Payments		
School Clothing Vouchers	580	72
Allowances for young people	91	89
Social Care Direct Payments	516	416
Young People's Expenses	9	10
	1,196	587
Appropriations		
Transfers To/From Earmarked Reserves	(875)	(4,930)
Transfer Of Surplus	41	37
	(834)	(4,893)
Managed Expenditure	297,503	291,914
Internal Income		
Income From Other Directorates	(24,331)	(25,793)
Recharges Income From Capital	(545)	(1,214)
Redistribution Of Grants Income	(3,555)	(3,426)
	(28,431)	(30,433)
Income - Grants		
Government Grants	(83,995)	(70,284)
DCLG Grants	(31,503)	(33,208)
	(115,498)	(103,492)
Income - Sales		
Sale Of Goods And Services	(750)	(360)
	(750)	(360)
Income - Charges		
Fees And Charges	(12,795)	(16,077)
Contributions	(7,167)	(5,763)
Other Income	(331)	(310)
Rents	(323)	(307)
	(20,616)	(22,457)
Income - Other		
Interest and Dividends	(2)	(1)
	(2)	(1)
Managed Income	(165,298)	(156,743)
Net Managed Budget	132,205	135,171

Children's Services

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments		
IAS 19 Pensions Costs	(849)	(3,809)
Vehicles And Plant (Internal Leasing)	(42)	(34)
Vehicle leasing recharges	42	34
Transfers To/From Statutory Reserves	842	3,809
Capital Charges	31,312	30,776
	31,305	30,776
Central Recharges		
Central Recharges Expenditure	14,742	15,936
Corporate & Democratic Core Income	(385)	(541)
	14,357	15,395
Other Internal Adjustments		
Internal Reallocations Charges	34	0
Internal Reallocations Income	(34)	0
	0	0
Managed Outside the Service	45,661	46,171
Net Cost of Service	177,866	181,342

Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,359	3,230
National Insurance Contributions		192	252
Superannuation Costs		327	455
Other Pension Costs		7,934	7,337
Other Employee Related Costs		19	7
Training And Development		108	59
		10,940	11,340
Premises			
Cleaning And Workplace Refuse		0	6
Other Utilities		82	82
Accommodation Charges		12	10
Premises Related Insurance		9	0
		103	98
Supplies & Services			
Materials And Equipment		10	12
Stationery And Postage		184	171
IT/Telecommunications		1,362	782
Insurance		21	7
Professional Fees and Subscriptions		107	97
External Audit Fees		11	9
Other Hired And Contracted Services		200	46
Licences		0	2
Publication And Promotion		0	50
		1,896	1,177
Transport			
Travel Allowances		28	32
		28	32
Internal Charges			
Managed Recharges Frm Other Directorates		2,848	2,792
Distributed Grants		507	450
		3,355	3,242
Agency Payments			
Services Provided By Other Organisations		63	43
Services Provided By Voluntary Sector		0	8
Services by Independent/Special Schools		0	350
		63	401
Appropriations			
Transfers To/From Earmarked Reserves		(602)	(400)
		(602)	(400)
Managed Expenditure		15,782	15,889
Internal Income			
Income From Other Directorates		(915)	(709)
		(915)	(709)
Income - Grants			
Government Grants		(2,990)	(14,827)
		(2,990)	(14,827)
Income - Charges			
Fees And Charges		(3)	(3)

Children's Services

Budget Manager : Chief Officer Partnership Dev & Bus Supt

Partnership Dev. & Business Support			
	£000	Budget 2012/13	Budget 2013/14
Income - Charges			
Contributions		(582)	(525)
		(585)	(528)
Managed Income		(4,491)	(16,064)
Net Managed Budget		11,292	(175)
Accounting Adjustments			
IAS 19 Pensions Costs		(3,434)	(7,944)
Capital Charges		36	30
		(3,398)	(7,914)
Central Recharges			
Central Recharges Expenditure		11,883	14,132
Corporate & Democratic Core Income		(385)	(541)
		11,497	13,591
Other Internal Adjustments			
Internal Reallocations Income		(12)	0
		(12)	0
Managed Outside the Service		8,087	5,676
Net Cost of Service		19,379	5,501

Children's Services

Budget Manager : Deputy Director - Learning Skills & Universal Services

Learning, Skills & Universal Services			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		30,913	26,447
National Insurance Contributions		2,136	1,828
Superannuation Costs		3,953	3,750
Other Pension Costs		526	442
Other Employee Related Costs		45	33
Training And Development		68	17
		37,642	32,516
Premises			
Buildings Maintenance		127	80
Grounds Maintenance		24	25
Building Security		71	60
Cleaning And Workplace Refuse		918	791
Gas		275	234
Electricity		296	230
Other Utilities		123	114
Rents		302	254
NNDR		652	650
Accommodation Charges		105	35
Premises Related Insurance		26	34
		2,917	2,508
Supplies & Services			
Materials And Equipment		770	483
Stationery And Postage		182	94
Advertising		13	0
IT/Telecommunications		382	232
Insurance		30	57
Professional Fees and Subscriptions		307	703
Grants And Contributions		15	15
Catering Service		1,133	1,061
Allowances		3	9
Security Services		54	38
Other Hired And Contracted Services		1,465	542
Licences		175	234
Publication And Promotion		33	22
Miscellaneous		8	4
		4,570	3,492
Transport			
Vehicles And Plant Related Expenditure		176	155
Travel Allowances		382	295
Fuel		56	55
Private Hire		448	7
Transport Related Insurance		2	5
		1,065	517
Internal Charges			
Managed Recharges Frm Other Directorates		7,906	12,421
Distributed Grants		8,463	8,705
		16,369	21,127
Agency Payments			
Services Provided By Other Organisations		9,738	16,954

Children's Services

Budget Manager : Deputy Director - Learning Skills & Universal Services

Learning, Skills & Universal Services			
	£000	Budget 2012/13	Budget 2013/14
Agency Payments			
Services Provided By Voluntary Sector		4,241	3,963
Services by Independent/Special Schools		3,495	0
		17,474	20,917
Transfer Payments			
School Clothing Vouchers		580	0
Young People's Expenses		9	9
		589	9
Appropriations			
Transfers To/From Earmarked Reserves		0	(2,104)
		0	(2,104)
Managed Expenditure		80,627	78,982
Internal Income			
Income From Other Directorates		(4,133)	(4,413)
Redistribution Of Grants Income		(2,832)	(3,396)
		(6,966)	(7,809)
Income - Grants			
Government Grants		(54,517)	(40,727)
		(54,517)	(40,727)
Income - Sales			
Sale Of Goods And Services		(51)	(14)
		(51)	(14)
Income - Charges			
Fees And Charges		(5,507)	(5,384)
Contributions		(306)	(1,354)
Other Income		(195)	(52)
Rents		(105)	(149)
		(6,113)	(6,939)
Managed Income		(67,647)	(55,488)
Net Managed Budget		12,981	23,493
Accounting Adjustments			
IAS 19 Pensions Costs		606	1,020
Vehicles And Plant (Internal Leasing)		(30)	(22)
Vehicle leasing recharges		30	22
Capital Charges		1,262	1,358
		1,868	2,378
Central Recharges			
Central Recharges Expenditure		1,260	721
		1,260	721
Other Internal Adjustments			
Internal Reallocations Charges		34	0
		34	0
Managed Outside the Service		3,162	3,099
Net Cost of Service		16,143	26,592

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		45,155	47,963
National Insurance Contributions		3,077	3,570
Superannuation Costs		5,864	6,518
Other Pension Costs		285	285
Other Employee Related Costs		112	158
Training And Development		225	202
		54,718	58,696
Premises			
Buildings Maintenance		100	76
Grounds Maintenance		16	20
Building Security		9	11
Cleaning And Workplace Refuse		407	421
Gas		116	116
Electricity		111	127
Other Utilities		49	51
Rents		97	280
NDR		161	186
Accommodation Charges		15	15
Premises Related Insurance		11	13
		1,093	1,316
Supplies & Services			
Materials And Equipment		1,037	1,026
Stationery And Postage		94	87
Advertising		71	80
IT/Telecommunications		230	448
Insurance		255	238
Professional Fees and Subscriptions		361	512
Grants And Contributions		29	0
Catering Service		8	7
Recycling And Reuse		0	0
Allowances		164	241
Security Services		0	3
Other Hired And Contracted Services		429	718
Licences		37	33
Publication And Promotion		23	7
PFI Unitary Charges		491	495
Miscellaneous		6	2
		3,233	3,897
Transport			
Vehicles And Plant Related Expenditure		143	120
Travel Allowances		1,712	1,754
Fuel		6	8
Private Hire		63	7
Transport Related Insurance		2	5
		1,927	1,894
Internal Charges			
Managed Recharges Frm Other Directorates		7,349	9,084
Distributed Grants		816	0
		8,164	9,084

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist			
	£000	Budget 2012/13	Budget 2013/14
Agency Payments			
Services Provided By Other Organisations		4,134	4,068
Services Provided By Voluntary Sector		5,210	4,324
Services by Independent/Special Schools		4,164	716
General External Residential Placements		15,701	11,738
Independent Fostering Agencies		12,460	9,580
Services Provided By Health Authorities		590	686
Contributions to Partnerships		80	80
In-house Fostering		12,624	13,292
Care Leavers		2,837	3,043
Adoption		3,310	3,425
Special Educational Needs Placements		0	4,016
		61,110	54,968
Transfer Payments			
School Clothing Vouchers		0	72
Allowances for young people		91	89
Social Care Direct Payments		516	416
Young People's Expenses		0	1
		607	578
Appropriations			
Transfers To/From Earmarked Reserves		0	(2,495)
		0	(2,495)
Managed Expenditure		130,853	127,937
Internal Income			
Income From Other Directorates		(1,013)	(2,116)
Recharges Income From Capital		0	(669)
Redistribution Of Grants Income		(723)	(30)
		(1,735)	(2,815)
Income - Grants			
Government Grants		(25,666)	(13,822)
DCLG Grants		(544)	(2,249)
		(26,210)	(16,071)
Income - Sales			
Sale Of Goods And Services		(418)	(8)
		(418)	(8)
Income - Charges			
Fees And Charges		(5,675)	(8,343)
Contributions		(6,141)	(3,748)
Other Income		(136)	(258)
Rents		(218)	(158)
		(12,170)	(12,507)
Managed Income		(40,533)	(31,400)
Net Managed Budget		90,320	96,537
Accounting Adjustments			
IAS 19 Pensions Costs		1,762	2,824
Vehicles And Plant (Internal Leasing)		(12)	(12)
Vehicle leasing recharges		12	12

Children's Services

Budget Manager : Deputy Director Safeguarding, Specialist, Targeted Services

Safeguarding, Targeted & Specialist		
£000	Budget 2012/13	Budget 2013/14
Capital Charges	518	453
	2,280	3,277
Central Recharges		
Central Recharges Expenditure	583	152
	583	152
Managed Outside the Service	2,864	3,429
Net Cost of Service	93,183	99,966

Children's Services

Budget Manager : Chief Officer Strategy, Performance & Commissioning

Strategy, Performance & Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		4,700	4,471
National Insurance Contributions		354	347
Superannuation Costs		654	637
Other Pension Costs		21	20
Other Employee Related Costs		4	0
Training And Development		13	7
		5,746	5,482
Premises			
Buildings Maintenance		12	12
Grounds Maintenance		3	5
Building Security		11	6
Gas		2	2
Electricity		3	3
Other Utilities		1	1
NDR		7	8
Accommodation Charges		231	241
		271	278
Supplies & Services			
Materials And Equipment		106	101
Stationery And Postage		15	8
Advertising		30	35
IT/Telecommunications		62	50
Professional Fees and Subscriptions		146	2,473
Other Hired And Contracted Services		2,646	99
Licences		3	4
Publication And Promotion		3	0
PFI Unitary Charges		47,986	49,239
		50,997	52,007
Transport			
Vehicles And Plant Related Expenditure		1	0
Travel Allowances		112	110
Private Hire		4,422	3,071
		4,535	3,180
Internal Charges			
Managed Recharges Frm Other Directorates		8,874	7,802
		8,874	7,802
Agency Payments			
Services Provided By Other Organisations		50	0
Services Provided By Voluntary Sector		0	250
		50	250
Appropriations			
Transfers To/From Earmarked Reserves		(273)	69
Transfer Of Surplus		41	37
		(232)	106
Managed Expenditure		70,241	69,106
Internal Income			
Income From Other Directorates		(18,270)	(18,555)
Recharges Income From Capital		(545)	(545)

Children's Services

Budget Manager : Chief Officer Strategy, Performance & Commissioning

Strategy, Performance & Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Internal Income		(18,815)	(19,100)
Income - Grants			
Government Grants		(821)	(909)
DCLG Grants		(30,959)	(30,959)
		(31,780)	(31,868)
Income - Sales			
Sale Of Goods And Services		(282)	(338)
		(282)	(338)
Income - Charges			
Fees And Charges		(1,610)	(2,347)
Contributions		(139)	(136)
		(1,749)	(2,483)
Income - Other			
Interest and Dividends		(2)	(1)
		(2)	(1)
Managed Income		(52,627)	(53,790)
Net Managed Budget		17,613	15,316
Accounting Adjustments			
IAS 19 Pensions Costs		217	292
Capital Charges		29,496	28,935
		29,713	29,227
Central Recharges			
Central Recharges Expenditure		1,016	931
		1,016	931
Other Internal Adjustments			
Internal Reallocations Income		(23)	0
		(23)	0
Managed Outside the Service		30,706	30,158
Net Cost of Service		48,320	45,474

City Development

LEEDS CITY COUNCIL 2013/14 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 2013/14 financial year.

2 Service Context

- 2.1 The City Development Directorate is responsible for the Council's physical, economic and cultural services. The range of services and functions it provides makes a significant contribution to the life, growth and vitality of the city, whether this is through the maintenance of more than 3,000 km of public highway, the management of planning applications and new developments and regeneration schemes, the delivery of a range of events and cultural activities, the city's network of sport centres, libraries and museums, the provision and commissioning of employment and training services or the development of a multi billion pound property portfolio.
- 2.2 The Budget Plus approach that has been developed to inform the financial plan for the next 4 years and to help achieve the Best City and Best Council ambitions, together with the outcomes from the Commission for the Future of Local Government have helped to shape the future focus and direction of the Directorate and to develop the budget strategy for 2013/14. As the Budget Plus work is progressed this will provide further focus for the Directorate. The Directorate has and will have a crucial role in enabling the Council to achieve these ambitions and to achieving the financial plan. Although the Directorate will have an input into all 10 of the emerging strands of Budget Plus, the Directorate will have a key role in the strands focusing on good economic growth, assets and income, charging and trading.
- 2.3 The Directorate is also seeking to strengthen delivery against all five propositions of the Commission for Local Government but will have a particular focus on ensuring the Council continues to develop its role in:
- Stimulating jobs, homes and good growth
 - Establishing a 21st Century Infrastructure
 - Devising a new social contract
- 2.4 The Directorate will actively support and develop the concept of Civic Enterprise for example improving the skills and job opportunities for young people through apprenticeships and will continue working closely with other directorates to support social enterprise in initiatives such as linking financial inclusion with fashion to engage with young people living in areas of deprivation
- 2.5 The Directorate will continue to provide strong City leadership on the economy, well being and sustainability. The Directorate will have an important role in securing additional and alternative income and funding sources to help offset the reductions in government funding. The Directorate will take a lead role in maximising income for the Council and will provide a focussed and high calibre economic and development service that creates the environment for private, public and third sectors to thrive for example through support for businesses and

enterprise and acting as client for the Council's services and objectives delivered through Leeds and Partners. The Directorate will seek to maximise the use of the Council's land and property assets to stimulate economic growth, promote the development of key sectors and develop a quality environment for people to both live and work. It will also make full use of new freedoms afforded by government to develop additional revenue in the form of the retention of business rates and New Homes Bonus. Similarly, housing investment to increase the supply of new houses and deliver new affordable homes is currently being achieved in a wide variety of ways including the HCA funded Affordable Housing Investment Programme, work with developers to deliver affordable housing via the planning system and LCC direct investment in new homes. The Development services will target good growth as a means of optimising revenue from these sources and seek to make a stronger link between operational budgets and performance in achieving good growth.

- 2.6 City Development has taken a lead role in managing the Leeds interface with the City Region and in particular the work emanating from the City Deal relating to the £400m Investment Fund and the £1bn Transport Fund for the city region over the next 10 years. We will also develop new partnerships to stimulate economic growth with both the private, public and third sectors and all of this clearly sits within the structure provided through developing the Core Strategy and Local Development Framework. This will also link with initiatives such as the Apprenticeship Training Agency in partnership with the City College.
- 2.7 The Directorate will continue to lead on supporting key developments in the city such as the Trinity Development and Eastgate and Harewood, developing the Enterprise Zone status for the Aire Valley, the development of the Leeds Arena and developing a strategy for Kirkgate Market.
- 2.8 The Directorate also leads on the development of the City's infrastructure and connectivity including transport, flood alleviation and broadband, optimising external funding opportunities whilst working in partnership at a local, regional and national basis. Where appropriate we will seek to deliver efficiencies through a combined authority model.
- 2.9 The Council is the largest owner of land and property in Leeds. The Council's asset base is a valuable resource that has a fundamental impact on the quality of life in the city. As part of the budget plus process the Directorate will progress an effective investment programme to ensure that the council's assets are fit for purpose and a linked asset rationalisation programme that will help to pay for it by undertaking a full asset review project over the next 4 years.
- 2.10 As part of a review of service delivery the Directorate will consider community asset transfers in instances where the management of local assets can be delivered better by the community and develop our approach to neighbourhood planning to ensure that we fully support local communities to develop robust and coherent neighbourhood plans that inform the future development of local areas. Local regeneration initiatives will continue to be promoted by working collaboratively with communities and land owners to bring forward well formed solutions that meet local need.
- 2.11 The Directorate will seek to make stronger links between our leisure services and Health including initiatives such as shared use of leisure facilities for people with learning difficulties and the autumn opening of the Holt Park Wellbeing centre and continue to take a more proactive and targeted approach to the use of our leisure resources to mitigate against the long-term impact of unhealthy lifestyles. We will also work alongside Health and Sport England to promote improving health to those who currently don't participate in any activity, and using less busy times in our sites to achieve these objectives. We will base this on an existing successful project happening in another authority.

- 2.12 Through working closely with Children's Services in areas such as the hugely successful Breeze, and a range of other Sport and Library, Arts and Heritage service led initiatives. The Directorate will also continue to support the aspirations of being a Child Friendly City.
- 2.13 The Directorate has responded to the reductions in government funding since 2010/11 by delivering significant saving proposals which have included reductions to maintenance budgets, the rationalisation of sport and library services and a reduction in staffing levels by approximately 20% over the last 3 years. Further saving proposals will focus on areas identified as suitable for under the Budget Plus proposals with further savings on services key in delivering the ambition of additional good economic growth protected as much as possible from further cuts. The focus will be on delivering efficiencies, generating additional income and reprioritising resources rather than on significant further front line service reductions.
- 2.14 The reductions to Government funding are also at a time when the economic outlook continues to be uncertain and this will continue to have a direct impact on many of the Directorate's sources of income and provides additional pressures for the directorate to manage.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £1,353k (1.95%)

3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2012/13	67,929
Adjustments	
• Transfers of functions	1,631
• Other adjustments	- 108
Adjusted Net Managed Budget 2012/13	69,452
Changes in prices	
• Pay	663
• Price	1,412
• Income	- 1,276
	799
Service Budget Changes	
• Changes in Service Levels	1,550
• Other Factors not affecting level of servi	533
• New charges	- 400
• Efficiency Savings	
○ Procurement	- 850
○ Other	- 2,985
	- 2,152
Net Managed Budget 2013/14	68,099

3.2 Adjustments

3.2.1 The Net Managed Budget 2012/13 reflects the transfers of services between Environment and Neighbourhoods and City Development which was effective from 1st July 2012. This

included the transfer of the Employment and Skills and Regeneration Services from Environment and Neighbourhoods to City Development and the transfer of Parks and Countryside and the Sustainable Development section in Planning from City Development to Environment and Neighbourhoods. The net effect of these service changes was a reduction in the Original Estimate 2012/13 Net Managed Budget for City Development of £6.145m.

- 3.2.2 Other transfers of functions total £1.631m and includes £550k for the transfer of the current budget for the Council's contribution to Leeds and Partners, the client role and management of the Council's contribution and the above budget has now transferred to City Development from Customer Access and Performance and the Strategic budget. The contribution is to be increased in 2013/14 and this is detailed in 3.4.6. An increase of £500k relates to Kirkgate Market. This budget has been transferred from that included in the Strategic accounts in 2012/13 to support economic initiatives. The additional budget provision will be used to support the development of proposals for the detailed design for the redevelopment and for the management model for Kirkgate Market. An additional £318k has been transferred from Central and Corporate for the Registrar's service which has moved out of Leeds Town Hall into Great George Street One Stop Shop, the budget transfer being to compensate for the resultant loss of income to the Venues Service. An adjustment of £146k has been made for the grant received in Highways for the Lead Local Flood Authority role which has now been transferred to Formula Grant. Other transfers total a net increase of £117k and include a number of small adjustments agreed following the transfer of services between City Development and Environment and Neighbourhoods. The Education, Business and Partnership and Mentoring services are expected to be transferred from Children's Services to Employment and Skills within City Development with an overall nil net cost.
- 3.2.3 Other adjustments total a net reduction of £108k. This includes a reduction of £210k for the transfer of budget provision for vasco support and managed print services to Resources Directorate as the charges for these services will be managed as non controllable charges in the future and this will reduce the number of internal recharges in the Council. An additional budget provision of £205k is included in Asset Management for St George's House and Enterprise House which in 2013/14 will be treated as Civic Buildings and occupying Council services will no longer be charged a rent. A number of small other adjustments total a reduction of £113k and are largely additional budget adjustments agreed following the transfer of services between City Development and Environment and Neighbourhoods.
- 3.3 Changes in prices
- 3.3.1 Provision has been made for a 1% pay award in 2013/14. No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include £900k for increases in energy costs across the Directorate, £600k of this relates to street lighting energy costs in Highways and Transportation where charges are increasing by an average of 10%. An additional £280k has been provided for the Street Lighting PFI contract in Highways and Transportation and £232k for the increase in National Non Domestic Rates across a number of services in the Directorate.
- 3.3.2 Fees and charges have again been reviewed across the Directorate. As a result, the budget provides for additional income generated from increases to existing fees and charges across the Directorate of just under £1.3m.
- 3.3.3 Charges will generally increase by around 2% to 3% and proposed increases will take into account market conditions and the impact on the customer. The recent public consultation

on the budget has also specifically identified increases to fees and charges in the Sport service as an option supported by a majority of respondents and additional income of £250k has been assumed in the budget for Sport resulting from proposed increases which are expected to be in the region of 4%.

3.3.4 In addition to the above increases, the Government is responsible for setting planning fee charges. Planning fee charges were last increased in 2008/09. In November 2012 the Government implemented an increase in planning fees by an average of 15%. The full year impact of this is estimated to be £350k in 2013/14.

3.4 Changes in Service Levels

3.4.1 Securing additional external funding and generating additional income is vital to ensuring that key services provided by the Directorate can be improved and enhanced even within the context of reduced Government funding. Two important components of securing good economic growth are stimulating business growth and improving skills and employment opportunities. The Directorate has been successful in accessing funding through the Regional Growth Fund and City Deal although in some cases the exact funding arrangement is still subject to final approval. The Skills Funding Agency through the Department for Business, Innovation and Skills (BIS) will provide funding to the Leeds City Region with the aim to significantly increase the opportunities available to disengaged young people as well as those searching for their first chance of employment. There will be £4.6 million available through the City Deal for the Leeds City Region over a period of three years. Leeds will have the potential to draw down a percentage of the £4.6 million, the final allocations are currently being confirmed. The amount that Leeds will be able to draw down will be partially dependant on achieving a number of targets set by BIS.

3.4.2 Part of the City Deal will also help fund an Apprenticeship Training Agency (ATA) in Leeds. The ATA will operate as a separate company limited by guarantee, jointly owned by the Council and Leeds City College. The aim of the ATA will be to deliver sustainable jobs with businesses which would not otherwise employ apprentices.

3.4.3 The Leeds City Region has secured £5m through the Regional Growth Fund for a business grant scheme which will run until 2014/15 to support the creation of new jobs in the private sector. A proportion of this will be directly invested in Leeds companies and will be included in the Economic Development budget once allocations have been approved. Leeds City Council will act as Treasurer for the scheme.

3.4.4 The Government has recently announced £1.33m funding for highway maintenance in Leeds for 2013/14. This will be used to enhance the current highway maintenance budget in 2013/14 and has been included in the capital provision for highway maintenance in 2013/14.

3.4.5 In early 2012 the Arts Council England (ACE) announced that the Leeds Museums and Galleries bid for funding from the ACE Renaissance fund had been successful. The Service was awarded £1,680k grant per annum for 3 years. The 2013/14 budget includes the grant and additional expenditure. The award will enable further development of the learning, community outreach, volunteering, interns and work experience programmes as well as seed funding to continue ongoing improvements across the nine sites operated by Leeds Museums and Galleries.

3.4.6 The Council's contribution to Leeds and Partners is to be increased by £500k in 2013/14. This takes the total budgeted contribution in 2013/14 to £1.05m plus the net tourism and marketing budget of £150k. Leeds and Partners is the strategic agency responsible for

attracting inward investment, promoting tourism and raising the profile of the city. The additional contribution will enable Leeds and Partners to play a key role in the delivery of the city's growth strategy through its work on inward investment to help secure sustainable economic and jobs growth.

- 3.4.7 The Leeds Arena will open later this year with an opening season of events through September 2013. The Arena will bring additional income to the Council including rental income and additional car parking income. The 2013/14 budget for Asset Management includes this additional income. As this is the first year of the Arena operating and a full programme of events is still being developed, the income has been estimated based on known information and a number of assumptions including the number of expected events. Financing costs associated with building the Arena will be charged against the additional income and overall there is a net nil budget for the Arena in City Development.
- 3.4.8 The Sport Service is currently developing a Leeds Get Healthy Project which will seek to access funding from a number of sources and include strengthening partnership working with the Public Health Service. The development of the project is based on the success of the Birmingham Be-Active scheme. Leeds wishes to explore a more targeted free offer across the city to help get more people active in sport to narrow activity and health inequalities in the city by promoting to those who do not currently exercise. The offer is intended to provide access to a minimum of one hour a day free swim or gym session across all council leisure centres. The sessions chosen to be free will be existing programmed sessions but which would cause as little income loss as possible from 'neighbouring' paid sessions. A proposed pilot will make free sessions conditional on carrying a (free) Leeds Active card that will enable the effect on existing customers and that of completely new participants to be separately analysed and profiled. The Service has applied for funding from Sport England and has confirmed £0.5m Health funding over two years of the pilot to cover the loss in income from offering these free sessions and develop other areas of activities. This exciting scheme will further improve access to Health opportunities in the city, which has recently been declared, in the Active People survey, the third most active city in the UK for those who exercise 3 times 30 minutes each week. The Leeds Get Healthy pilot will be aimed at those who are currently inactive and encourage them to exercise in free sessions. More details will be provided in the Executive Board in April.
- 3.4.9 Over the last few years the recession and the ongoing difficult economic conditions have had a significant impact on the work loads and levels of income achieved across some services in the Directorate. The impact has been wide ranging and includes income from planning activity such as planning and building fees and developer contributions, rental income from the commercial property portfolio, advertising and markets income, disposals, income from commercial, sporting and leisure activities. The Directorate has actively responded to these conditions and in previous years has adjusted income targets to reflect expected trends. However, it has continued to be a challenge for the Directorate to respond to these conditions and in addition to meet the expected budget cuts as a result of Government funding reductions. This makes it especially difficult to set realistic income budgets as activity levels have continued to run at low levels.
- 3.4.10 Planning fee income has shown some signs of improvement in 2012/13 and activity is running slightly ahead of 2011/12 levels. In addition, as mentioned above, planning fee charges were increased at the end of 2012. As a result of the increase in activity and in response to additional work pressures arising from the introduction of the Community Infrastructure Levy (CIL), Neighbourhood Planning and the development of the Core Strategy and an extra £150k has been provided in the Planning and Development Services staffing budget for additional staff resources. An additional £50k has also been included in

the Planning and Sustainable Development budget to support Community and Neighbourhood consultation. However, building fee income is still running at relatively low levels and there are no obvious signs that the position will improve in 2013/14. As a result the service has reviewed this function and additional reductions to the service are planned to be implemented through a restructure.

3.4.11 The advertising sector has been particularly badly hit by the economic downturn and income from the Council's billboard advertising portfolio has continued to reduce. In addition, the main billboard advertising contract is due to be re-tendered in 2013 and market indicators suggest that the value realised will be lower than the current contract. As a result the overall advertising income target has been reduced by £200k. The income target from the Commercial Property Portfolio has also been reduced by £200k reflecting current and expected trends. Income from work in the Directorate supporting PFI schemes has been reduced by £200k as this source of work has now ended.

3.5 Other Factors not affecting the level of service

3.5.1 The budget in Asset Management for income from the Sovereign Street Car Park site has been reduced by £380k. This is the estimated part year effect of the disposal for development and green space purposes of part of the site during 2013/14. The budget for maintaining and securing void properties in Asset Management has been increased by £150k in 2013/14 reflecting the increase in the number of properties following rationalisation programmes in a number of service areas. Proactive management of the properties has seen the number of properties and cost reduce during 2012/13 but the base budget in 2013/14 still needs to be increased. It is anticipated that this budget will be reduced in subsequent years as void properties are either sold, demolished or alternative uses agreed.

3.5.2 An additional £350k has been included in the Sport budget for energy costs in line with actual costs in 2012/13. The service is actively implementing energy saving schemes but these include the need for a payback and have not fully met the savings assumed in previous budgets.

3.5.3 Whilst significant staff savings have been achieved over the last 3 years, approximately £8m, not all services have been able to achieve their targets and the 2013/14 budget reflects additional staff resources of £200k for the Planning and Sustainable Development service and £100k for Economic Development.

3.5.4 A saving of £350k has been included in the Highways and Transportation budget for reduced insurance charges. The capital investment in the highway infrastructure in recent years has resulted in a reduction in public claims against the service.

3.6 Efficiency Savings

3.6.1 In previous years reductions to staffing have formed a major part of the Directorate's response to the required budget reductions. The Directorate has successfully achieved these target reductions and the cost of staffing in the Directorate has reduced by approximately 20% since 2009/10. This has been achieved through a combination of staff leaving through the Early Leaver Initiative and through service reorganisation and restructuring. Staffing numbers have also been reduced in response to previous decisions taken on service reductions and rationalisation such as the New Chapter for libraries and Sport for the Future. In addition, other services such as Planning and Sustainable Development Services have had to respond to reduced income and activity levels. The

2013/14 budget assumes a further reduction of £2m in the staffing budget. Whilst a large proportion of this will be achieved through approved business cases through the current ELI scheme, other reductions are dependent on the implementation of various proposals in this report and through the implementation of a number of service restructure which will aim to reduce areas of duplication and ensure efficient service support and focused service delivery. It is estimated that this would represent a reduction of approximately 85 FTEs (Full Time Equivalents) in 2013/14 although this will be offset by an increase in FTEs in some services following service transfers, filling of key vacant posts and new posts funded by additional grant or funded capital works. Service transfers into the Directorate account for a net increase of 12 FTEs and new funded posts account for an increase of 38 FTEs in Highways and Transportation, Heritage Services and Employment and Skills. The net impact of these is that the number of FTEs in the Directorate is expected to be in line with the current position at 1,821 FTEs and the overall staffing budget will be broadly in line with the 2012/13 position, excluding the pay award.

3.6.2 Procurement savings include a target saving of £850k has been included in the budget proposals to be achieved from a review of operational budgets and anticipated savings from improved procurement arrangements.

3.6.3 Sport and library facilities were reviewed as part of the 2011/12 budget proposals and although it is not proposed to further reduce service provision significantly although the scope for savings from a review of operational arrangements in Sport will be explored together with other options such as examining whether other service delivery models could be appropriate for some services and seasonal closure of some Heritage facilities. A saving of £30k for the seasonal closure of Heritage facilities has been included and a saving of £330k has been included for a reduction to the net cost of the event programme. A review of the programme will be carried out to identify a range of options to reduce the net cost including the scope for increased or new charges and reductions to the costs of events. A saving of £150k has been included in Sport to be delivered from a review of operating arrangements, particularly in conjunction with the Get Healthy Leeds initiative.

3.6.4 As mentioned in 3.3.2, a recent review of fees and charges in the Directorate has identified a new opportunity for charging for residents parking permits – an area which the Council currently doesn't charge for, whilst most other Core Cities do charge. The budget proposals include additional income of £400k in 2013/14 from the introduction of charges for residents parking permits. Detailed proposals will be reported to Executive Board following a consultation exercise.

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	68,099
Managed Outside Service	40,048
Net Revenue Charge	108,147

5 Risk Assessment

5.1 In determining the 2013/14 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 2013/14 budget for this directorate are as follows;
- 5.2.1 The budget assumes further reductions in staffing across the Directorate. Whilst a large proportion of the reductions are expected to be through staff leaving through approved business cases through the Early Leaver Initiative other reductions are dependent on the implementation of other proposals and service restructures. Staffing levels and the release of vacancies will continue to be closely monitored by City Development Directorate.
- 5.2.2 The Directorate has an external and internal income target of approximately £80m. With the economic outlook still challenging there is an ongoing risk that budgeted levels will not be achieved. As discussed in paragraphs 3.4.7 to 3.4.9, various income budgets have been reduced in the 2013/14 budget reflecting current and expected trends. Income budgets are monitored regularly and appropriate action taken where possible. The introduction of new charges also poses an additional risk.
- 5.2.3 There is a risk that savings from efficiencies, particularly in relation to procurement savings are not realised. The Directorate will continue to work closely with the Central Procurement Unit to deliver the savings.

Briefing note prepared by: Simon Criddle
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Main responsibilities:

Planning Services

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

Building Standards

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

Compliance Services

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

Customer Services

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

Sustainable Development

- Architecture, heritage conservation, landscape architecture, urban design, biodiversity, tree protection, contaminated land, minerals, waste management, renewable energy and environmental management..

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 Leeds City Region policy and Duty to Cooperate work, seeking to influence and assessing the implications of national planning policy advice & guidance, planning frameworks/briefs, project implementation (including PFI & Regeneration work) and supporting mapping and GIS services.

Budget highlights 2013/14:

- Increase in planning fee income of £350k as a result of an average 15% price increase in charges introduced in November 2012. The level of charges is set by the Government.
- Neighbourhood Planning Grant of £100k included in the 2013/14 budget.
- Additional £50k for neighbourhood consultation



City Development Economic Development



Economic Development

Economic Development works on a diverse range of projects to support business, create employment and drive economic growth. The Leeds Growth Strategy provides the focus for the service, with key projects and objectives including:

Supporting business growth and enterprise

- providing a commercial property location service for businesses looking to set up, expand or relocate their operations in the city;
- administering and delivering grant support for SMEs through Leeds City Council's business growth fund and delivering the new £20m RGF-funded business growth programme on behalf of Leeds City Region local enterprise partnership;
- enterprise support and advice for start ups and pre-start up businesses delivered in association with partners including Leeds Met (independent retail incubation project), libraries service and chamber of commerce.

Promoting a thriving and safe city centre

- managing and improving public realm in the city centre through the Legible Leeds wayfinding project, street refurbishment programme, licensing street cafes and management of city centre event spaces;
- business support through festivals (Leeds Loves Food and Christmas markets) and the Leeds Shopping Guide;
- managing community safety through city centre liaison officers and partnership working with police and city centre businesses;
- managing and promoting Leeds Markets, including Leeds Kirkgate Market in the city centre, district and speciality markets in Otley, Pudsey and Yeadon.

Shaping policy and investment decisions

- providing economic information and intelligence to support policy making and investment decisions;
- working with partners to deliver key elements of the Leeds Growth Strategy, with particular focus on commissioning and delivery in relation to healthcare and medical technologies (Health Innovation Hub), creative and digital (superfast broadband, city centre wifi and the 'connected cities' programme);
- working with partners to develop affordable credit services, budgeting support, debt and benefits advice for people within the city's most disadvantaged communities and address the impact of current welfare reforms on vulnerable groups.

The service is also responsible for working with colleagues across City Development to deliver on major city priorities such as the Large Casino License, the Aire Valley Leeds enterprise zone and major city centre developments including Leeds Arena, Trinity Leeds, Eastgate Quarters and Sovereign Street.

Budget highlights 2013/14:

- Additional £5m Regional Growth Fund monies over the next two financial years for a business grant scheme across the City Region. This will be administered by Leeds City Council and a proportion of the funding will be spent with Leeds businesses.
- Increase in net income of £153k from the management of the Regional Growth Funded project
- Budget includes £1,050k for LCC contributions to Leeds and Partners. Tourism budgets will also be passed onto Leeds and Partners.
- Continuance of the £500k budget included as part of the vision for the future of Leeds City Market.



City Development Strategic Asset Management



Main responsibilities:

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

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

Development of the Corporate Asset Management Plan.

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

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

Co-ordinating and managing the delivery of large scale Capital projects such as Leeds Arena, the new City Centre Park, Merrion House, East Leeds Corridor, Farnley Hall Coach House and Redhall redevelopment.

Generating revenue through extending and developing the existing Advertising portfolio

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

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

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

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

Budget highlights 2013/14:

- Projects Team will be working on Rothwell Fulfilling Lives, Merrion House, City Centre Park and Leeds Arena, Kirkstall Household Sorting Site, Farnley Hall Coach House, Aireborough relocation of the one stop shop to Yeadon Library.
- Anticipated sale of part of the Sovereign Street Car Park to KPMG to facilitate headquarters build.
- The opening of the Leeds Arena in September 2013.
- Work on asset rationalisation through the Budget Plus programme to identify location and use of all assets with a view to developing a financial strategy which will reflect the authorities future requirements.
- The transfer in of commercial responsibility for St George House and Enterprise House to Asset Management from Corporate Services.
- Provision of additional £150k to fund void properties in 2013/14.



Main responsibilities:

Employment and Skills

- To assist local employers to recruit, train and retain local people, in particular young people and those affected by long term unemployment.
- Enable partnership delivery to support targeted work with business to access new employment opportunities across the city.
- To work with partner agencies to align services that target out-of-work individuals and link them to training and job opportunities through the provision of information, advice, guidance and skills training to priority groups.

Budget 2013/14:

Employment and Skills

- To work with partner agencies and business to develop and deliver skills programmes to support the delivery of the Leeds Growth Strategy
- To lead the delivery of the City Deal Skills programme in Leeds through the establishment of the Leeds Apprenticeship Training Agency, the Apprenticeship Hub and Youth Contract Support programme
- Delivery of the corporate apprenticeship programme and work in partnership with the National Apprenticeship Service and skills providers to engage employers and increase apprenticeships numbers in the city.
- Commissioning of Community Learning (adult skills) and employability and skills programmes to provide job search, work experience, transferable skills and in-work support.
- Realignment of the Job Shop network within the Council's key One Stop facilities offering a visible, accessible presence and improving outreach services to effectively support those living in areas with the highest levels of out-of-work claimants.



City Development Highways and Transportation



Main responsibilities:

- Delivering a large programme of reactive and planned work to improve the condition of the network, reduce the risk of accidents occurring on the highway and minimise the financial risk of claims.
- A 24 hours a day, 365 days a year emergency response and Winter Maintenance Services.
- The Leeds Street Lighting Private Finance Initiative which is delivering one of the largest refurbishment and maintenance programmes for street lighting in the country. The scheme has seen over 80,000 lighting columns replaced.
- Network Management duties include the monitoring, coordination and control of the activities of utility companies and developers working on the highways to help minimise potential inconvenience, congestion and disruption to road users.
- Traffic Engineering is responsible for the implementation of traffic management and signing schemes to improve the information to road users and allow them to travel in maximum safety. This includes delivery of traffic regulation orders, new traffic signs, speed restrictions and pedestrian crossings.
- The Transport Strategy group is responsible for the appraisal, formulation and co-ordination of transport policy development, and develops strategies that support transport and spatial planning in addition to monitoring and compiling programmes and bids for transport capital expenditure. The Environmental Studies team which provides a range of services on behalf of the Council, including noise, vibration, air quality measurements and assessments with a focus on transport impacts. Advice is provided on Strategic Environmental Assessments, transport sustainability impacts and measures to mitigate and adapt to climate change.
- The Policy Monitoring group is responsible for monitoring the impact of transport policy in Leeds and informing new policy initiatives. It provides a full range of traffic and transportation data collection, analysis and reporting services to the Council and the other West Yorkshire District Councils and other external clients. The Group has responsibility for road casualty data processing and analysis as well as undertaking investigatory work in terms of road casualties and leading the Council's road safety audit work for new schemes.
- The Urban Traffic Management and Control (UTMC) group plays a major role in keeping Leeds a clean, safe and vibrant city by operating the city's traffic signals and developing the traffic control system, with responsibility for a wide range of traffic and transport issues, from strategic network design through to day-to-day support services including planned and unplanned disruptions to the network. A major upgrading of the service communications system, new control centre and relocation of the group took place in 2012.
- Transport Development Services includes the Highways Development Control teams who are responsible for responding in terms of the highway implications of new development proposals and planning application and the Interim Influencing Travel Behaviour (ITB) Team. The ITB team
- Design and delivery of major and minor highway schemes, transportation projects and major council sponsored prestige projects, including the development of proposals for the New Generation Transport (Trolleybus) scheme in partnership with Metro.
- Bridge assessment and strengthening, together with the management of the authority's structures in accordance with national programmes and standards.
- Provision of a geotechnical and site surveying consultancy service including topographical and soil surveys.



City Development Highways and Transportation



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- Undertaking all the statutory responsibilities of the Council as the city's as the Lead Local Flood Authority , full riparian responsibilities for Leeds City Council properties , management of watercourses and fountains and undertaking responsibilities in connection with the Flood & Water Management Act..

Budget highlights 2013/14:

- Additional grass cuts provided for in the grass cutting contract
- Additional £500k provided for the cost of the street lighting energy contract
- A number of large capital schemes are now progressing following recent funding announcements. The budget provides for additional staffing resources to support these schemes. Schemes include New Generation Transport where funding has been secured to prepare the project to Works Order and Public Enquiry Stage, Flood Alleviation, Inner Ring Road structures and various developer funded schemes.
- Additional Government grant of £1.33m for highway maintenance included in the 2013/14 capital programme provision for maintenance.



City Development Libraries, Arts and Heritage



Main responsibilities:

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

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

Budget highlights 2013/14:

- Following the recent inflationary increase in NNDR, an additional £33k has been budgeted for to cover this anticipated increase. Similarly, energy budgets have been increased by a total of £120k to cover both base budget and inflationary pressures.
- Additional Arts Council England funding of £1.68m. This will enable the further development of community outreach, volunteering, interns and work experience programmes as well as funding improvements across the 9 sites operated by Leeds Museums and Galleries.



City Development Sport and Active Lifestyles



Main responsibilities:

The Sport and Active Lifestyles service supports Council objectives by:

- Providing a variety of recreation opportunities for all people to enjoy and benefit from.
- Encouraging health through involvement in physical activity.
- Providing opportunities for self development and learning through sporting activity.
- Taking the strategic lead in the development of recreational and sporting opportunities in Leeds.
- Developing the Council's cultural events and facilities including development of leisure centres.
- Delivering targeted programmes to ensure all residents are encouraged to be involved in recreation activities.
- Setting clear priorities, supporting the development of staff and managing performance effectively.
- Taking a strategic approach towards the future development of the service which meets the changing needs of the city and ensures the sustainability of the service.

Budget highlights 2013/14:

- A new pilot scheme, Leeds Get Healthy, to be launched in 2013/14. Although specific details are still being developed and the detailed funding package being put together, the aim is to work in partnership with Public Health to utilise health funding and other external funding to get more people active in sport to narrow activity and health inequalities. It will provide a number of hours of free access to facilities across the city to qualifying residents.
- Following the base budget pressures experienced against the energy budget during 2012/13 plus the anticipated inflationary increases in 2013/14, the energy budgets have been increased by £470k. Similarly, the NNDR budget has also increased by £122k reflecting both the anticipated inflationary increase and existing pressures.
- New Holt Park PFI Well Being centre opening in autumn 2013
- Provision has also been made for a £50k increase in the unitary charge for the New Leaf Leisure Centres (Armley and Morley).



City Development Regeneration Programmes



Main responsibilities:

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

Budget 2013/14:

- Undertake neighbourhood development plans to facilitate mixed tenure residential development in priority regeneration areas.
- Co-ordinating the disposal and development for housing of 29 Council-owned brownfield sites across the city, with a focus on priority regeneration areas. Includes the continued delivery of the Phase 1 EASEL sites.
- Planning and delivering site based regeneration schemes, such as the Little London Community Hub.
- Working with partners to bring forward significant infrastructure delivery on major new areas of development such as the East Leeds Extension.
- Managing the Council's Derelict & Nuisance Sites programme.
- Delivery of Affordable Housing Programme which will produce in excess of over 2000 new units over the spend period 2011-15, in conjunction with the Homes and Communities Agency and Registered Providers.
- Working with developers and Registered Providers to secure affordable housing through s106 agreements of the type and tenure needed in neighbourhoods
- Delivery of £10m programme of new council house building, exploring and developing the business case for ongoing investment
- Exploring new delivery routes and models to maximise affordable housing investment including provision for older people.
- Delivery of the £11.6m Town & District Centre (T&DC) programme is nearing maturity with improvement works to most of the 17 targeted district centres completed, commenced or in the tender phase.
- Second phase of T&DC to commence in Q4 2012/13, aligned with work to support town teams and build on the Portas initiative.
- 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.
- Planning underway for a further HLF Townscape Heritage Initiative scheme at Kirkgate in the city centre. Funding awarded scheme will complete in 2017/18.
- Bid submitted to HLF with Employment & Skills to substantially increase the provision of heritage construction skills. If successful the £900k programme will run to the end of 2017 and support the SME construction sector to work more effectively on traditional buildings.
- Managing the High Street Innovation Fund and Town Team Partners Fund to support local businesses help themselves.

City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Planning Officer	Planning And Sustainable Development	6,262	9,390	(5,657)	3,732	1,455	5,187
Chief Officer Economic Development	Economic Development	1,503	6,657	(5,024)	1,633	942	2,574
Acting Chief Officer Asset Management	Asset Management	11,452	16,849	(7,482)	9,367	4,379	13,746
Chief Officer Employment and Skills	Employment and Skills	3,136	6,175	(3,255)	2,920	335	3,255
Chief Officer Highways and Transportation	Highways And Transportation	48,959	58,373	(36,451)	21,922	29,612	51,534
Chief Officer Libraries, Arts and Heritage	Libraries, Arts And Heritage	26,651	27,384	(7,955)	19,429	7,352	26,781
Chief Officer Resources and Strategy	Sport And Active Recreation	16,817	22,358	(16,156)	6,202	11,071	17,273
Chief Officer Resources and Strategy	Resources and Strategy	(12,100)	2,296	(77)	2,218	(14,576)	(12,357)
Chief Regeneration Officer	Regeneration Programmes	1,208	1,407	(731)	675	284	959
Net Cost of Service		103,888	150,888	(82,789)	68,099	40,853	108,952
	Transfers to and from earmarked reserves	(440)	0	0	0	(805)	(805)
Net Revenue Charge		103,448	150,888	(82,789)	68,099	40,048	108,148

City Development

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		47,538	48,332
Agency And Temporary Staff		111	104
National Insurance Contributions		3,565	3,615
Superannuation Costs		6,325	6,471
Other Pension Costs		2,698	2,364
Other Employee Related Costs		166	195
Training And Development		306	282
		60,710	61,363
Premises			
Buildings Maintenance		6,097	6,058
Grounds Maintenance		2,409	2,416
Building Security		432	402
Cleaning And Workplace Refuse		1,116	1,246
Gas		862	1,273
Electricity		5,687	6,917
Other Utilities		683	638
Rents		4,817	4,703
NDR		3,426	3,688
Highways Maintenance		8,058	7,813
Accommodation Charges		41	34
Premises Related Insurance		448	533
		34,076	35,721
Supplies & Services			
Materials And Equipment		8,173	8,203
Stationery And Postage		616	396
Advertising		343	271
IT/Telecommunications		1,635	1,603
Insurance		2,648	2,281
Professional Fees and Subscriptions		2,130	2,591
Grants And Contributions		3,371	4,971
Catering Service		10	10
Waste Disposal And Landfill Tax		43	77
Corporate Initiatives & Savings Targets		0	0
Allowances		50	42
Consultancy Services		157	133
External Audit Fees		5	6
Security Services		444	376
Other Hired And Contracted Services		17,027	16,987
Licences		128	144
Publication And Promotion		424	292
PFI Unitary Charges		3,512	3,597
Miscellaneous		132	130
		40,848	42,110
Transport			
Vehicles And Plant Related Expenditure		3,640	3,746
Travel Allowances		603	585
Fuel		369	408
Private Hire		0	2
Transport Related Insurance		77	51
		4,689	4,792

City Development

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Internal Charges		
Managed Recharges Frm Other Directorates	6,438	6,789
Charges To/From HRA	93	0
	6,531	6,789
Agency Payments		
Contributions to Partnerships	0	150
	0	150
Appropriations		
Transfers To/From Earmarked Reserves	(37)	(37)
	(37)	(37)
Managed Expenditure	146,816	150,888
Internal Income		
Income From Other Directorates	(19,381)	(19,110)
Recharges Income From Capital	(7,932)	(8,464)
Charge To/From HRA	(708)	(562)
	(28,021)	(28,136)
Income - Grants		
Government Grants	(10,845)	(13,031)
DCLG Grants	(2,598)	(2,328)
Other Grants	(34)	(152)
	(13,477)	(15,511)
Income - Sales		
Sale Of Goods And Services	(4,351)	(4,461)
	(4,351)	(4,461)
Income - Charges		
Fees And Charges	(21,257)	(21,646)
Education Income	(36)	(36)
Contributions	(912)	(821)
Other Income	(3,126)	(4,312)
Rents	(6,240)	(6,398)
Income Received From ALMOs	(1,467)	(1,467)
	(33,038)	(34,681)
Managed Income	(78,887)	(82,789)
Net Managed Budget	67,929	68,099
Accounting Adjustments		
IAS 19 Pensions Costs	(398)	805
Vehicles And Plant (Internal Leasing)	(672)	(705)
Vehicle leasing recharges	672	705
Transfers To/From Statutory Reserves	(440)	(805)
Capital Charges	34,116	37,991
	33,277	37,991
Central Recharges		
Central Recharges Expenditure	17,628	15,251
Central Recharges Income	(12,333)	(12,357)
Corporate & Democratic Core Income	(801)	(837)
	4,494	2,057

City Development

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments		
Internal Reallocations Charges	20,700	18,620
Internal Reallocations Income	(22,953)	(18,620)
	(2,253)	0
Managed Outside the Service	35,519	40,048
Net Cost of Service	103,448	108,148

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		5,837	5,821
Agency And Temporary Staff		45	45
National Insurance Contributions		488	499
Superannuation Costs		836	859
Other Pension Costs		272	274
Other Employee Related Costs		7	9
Training And Development		22	20
		7,507	7,526
Premises			
Buildings Maintenance		70	70
Rents		20	20
		90	90
Supplies & Services			
Materials And Equipment		124	123
Stationery And Postage		15	15
Advertising		79	79
IT/Telecommunications		150	148
Insurance		62	62
Professional Fees and Subscriptions		33	33
Grants And Contributions		65	65
Allowances		3	3
Other Hired And Contracted Services		181	210
Miscellaneous		1	1
		714	740
Transport			
Vehicles And Plant Related Expenditure		19	19
Travel Allowances		112	154
		131	173
Internal Charges			
Managed Recharges Frm Other Directorates		890	861
		890	861
Managed Expenditure		9,332	9,390
Internal Income			
Income From Other Directorates		(1,349)	(976)
		(1,349)	(976)
Income - Sales			
Sale Of Goods And Services		(86)	(106)
		(86)	(106)
Income - Charges			
Fees And Charges		(3,736)	(3,928)
Other Income		(274)	(648)
		(4,010)	(4,576)
Managed Income		(5,445)	(5,657)
Net Managed Budget		3,888	3,732

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		32	147
Capital Charges		6	4
		38	150
Central Recharges			
Central Recharges Expenditure		598	420
		598	420
Other Internal Adjustments			
Internal Reallocations Charges		1,874	884
Internal Reallocations Income		(136)	0
		1,738	884
Managed Outside the Service		2,374	1,455
Net Cost of Service		6,262	5,187

City Development

Budget Manager : Chief Officer Economic Development

Economic Development	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,455	2,215
Agency And Temporary Staff		16	8
National Insurance Contributions		193	187
Superannuation Costs		346	320
Other Pension Costs		19	43
Other Employee Related Costs		1	1
Training And Development		5	5
		3,035	2,779
Premises			
Buildings Maintenance		208	308
Building Security		50	47
Cleaning And Workplace Refuse		223	355
Electricity		103	96
Other Utilities		46	45
Rents		116	0
NNDR		219	203
Premises Related Insurance		15	16
		980	1,070
Supplies & Services			
Materials And Equipment		111	20
Stationery And Postage		20	3
Advertising		80	10
IT/Telecommunications		14	11
Insurance		52	84
Professional Fees and Subscriptions		75	103
Grants And Contributions		81	1,586
Allowances		1	1
Consultancy Services		39	76
Security Services		101	98
Other Hired And Contracted Services		494	373
Publication And Promotion		275	184
Miscellaneous		122	122
		1,466	2,670
Transport			
Vehicles And Plant Related Expenditure		1	2
Travel Allowances		18	15
		19	16
Internal Charges			
Managed Recharges Frm Other Directorates		25	158
		25	158
Appropriations			
Transfers To/From Earmarked Reserves		(37)	(37)
		(37)	(37)
Managed Expenditure		5,489	6,657
Internal Income			
Income From Other Directorates		(100)	(12)
		(100)	(12)
Income - Grants			

City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2012/13	Budget 2013/14
Income - Grants			
Government Grants		0	(555)
DCLG Grants		(37)	0
		(37)	(555)
Income - Sales			
Sale Of Goods And Services		(130)	0
		(130)	0
Income - Charges			
Fees And Charges		(2,106)	(2,037)
Other Income		(531)	(325)
Rents		(2,196)	(2,096)
		(4,832)	(4,457)
Managed Income		(5,099)	(5,024)
Net Managed Budget		389	1,633
Accounting Adjustments			
IAS 19 Pensions Costs		106	114
Capital Charges		292	295
		399	409
Central Recharges			
Central Recharges Expenditure		79	69
		79	69
Other Internal Adjustments			
Internal Reallocations Charges		1,539	1,022
Internal Reallocations Income		(903)	(559)
		636	463
Managed Outside the Service		1,113	942
Net Cost of Service		1,503	2,574

City Development

Budget Manager : Acting Chief Officer Asset Management

Asset Management	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,742	2,838
National Insurance Contributions		236	234
Superannuation Costs		420	410
Other Pension Costs		232	170
Other Employee Related Costs		1	27
Training And Development		27	27
		3,657	3,707
Premises			
Buildings Maintenance		5,094	4,969
Grounds Maintenance		5	10
Building Security		90	55
Cleaning And Workplace Refuse		63	75
Gas		37	39
Electricity		88	92
Other Utilities		103	100
Rents		4,407	4,424
NNDR		295	427
Premises Related Insurance		53	126
		10,236	10,318
Supplies & Services			
Materials And Equipment		20	21
Stationery And Postage		3	2
Advertising		36	26
IT/Telecommunications		37	38
Insurance		13	32
Professional Fees and Subscriptions		3	3
Allowances		0	0
Consultancy Services		63	44
Security Services		5	5
Other Hired And Contracted Services		189	184
		368	354
Transport			
Vehicles And Plant Related Expenditure		8	10
Travel Allowances		122	112
Fuel		2	2
		132	124
Internal Charges			
Managed Recharges Frm Other Directorates		1,013	2,347
		1,013	2,347
Managed Expenditure		15,406	16,849
Internal Income			
Income From Other Directorates		(292)	(787)
Recharges Income From Capital		(415)	(361)
		(707)	(1,148)
Income - Grants			
DCLG Grants		0	(7)
		0	(7)
Income - Sales			

City Development

Budget Manager : Acting Chief Officer Asset Management

Asset Management			
	£000	Budget 2012/13	Budget 2013/14
Income - Sales			
Sale Of Goods And Services		(518)	(518)
		(518)	(518)
Income - Charges			
Fees And Charges		(436)	(481)
Education Income		(36)	(36)
Other Income		(1,283)	(1,258)
Rents		(3,779)	(4,033)
		(5,535)	(5,809)
Managed Income		(6,760)	(7,482)
Net Managed Budget		8,646	9,367
Accounting Adjustments			
IAS 19 Pensions Costs		(79)	31
Vehicles And Plant (Internal Leasing)		(2)	(2)
Vehicle leasing recharges		2	2
Capital Charges		1,271	1,562
		1,192	1,593
Central Recharges			
Central Recharges Expenditure		134	206
		134	206
Other Internal Adjustments			
Internal Reallocations Charges		1,509	2,580
Internal Reallocations Income		(28)	0
		1,480	2,580
Managed Outside the Service		2,806	4,379
Net Cost of Service		11,452	13,746

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,864	2,169
National Insurance Contributions		143	171
Superannuation Costs		262	279
Other Pension Costs		571	382
Other Employee Related Costs		2	2
Training And Development		13	0
		2,855	3,002
Premises			
Building Security		7	7
Cleaning And Workplace Refuse		14	9
Gas		6	6
Electricity		9	9
Other Utilities		7	9
Rents		59	36
NNDR		17	30
Accommodation Charges		31	21
Premises Related Insurance		2	2
		152	127
Supplies & Services			
Materials And Equipment		23	23
Stationery And Postage		24	20
Advertising		5	1
IT/Telecommunications		42	32
Insurance		4	1
Professional Fees and Subscriptions		1,881	2,167
Grants And Contributions		167	196
Catering Service		0	0
Allowances		0	0
Other Hired And Contracted Services		408	402
Licences		0	0
Publication And Promotion		3	1
		2,558	2,843
Transport			
Vehicles And Plant Related Expenditure		5	5
Travel Allowances		26	28
Transport Related Insurance		0	0
		31	34
Internal Charges			
Managed Recharges Frm Other Directorates		1,211	169
Charges To/From HRA		12	0
		1,223	169
Managed Expenditure		6,820	6,175
Internal Income			
Income From Other Directorates		(792)	(371)
		(792)	(371)
Income - Grants			
Government Grants		(2,564)	(2,556)
DCLG Grants		(233)	0

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2012/13	Budget 2013/14
Income - Grants			
Other Grants		0	(152)
		(2,796)	(2,708)
Income - Charges			
Fees And Charges		(70)	(106)
Contributions		0	(3)
Other Income		(46)	(2)
Rents		(65)	(65)
		(181)	(177)
Managed Income		(3,769)	(3,255)
Net Managed Budget		3,051	2,920
Accounting Adjustments			
IAS 19 Pensions Costs		(476)	(245)
Capital Charges		27	27
		(449)	(218)
Central Recharges			
Central Recharges Expenditure		146	106
		146	106
Other Internal Adjustments			
Internal Reallocations Charges		414	447
Internal Reallocations Income		(25)	0
		389	447
Managed Outside the Service		85	335
Net Cost of Service		3,136	3,255

City Development

Budget Manager : Chief Officer Highways and Transportation

Highways And Transportation			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		11,107	11,808
Agency And Temporary Staff		20	20
National Insurance Contributions		856	887
Superannuation Costs		1,543	1,672
Other Pension Costs		301	338
Other Employee Related Costs		58	73
Training And Development		77	71
		13,963	14,869
Premises			
Buildings Maintenance		707	700
Grounds Maintenance		2,362	2,362
Building Security		35	42
Cleaning And Workplace Refuse		40	39
Gas		8	9
Electricity		4,547	5,553
Other Utilities		37	29
Rents		0	0
NNDR		88	90
Highways Maintenance		8,058	7,813
Premises Related Insurance		2	2
		15,882	16,640
Supplies & Services			
Materials And Equipment		4,808	5,072
Stationery And Postage		34	18
Advertising		88	78
IT/Telecommunications		277	293
Insurance		2,319	1,941
Professional Fees and Subscriptions		77	113
Waste Disposal And Landfill Tax		39	77
Allowances		4	3
Consultancy Services		10	11
Other Hired And Contracted Services		13,304	13,014
Licences		4	4
Publication And Promotion		10	11
Miscellaneous		3	3
		20,978	20,637
Transport			
Vehicles And Plant Related Expenditure		3,372	3,466
Travel Allowances		196	167
Fuel		337	345
Transport Related Insurance		64	37
		3,968	4,015
Internal Charges			
Managed Recharges Frm Other Directorates		2,109	2,212
		2,109	2,212
Managed Expenditure		56,900	58,373
Internal Income			
Income From Other Directorates		(14,686)	(14,903)

City Development

Budget Manager : Chief Officer Highways and Transportation

Highways And Transportation			
	£000	Budget 2012/13	Budget 2013/14
Internal Income			
Recharges Income From Capital		(6,696)	(7,282)
		(21,382)	(22,185)
Income - Grants			
Government Grants		(8,013)	(7,958)
		(8,013)	(7,958)
Income - Sales			
Sale Of Goods And Services		(1,971)	(2,139)
		(1,971)	(2,139)
Income - Charges			
Fees And Charges		(540)	(1,421)
Contributions		(604)	(594)
Other Income		(617)	(687)
Income Received From ALMOs		(1,467)	(1,467)
		(3,228)	(4,169)
Managed Income		(34,594)	(36,451)
Net Managed Budget		22,306	21,922
Accounting Adjustments			
IAS 19 Pensions Costs		260	481
Vehicles And Plant (Internal Leasing)		(604)	(640)
Vehicle leasing recharges		604	640
Capital Charges		22,667	25,637
		22,927	26,118
Central Recharges			
Central Recharges Expenditure		709	635
		709	635
Other Internal Adjustments			
Internal Reallocations Charges		7,234	6,821
Internal Reallocations Income		(4,217)	(3,962)
		3,017	2,859
Managed Outside the Service		26,653	29,612
Net Cost of Service		48,959	51,534

City Development

Budget Manager : Chief Officer Libraries, Arts and Heritage

Libraries, Arts And Heritage			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		11,009	11,663
Agency And Temporary Staff		13	14
National Insurance Contributions		737	721
Superannuation Costs		1,550	1,553
Other Pension Costs		334	224
Other Employee Related Costs		34	34
Training And Development		38	38
		13,715	14,248
Premises			
Buildings Maintenance		18	10
Grounds Maintenance		10	11
Building Security		217	220
Cleaning And Workplace Refuse		641	634
Gas		254	399
Electricity		400	455
Other Utilities		165	128
Rents		88	215
NNDR		1,183	1,209
Accommodation Charges		10	10
Premises Related Insurance		248	260
		3,233	3,550
Supplies & Services			
Materials And Equipment		1,922	2,061
Stationery And Postage		150	85
Advertising		21	21
IT/Telecommunications		638	639
Insurance		73	83
Professional Fees and Subscriptions		190	176
Grants And Contributions		2,931	2,818
Catering Service		10	10
Waste Disposal And Landfill Tax		4	0
Allowances		30	24
Consultancy Services		19	19
External Audit Fees		1	1
Security Services		273	231
Other Hired And Contracted Services		1,943	2,337
Licences		29	30
Publication And Promotion		80	79
Miscellaneous		2	1
		8,315	8,614
Transport			
Vehicles And Plant Related Expenditure		213	231
Travel Allowances		51	53
Fuel		25	57
Transport Related Insurance		9	9
		298	349
Internal Charges			
Managed Recharges Frm Other Directorates		279	473
		279	473

City Development

Budget Manager : Chief Officer Libraries, Arts and Heritage

Libraries, Arts And Heritage	£000	Budget 2012/13	Budget 2013/14
Agency Payments			
Contributions to Partnerships		0	150
		0	150
Managed Expenditure		25,840	27,384
Internal Income			
Income From Other Directorates		(1,283)	(966)
Recharges Income From Capital		(800)	(800)
		(2,083)	(1,766)
Income - Grants			
Government Grants		(124)	(1,818)
DCLG Grants		(7)	0
Other Grants		(34)	0
		(165)	(1,818)
Income - Sales			
Sale Of Goods And Services		(772)	(923)
		(772)	(923)
Income - Charges			
Fees And Charges		(3,182)	(2,945)
Contributions		(90)	(120)
Other Income		(159)	(211)
Rents		(173)	(172)
		(3,605)	(3,448)
Managed Income		(6,625)	(7,955)
Net Managed Budget		19,215	19,429
Accounting Adjustments			
IAS 19 Pensions Costs		229	536
Vehicles And Plant (Internal Leasing)		(66)	(63)
Vehicle leasing recharges		66	63
Capital Charges		2,802	3,129
		3,031	3,665
Central Recharges			
Central Recharges Expenditure		320	272
		320	272
Other Internal Adjustments			
Internal Reallocations Charges		4,110	3,439
Internal Reallocations Income		(24)	(24)
		4,086	3,416
Managed Outside the Service		7,437	7,352
Net Cost of Service		26,651	26,781

City Development

Budget Manager : Chief Officer Resources and Strategy

Sport And Active Recreation			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		10,390	10,450
Agency And Temporary Staff		17	17
National Insurance Contributions		730	748
Superannuation Costs		1,056	1,093
Other Employee Related Costs		28	28
Training And Development		79	79
		12,299	12,416
Premises			
Buildings Maintenance		0	2
Grounds Maintenance		32	35
Building Security		34	31
Cleaning And Workplace Refuse		134	134
Gas		559	821
Electricity		539	712
Other Utilities		326	326
Rents		126	8
NNDR		1,606	1,728
Accommodation Charges		0	3
Premises Related Insurance		128	128
		3,484	3,926
Supplies & Services			
Materials And Equipment		1,107	857
Stationery And Postage		18	46
Advertising		30	53
IT/Telecommunications		106	166
Insurance		119	73
Professional Fees and Subscriptions		(147)	(21)
Grants And Contributions		10	190
Catering Service		0	0
Corporate Initiatives & Savings Targets		0	0
Allowances		5	6
Consultancy Services		27	(16)
External Audit Fees		4	5
Security Services		65	42
Other Hired And Contracted Services		331	357
Licences		95	110
Publication And Promotion		33	5
PFI Unitary Charges		3,512	3,597
Miscellaneous		4	2
		5,320	5,472
Transport			
Vehicles And Plant Related Expenditure		22	13
Travel Allowances		54	36
Fuel		5	5
Private Hire		0	2
Transport Related Insurance		5	5
		85	60
Internal Charges			
Managed Recharges Frm Other Directorates		549	484

City Development

Budget Manager : Chief Officer Resources and Strategy

Sport And Active Recreation			
	£000	Budget 2012/13	Budget 2013/14
Internal Charges		549	484
Managed Expenditure		21,738	22,358
Internal Income			
Income From Other Directorates		(831)	(1,023)
		(831)	(1,023)
Income - Grants			
Government Grants		(145)	(145)
DCLG Grants		(2,321)	(2,321)
		(2,466)	(2,466)
Income - Sales			
Sale Of Goods And Services		(874)	(775)
		(874)	(775)
Income - Charges			
Fees And Charges		(10,960)	(10,725)
Contributions		(156)	(31)
Other Income		(205)	(1,105)
Rents		(26)	(31)
		(11,347)	(11,892)
Managed Income		(15,518)	(16,156)
Net Managed Budget		6,220	6,202
Accounting Adjustments			
IAS 19 Pensions Costs		384	535
Capital Charges		6,977	7,274
		7,361	7,809
Central Recharges			
Central Recharges Expenditure		0	17
		0	17
Other Internal Adjustments			
Internal Reallocations Charges		3,236	3,245
		3,236	3,245
Managed Outside the Service		10,597	11,071
Net Cost of Service		16,817	17,273

City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,032	476
National Insurance Contributions		87	83
Superannuation Costs		153	146
Other Pension Costs		873	873
Other Employee Related Costs		35	21
Training And Development		44	42
		2,225	1,642
Premises			
Cleaning And Workplace Refuse		0	0
NNDR		1	0
Premises Related Insurance		0	0
		1	0
Supplies & Services			
Materials And Equipment		50	20
Stationery And Postage		349	204
IT/Telecommunications		357	263
Insurance		4	4
Professional Fees and Subscriptions		8	7
Allowances		4	5
Other Hired And Contracted Services		93	68
Publication And Promotion		11	0
		876	572
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		10	6
Transport Related Insurance		0	0
		11	7
Internal Charges			
Managed Recharges Frm Other Directorates		346	75
		346	75
Managed Expenditure		3,458	2,296
Internal Income			
Income From Other Directorates		(49)	(73)
		(49)	(73)
Income - Charges			
Fees And Charges		(226)	(3)
Contributions		0	0
Other Income		(12)	(1)
		(238)	(4)
Managed Income		(286)	(77)
Net Managed Budget		3,172	2,218
Accounting Adjustments			
IAS 19 Pensions Costs		(817)	(802)
Capital Charges		67	57
		(750)	(745)

City Development

Budget Manager : Chief Officer Resources and Strategy

Resources and Strategy			
	£000	Budget 2012/13	Budget 2013/14
Central Recharges			
Central Recharges Expenditure		15,643	13,440
Central Recharges Income		(12,333)	(12,357)
Corporate & Democratic Core Income		(801)	(837)
		2,509	245
Other Internal Adjustments			
Internal Reallocations Charges		550	0
Internal Reallocations Income		(17,579)	(14,076)
		(17,030)	(14,076)
Managed Outside the Service		(15,271)	(14,576)
Net Cost of Service		(12,100)	(12,357)

City Development

Budget Manager : Chief Regeneration Officer

Regeneration Programmes			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,104	891
National Insurance Contributions		95	85
Superannuation Costs		158	140
Other Pension Costs		95	60
Other Employee Related Costs		0	0
		1,452	1,177
Premises			
Electricity		0	0
Other Utilities		0	0
NNDR		17	0
Accommodation Charges		0	0
		17	0
Supplies & Services			
Materials And Equipment		7	7
Stationery And Postage		3	2
Advertising		3	3
IT/Telecommunications		16	13
Insurance		1	1
Professional Fees and Subscriptions		8	8
Grants And Contributions		117	117
Catering Service		0	0
Waste Disposal And Landfill Tax		0	0
Allowances		1	1
Other Hired And Contracted Services		85	43
Publication And Promotion		13	13
		253	208
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		14	14
		14	14
Internal Charges			
Managed Recharges Frm Other Directorates		17	8
Charges To/From HRA		81	0
		98	8
Managed Expenditure		1,834	1,407
Internal Income			
Recharges Income From Capital		(21)	(21)
Charge To/From HRA		(708)	(562)
		(729)	(583)
Income - Charges			
Fees And Charges		0	0
Contributions		(62)	(73)
Other Income		0	(75)
		(62)	(148)
Managed Income		(791)	(731)
Net Managed Budget		1,043	675

City Development

Budget Manager : Chief Regeneration Officer

Regeneration Programmes			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		(38)	8
Capital Charges		7	7
		(31)	15
Central Recharges			
Central Recharges Expenditure		1	86
		1	86
Other Internal Adjustments			
Internal Reallocations Charges		235	182
Internal Reallocations Income		(40)	0
		195	182
Managed Outside the Service		165	284
Net Cost of Service		1,208	959

Environment and Neighbourhoods

LEEDS CITY COUNCIL

2013/14 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 2013/14 financial year.

2 Service Context

2.1 The Directorate manages a diverse set of functions which combine to form some of the key foundations of strong communities. Clean streets, well maintained green spaces which people can use, sound housing which meets people's needs and safe neighbourhoods are the fundamental priorities for the Directorate.

2.2 The Directorate beyond these universal duties also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Department supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city. Through close working with the police and health service, services are commissioned to help people leave a life of drug dependency.

2.3 The budget submitted contains a number of service enhancements. Specifically the collection of residual (Black Bin waste) and SORT (Recycled Green Bin waste) on alternating weeks will be rolled out across the City during 2013/14 where it makes sense for residents. Not only will residents receive more frequent recycling collections which will further improve recycling rates but it will divert waste away from landfill which is both environmentally unsustainable and leaves a legacy of environmental issues for decades. In the longer term it still remains the intention to roll out kerbside food collections more widely across the City, and the budget for 13/14 provides for an expansion of the Rothwell food collection service to an estimated extra 3,000 households.

2.4 The Directorate is clear that support to the Third Sector remains a high priority and it continues to work closely with it to identify and deliver efficiencies in order to protect services.

2.5 In the context of the above the Directorate has a number of key priorities which the budget is designed to support. These are as follows:

- Preventing homelessness;
- Improving the quality of private sector housing;
- Reducing crime and anti social behaviour;
- Reducing fuel poverty and providing sustainable energy;
- Providing reliable refuse and recycling service;
- Minimising the amount of waste that ends up in landfill by promoting reuse and recycling;
- Clean neighbourhoods. Reflecting local needs;
- Green spaces which people can enjoy.

2.6 Given this context and against a background of significant reductions in resources, the Directorate's budget submission for 2013/14 will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2012/13 budget.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £1,686k cr (-2.1%)

3.1 The variation can be summarised as follows:

	£000s
Net Managed Budget 2012/13	88,993
Adjustments	
• Transfers of functions	- 9,509
• Other adjustments	199
Adjusted Net Managed Budget 2012/13	79,683
Changes in prices	
• Pay	617
• Price	2,170
• Income	- 577
	<u>2,210</u>
Service Budget Changes	
• Changes in Service Levels	- 502
• Other Factors not affecting level of service	- 2,195
• New charges	- 200
• Efficiency Savings	
○ Procurement	-452
○ Other	-547
	<u>999</u>
Net Managed Budget 2013/14	77,997

3.2 Adjustments

Transfer of functions

- 3.2.1 The cessation of the Supporting People ring fence facilitates the transfer of half of this budget (£10.602m) to Adult Social Care. Not only are they best placed to deliver efficiencies but it allows the services to be commissioned from one place which creates a better overview of the whole activity.
- 3.2.2 The Homelessness grant (£1.040m), which is used to provide intervention packages tailored to the specific circumstances of the service user, is now received through Formula grant rather than as separate grant receivable directly by the service.
- 3.2.3 Responsibility for making the grant payment to St Anne's (RAISE) has transferred from Adult Social Care to Environment and Neighbourhoods (£171k).
- 3.2.4 Other variations are largely due to the deletion of the Chief Recreation Officer's post (£41k) and the transfer of staff from Strategy and Commissioning to Employment and Skills in the City Development Directorate (£77k).

Other adjustments

- 3.2.5 In 2013/14 former Roseville staff who work in Parks and Countryside will be budgeted for in the service rather than in Resources Directorate (£186k). An increased contribution of £123k is required to resource the managed print function. Other variations (£136k) largely reflect the finalisation of the transfer of resources with City Development to reflect the movement of Employment and Skills and Regeneration from Environment and Neighbourhoods.

3.3 Changes in prices

- 3.3.1 Provision has been made for a 1% pay award in 2013/14 (£617k). No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. These include £286k for increases in fuel, £121k for gate fees payable for the disposal of waste, £54k on NNDR, £42k on utilities, £26k for fleet maintenance and £42k increased payment to West Yorkshire Police to reflect the cost of pay awards for PCSOs.
- 3.3.2 A further £8 per tonne increase in Landfill Tax will cost an additional £1.6m for the disposal of residual waste.

3.3.3 Increased income in respect of fees and charges (£577k) largely reflects the full year effect of the 2012/13 price increase for bereavement services (£117k) and a 7.5% price increase in bereavement charges at both cemeteries and crematoria (£395k) which will be applicable from April 2013. This increase will contribute towards ending the subsidisation of the service by the council tax payer. Other increases (£65k) largely reflect 3% price increases on admission to visitor attractions (£29k) and a 3% increase in charges to the ALMOs for activities such as forestry work (£12k).

3.3.4 Safer and Stronger Communities Scrutiny Board in considering the Directorate's Initial Budget Proposals, that were received at Executive Board in December 2012, have recommended that a balanced approach is taken in removing the subsidisation of the service and that the Council should actively be promoting the availability of hardship grants for those in financial need.

After the proposed implementation of the increase in bereavement charges in 2013/14, the service will still remain subsidised by the Leeds Council tax payer and it remains the intention of the Directorate to remove the subsidisation of these services over a period of three years. Arrangements will be put in place to ensure that details of any financial support that is available is widely publicised.

3.4 Changes in Service Levels

3.4.1 The Quarry Hill site is set to be disposed of in 2013/14 with the resultant loss of the net income receivable from the car park that is currently on the site (£300k).

3.4.2 It is proposed to implement alternate week collection of recyclable and residual waste citywide and by March 2014 140k or 41% of properties in Leeds will receive this enhanced service for the collection of recyclables. Further rollouts will occur in the following year with the intention that 80% of households will ultimately be in receipt of this service. This development will reduce waste disposal costs by £404k in 2013/14 and will contribute towards increasing the overall level of recycling across the City to an estimated 46% by the end of 2013/14.

3.4.3 In accordance with the planned development of the Stanley Road site, the Household Waste function currently situated on the site will close from September with subsequent savings in the running costs associated with the facility (£125k).

3.4.4 Increasing numbers of commercial companies are accessing Household Waste Sites (HWSS) across the City for the illegitimate disposal of commercial waste. This means that Leeds City Council is currently subsidising these businesses for the disposal of their waste. By enforcing a ban on the acceptance of commercial waste, and instead directing marked commercial vans to Kirkstall Road and East Leeds, it is forecast that savings of £108k will be realised in the waste disposal budget.

3.4.5 Safer and Stronger Communities Scrutiny Board, in reviewing the Directorate's Initial Budget proposals, recommended that the Director of Environment and Neighbourhoods ensures that the monitoring and enforcement of fly-tipping remains adequately resourced.

The levels of monitoring and enforcement of fly tipping will remain at least consistent with that currently. This work is undertaken by generic environmental enforcement teams which can be deployed in particular areas and on particular enforcement issues as required. Early conversations with other Authorities having already made similar changes to those planned for Leeds do not report significant increases in the problem of fly-tipping.

3.4.6 In September 2012 Executive Board approved a report which set out a series of proposals to increase the supply of affordable housing in the city. The investment programme provides £404k to resource a staffing structure that will deliver the targeted level of increase to the

housing stock in the city and the consequential increases in Council Tax and New Homes Bonus receivable. In the past twelve months the amount receivable through New Homes Bonus and Council Tax will increase as a result of 1024 successful interventions which has reduced the number of empty properties in the City.

3.4.7 From September 2013 the Leeds Arena will be fully operational and the operating hours of the Woodhouse Lane Multi Storey Car park will be extended in order to meet parking requirements of people attending events at the Arena. The anticipated net additional income of £495k will be transferred to City Development in order to contribute towards the financing costs of the Arena.

3.5 Other Factors not affecting the level of service

3.5.1 As the PFI procurement of the waste disposal facility progresses towards completion, it is anticipated that there will be a reduction in procurement costs of £280k.

3.5.2 Charges to the Housing Revenue Account will increase to more accurately reflect the cost of maintenance and landscaping work at recreation areas on council estates (£300k), activity levels in respect of the Noise Nuisance service (£162k) and the level of support that is required to ensure that vulnerable adults can continue to live in their own homes (£1.3m).

3.5.3 The consolidation of CCTV and Security functions within Community Safety has already realised a number of efficiencies. Further cost savings will be derived by aiming to consolidate responsibility within Community Safety for the management of this type of activity council wide. The service will also seek to expand by engaging with both public and private sector organisations with a view to providing them with both security and CCTV related functions. In overall terms cost savings and additional income is anticipated to realise an additional £115k in 2013/14.

3.5.4 Within Supporting People savings of £1,026k can be delivered largely through a combination of the services being commissioned now being funded by Housing Benefits instead of Supporting People grant, renegotiating contract prices across all sectors and sector wide reviews that require the remodelling of service delivery.

3.5.5 Reductions in the amount of waste that is collected by the bulky waste service and then landfilled will reduce disposal costs by £50k. In order to achieve this it is proposed to work more closely with Third Sector organisations to recycle and re-use more of the items that are collected.

3.5.6 Within Parks and Countryside additional income (£60k) will be targeted through expanding trading activity. Though increased marketing it will seek to sell its expertise in landscape contract management, forestry, sponsorship, Rights of Way and natural habitat management primarily to other public sector bodies as well as continuing to develop the expansion of the nursery business activities.

3.5.7 Through a number of options that include reducing the number of bowling greens where there are multiple ones in a location, and by transferring responsibility for ongoing bowling green maintenance to clubs with a high number of active members, the overall subsidisation of the cost of bowling by the Council can be reduced by £150k. This will still leave some degree of subsidisation.

3.5.8 Additional staffing costs will be incurred within Refuse Collection service (£152k) largely as a result of providing cover for agency staff who have now been taken on as full time employees and a review of resource requirements on routes.

- 3.5.9 Due to declining gas levels, income associated with the generation of electricity at the closed landfill site at Gamblethorpe will decrease by £75k and the amount of income receivable from the sale of scrap metal will reduce by £152k as a result of lower volumes and a decline in the market price per tonne for this material.
- 3.5.10 Reductions in total waste arising assumed in the 2012/13 budget have not materialised and the overall levels of waste arising in the City remain consistent with both the 2010/11 and 2011/12 outturn. It is estimated that this will cost around £355k, although disposal savings from improving recycling performance at the HWSS, additional kerbside garden waste tonnage and savings from more food waste being collected will mitigate around £303k of this cost.
- 3.5.11 A reduction in the number of Penalty Charge Notices issued for car parking offences across the City has resulted in an estimated reduction in the amount of income receivable (£235k). To partially offset this, it is proposed to save £120k by deleting a number of vacant parking enforcement posts.
- 3.5.12 Car parking income is projected to reduce by £106k as a result of a reduction in the number of parking permits sold at Woodhouse Lane Multi Storey Car Park.
- 3.5.13 Reductions in the level of patronage of the Council's golf courses combined with a reduction in the number of visits to the cafés and shops at the Council's visitor attractions will reduce the level of income receivable from these facilities by £280k.
- 3.5.14 Within the Parks and Countryside service a number of vacant posts will be deleted (£330k) and some of the saving (£150k) will be used to provide for apprentice gardener positions within the Parks and Countryside service. This creates employment opportunities for young people in the city and will develop and train up to 15 people. The apprentices will play an important role in ensuring that the city has the skills to manage and maintain its parks and green spaces for future generations.
- 3.5.15 Other variations are due to the increased costs resulting from the retendering of the pest control contract (£50k), additional NNDR costs of £85k and a requirement to make an increased contribution (£160k) to the Council's Insurance Provision.
- 3.5.16 Following approval of the budget, we will consult plot holders, associations and other representative bodies on ways to remove the level of subsidy on allotments over a two year period. This will include raising current prices, as well as considering opportunities for alternative management arrangements.

Other minor variations are £61k.

3.6 New Charges

3.6.1 Following the receipt of the car parking review report at Executive Board in September 2012, a consultation exercise has been undertaken, using the citizens panel, the council's website and through discussions with the Leeds, York and North Yorkshire Chamber of Commerce and the Leeds Retailers Association. In the context of this review proposals are being developed around a charging policy for Sunday parking in the City Centre along with the extension of evening car parking charges to cover all off street car parks as well as on street. It is anticipated that this will generate additional car parking income of £200k.

3.7 Efficiency Savings

3.7.1 Procurement - It is anticipated that the retendering of recycling contracts in respect of the contents of the green bin, along with separate glass and textiles contracts, will deliver further procurement savings (£342k). Savings of £110k have already been realised through the retendering of the city wide weed spraying contract.

3.7.2 Other

- In January 2012 Executive Board received a report which identified two delivery options for the future provision of the housing management function. Regardless of the outcome of this review, it is proposed that resources that deal with improving the environment within both the ALMOs and Environmental Action are combined. Not only will this deliver an enhanced service that is responsible for environmental wellbeing of areas, but it will also clarify responsibilities and accountability for service delivery as well as realising efficiencies (£100k).
- The cost of the Environmental Health function will be reduced by £100k through a

	£000s
Net Managed Budget	77,997
Managed Outside Service	21,999
Net Revenue Charge	99,996

combination of reviewing the level of resources required to deliver statutory requirements and progressing proposals to work more closely with other West Yorkshire Authorities in the delivery of statutory functions.

- Within the Strategy and Commissioning service a number of vacant posts will be deleted and this will save (£150k).
- It is anticipated that further savings of £197k can be realised through staff leaving the Authority through the Early Leaver's Initiative scheme and the posts that they vacate being deleted.

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 Risk Assessment

- 5.1 In determining the 2013/14 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 2013/14 budget for this directorate are as follows;
- The budget makes a number of assumptions about price increases. If inflation is higher than anticipated, with the subsequent knock on effect to prices especially in respect of items such as fuel, then the impact will be absorbed by the Directorate.
 - Assumptions in respect of income receivable from Car Parking Fixed Penalty Notices (FPN's) and car parking fee income have been incorporated into the budget. Any reductions in the number of FPN's 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.
 - That assumptions in respect of waste growth and the level of recycling across the City is not delivered and there is a consequential increase, over and above the budgeted assumptions, in the amount of waste that is landfilled.

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LEEDS CITY COUNCIL

2013/14 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 2013/14 Housing Revenue Account (HRA) budget.
- 1.2 The 2013/14 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.

2. Key Issues

- 2.1 Appendix 1 sets out a summary of the HRA budget for 2012/13 and 2013/14.

2.2 Rent Strategy

The 2013/14 HRA budget is influenced by the Council's rent strategy that was agreed by Executive Board in February 2012 as part of the HRA Business Plan. The aim of the strategy was to smooth the incidence of rent increases assumed by the Government in their calculation of the Council's debt settlement as part of the move to HRA self financing from April 2012, without significant loss of resources required for investment.

The rental income stream is essentially the only source of funding for delivery of the council housing investment priorities which include improving and maintaining the current housing stock and increasing the supply of affordable homes in Leeds. Therefore any variation to the approved rent strategy would have implications for the level of resources available for capital investment.

For 2013/14 it is therefore proposed to increase rents by an average of 5.9% in accordance with the agreed rent strategy.

See 3.1 for further details.

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

The project is expected to commence in 2013/14. The budget assumes that the scheme will go ahead as planned and therefore all associated costs and income are reflected in the 2013/14 budget. Any slippage in the start date of the project will not impact on the net position of the HRA.

2.4 Welfare Reform

2013/14 sees the introduction of a number of changes as part of the Government's Welfare Reform agenda. Two changes which will significantly impact on the HRA are:

(a) Introduction of the Social Sector Size criteria (SSSC) from April 2013

This will result in tenants in receipt of Housing Benefit (HB) and living in a property deemed too large for their needs facing reductions of up to 25% in HB payments. It is estimated that approximately 7,000 tenants will be affected and that £4m of additional rent will need to be collected each year.

(b) Introduction of Universal Credit (UC) from October 2013 (under review)

Tenants with new or changed benefit claims will receive a single payment (UC) in respect of all benefit entitlement, including HB, which has previously been paid directly to the Council. This means that claimants of UC will have responsibility for paying their rent directly to the Council. It is anticipated that this may have implications for the level of rental income receivable by the Council since tenants may use their benefit to address other financial pressures.

The 2013/14 HRA budget acknowledges that Welfare Reform will have a significant impact upon both financial and staff resources. Further details are provided in 4.16 and 5.2.

2.5 Council Tax on Empty Homes

The Local Government Finance Act 2012 removed certain categories of council tax exemptions and replaced them with discretionary powers to give discounts. It was agreed by Council on 16th January 2013 that properties which are unoccupied and unfurnished, and properties which are unoccupied, unfurnished and either require or are undergoing major repairs should no longer be exempt from council tax.

This will result in additional expenditure to the HRA in relation to its housing stock. Provision has been made for this in the 2013/14 HRA budget. (see 4.17)

2.6 Transfer of Financial Responsibility of Horticultural Maintenance Costs from ALMOs to the HRA

In order to ensure a consistent city wide approach to the management of horticultural assets it is proposed to transfer the responsibility for managing this service from the ALMOs and BITMO to Parks and Countryside from 1st April 2013. The 2013/14 HRA budget reflects this proposal. Further details are provided in 4.4

2.7 Review of ALMO Management Arrangements

A review of housing management services commenced during 2012. To date extensive engagement work has been undertaken with key stakeholders to identify options for the future delivery of housing management services. Executive Board on 9th January 2013 agreed that consultation should start in respect of two options;

- a) a move to a single company model
- b) the integration of all services within direct council management.

The 2013/14 HRA budget assumes the current model of delivery (i.e. retention of 3 ALMOs/BITMO/ABCL) and does not factor in any savings/costs arising from future changes. (see 4.12)

3. Key movements 2012/13 to 2013/14 - Income

The key movements in relation to income from the 2012/13 Original Estimate (OE) to the 2013/14 OE are as follows:

3.1 Dwelling Rents

The Council's rent strategy was agreed as part of the HRA Business Plan by Executive Board in February 2012. This strategy smoothes the incidence of the rent increases that had been assumed by Government in their debt settlement with the Council as part of the move to HRA self financing in April 2012.

For 2013/14 it is proposed to increase rents by an average of 5.9% in accordance with the agreed rent strategy. This equates to an increase of £3.82 per week based on 52 rent weeks as shown in the table below. It should be noted however, that the impact of this on individual tenants will vary.

	2012/13	2013/14	Increase	Increase
	£	£	%	£
Average Rent	64.46	68.28	5.9	3.82

The implementation of an average 5.9% rent increase will generate additional income of £10,954k in 2013/14.

3.2 Other rents

Rental income from shops, miscellaneous properties and garages is budgeted to increase by £112k. This is due to renegotiated lease agreements on both shops and miscellaneous properties and increasing garage rents in line with dwelling rents.

Garage rents are currently £6.40 per week (based on 52 rent weeks). An increase of 5.9% equates to an average increase of 38p per week, making the average garage rent for 2013/14 £6.78 per week.

3.3 Service Charges

The increase of £217k reflects increasing service charges to tenants in line with dwelling rents (£17k), increased income from Heat lease charges of £277k as a result of tenants joining the scheme during 2012/13 and assuming similar take up in 2013/14. These increases are offset by a reduction in the income recoverable from leaseholders (£77k) due to less work being carried out on their properties.

3.4 PFI Grant

PFI grant will be paid for both the Swarcliffe and LLBH&H PFI schemes. The 2013/14 budget assumes grant of £6,097k for Swarcliffe and £13,787k for LLBH&H. Any slippage in the start of the LLBH&H PFI project will not impact on the overall position of the HRA.

3.5 Internal Income

The reduction of £623k is due to a decision to cease technical adjustments in respect of reallocating out staff time to service areas (£411k), a reduction in costs that can be capitalised in respect of the Home Ownership Team (£90k) and a reduction in income from the General Fund (£141k). These reductions are offset by minor increases of £19k.

3.6 External Income

The increase of £341k from 2012/13 to 2013/14 is primarily due to an increase of income from the ALMOs in relation to the IT SLA (£226k). Other variations include additional income from telecomms (£77k), other Local Authorities (£9k) and interest (£14k).

4. Key movements 2012/13 to 2013/14 - Expenditure

4.1 Employees

The budget is based on the current structure of 48.7 full time equivalent posts. The reduction of £292k in employee costs is due primarily to the transfer of salary budgets to the ABCL (see 4.15) and the effect of staff leaving under the Council's Early Leavers Initiative.

4.2 Premises & repairs

The net increase in premises costs (£28k) is due to an increase in gas expenditure (£35k) and the requirement for the HRA to make a contribution to the LLBH&H Community Hub (£36k). These increases are offset by savings on premises related insurance (£40k) and other minor variations.

4.3 Supplies & Services

The budget reflects a net increase of £268k between 2012/13 and 2013/14. Key variations include:

- The transfer of the advertising budget (£148k) to the ABCL to reflect the transfer of the Choice Based Lettings service.
- A saving on insurance charges (£87k).
- Savings of £190k on computer software and equipment due to a number of IT projects having now being completed.
- Reduction of £42k in the grant paid to Leeds Tenants Federation.
- Minor savings on telephones, office equipment, consumables (£69k).
- An increase of £268k in relation to payments for the Swarcliffe and LLBH&H PFI schemes.

4.4 Horticultural Maintenance

The proposal to transfer the responsibility for managing horticultural maintenance from the ALMOs and BITMO to Parks and Countryside from 1st April 2013 (see 2.6) will result in a direct recharge to the HRA of £2,563k. The net increase of £646k is due to a more accurate apportionment of contract management costs and enhancements to horticultural maintenance standards. This will ensure that grass is appropriately maintained and that shrub and rose beds will be managed with due regard to species with improved weed and litter control.

4.5 Environmental Services

Provision of £250k has been made for improving the environment and cleanliness of council estates. This resource will be targeted at estates where current cleansing resources have proved to be insufficient to keep cleanliness at a satisfactory level and will be used to fund a combination of additional litter removal, bin emptying programmes and fly-tip removal. Part of the resource will also be used for enforcement

purposes. As a result of this increased activity, the Streetscene in these areas will generally be cleaner and problems responded to more quickly as they are reported. In addition, the budget includes £300k to pay for maintenance and landscaping work at recreation areas on council estates.

4.6 Supporting People in their own homes

The increase in costs associated with providing support to ensure that vulnerable adults can continue to remain in their own homes has increased by £1,841k. This increase largely reflects a more appropriate apportionment of costs to the HRA that previously were funded through Supporting People grant.

4.7 Housing Services

The increase of £153k is principally as a result of increases in the costs associated with the Noise Nuisance service which is responsive service acting upon complaints made by tenants about excessive noise in their locality.

4.8 Customer Services

There is an increase of £54k in the charge for customer services. This is as a result of an increase in the volume of telephone calls received from council tenants.

4.9 Support Services

In overall terms the cost of support services charges to the HRA have reduced by £811k and reflect the Council's strategy to target a reduction in the cost of these services.

4.10 Legal Services

Savings of £385k in legal charges are estimated due to a reduction in work anticipated in relation to contract claims.

4.11 Corporate Governance/Other Services

The budget reflects a saving of £347k in relation to corporate governance and other services. The charge for corporate governance represents the HRA's proportionate share of the cost of the Council's corporate management. This includes senior management, corporate governance, policy-making and strategy, and support to the democratic functions.

4.12 ALMO/BITMO Management Fees

It is proposed that the Fee paid to the ALMOs and BITMO in 2013/14 for the management and maintenance of the housing stock should continue to be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock as outlined in the HRA Business Plan agreed by Executive Board in February 2012.

The Management element of the Fee reflects an increase of 1% which includes funding the anticipated pay award. The Maintenance element of the Fee has been increased by 3% in line with the assumptions in the HRA Business Plan. It should be noted that of the £51,049k, £1,162k will be set aside to fund the ALMOs contribution to the LLBH&H PFI project.

The table below summarises the position from 2012/13 to 2013/14.

Category of Fee	2012/13	2013/14 Draft	Variance
	£000	£000	£000
Management	29,801	30,103	302
Maintenance	49,561	51,049	1,488
Total	79,362	81,152	1,790

The report to Executive Board in January 2013 identified two options for the future management of the housing stock (see 2.7). Upon implementation of the preferred option, it is anticipated that some of the identified savings could be realised in 2013/14 thereby reducing the cost of the housing management function.

4.13 **ALMO/BITMO Fees - Other**

The reduction of £289k from the 2012/13 OE is due to the suspension of the penalty/incentive scheme in relation to the Strategic Landlord ALMO Performance Framework (£172k) and the under occupancy scheme (£122k). The payment to ENEHL in respect of District Heating is budgeted to increase by 5.9% (£5k) in line with service charges.

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

The budget of £2,559k reflects the fee which will be paid to the ALMOs and BITMO for the provision of the Sheltered Warden service.

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

The increase of £349k primarily reflects the movement of budgets from the HRA to the ABCL as a result of the transfer of the Choice Based Lettings service which occurred during 2012/13 (£319k). The balance of £30k reflects an increase of 1% in line with the pay award for other services previously transferred.

4.16 **Provisions**

An analysis of the disrepair provision at the end of December 2012 indicated that the provision can be reduced by £50k for 2013/14.

Due to the unknown impact of the Government's Welfare Reforms (see 2.4) which will have implications for the level of rental income receivable from tenants, it is considered prudent to maintain the contribution to the provision for bad debts in line with the 2012/13 Original Estimate.

4.17 Council Tax on Empty Homes

Provision of £997k has been included in the 2013/14 HRA budget to fund the changes to exemptions in relation to council tax on empty homes. (See 2.5).

4.18 Revenue Contribution to Capital

The 2013/14 budget includes £58,363k to fund the housing capital programme/investment plan. This is £5,288k higher than 2012/13. These resources will be used to maintain and improve the housing stock and contribute towards the strategic priorities for council housing investment as outlined in the HRA Business Plan update also due to be considered by Executive Board on this agenda.

4.19 Capital charges

The decrease in capital charges of £3,053k is principally due to a change in accounting treatment in respect of premiums and discounts which has resulted in a net saving of £2,905k to the HRA. In addition, there has been an increase in the interest charged to the HRA (£167k) which has been offset by a saving of £315k in the notional debt and interest charge relating to the Swarcliffe PFI scheme.

5. HRA Reserves

5.1 The HRA General Reserve is currently projected to be £6.2m as at the end of 2012/13. It is therefore not proposed to budget for an additional contribution to the General Reserve in 2013/14.

5.2 As outlined in 2.4 it is anticipated that the introduction of changes as part of the Government's Welfare Reform agenda will have a significant impact upon the HRA. It is therefore proposed to budget for a contribution of £500k to the Welfare Reform Reserve with the intention that this is used to fund additional staff who will prepare and provide intensive support to customers affected by the changes. Initial analysis has indicated that providing this support will reduce the anticipated debt arising from the introduction of the Social Sector Size Criteria (see 2.4) by up to £2.24m per year.

6. Risks

There are a number of risks which, should they materialise would have a significant impact upon the 2013/14 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:

- The impact of the Government's Welfare Reforms, which may increase arrears more than anticipated.
- Property numbers during the year may vary significantly from estimates due to fluctuations in the RTB numbers and developments such as the PFI schemes.

HRA 2013/14 Budget

Appendix 1

Budget Heads	Original Estimate 2012/13* £000	Original Estimate 2013/14 £000	Variance £000
<u>Income</u>			
Dwelling Rents	(190,064)	(201,018)	(10,954)
Other Rents	(2,918)	(3,029)	(112)
Service Charges	(6,608)	(6,825)	(217)
PFI grant	(21,216)	(19,884)	1,332
Internal Income	(2,643)	(2,020)	623
External Income	(3,488)	(3,829)	(341)
Total Income	(226,937)	(236,605)	(9,668)
<u>Expenditure</u>			
Employees	2,872	2,581	(292)
Premises & repairs	534	562	28
Supplies & Services	14,564	14,833	268
Transport	38	33	(5)
Horticultural Maintenance	1,917	2,563	646
Environmental Services	0	550	550
Community Safety	2,776	2,793	17
Supporting People in their own homes	378	2,219	1,841
Housing Services	1,731	1,884	153
Customer Services	2,142	2,196	54
Support Services	5,400	4,589	(811)
Legal Services	1,101	716	(385)
Corporate Governance	1,888	1,715	(173)
Other Services	2,082	1,908	(174)
ALMO Fees			
- Management	29,801	30,103	302
- Maintenance	49,561	51,049	1,488
- Other	368	79	(289)
- Sheltered Wardens	2,600	2,559	(41)
- ABCL	673	1,022	349
Provisions	3,979	3,929	(50)
Council Tax on Empty Homes	0	997	997
Revenue Contribution to Capital (RCCO)	53,075	58,363	5,288
Capital charges	38,525	35,472	(3,053)
Total Expenditure	216,006	222,714	6,708
Net Expenditure	(10,931)	(13,891)	(2,960)
<u>Appropriation</u>			
Sinking Fund - LLBH&H PFI	11,573	12,556	983
Sinking Fund - Swarcliffe PFI	(642)	1,077	1,719
Earmarked reserves - Swarcliffe PFI		(242)	(242)
Earmarked reserves - Welfare Reform		500	500
Net position HRA	0	0	0

* figures have been restated for presentational purposes



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 2013/14:

- From September 2013 the Leeds Arena will be fully operational and the operating hours of the Woodhouse Lane Multi Storey Car park will be extended in order to meet parking requirements of people attending events at the Arena. The anticipated net additional income of £495k will be transferred to City Development in order to contribute towards the financing costs of the Arena.
- Following the receipt of the car parking review report at Executive Board in September 2012, a consultation exercise has been undertaken, using the citizens panel, the council's website and through discussions with the Leeds, York and North Yorkshire Chamber of Commerce and the Leeds Retailers Association. In the context of this review proposals are being developed around a charging policy for Sunday parking in the City Centre along with the extension of evening car parking charges to cover all off street car parks as well as on street. It is anticipated that this will generate additional car parking income of £200k.



Environment & Neighbourhoods Community Safety



Main responsibilities

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

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

Leeds Anti-Social Behaviour Team

The Leeds Anti-Social Behaviour Team (LASBT) provides an integrated, effective response to anti-social behaviour and seeks to further increase public confidence in key agencies' responses. The team comprises staff from a range of agencies including Council staff, Housing (ALMO) staff, Victim Support, West Yorkshire Police and West Yorkshire Fire & Rescue Service Arson Task Force officers.

Signpost- Family Intervention Service

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

Leeds Watch CCTV and Security Services

Information and intelligence captured by CCTV provides vital evidence to law enforcement agencies in both apprehending and prosecuting offenders and also plays a key role in both the prevention and detection of crime committed in public areas. Two mobile CCTV vans work within communities, supporting intelligence lead multi-agency operations using Automated Number Plate Recognition Systems (ANPR) and supplementing the response to reports of noise and anti-social behaviour.

Safeguarding

West Yorkshire Polices Safeguarding teams covering the city are managed through the Police Area Community Safety Team. Located at Weetwood and Millgarth Police Stations the two teams respond, in partnership is Social Care, to reports of abuse of against children and vulnerable adults. The team is also responsible for leading and co-ordinating the police response to reports of Child Sexual Exploitation

Domestic Violence

The Domestic Violence Team works with partners to improve services for people affected by domestic violence. This includes training and awareness raising work with a range of service providers. The team also works with partners to improve the effectiveness of the Criminal Justice System. Additionally, the coordination of Multi Agency Risk Assessment Conferences across the city for the most high risk cases is led by Community Safety.

Targeted work in localities

Area Community Safety Co-ordinators work with Neighbourhood Police Teams and other local partners to tackle local community safety problems. This includes local partnership work in the wards most affected by burglary using the Outcome Based Accountability (OBA) methodology . There has been a renewed focus on local partnership work initially focussed in wards of strategic concern that has delivered tailored sessions delivered locally involving a wide range of local stakeholders and action plans compiled and then updated monthly

District Intelligence Unit and Performance Team

A re-shaped and joint Police and Council District Intelligence Function is in place to ensure a more co-ordinated and partnership based intelligence function across the city. The unit has responsibility for the development of problem profiles and products to inform city-wide tasking to address key crime issues. It also produces profiles of new or emerging communities and has delivered the scoping and performance management function for the initial Families First programme.



Environment & Neighbourhoods Community Safety



Police Community Support Officers (PCSOs)

The council continues to part fund 165 PCSOs with West Yorkshire Police. PCSOs are an integral part of the Neighbourhood Policing Teams and provide a high-visibility patrolling service in each ward providing reassurance and tackling local crime and disorder issues of most concern.

Prevent

The Prevent work stream remains a key element to the City's response to the Governments Contest strategy. A calendar of training and awareness sessions is being developed to raise awareness, tackle the rhetoric of violent extremist groups, train local individuals and develop a peer learning network. The city contributes actively to both the regional and national Prevent agenda and is recognised nationally as being highly proactive and innovative.

Budget 2013/14:

- The consolidation of CCTV and Security functions within Community Safety has realised a number of efficiencies. Further cost savings will be derived by aiming to consolidate responsibility within Community Safety for the management of this type of activity council wide. The service will also seek to expand by engaging with both public and private sector organisations with a view to providing them with both security and CCTV related functions. In overall terms cost savings and additional income is anticipated to realise an additional £115k in 2013/14.

- The election of Police and Crime Commissioner in November 2012 has had an impact on the Community Safety Partnership current commissioning arrangements. From April 2013, all Community Safety related funding derived from the Home Office will be pooled within the PCC's budget. The PCC will be responsible for determining how these funds are allocated across the West Yorkshire region. The allocation of funding will be informed by the contents of the Police and Crime Plan, and determined through local commissioning arrangements. The PCC will be responsible for determining the local commissioning arrangements. They will be entitled to offer grants to any organisation they deem appropriate to support the delivery of the Police and Crime Plan.



Main responsibilities:

- The Strategy and Commissioning Division brings together the commissioning; service improvement and performance; directorate support; strategy and policy functions previously undertaken by Regeneration, Housing Services; Resources and Community Safety and Sustainable Development Unit. It has provides an opportunity to bring together expertise and best practice in these areas.

Commissioning housing related support

- Supporting People provides housing related support to help vulnerable people to live as independently as possible in the community. This could be in their own homes or in hostels, sheltered housing or other specialised supported housing. It provides complementary support for people who may also need personal or medical care. The service commissions and performance manages the supporting people programme, providing infrastructure support, advice agency and grant monitoring against projected outcomes to be achieved.

Commissioning with the third sector

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

Commissioning drug intervention and treatment

- The service leads on the strategic development of substance misuse delivery and its related activities, to meet performance targets set nationally, regionally and locally. Key areas of focus include the Drug Intervention Programme focusing on drug misusing offenders, community treatment programmes, helping young people resist drug and alcohol use, protect communities from drug and alcohol related anti-social and criminal behaviour and providing treatment to enable those with drug and alcohol problems to overcome them. In 2013/14 the service will be primarily be funded through the Public Health allocation to the Council along with a grant allocated to from the Police and Crime Commissioner.

Sustainable Development

- The Sustainable Development Unit (SDU) promotes sustainable development within the Council and at city-wide and regional levels. SDU contributes by enhancing our sense of place (understanding the characteristics of different places to inform the future), promotion, protection and enhancement of design quality of places (influencing local environments to have a positive influence on quality of life to the benefit of the people of Leeds – including residents, businesses and visitors), reducing Leeds' ecological footprint (reducing the resource consumption of the city) and enhancing Leeds' environmental capacity (increasing the environment's ability to support the city).

Budget 2013/14:

Supporting People

- The cessation of the Supporting People ring fence facilitates the transfer of half of this budget (£10,602k) to Adult Social Care. Not only are they best placed to deliver efficiencies but it allows the services to be commissioned from one place which creates a better overview of the whole activity. The Supporting People Programme has delivered significant efficiencies in recent years and this continues into 2013/14. Within Supporting People savings of £1,026k can be delivered largely through a combination of the services being commissioned now being funded by Housing Benefits instead of Supporting People grant, renegotiating contract prices across all sectors and sector wide reviews that require the remodelling of service delivery.

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 66 community centres with a budget of over £2.8m. A review of options for change to make the best use of resources will continue into 2013/14.



Main responsibilities:

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

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

Budget highlights 2013/14:

- The Homelessness grant (£1.040mk), which is used to provide intervention packages tailored to the specific circumstances of the service user, is now received through Formula grant rather than as separate grant receivable directly by the service.
- In September 2012 Executive Board approved a report which set out a series of proposals to increase the supply of affordable housing in the city. In order to progress this objective an allocation of New Homes Bonus (£404k) will be used to resource a staffing structure that will deliver the targeted level of increase to the housing stock in the city and the consequential increases in Council Tax and New Homes Bonus receivable.



Environment and Neighbourhoods Waste Management



Main responsibilities:

Operational Waste Management Service

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

The main services provided are as follows:

- The collection of general and recyclable household municipal waste for 337,000 properties across the city, which house a population of over 780,000 people.
- Collection of dry, recyclable material from over 323,000 domestic properties
- Provision of garden waste collections to over 210,000 domestic properties
- Enhanced recycling collection services in the Rothwell area to around 8,500 properties, including weekly food waste collections
- Collection of medical waste from domestic and commercial premises across the Leeds area
- The operation of **9** household waste sorting sites across the city where residents can take a wide range of materials to be recycled and composted

Waste Strategy and Policy

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

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



Environment and Neighbourhoods Waste Management



Budget highlights 2013/14:

- It is proposed to implement alternate week collection of recyclable and residual waste citywide and by March 2014 140k or 41% of properties in Leeds will receive this enhanced service for the collection of recyclables. Further rollouts will occur in the following year with the intention that 80% of households will ultimately be in receipt of this service. This development will reduce waste disposal costs by £404k in 2013/14 and will contribute towards increasing the overall level of recycling across the City to an estimated 46% by the end of 2013/14.
- Increasing numbers of commercial companies are accessing Household Waste Sites (HWSS) across the City for the illegitimate disposal of commercial waste. This means that Leeds City Council is currently subsidising these businesses for the disposal of their waste. By enforcing a ban on the acceptance of commercial waste, and instead directing marked commercial vans to Kirkstall Road and East Leeds, it is forecast that savings of £108k will be realised in the waste disposal budget.
- Reductions in the amount of waste that is collected by the bulky waste service and then landfilled will reduce disposal costs by £50k. In order to achieve this it is proposed to work more closely with Third Sector organisations to recycle and re-use more of the items that are collected.



City Development Recreation



Main responsibilities:

Parks and Countryside support Council objectives by:

- Providing a variety of recreation opportunities for all people to enjoy and benefit from.
- Ensuring an enjoyable and sustainable environment through the creation, management and enhancement of parks and greenspaces, allotments and path networks.
- Encouraging health through involvement in physical activity.
- Improve the quality of Leeds' parks..
- Providing a sympathetic and caring Burial and Cremation service.

Budget highlights 2013/14:

- Increased income in respect of fees and charges largely reflects the full year effect of the 2012/13 price increase for bereavement services (£117k) and a 7.5% price increase in bereavement charges at both cemeteries and crematoria (£395k) which will be applicable from April 2013. This increase will contribute towards ending the subsidisation of the service by the council tax payer however the Council will actively be promoting the availability of hardship grants for those in financial need.
- Within Parks and Countryside additional income (£60k) will be targeted through expanding trading activity. Though increased marketing it will seek to sell its expertise in landscape contract management, forestry, sponsorship, Rights of Way and natural habitat management primarily to other public sector bodies as well as continuing to develop the expansion of the nursery business activities.
- Though a number of options that include reducing the number of bowling greens where there are multiple ones in a location and transferring responsibility for ongoing bowling green maintenance to clubs with a high number of active members, the overall subsidisation of the cost of bowling by the Council can be reduced (£150k).
- Within the Parks and Countryside service a number of vacant posts will be deleted (£330k) and some of the saving (£150k) will be used to provide for apprentice gardener positions within the Parks and Countryside service. This creates employment opportunities for young people in the city and will develop and train up to 15 people. The apprentices will play an important role in ensuring that the city has the skills to manage and maintain its parks and green spaces for future generations



Environment and Neighbourhoods Environmental Action Service



Main responsibilities:

Environmental Action Service

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

The service deliver the following functions:

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

Environment & Neighbourhoods

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Environmental Action	Car Parking Services	(5,687)	6,450	(13,449)	(6,998)	1,631	(5,368)
Chief Officer Community Safety	Community Safety	4,435	8,805	(5,405)	3,400	1,176	4,576
Chief Officer Strategy & Commissioning	Strategy & Commissioning	29,934	17,317	(2,859)	14,458	2,337	16,795
Chief Officer Statutory Housing	Statutory Housing	8,169	7,334	(4,662)	2,672	6,635	9,307
Chief Officer Strategy & Commissioning	General Fund Support Services	(534)	244	(1,325)	(1,081)	1,086	4
Chief Officer Waste Management	Waste Management	43,552	42,793	(1,541)	41,252	3,986	45,238
Chief Officer Parks and Countryside	Parks And Countryside	15,130	26,903	(17,121)	9,782	4,469	14,250
Chief Officer Environmental Action	Environmental Action (West North West)	2,925	2,819	(11)	2,808	440	3,248
Chief Officer Environmental Action	Environmental Action (East North East)	2,389	2,222	(18)	2,204	381	2,586
Chief Officer Environmental Action	Environmental Action (South)	2,642	2,464	(55)	2,409	556	2,965
Chief Officer Environmental Action	Environmental Action (City Wide)	2,136	1,829	(30)	1,799	232	2,031
Chief Officer Environmental Action	Environmental Action (City Centre)	1,164	1,515	(255)	1,260	244	1,504
Chief Officer Environmental Action	Non Delegated - St Cleansing	2,870	452	0	452	2,059	2,512
Chief Officer Environmental Action	Environmental Health	3,663	4,413	(764)	3,648	(1,345)	2,303
Chief Officer Strategy & Commissioning	Drugs Commissioning Service	18	9,050	(9,117)	(67)	64	(3)
Net Cost of Service		112,808	134,609	(56,613)	77,996	23,950	101,947
	Transfers to and from earmarked reserves	(255)	0	0	0	(1,951)	(1,951)
Net Revenue Charge		112,553	134,609	(56,613)	77,996	21,999	99,995

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Employees		
Direct Pay Costs	44,491	44,840
Agency And Temporary Staff	889	934
National Insurance Contributions	3,296	3,227
Superannuation Costs	5,449	5,598
Other Pension Costs	892	870
Other Employee Related Costs	527	416
Training And Development	179	165
	55,723	56,051
Premises		
Buildings Maintenance	409	257
Grounds Maintenance	875	265
Building Security	280	174
Cleaning And Workplace Refuse	648	457
Gas	528	434
Electricity	618	569
Other Utilities	454	325
Rents	698	218
NNDR	1,784	1,756
Accommodation Charges	1,213	1,172
Premises Related Insurance	39	89
	7,547	5,715
Supplies & Services		
Materials And Equipment	3,609	4,233
Stationery And Postage	240	201
Advertising	37	42
IT/Telecommunications	701	801
Insurance	362	604
Professional Fees and Subscriptions	1,354	1,257
Grants And Contributions	4,718	2,878
Recycling And Reuse	2,995	2,723
Waste Disposal And Landfill Tax	14,006	15,193
Allowances	17	5
Consultancy Services	204	88
Security Services	392	272
Other Hired And Contracted Services	4,133	3,741
Licences	157	104
Publication And Promotion	318	378
Miscellaneous	9	7
	33,251	32,526
Transport		
Vehicles And Plant Related Expenditure	8,246	8,421
Travel Allowances	303	394
Fuel	3,323	3,433
Transport Related Insurance	323	273
	12,194	12,520
Internal Charges		
Managed Recharges Frm Other Directorates	4,331	5,844
Charges To/From HRA	670	701
	5,001	6,546
Agency Payments		

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Agency Payments		
Services Provided By Other Organisations	32,826	15,143
Services Provided By Voluntary Sector	0	3,741
Services Provided By Health Authorities	0	639
Contributions to Partnerships	0	606
Sheltered Accommodation	0	105
Residential Placements	0	819
	32,827	21,052
Appropriations		
Transfers To/From Earmarked Reserves	0	200
	0	200
Managed Expenditure	146,542	134,609
Internal Income		
Income From Other Directorates	(7,816)	(17,552)
Recharges Income From Capital	(792)	(658)
Charge To/From HRA	(6,064)	(7,077)
Redistribution Of Grants Income	(214)	0
	(14,886)	(25,287)
Income - Grants		
Government Grants	(2,927)	(740)
DCLG Grants	(1,820)	(381)
	(4,747)	(1,121)
Income - Sales		
Sale Of Goods And Services	(3,510)	(2,967)
	(3,510)	(2,967)
Income - Charges		
Fees And Charges	(22,910)	(22,203)
Contributions	(7,230)	(557)
Other Income	(2,292)	(2,836)
Rents	(1,239)	(999)
Income Received From ALMOs	(718)	(627)
	(34,390)	(27,222)
Income - Other		
Interest and Dividends	(17)	(17)
	(17)	(17)
Managed Income	(57,549)	(56,613)
Net Managed Budget	88,993	77,996
Accounting Adjustments		
IAS 19 Pensions Costs	1,090	1,951
Vehicles And Plant (Internal Leasing)	(2,563)	(2,776)
Vehicle leasing recharges	2,563	2,776
Transfers To/From Statutory Reserves	(255)	(1,951)
Capital Charges	11,639	12,003
	12,475	12,003
Central Recharges		
Central Recharges Expenditure	9,211	10,372
Corporate & Democratic Core Income	(379)	(376)
	8,832	9,996

Environment & Neighbourhoods

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments		
Internal Reallocations Charges	23,698	26,388
Internal Reallocations Income	(21,445)	(26,388)
	2,253	0
Managed Outside the Service	23,560	21,999
Net Cost of Service	112,553	99,995

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Car Parking Services	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,401	2,293
Agency And Temporary Staff		18	68
National Insurance Contributions		166	150
Superannuation Costs		324	296
Other Pension Costs		12	12
Other Employee Related Costs		16	3
Training And Development		8	8
		2,945	2,830
Premises			
Buildings Maintenance		0	15
Grounds Maintenance		31	31
Building Security		33	4
Cleaning And Workplace Refuse		3	3
Electricity		91	120
Other Utilities		15	19
Rents		7	7
NNDR		931	913
Premises Related Insurance		6	6
		1,116	1,119
Supplies & Services			
Materials And Equipment		314	366
Stationery And Postage		65	55
Advertising		14	14
IT/Telecommunications		129	194
Insurance		34	5
Professional Fees and Subscriptions		110	118
Other Hired And Contracted Services		442	413
		1,108	1,166
Transport			
Vehicles And Plant Related Expenditure		62	57
Travel Allowances		2	2
Fuel		31	24
Transport Related Insurance		6	5
		102	88
Internal Charges			
Managed Recharges Frm Other Directorates		660	1,247
Charges To/From HRA		7	1
		667	1,248
Managed Expenditure		5,940	6,450
Internal Income			
Income From Other Directorates		(395)	(294)
		(395)	(294)
Income - Charges			
Fees And Charges		(12,599)	(13,147)
Other Income		(107)	0
Rents		(8)	(8)
		(12,715)	(13,155)

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Car Parking Services	£000	Budget 2012/13	Budget 2013/14
Managed Income		(13,110)	(13,449)
Net Managed Budget		(7,170)	(6,998)
Accounting Adjustments			
IAS 19 Pensions Costs		105	133
Capital Charges		768	827
		874	959
Central Recharges			
Central Recharges Expenditure		298	172
		298	172
Other Internal Adjustments			
Internal Reallocations Charges		4,482	4,666
Internal Reallocations Income		(4,170)	(4,166)
		312	499
Managed Outside the Service		1,483	1,631
Net Cost of Service		(5,687)	(5,368)

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

Community Safety	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		4,321	4,417
Agency And Temporary Staff		127	30
National Insurance Contributions		348	363
Superannuation Costs		594	616
Other Pension Costs		57	58
Other Employee Related Costs		2	5
Training And Development		22	2
		5,472	5,491
Premises			
Buildings Maintenance		4	0
Building Security		2	2
Cleaning And Workplace Refuse		13	1
Gas		3	0
Electricity		15	2
Other Utilities		6	1
Rents		26	61
NNDR		60	7
		127	73
Supplies & Services			
Materials And Equipment		15	22
Stationery And Postage		12	13
Advertising		0	0
IT/Telecommunications		276	268
Insurance		5	10
Professional Fees and Subscriptions		202	310
Grants And Contributions		788	153
Waste Disposal And Landfill Tax		2	2
Allowances		1	1
Consultancy Services		5	5
Other Hired And Contracted Services		1,862	1,814
Licences		0	0
		3,168	2,599
Transport			
Vehicles And Plant Related Expenditure		38	55
Travel Allowances		53	94
Fuel		31	34
Transport Related Insurance		4	2
		126	185
Internal Charges			
Managed Recharges Frm Other Directorates		453	412
Charges To/From HRA		24	1
		476	413
Agency Payments			
Contributions to Partnerships		0	43
		0	43
Managed Expenditure		9,370	8,805
Internal Income			
Income From Other Directorates		(1,703)	(1,655)

Environment & Neighbourhoods

Budget Manager : Chief Officer Community Safety

Community Safety	£000	Budget 2012/13	Budget 2013/14
Internal Income			
Charge To/From HRA		(2,785)	(2,916)
		(4,489)	(4,571)
Income - Grants			
Government Grants		(564)	(87)
		(564)	(87)
Income - Charges			
Fees And Charges		(22)	0
Contributions		(157)	(94)
Other Income		(583)	(654)
Income Received From ALMOs		(239)	0
		(1,002)	(748)
Managed Income		(6,054)	(5,405)
Net Managed Budget		3,316	3,400
Accounting Adjustments			
IAS 19 Pensions Costs		159	243
Vehicles And Plant (Internal Leasing)		0	(7)
Vehicle leasing recharges		0	7
Capital Charges		161	176
		321	419
Central Recharges			
Central Recharges Expenditure		325	182
		325	182
Other Internal Adjustments			
Internal Reallocations Charges		491	588
Internal Reallocations Income		(17)	(13)
		474	575
Managed Outside the Service		1,119	1,176
Net Cost of Service		4,435	4,576

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Strategy & Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,024	1,352
National Insurance Contributions		135	129
Superannuation Costs		226	220
Other Pension Costs		40	67
Other Employee Related Costs		1	0
Training And Development		0	1
		1,426	1,770
Premises			
Cleaning And Workplace Refuse		0	0
Gas		5	5
Electricity		1	1
Rents		7	7
NDR		217	206
Accommodation Charges		1,214	1,172
Premises Related Insurance		21	19
		1,465	1,411
Supplies & Services			
Materials And Equipment		6	4
Stationery And Postage		37	35
Advertising		4	1
IT/Telecommunications		28	19
Insurance		1	6
Professional Fees and Subscriptions		11	17
Grants And Contributions		2,030	1,791
Allowances		2	1
Consultancy Services		3	0
Other Hired And Contracted Services		62	13
Licences		4	4
Publication And Promotion		24	24
		2,211	1,916
Transport			
Vehicles And Plant Related Expenditure		3	1
Travel Allowances		8	8
Transport Related Insurance		0	0
		11	10
Internal Charges			
Managed Recharges Frm Other Directorates		82	182
Charges To/From HRA		32	0
		114	182
Agency Payments			
Services Provided By Other Organisations		24,278	11,895
Services Provided By Voluntary Sector		0	30
Sheltered Accommodation		0	105
		24,279	12,030
Managed Expenditure		29,505	17,317
Internal Income			
Income From Other Directorates		(662)	(947)
Charge To/From HRA		(800)	(1,573)

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Strategy & Commissioning			
	£000	Budget 2012/13	Budget 2013/14
Internal Income		(1,462)	(2,520)
Income - Charges			
Fees And Charges		(217)	(219)
Contributions		(100)	(100)
Other Income		(2)	(17)
Rents		(3)	(3)
		(323)	(339)
Managed Income		(1,785)	(2,859)
Net Managed Budget		27,720	14,458
Accounting Adjustments			
IAS 19 Pensions Costs		42	46
Capital Charges		1,195	1,225
		1,237	1,271
Central Recharges			
Central Recharges Expenditure		639	305
		639	305
Other Internal Adjustments			
Internal Reallocations Charges		362	789
Internal Reallocations Income		(23)	(28)
		338	761
Managed Outside the Service		2,214	2,337
Net Cost of Service		29,934	16,795

Environment & Neighbourhoods

Budget Manager : Chief Officer Statutory Housing

Statutory Housing	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		3,757	3,932
National Insurance Contributions		283	297
Superannuation Costs		469	484
Other Pension Costs		97	62
Other Employee Related Costs		20	11
Training And Development		20	19
		4,645	4,804
Premises			
Buildings Maintenance		57	24
Building Security		1	0
Cleaning And Workplace Refuse		22	22
Gas		49	0
Electricity		106	0
Other Utilities		35	1
Rents		554	30
NNDR		56	8
Accommodation Charges		(1)	0
Premises Related Insurance		3	3
		883	88
Supplies & Services			
Materials And Equipment		24	19
Stationery And Postage		18	15
Advertising		7	7
IT/Telecommunications		47	16
Insurance		5	7
Professional Fees and Subscriptions		361	27
Grants And Contributions		1,604	540
Allowances		5	0
Consultancy Services		1	0
Security Services		2	2
Other Hired And Contracted Services		264	150
Publication And Promotion		2	2
Miscellaneous		0	0
		2,340	785
Transport			
Vehicles And Plant Related Expenditure		40	36
Travel Allowances		49	93
Fuel		2	1
Transport Related Insurance		1	1
		92	131
Internal Charges			
Managed Recharges Frm Other Directorates		201	310
Charges To/From HRA		521	653
		721	962
Agency Payments			
Services Provided By Other Organisations		29	0
Contributions to Partnerships		0	563
		29	563

Environment & Neighbourhoods

Budget Manager : Chief Officer Statutory Housing

Statutory Housing	£000	Budget 2012/13	Budget 2013/14
Managed Expenditure		8,710	7,334
Internal Income			
Income From Other Directorates		0	(113)
Recharges Income From Capital		(792)	(658)
Charge To/From HRA		(1,178)	(962)
		(1,970)	(1,733)
Income - Grants			
DCLG Grants		(1,820)	(381)
		(1,820)	(381)
Income - Sales			
Sale Of Goods And Services		(15)	(15)
		(15)	(15)
Income - Charges			
Fees And Charges		(2,356)	(914)
Other Income		(409)	(1,319)
Rents		(767)	(282)
		(3,532)	(2,516)
Income - Other			
Interest and Dividends		(17)	(17)
		(17)	(17)
Managed Income		(7,354)	(4,662)
Net Managed Budget		1,356	2,672
Accounting Adjustments			
IAS 19 Pensions Costs		74	175
Vehicles And Plant (Internal Leasing)		(25)	(22)
Vehicle leasing recharges		25	22
Capital Charges		4,877	5,139
		4,950	5,314
Central Recharges			
Central Recharges Expenditure		750	323
		750	323
Other Internal Adjustments			
Internal Reallocations Charges		1,129	1,045
Internal Reallocations Income		(16)	(47)
		1,113	998
Managed Outside the Service		6,813	6,635
Net Cost of Service		8,169	9,307

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

General Fund Support Services	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		209	273
National Insurance Contributions		46	27
Superannuation Costs		73	40
Other Pension Costs		18	13
Other Employee Related Costs		0	0
		346	353
Supplies & Services			
Materials And Equipment		10	10
Stationery And Postage		1	1
IT/Telecommunications		(111)	(123)
Insurance		0	0
Other Hired And Contracted Services		(129)	(2)
		(229)	(114)
Transport			
Travel Allowances		1	1
		1	1
Internal Charges			
Managed Recharges Frm Other Directorates		4	4
		4	4
Managed Expenditure		122	244
Internal Income			
Charge To/From HRA		(1,301)	(1,325)
		(1,301)	(1,325)
Managed Income		(1,301)	(1,325)
Net Managed Budget		(1,179)	(1,081)
Accounting Adjustments			
IAS 19 Pensions Costs		9	2
		9	2
Central Recharges			
Central Recharges Expenditure		6,731	9,073
Corporate & Democratic Core Income		(379)	(376)
		6,352	8,696
Other Internal Adjustments			
Internal Reallocations Charges		318	315
Internal Reallocations Income		(6,034)	(7,927)
		(5,715)	(7,612)
Managed Outside the Service		645	1,086
Net Cost of Service		(534)	4

Environment & Neighbourhoods

Budget Manager : Chief Officer Waste Management

Waste Management	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		11,037	10,439
Agency And Temporary Staff		510	585
National Insurance Contributions		840	765
Superannuation Costs		1,319	1,292
Other Pension Costs		309	276
Other Employee Related Costs		236	262
Training And Development		41	41
		14,291	13,659
Premises			
Buildings Maintenance		170	170
Grounds Maintenance		5	5
Building Security		87	88
Cleaning And Workplace Refuse		35	32
Gas		7	4
Electricity		87	84
Other Utilities		25	26
Rents		6	6
NNDR		196	205
Premises Related Insurance		3	5
		622	624
Supplies & Services			
Materials And Equipment		661	618
Stationery And Postage		43	25
Advertising		0	0
IT/Telecommunications		47	67
Insurance		57	41
Professional Fees and Subscriptions		30	76
Recycling And Reuse		2,995	2,723
Waste Disposal And Landfill Tax		14,004	15,179
Allowances		4	0
Consultancy Services		187	75
Security Services		249	242
Other Hired And Contracted Services		169	184
Licences		60	59
Publication And Promotion		278	328
Miscellaneous		5	5
		18,787	19,622
Transport			
Vehicles And Plant Related Expenditure		5,059	4,989
Travel Allowances		27	23
Fuel		2,010	2,085
Transport Related Insurance		213	177
		7,309	7,274
Internal Charges			
Managed Recharges Frm Other Directorates		1,772	1,610
Charges To/From HRA		30	4
		1,802	1,614
Managed Expenditure		42,811	42,793

Environment & Neighbourhoods

Budget Manager : Chief Officer Waste Management

Waste Management	£000	Budget 2012/13	Budget 2013/14
Internal Income			
Income From Other Directorates		(441)	(328)
Redistribution Of Grants Income		(79)	0
		(519)	(328)
Income - Sales			
Sale Of Goods And Services		(1,016)	(835)
		(1,016)	(835)
Income - Charges			
Fees And Charges		(210)	(241)
Other Income		0	(15)
Income Received From ALMOs		(59)	(121)
		(268)	(377)
Managed Income		(1,804)	(1,541)
Net Managed Budget		41,007	41,252
Accounting Adjustments			
IAS 19 Pensions Costs		171	436
Vehicles And Plant (Internal Leasing)		(1,991)	(2,264)
Vehicle leasing recharges		1,991	2,264
Capital Charges		2,434	2,585
		2,605	3,022
Central Recharges			
Central Recharges Expenditure		141	104
		141	104
Other Internal Adjustments			
Internal Reallocations Charges		7,496	10,073
Internal Reallocations Income		(7,697)	(9,213)
		(201)	860
Managed Outside the Service		2,545	3,986
Net Cost of Service		43,552	45,238

Environment & Neighbourhoods

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		12,524	12,682
Agency And Temporary Staff		(2)	105
National Insurance Contributions		833	852
Superannuation Costs		1,304	1,487
Other Pension Costs		154	152
Other Employee Related Costs		225	120
Training And Development		55	65
		15,093	15,461
Premises			
Buildings Maintenance		133	15
Grounds Maintenance		839	229
Building Security		157	79
Cleaning And Workplace Refuse		569	390
Gas		464	425
Electricity		306	347
Other Utilities		284	226
Rents		7	17
NDR		311	405
Premises Related Insurance		6	56
		3,075	2,189
Supplies & Services			
Materials And Equipment		2,331	2,790
Stationery And Postage		23	13
Advertising		11	19
IT/Telecommunications		133	156
Insurance		253	527
Professional Fees and Subscriptions		324	314
Grants And Contributions		296	394
Allowances		3	0
Consultancy Services		3	2
Security Services		127	27
Other Hired And Contracted Services		1,011	897
Licences		93	40
Publication And Promotion		9	20
Miscellaneous		1	2
		4,620	5,203
Transport			
Vehicles And Plant Related Expenditure		1,406	1,670
Travel Allowances		21	28
Fuel		584	593
Transport Related Insurance		56	49
		2,068	2,340
Internal Charges			
Managed Recharges Frm Other Directorates		884	1,508
Charges To/From HRA		0	2
		884	1,510
Appropriations			
Transfers To/From Earmarked Reserves		0	200
		0	200

Environment & Neighbourhoods

Budget Manager : Chief Officer Parks and Countryside

Parks And Countryside	£000	Budget 2012/13	Budget 2013/14
Managed Expenditure		25,739	26,903
Internal Income			
Income From Other Directorates		(4,239)	(5,211)
Charge To/From HRA		0	(300)
		(4,239)	(5,511)
Income - Grants			
Government Grants		(10)	(40)
		(10)	(40)
Income - Sales			
Sale Of Goods And Services		(2,305)	(1,981)
		(2,305)	(1,981)
Income - Charges			
Fees And Charges		(7,348)	(7,573)
Contributions		(272)	(333)
Other Income		(852)	(566)
Rents		(461)	(705)
Income Received From ALMOs		(319)	(412)
		(9,251)	(9,589)
Income - Other			
Interest and Dividends		0	0
		0	0
Managed Income		(15,806)	(17,121)
Net Managed Budget		9,933	9,782
Accounting Adjustments			
IAS 19 Pensions Costs		321	576
Vehicles And Plant (Internal Leasing)		(347)	(332)
Vehicle leasing recharges		347	332
Capital Charges		2,039	1,860
		2,360	2,436
Other Internal Adjustments			
Internal Reallocations Charges		4,194	2,859
Internal Reallocations Income		(1,357)	(827)
		2,837	2,032
Managed Outside the Service		5,197	4,469
Net Cost of Service		15,130	14,250

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (West North West)			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,786	1,749
Agency And Temporary Staff		25	28
National Insurance Contributions		122	118
Superannuation Costs		205	200
Other Pension Costs		0	8
Other Employee Related Costs		3	6
Training And Development		4	4
		2,144	2,112
Premises			
Buildings Maintenance		10	15
Cleaning And Workplace Refuse		0	5
		10	20
Supplies & Services			
Materials And Equipment		31	36
Stationery And Postage		4	4
Advertising		0	0
IT/Telecommunications		13	13
Professional Fees and Subscriptions		0	0
Allowances		0	0
Other Hired And Contracted Services		24	6
Miscellaneous		0	0
		72	59
Transport			
Vehicles And Plant Related Expenditure		321	393
Travel Allowances		33	33
Fuel		96	162
Transport Related Insurance		5	5
		456	593
Internal Charges			
Managed Recharges Frm Other Directorates		34	28
Charges To/From HRA		0	8
		34	36
Managed Expenditure		2,716	2,819
Income - Sales			
Sale Of Goods And Services		(10)	(5)
		(10)	(5)
Income - Charges			
Other Income		(21)	(6)
		(21)	(6)
Managed Income		(31)	(11)
Net Managed Budget		2,685	2,808
Accounting Adjustments			
IAS 19 Pensions Costs		75	90
Vehicles And Plant (Internal Leasing)		(2)	(31)
Vehicle leasing recharges		2	31
Capital Charges		12	12

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (West North West)			
	£000	Budget 2012/13	Budget 2013/14
		86	102
Central Recharges			
Central Recharges Expenditure		7	16
		7	16
Other Internal Adjustments			
Internal Reallocations Charges		147	361
Internal Reallocations Income		0	(38)
		147	323
Managed Outside the Service		240	440
Net Cost of Service		2,925	3,248

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (East North East)	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,428	1,357
Agency And Temporary Staff		25	28
National Insurance Contributions		99	93
Superannuation Costs		168	159
Other Employee Related Costs		2	2
Training And Development		3	3
		1,724	1,641
Premises			
Buildings Maintenance		10	10
Rents		75	75
		85	85
Supplies & Services			
Materials And Equipment		25	29
Stationery And Postage		1	6
Advertising		0	0
IT/Telecommunications		9	10
Professional Fees and Subscriptions		0	0
Allowances		0	0
Other Hired And Contracted Services		(39)	(40)
Miscellaneous		0	0
		(4)	5
Transport			
Vehicles And Plant Related Expenditure		299	323
Travel Allowances		7	7
Fuel		97	126
Transport Related Insurance		3	3
		407	459
Internal Charges			
Managed Recharges Frm Other Directorates		27	24
Charges To/From HRA		0	8
		27	32
Managed Expenditure		2,239	2,222
Income - Sales			
Sale Of Goods And Services		(10)	(10)
		(10)	(10)
Income - Charges			
Other Income		(20)	(8)
		(20)	(8)
Managed Income		(30)	(18)
Net Managed Budget		2,209	2,204
Accounting Adjustments			
IAS 19 Pensions Costs		61	78
Vehicles And Plant (Internal Leasing)		(2)	(19)
Vehicle leasing recharges		2	19
Capital Charges		6	6
		67	83

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (East North East)			
	£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments			
Internal Reallocations Charges		114	336
Internal Reallocations Income		0	(38)
		114	298
Managed Outside the Service		180	381
Net Cost of Service		2,389	2,586

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (South)	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,558	1,542
Agency And Temporary Staff		22	0
National Insurance Contributions		109	106
Superannuation Costs		179	179
Other Employee Related Costs		3	3
Training And Development		3	3
		1,873	1,832
Premises			
Buildings Maintenance		10	5
		10	5
Supplies & Services			
Materials And Equipment		30	34
Stationery And Postage		4	4
Advertising		1	0
IT/Telecommunications		27	27
Professional Fees and Subscriptions		0	56
Allowances		0	0
Other Hired And Contracted Services		36	(40)
Miscellaneous		0	0
		98	81
Transport			
Vehicles And Plant Related Expenditure		299	321
Travel Allowances		23	30
Fuel		89	140
Transport Related Insurance		7	7
		419	498
Internal Charges			
Managed Recharges Frm Other Directorates		46	40
Charges To/From HRA		0	8
		46	47
Managed Expenditure		2,446	2,464
Internal Income			
Income From Other Directorates		(28)	(28)
		(28)	(28)
Income - Sales			
Sale Of Goods And Services		(10)	(5)
		(10)	(5)
Income - Charges			
Fees And Charges		(25)	(7)
Other Income		(26)	(15)
		(51)	(22)
Managed Income		(89)	(55)
Net Managed Budget		2,357	2,409
Accounting Adjustments			
IAS 19 Pensions Costs		65	88
Vehicles And Plant (Internal Leasing)		(14)	(19)

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (South)			
	£000	Budget 2012/13	Budget 2013/14
Vehicle leasing recharges		14	19
Capital Charges		6	25
		71	113
Central Recharges			
Central Recharges Expenditure		70	110
		70	110
Other Internal Adjustments			
Internal Reallocations Charges		144	371
Internal Reallocations Income		0	(38)
		144	333
Managed Outside the Service		285	556
Net Cost of Service		2,642	2,965

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Wide)	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		988	951
Agency And Temporary Staff		119	70
National Insurance Contributions		69	60
Superannuation Costs		125	108
Other Pension Costs		8	8
Other Employee Related Costs		1	1
Training And Development		6	6
		1,314	1,203
Premises			
Cleaning And Workplace Refuse		5	2
Electricity		6	6
Other Utilities		17	20
Rents		3	3
NNDR		11	11
Premises Related Insurance		1	1
		42	42
Supplies & Services			
Materials And Equipment		48	34
Stationery And Postage		0	0
Advertising		0	0
IT/Telecommunications		6	0
Insurance		0	0
Professional Fees and Subscriptions		0	0
Security Services		14	0
Other Hired And Contracted Services		15	13
		84	48
Transport			
Vehicles And Plant Related Expenditure		440	369
Travel Allowances		5	0
Fuel		134	152
Transport Related Insurance		10	7
		590	528
Internal Charges			
Managed Recharges Frm Other Directorates		8	0
Charges To/From HRA		0	8
		8	8
Managed Expenditure		2,038	1,829
Internal Income			
Income From Other Directorates		(19)	(9)
		(19)	(9)
Income - Charges			
Fees And Charges		(84)	0
Other Income		(16)	(8)
Income Received From ALMOs		(20)	(12)
		(120)	(21)
Managed Income		(140)	(30)
Net Managed Budget		1,898	1,799

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Wide)			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		38	45
Vehicles And Plant (Internal Leasing)		(46)	(59)
Vehicle leasing recharges		46	59
Capital Charges		62	59
		99	105
Central Recharges			
Central Recharges Expenditure		43	0
		43	0
Other Internal Adjustments			
Internal Reallocations Charges		96	128
		96	128
Managed Outside the Service		238	232
Net Cost of Service		2,136	2,031

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		823	994
Agency And Temporary Staff		4	0
National Insurance Contributions		54	65
Superannuation Costs		100	123
Other Employee Related Costs		2	2
Training And Development		3	3
		984	1,186
Premises			
Buildings Maintenance		10	1
Cleaning And Workplace Refuse		1	1
Electricity		0	6
Other Utilities		0	1
Rents		12	12
NNDR		1	1
		24	23
Supplies & Services			
Materials And Equipment		22	30
Stationery And Postage		0	0
IT/Telecommunications		0	11
Professional Fees and Subscriptions		0	0
Other Hired And Contracted Services		0	10
Miscellaneous		0	0
		22	51
Transport			
Vehicles And Plant Related Expenditure		141	162
Travel Allowances		0	5
Fuel		43	63
Transport Related Insurance		3	6
		186	237
Internal Charges			
Managed Recharges Frm Other Directorates		3	11
Charges To/From HRA		0	8
		3	18
Managed Expenditure		1,219	1,515
Internal Income			
Income From Other Directorates		0	(136)
Redistribution Of Grants Income		(136)	0
		(136)	(136)
Income - Sales			
Sale Of Goods And Services		(10)	0
		(10)	0
Income - Charges			
Fees And Charges		0	(84)
Other Income		(45)	(35)
		(45)	(119)
Managed Income		(191)	(255)
Net Managed Budget		1,029	1,260

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Action (City Centre)			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		36	60
Vehicles And Plant (Internal Leasing)		0	(11)
Vehicle leasing recharges		0	11
Capital Charges		1	1
		37	61
Central Recharges			
Central Recharges Expenditure		0	0
		0	0
Other Internal Adjustments			
Internal Reallocations Charges		97	184
		97	184
Managed Outside the Service		135	244
Net Cost of Service		1,164	1,504

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Non Delegated - St Cleansing			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Other Pension Costs		82	82
		82	82
Premises			
Other Utilities		71	30
		71	30
Supplies & Services			
Insurance		3	3
Other Hired And Contracted Services		330	240
		333	243
Transport			
Vehicles And Plant Related Expenditure		119	28
Fuel		193	44
Transport Related Insurance		8	8
		320	80
Internal Charges			
Managed Recharges Frm Other Directorates		19	16
Charges To/From HRA		27	0
		46	16
Managed Expenditure		853	452
Net Managed Budget		853	452
Accounting Adjustments			
IAS 19 Pensions Costs		(82)	(82)
Vehicles And Plant (Internal Leasing)		(128)	(5)
Vehicle leasing recharges		128	5
Capital Charges		67	82
		(15)	0
Other Internal Adjustments			
Internal Reallocations Charges		2,753	2,059
Internal Reallocations Income		(720)	0
		2,033	2,059
Managed Outside the Service		2,018	2,059
Net Cost of Service		2,870	2,512

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Health	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,277	2,862
Agency And Temporary Staff		42	21
National Insurance Contributions		165	203
Superannuation Costs		313	394
Other Pension Costs		115	129
Other Employee Related Costs		15	2
Training And Development		16	12
		2,943	3,625
Premises			
Buildings Maintenance		5	2
Cleaning And Workplace Refuse		0	0
Gas		1	0
Electricity		6	3
Other Utilities		1	0
Rents		1	0
NNDR		2	0
		17	6
Supplies & Services			
Materials And Equipment		92	88
Stationery And Postage		33	29
Advertising		0	0
IT/Telecommunications		98	101
Insurance		3	5
Professional Fees and Subscriptions		316	338
Allowances		2	1
Consultancy Services		6	6
Other Hired And Contracted Services		85	18
Publication And Promotion		4	3
Miscellaneous		3	0
		641	590
Transport			
Vehicles And Plant Related Expenditure		18	17
Travel Allowances		73	70
Fuel		12	8
Transport Related Insurance		5	2
		108	96
Internal Charges			
Managed Recharges Frm Other Directorates		138	93
Charges To/From HRA		21	3
		159	96
Managed Expenditure		3,868	4,413
Internal Income			
Income From Other Directorates		(328)	(328)
		(328)	(328)
Income - Sales			
Sale Of Goods And Services		(132)	(115)
		(132)	(115)
Income - Charges			

Environment & Neighbourhoods

Budget Manager : Chief Officer Environmental Action

Environmental Health	£000	Budget 2012/13	Budget 2013/14
Income - Charges			
Fees And Charges		(48)	(17)
Contributions		(30)	(30)
Other Income		(212)	(193)
Income Received From ALMOs		(81)	(81)
		(371)	(322)
Managed Income		(830)	(764)
Net Managed Budget		3,037	3,648
Accounting Adjustments			
IAS 19 Pensions Costs		(1)	64
Vehicles And Plant (Internal Leasing)		(9)	(7)
Vehicle leasing recharges		9	7
Capital Charges		12	6
		11	70
Central Recharges			
Central Recharges Expenditure		208	88
		208	88
Other Internal Adjustments			
Internal Reallocations Charges		1,818	2,550
Internal Reallocations Income		(1,410)	(4,053)
		408	(1,503)
Managed Outside the Service		626	(1,345)
Net Cost of Service		3,663	2,303

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Drugs Commissioning Service	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		360	0
National Insurance Contributions		28	0
Superannuation Costs		50	0
Other Pension Costs		0	1
		438	1
Supplies & Services			
Materials And Equipment		0	153
Stationery And Postage		0	1
IT/Telecommunications		0	42
Waste Disposal And Landfill Tax		0	12
Allowances		0	1
Other Hired And Contracted Services		0	63
		0	272
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		0	0
		0	0
Internal Charges			
Managed Recharges Frm Other Directorates		0	360
Charges To/From HRA		10	0
		10	360
Agency Payments			
Services Provided By Other Organisations		8,520	3,248
Services Provided By Voluntary Sector		0	3,711
Services Provided By Health Authorities		0	639
Residential Placements		0	819
		8,520	8,416
Managed Expenditure		8,967	9,050
Internal Income			
Income From Other Directorates		0	(8,504)
		0	(8,504)
Income - Grants			
Government Grants		(2,353)	(613)
		(2,353)	(613)
Income - Charges			
Contributions		(6,672)	0
		(6,672)	0
Managed Income		(9,025)	(9,117)
Net Managed Budget		(58)	(67)
Accounting Adjustments			
IAS 19 Pensions Costs		18	(1)
		18	(1)
Other Internal Adjustments			
Internal Reallocations Charges		58	65
		58	65

Environment & Neighbourhoods

Budget Manager : Chief Officer Strategy & Commissioning

Drugs Commissioning Service			
	£000	Budget 2012/13	Budget 2013/14
Managed Outside the Service		76	64
Net Cost of Service		18	(3)

Resources

LEEDS CITY COUNCIL

2013/14 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 2013/14 financial year.

2 Service Context

Central and Corporate Services comprises the Resources Directorate, the Customer Access and Performance Directorate and Legal Services.

2.1 Resources

During the past 3 years total savings amounting to £22m, 12.6% of budget, have been delivered within Resources. Within this context, the Directorate is continuing the transition to being an 'enabling corporate centre' by a fundamental review of all support services to ensure they represent an appropriate, proportionate and quality level of support. In the context of the 'funding envelope' for the 3 next years, it is assumed that most support service budgets will reduce by around 30% over this period, representing around £11m per annum.

The professional support services are already adapting to the challenge. A fundamental change within ICT will be to build upon the current Essential Services Programme which is a step change in the infrastructure and workplace technologies to a completely Microsoft environment. As well as delivering savings in ICT Services itself through technology and contract consolidation, these new workplace technologies will provide tools that increase the productivity of the whole workforce.

Within Financial Services and HR, whilst the early leavers will help scale down the workforce further, numerous specific initiatives are already underway, such as a cross Council review of training administration and collocation of some HR services.

Next year sees a massive change in the area of benefits: the new Council Tax Benefit scheme commences in April followed later in the year by Universal Credit. As well as dealing with these changes, the Revenues and Benefits service will also facilitate the transfer of the 'Social Fund' to the Council in 2013/14.

As the Directorate operates many 'trading services', a key focus over the next four years will be whether the current operating models provide the Council and the city with the most sustainable options. Traded services currently provide a return of £8.5m to the Council. Within this context, where appropriate, further trading opportunities will be pursued and additional income as well as a number of efficiency initiatives are reflected in the budget submission.

As part of the budget strategy, Resources are targeting an underspend of £0.5m in 2012/13. This will partly be delivered through actions in 2012/13 aimed at savings over the medium term, in particular a tight control over the release of vacant posts.

2.2 Customer Access and Performance

The Customer Access and Performance directorate continues to deliver a range of corporate functions which supports the strategic development and operational service delivery of the Council and city partnerships. The Directorate has undergone a fundamental restructure in the past 12 months across all its functions, delivering significant efficiencies whilst promoting a culture of more collaborative and integrated working. Further savings will be achieved in 2013/14 through service redesign and integration both within the Directorate and across the Council, ELI, budget and vacancy management and through exploring potential income generation activity.

Over the past two years, the directorate has embraced the demand for change and the call to action around becoming more enterprising. To this end, and with a continued focus on strategic and corporate policy development, locality and partnership management, using intelligence to drive improvement and striving to enhance and improve the customer experience, the directorate remains at the forefront of change within the Council and at the heart of the key changes planned for the next four years. These include:

- Maximising the delivery of integrated services within localities by ensuring that locality working is enabled through appropriate delegation and accountability, targeted commissioning of service, flexible and modern ways of working with associated asset rationalisation and consolidation, efficient business support and management processes and integrated intelligence.
- Improving the customer experience through making more of our services available on-line and available 24/7 and ensuring the council's customer services offering is fully integrated with services to reduce avoidable contact and deliver more things 'right first time' or resolved much earlier.
- Driving a new approach to partnership which focuses on flexible and creative strategic and delivery partnership arrangements which reflect a civic enterprise approach.
- Introducing new ways of working for colleagues across the city centre through the introduction of mobile technology, efficient and effective business management arrangements and new, rationalised office space.
- Implementing an "open data" architecture to support the provision of real-time data and intelligence for use by other local authorities, the private sector, the citizen and the wider community, to aide operational management, commissioning, strategic/policy development activities and 'digital community' developments.
- Ensuring that cross-council strategic functions led by the Directorate become smaller, more responsive and largely centralised with a strategic presence remaining within directorates.

2.3 Legal Services

The core business of the Service is to provide legal advice and related support to the Council in delivering its priorities as set out in the City Priority Plans and the Council's Business Plan. The objective of the Service is to be the best local authority in-house legal service in the UK.

Significant work to reduce the cost of providing legal services to the Council has been taking place for approximately the last 18 months. The Service has reduced its headcount by 19% and £1.3m savings were delivered during 2011/12 - thus most of the "easy wins" have already been delivered. Given this and with 85-90% of Legal Service's costs being spent on employing staff, further significant budget reductions will result in a substantial reduction in

the headcount. Inevitably, this would significantly impact upon the ability of the Service to provide legal advice and support to clients.

As part of the work to reduce the cost of providing legal services, in 2011 it was agreed that the five West Yorkshire Legal Services would look at a number of areas in order to share resources and best practice wherever possible and to reduce the overall cost of legal services. This initiative is called "WYLAW" and saw savings of £2.5m across the region in 2011/12 (£782k for Leeds); projected savings for 2012/13 for Leeds alone are just short of £1m. Initiatives which have facilitated these savings, include for example, the setting up of framework agreements for solicitors and counsel and the Service now directly employs two dedicated Cost Draftsmen who works specifically on reducing the bills of costs where we have settled claims.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £1,792k (3%)

3.1 The variation can be summarised as follows:

Net Managed Budget 2012/13	59,518
----------------------------	--------

Adjustments

- | | | |
|--------------------------|---|-----|
| • Transfers of functions | - | 563 |
| • Other adjustments | | 691 |

Adjusted Net Managed Budget 2012/13	59,646
-------------------------------------	--------

Changes in prices

- | | | |
|----------|-------|-------|
| • Pay | 1,115 | |
| • Price | 346 | |
| • Income | - 136 | 1,325 |

Service Budget Changes

- | | | |
|---|-------|---------|
| • Changes in Service Levels | - | 300 |
| • Other Factors not affecting level of servic | 1,769 | |
| • Efficiency Savings | | 1,469 |
| Procurement | -409 | |
| Other | -4177 | - 4,586 |

Net Managed Budget 2013/14	57,854
----------------------------	--------

3.2 Adjustments and Transfers (+£128k)

3.2.1 Migration Services (6 fte's) transferred from Environments and Neighbourhoods to Customer Access and Performance during 2012/13, a net managed budget of zero as the service is externally funded.

3.2.2 The budget of £300k for the Council's contribution to Marketing Leeds previously held in Customer Access and Performance, this has now been transferred to City Development following the creation of 'Leeds and Partners'.

3.2.3 As part of a number of changes to reduce and simplify the recharges made within the Council, budget transfers into Central and Corporate amount to £910k for 'managed print',

£43k for 'Vasco' support. These adjustments have a neutral effect overall, but for example, in the case of managed print, this will reduce the number of individual charges made from 10,000 to 20 per annum.

- 3.2.4 The budget (£186k) for 10 ex-Roseville staff who have previously been budgeted for in Resources is now transferring to Environments and Neighbourhoods as they are now permanently employed within Parks and Countryside.
- 3.2.5 A number of changes with respect to budgets for accommodation have been reflected in the budget that mean transfers between Directorates. The net effect on Central and Corporate amounts to -£402k.
- 3.2.6 Several other minor adjustments and transfers amount to +£63k.

3.3 Changes in prices (+£1,325k)

- 3.3.1 Provision has been made for a 1% pay award in 2013/14. This amounts to £1,115k.
- 3.3.2 No provision will be made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. As the City Buildings budget is within Resources, the anticipated pressure on utilities is £252k. Also there is an expected increase in NNDR of £94k.
- 3.3.3 The Entertainment Licensing Fees have increased due to a change in the law that allows the Council to pass more costs across in the fee. The impact in 2013/14 (part-year effect) amounts to £100k, 11%.
- 3.3.4 In Registrars, citizenship service charges have been increased by £5 (8%) yielding £13k. Weddings have gone up by an average of £15 (7%) increasing the income budget by £23k.

3.4 Changes in Service Levels (-£300k)

- 3.4.1 The government is changing the way in which the Social Fund is administered. From April 2013, the discretionary aspects of the Social Fund, namely Crisis Loans for general living expenses and Community Care Grants, are to be moved and the budgets devolved to Local Authorities to administer. The budget will not be ring-fenced but Councils are expected to use the funds to 'give flexible help to those in genuine need'. Leeds will receive £2,886k per annum scheme funding for 13/14 and 14/15 and will also receive administration funding of £610k in 2013/14 and £559k in 2014/15. These funding levels are less than is currently spent by DWP and funding is only guaranteed for 2013/14 and 2014/15.

This budget includes £400k for additional posts, based in Revenues and Benefits and Customer Access, to deal with the administration of the Social Fund. It is intended to fill all these posts from within the Council.

- 3.4.2 Customer Access and Performance have an ever increasing role in terms of influence and support for national, regional and sub-regional arrangements including the co-ordination of the city's international relations activity. In order to facilitate a key role in securing future EEC funding for the city, 2 posts are being funded at a cost of £90k within the Localities and Partnerships service.
- 3.4.3 The role of the Regional Policy Team has expanded significantly over recent years. Initially this was due to the development of the Leeds City Region (LCR) and the role has developed further following Government approval for the LCR Local Enterprise Partnership

(LEP) and, more recently the development and approval of the City Deal. There has been a real need to develop a core staffing structure that meets the demands on the City Council to support the developing needs of LCR including delivery of the City Deal and a restructure of the team has been undertaken. This means a net increase of 10 posts which are 100% funded from LCR so there is no additional cost to the Council.

3.4.4 In light of the undoubted increase in customer contact associated with the various welfare reforms taking place, an additional £200k has been provided in the Customer Access pay budget in relation to both the Contact Centre and one-stop shops.

3.4.5 As there are no local elections in 2013/14, this results in a saving of £450k to the Council.

3.4.6 A new statutory requirement for 'auto-enrolment' onto the pension scheme comes into force on 1.4.13 and additional staff are required in the Business Support Centre to deal with the administration at a cost of £70k.

3.5 Other Factors not affecting the level of service (+£1,769k)

3.5.1 A number of changes are affecting housing benefits in 2013/14:

- The Government is further reducing the administration grant for Housing Benefits in 2013/14 by a further £670k (10.4%).
- The new Council Tax Benefits scheme will in future be administrated via the Collection Fund account, rather than the Revenues and Benefits budget. The impact of the change on Revenues and Benefits in budget terms is £683k, which represents the removal of the net 'surplus' on the account. This is now reflected within the Collection Fund.
- The Council will receive additional funding (over existing budget) of £422k in 2013/14 in respect of the 'new burdens'. In effect this will mostly fund additional recovery staff and other costs associated with the new requirements on the Council.
- It is also estimated that additional court fee income will be received in relation to increased debt from recovery of non payment of Council tax resulting from the changes in the new scheme. Additional income of £400k is reflected in the budget.

3.5.2 A technical change associated with the new NNDR scheme is that all the cost of discretionary rate relief will be met from the 'collection fund'. This means that the budget of £184k previously held within Revenues and Benefits will no longer be required.

3.5.3 In the context of all the change that the Revenue and Benefits service is currently dealing, and indeed the pressure in terms of grant funding, the net impact on the managed budget is +£80k.

3.5.4 The budget for 'supplier rebate' in respect of purchase of vehicles by Fleet Services is more appropriately reflected in capital which has the impact of reducing revenue income by £450k.

3.5.5 Internal legal charges will now be on a cost recovery basis reflecting the real cost of providing the service, resulting in reduced income of £432k from other directorates.

3.5.6 A number of other adjustments and changes total £118k.

3.6 Efficiency Savings (-£4.6m)

For this Directorate, the following savings have been identified for 2013/14:

3.6.1 Financial Services, HR and Procurement (£1.8m)

The budget proposals are based on the target of achieving a 30% reduction in annual cost by year 4. Running costs are minimal, so the savings have to be made from staffing. Whilst the services are already pursuing initiatives such as embracing ICT to change and streamline processes and also ceasing all activities that add little value, the proposed savings will mean service reductions. The 2013/14 budget represents the first stage of this process meaning a net reduction £1.8m, a 7.3% reduction in net managed budget, a reduction of 55 fte's (7.3%) by 31.3.14. The reduction will be made as much as possible by the use of the early leavers initiative and redeployment of staff to other areas, however to meet the medium term reductions required, a number of fundamental staffing restructures will be required.

The savings figure also includes a number of specific initiatives such as further HUB related savings (£59k), collocation of several functions within HR and the Business Support Centre. The reduction in external audit fee in 2012/13 will still apply and this saves the Council £191k. Also, there will be £150k income from 'associate membership' of the Yorkshire Purchasing Organisation.

3.6.2 ICT Services (£335k)

The provision of strong and reliable ICT is crucial to the success of the Council, especially during this period of budget pressure. The 2013/14 budget therefore ensures stability and development of the service. A number of cost pressures to maintain existing services are contained and funded through assumptions around staff turnover and also an expected saving of £200k in network costs as a result of the development of the Public Services Network (PSN).

3.6.3 Democratic and Central Services (£742k)

Various actions are being implemented within Facilities Management amounting to £263k, mainly in relation to savings on the Council's portfolio of Civic Buildings. This includes measures such as reducing out of hours cover at some buildings and rationalising staff cover.

Savings of £40k in 2013/14 (full year saving £55k) are expected as result of rationalisation of 'ADSL' lines providing home internet access for Members. Also it is proposed to remove the budget for the Deputy Lord Mayor's allowance (£10k).

As well as the increase in Registrars charges described in section 3.3.3, a continuation from 2012/13 of an increase in volume is expected in 2013/14 amounting to additional income of £109k.

Staffing savings of £320k are reflected in the budget and will be achieved through a combination of turnover, further early leavers (where possible) and a review of activities as part of the review of the 'enabling corporate centre'.

3.6.4 Trading Services (£1,079k)

It has been a significant challenge in 2012/13 for Commercial Services to meet the budget savings taken out in 2012/13 and 2011/12 (£3.3m in total). Starting from an inherent base budget pressure of around £250k, the Group have committed to making savings and efficiencies totally £1.3m. The main actions can be summarised as follows:

- Savings of £571k are reflected in the Property Maintenance group. The main initiatives are revisions to cleaning specifications within the City Buildings portfolio (£152k), additional external income (£178k) and various measures aimed at increasing productivity and cost reduction (£241k)
- The growth in uptake of primary schools meals experienced in 2012/13 is expected to continue, amounting to net income of £200k
- A combination of additional income and cost reductions within Fleet, Catering and Security Services contributes a further £223k

3.6.5 Public Private Partnership Unit (PPPU)

The Unit has a target of increasing income by £250k in 2013/14 as well as a projected saving on pay of £30k.

3.6.6 Customer Access and Performance

An efficiency target of £300k has been reflected in the budget and will be achieved through the use of early leavers initiative and non-filling of posts to realise staffing reductions in Corporate Support, Intelligence and Improvement, and Localities and Partnerships

3.6.7 Legal Services (£50k)

A review of administrative support within the service is budgeted to save £50k in 2013/14.

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	57,854
Managed Outside Service	- 49,400
Net Revenue Charge	8,454

5 Risk Assessment

5.1 In determining the 2013/14 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 2013/14 budget for this directorate are as follows;

5.2.1 The savings for early leavers (£975k) assume that staff that have expressed an interest, and have been agreed with the relevant Chief Officer, will leave. This may not be the case, although it is possible that other staff may decide to express an interest in the ELI.

5.2.2 There are risks around the assumptions of additional income in Commercial Services and PPPU. In addition, future decisions of schools regarding academy status will not only have a direct impact on income for the relevant support services, but will also affect the Education Support Grant the Council receives from the Government.

Briefing note prepared by:
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RESOURCES

Main responsibilities:

Audit and Risk

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

Financial Development and Financial Management

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

Revenues and Benefits

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



Information and Communication Technology (ICT) Services

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

Human Resources

- Enable workforce planning to meet the changing shape and requirements of the council and to ensure we have the right employees with the right skills in the right place at the right time.
- Support improved levels of safety and wellbeing in the workplace to ensure employees achieve and sustain high levels of performance and attendance and managers properly manage and significantly reduce absence.
- Drive a forward thinking culture and organisational change supported by development that equips employees with the right knowledge and skills and enables everyone to fulfil their potential.
- Promote a culture of employee engagement in which everybody is respected, involved and heard and embeds the values of the Council.
- Enable a high performing culture where employees' plays their part in making sure the council is the best city council in the UK and managers properly manage and support staff.
- Work in partnership with the trade unions to achieve a flexible, healthy, enabled, engaged and performing workforce delivering council objectives and supported by fair and competitive pay and terms and conditions.

Business Support Centre

- The Business Support Centre (BSC) is Leeds City Council's shared service. As well as delivering operational transactional services in relation to employment and financial services (i.e. recruitment, contract variations, payroll, pensions, recruitment, training administration, creditor payments, utility billing, CIS, purchasing card administration) for Leeds City Council, Leeds' Schools and ALMO's it also provides services for over 40 other employers across the city.
- On an annual basis, the service processes over 750,000 employee-related transactions via SAP (the corporate HR/Payroll system), pays out salaries in the region of £520million, processes over 400,000 invoices for 13,000 suppliers to the value of £509million, manages 100,000 purchasing card transactions to the value of £30million, and manages the council's utility bills of approximately £25million.



Central and Corporate



- The service deals with over 200,000 telephone and e-mail queries a year from employees and suppliers, and uses state of the art Avaya telephony equipment to manage queues and undertaking quality monitoring and call analysis.
- The BSC also plays a strong strategic role in further developing shared services for the council and includes expertise on business support and administration and modernising service delivery – including designing and developing on-line ways of working, telephone transacting, self-service solutions, electronic document records management and workflow systems.

Democratic and Central Services

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

Public Private Partnership Unit

- Provides specialist project support to internal and external public sector clients including project management, technical, legal and financial support, to Public Private Partnership (PPP) projects, other major infrastructure projects, and change management projects.
- Provides support to clients from project inception, needs analysis, options appraisal, business case, through procurement to contract award, set-up and management. The unit also provides advice on critical long-term aspects such as contract monitoring, project re-financing, benchmarking and market testing.
- Manages the use of external legal, financial and technical advisors through framework contracts to assist in the delivery of the Council's portfolio of PFI projects and other major projects.
- Leads, and provides specialist resource to, a number of regional public sector projects, programmes and collaborations, ensuring promotion of the Council's strategic influence and leadership at a regional level and enabling significant savings for the Council and other public sector bodies.



Procurement Unit

- Responsible for developing and promoting Council policy and good practice in public procurement including the Council's Procurement Strategy and Contract Procedure Rules (CPRs).
- Providing advice and guidance to senior managers, commissioners and staff to enable them to procure works, supplies and services in an efficient and effective manner and in compliance with the relevant procedures and legislation.
- Working with the PPPU to provide directorates with a comprehensive project and procurement support service from initial business case through procurement to contract management.
- Management and administration of the electronic tendering system (YORtender) including e-auctions, and advice on the use of the Financial Management System (FMS) in relation to contract queries.

Commercial Services

Property Maintenance

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

Passenger Transport

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

Fleet Services

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



Catering

Central and Corporate



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

Cleaning

- Comprehensive internal building cleaning services are also provided to education establishments across the city cleaning approx 60 Primary Schools, 6 High Schools, 40 Children's Centres and a number of other educational establishments.
- Adhoc and Emergency Cleaning and Caretaking Service available to all schools in the city as well as specialist kitchen cleans.

Customer Access and Performance

Main responsibilities:

Corporate Support

- Support to the Chief Executive, the Assistant Chief Executive and the Corporate Leadership Team
- Support to take forward the Commission on future of local government both locally and nationally
- Delivering the communications strategy, through Marketing and Creative Services, Press and Media Relations, Web Services (Internet and Intranet), Internal Communications and social media developments
- Development, oversight and delivery of the city's corporate planning framework including the preparation and oversight of the Best City Ambition, City Priority Plan, Council Business Plan, including taking forward the Budget Plus Programme. and influencing the approach to change and organisational development
- Development, oversight and support for the Best City Leadership Network, including summit meetings, state of the city events and the key account management approach.
- Provision of advice to elected members, officers and partners on the development and management of the council's corporate policy agenda, including city, and the national context.

Customer Access

- Delivery of the council's customer access strategy
- Providing first point of access to a wide range of council services through 14 One Stop Centres and 2 Joint Service Centres.



- Provision of a modern contact centre which provides first point of access to a wide range of Council services via telephone and e-mail.
- Provision of a Welfare Rights service.
- Provision of a Central Interpretation and Translation service.
- Management and corporate leadership of the council's compliments and complaints processes.

Localities and Partnerships

- Lead role for the locality working agenda
- Development of strong and effective area committee governance arrangements that are responsive to the needs and aspirations of local communities.
- Development, oversight and advice in regard to the council's legal obligations and agreed priorities with regard to equality and diversity (e.g. Equality Framework, Equality Impact Assessments, Equality Assembly).
- Influence and support national, regional and sub-regional arrangements including the co-ordination of the city's international relations activity.
- Co-ordinate and provide advice on the council's consultation and engagement activities.
- Develop an approach to dealing with migration across the Council, the city and the region.

Intelligence and Improvement

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

Legal Services

Main responsibilities:

- The core business of the Service is to provide legal support to the council in delivering its priorities as set out in the City Priority Plans and the council's Business Plan.



Central and Corporate



- The Service is led by the City Solicitor who is also the Deputy Returning Officer and statutory Monitoring Officer with responsibility for probity at the council.
- The work undertaken includes employment and education; planning; highways transportation and rights of way; compulsory acquisition; civil litigation including judicial review, property and commercial litigation and debt recovery; criminal litigation including prosecutions and advice on anti-social behaviour; advice on licensing matters; property law including regeneration; commercial law including partnerships; housing management and homelessness; legal support for children and adult social care; data protection and access to information and local land charges.
- The nature of the work undertaken by the Service includes putting the council's case at inquiries, tribunals and in court; providing advice on legal and probity issues in committees and other Council meetings; drafting contracts and other legal documents for the council and providing advice to officers and Members.
- Within Legal Services Local Land Charges is a front line service which provides property search services to buyers and co-ordinates the responses to search enquiries concerning council's functions in relation to land.

Public Health

Main responsibilities:

- Commissioning public health services to improve health and wellbeing
- Provide advice, challenge and advocacy to protect the health of the local population
- Provide public health advice to the NHS
- Working with partners to lead the development and delivery of public health programmes
- Working with and across Council Directorates to enhance the Council's contribution to improving health and reducing health inequalities
- Support the Joint Strategic Needs Assessment and other health needs assessments
- Lead the development of public health capacity for the wider workforce and communities
- Produce an annual report on the health of the local population

Resources

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Financial Management	Financial Management	0	9,810	(1,430)	8,380	(8,380)	0
Chief Officer Resources and Strategy	Business Support Centre	0	5,799	(2,941)	2,858	(2,858)	0
Chief Officer Financial Development	Financial Development	0	1,615	(720)	895	(895)	0
Chief Officer Revenues and Benefits	Revenues and Benefits	4,566	296,840	(297,425)	(585)	6,449	5,864
Chief Officer ICT	Information Technology	3,710	25,034	(9,622)	15,412	(12,179)	3,233
Chief Officer HR	Human Resources	0	8,286	(1,576)	6,710	(6,710)	0
Chief Officer Audit and Risk	Audit and Risk	466	2,345	(221)	2,124	(1,735)	389
Chief Officer Resources and Strategy	CORS Directorate	0	930	(2)	928	(928)	0
Chief Officer PPPU	Public Private Partnership Unit	(321)	3,405	(4,536)	(1,132)	542	(590)
Chief Officer PPPU	Procurement	0	2,175	(456)	1,720	(1,720)	0
Chief Officer Democratic and Central Services	Democratic and Central Services	2,369	23,378	(9,715)	13,663	(12,307)	1,356
Chief Officer Commercial Services	Commercial Services	(4,417)	69,358	(78,509)	(9,151)	4,200	(4,951)
Net Cost of Service		6,373	448,974	(407,153)	41,821	(36,520)	5,301
	Transfers to and from earmarked reserves	(1,125)	0	0	0	(2,298)	(2,298)
Net Revenue Charge		5,248	448,974	(407,153)	41,821	(38,817)	3,003

Resources

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		78,604	78,371
Agency And Temporary Staff		1,186	1,413
National Insurance Contributions		5,094	5,188
Superannuation Costs		9,498	9,613
Other Pension Costs		2,130	1,970
Other Employee Related Costs		598	562
Training And Development		813	689
		97,924	97,806
Premises			
Buildings Maintenance		158	136
Grounds Maintenance		123	115
Building Security		723	733
Cleaning And Workplace Refuse		1,955	1,851
Gas		520	590
Electricity		1,052	1,334
Other Utilities		391	389
Rents		1,190	223
NDR		3,385	3,503
Accommodation Charges		454	100
Premises Related Insurance		203	209
		10,157	9,182
Supplies & Services			
Materials And Equipment		9,109	9,590
Stationery And Postage		2,107	1,989
Advertising		15	15
IT/Telecommunications		9,599	10,070
Insurance		119	138
Professional Fees and Subscriptions		1,422	1,442
Grants And Contributions		0	2,886
Catering Service		1	1
Recycling And Reuse		1	5
Waste Disposal And Landfill Tax		15	20
Allowances		33	20
Consultancy Services		3	5
External Audit Fees		563	372
Security Services		9	9
Other Hired And Contracted Services		5,946	7,970
Licences		5	4
Publication And Promotion		40	32
Miscellaneous		140	103
		29,127	34,671
Transport			
Vehicles And Plant Related Expenditure		6,782	6,913
Travel Allowances		559	571
Fuel		5,189	5,515
Private Hire		5,657	6,748
Transport Related Insurance		230	180
		18,416	19,927
Internal Charges			
Managed Recharges Frm Other Directorates		5,584	5,138

Resources

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Internal Charges			
Charges To/From HRA		68	0
		5,652	5,138
Transfer Payments			
Compensation Payments		1	1
Council Tax Benefit Payments		56,632	1,060
Discretionary NNDR Rebates		184	0
Housing Benefit Payments		273,498	281,207
Civic Allowances		67	57
		330,382	282,326
Capital			
RCCO (Revenue Contribution To Capital)		8	0
		8	0
Appropriations			
Transfers To/From Earmarked Reserves		(41)	(76)
		(41)	(76)
Managed Expenditure		491,624	448,974
Internal Income			
Income From Other Directorates		(89,911)	(88,891)
Recharges Income From Capital		(732)	(4,701)
Charge To/From HRA		(68)	0
		(90,711)	(93,593)
Income - Grants			
Government Grants		(331,075)	(285,947)
DCLG Grants		(1,231)	(1,709)
		(332,306)	(287,656)
Income - Sales			
Sale Of Goods And Services		(1,408)	(1,519)
		(1,408)	(1,519)
Income - Charges			
Fees And Charges		(7,609)	(7,762)
Education Income		0	(21)
Contributions		(176)	(521)
Other Income		(9,537)	(9,823)
Rents		(1,071)	(261)
Income Received From ALMOs		(5,310)	(5,998)
		(23,704)	(24,386)
Managed Income		(448,128)	(407,153)
Net Managed Budget		43,496	41,821
Accounting Adjustments			
IAS 19 Pensions Costs		1,119	2,298
Vehicles And Plant (Internal Leasing)		(1,724)	(1,530)
Vehicle leasing recharges		1,402	1,280
Transfers To/From Statutory Reserves		(1,125)	(2,298)
Capital Charges		10,892	11,094
		10,564	10,843

Resources

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Central Recharges		
Central Recharges Expenditure	35,817	36,994
Central Recharges Income	(81,702)	(84,433)
Corporate & Democratic Core Income	(10,690)	(10,424)
	(56,575)	(57,863)
Other Internal Adjustments		
Internal Reallocations Charges	136,917	134,652
Internal Reallocations Income	(129,154)	(126,450)
	7,763	8,202
Managed Outside the Service	(38,249)	(38,817)
Net Cost of Service	5,248	3,003

Resources

Budget Manager : Chief Officer Financial Management

Financial Management			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		7,884	7,640
National Insurance Contributions		613	622
Superannuation Costs		1,099	1,055
Other Pension Costs		132	155
Other Employee Related Costs		3	3
Training And Development		54	54
		9,785	9,529
Premises			
Buildings Maintenance		1	0
Premises Related Insurance		13	13
		14	13
Supplies & Services			
Materials And Equipment		8	5
Stationery And Postage		19	1
Advertising		2	2
IT/Telecommunications		106	99
Insurance		5	5
Professional Fees and Subscriptions		19	16
Allowances		0	0
Other Hired And Contracted Services		61	41
Licences		0	0
		219	170
Transport			
Travel Allowances		78	87
		78	87
Internal Charges			
Managed Recharges Frm Other Directorates		0	11
		0	11
Managed Expenditure		10,096	9,810
Internal Income			
Income From Other Directorates		(1,094)	(1,118)
Recharges Income From Capital		(395)	0
		(1,489)	(1,118)
Income - Charges			
Fees And Charges		(58)	(144)
Other Income		(43)	(66)
Income Received From ALMOs		(85)	(102)
		(186)	(312)
Managed Income		(1,675)	(1,430)
Net Managed Budget		8,421	8,380
Accounting Adjustments			
IAS 19 Pensions Costs		268	362
		268	362

Resources

Budget Manager : Chief Officer Financial Management

Financial Management			
	£000	Budget 2012/13	Budget 2013/14
Central Recharges			
Central Recharges Expenditure		32,951	33,158
Central Recharges Income		(81,524)	(79,483)
Corporate & Democratic Core Income		(2,135)	(2,255)
		(50,708)	(48,580)
Other Internal Adjustments			
Internal Reallocations Charges		85,521	83,511
Internal Reallocations Income		(43,501)	(43,672)
		42,020	39,839
Managed Outside the Service		(8,421)	(8,380)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Resources and Strategy

Business Support Centre			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		4,048	4,044
National Insurance Contributions		273	280
Superannuation Costs		554	531
Other Pension Costs		149	128
Other Employee Related Costs		145	145
Training And Development		9	9
		5,177	5,138
Premises			
Buildings Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
NNDR		1	1
		3	3
Supplies & Services			
Materials And Equipment		13	12
Stationery And Postage		64	62
Advertising		1	1
IT/Telecommunications		379	354
Insurance		3	3
Professional Fees and Subscriptions		185	185
Allowances		1	1
Other Hired And Contracted Services		8	8
		653	625
Transport			
Travel Allowances		6	5
		6	5
Internal Charges			
Managed Recharges Frm Other Directorates		27	28
		27	28
Managed Expenditure		5,865	5,799
Internal Income			
Income From Other Directorates		(2,093)	(2,033)
Recharges Income From Capital		0	(230)
		(2,093)	(2,263)
Income - Sales			
Sale Of Goods And Services		(57)	(57)
		(57)	(57)
Income - Charges			
Fees And Charges		(76)	(76)
Other Income		(231)	(406)
Rents		0	0
Income Received From ALMOs		(112)	(140)
		(419)	(622)
Managed Income		(2,569)	(2,941)
Net Managed Budget		3,296	2,858

Resources

Budget Manager : Chief Officer Resources and Strategy

Business Support Centre			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		53	132
Capital Charges		707	765
		760	897
Central Recharges			
Central Recharges Income		(294)	317
		(294)	317
Other Internal Adjustments			
Internal Reallocations Charges		4,527	3,750
Internal Reallocations Income		(8,289)	(7,821)
		(3,762)	(4,071)
Managed Outside the Service		(3,296)	(2,858)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Financial Development

Financial Development	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		787	1,061
National Insurance Contributions		62	89
Superannuation Costs		113	149
Other Pension Costs		50	51
Other Employee Related Costs		0	0
Training And Development		4	4
		1,016	1,355
Supplies & Services			
Materials And Equipment		1	1
Stationery And Postage		5	2
Advertising		1	1
IT/Telecommunications		40	40
Insurance		1	1
Professional Fees and Subscriptions		211	211
Allowances		0	0
		260	257
Transport			
Travel Allowances		3	3
		3	3
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		1,279	1,615
Internal Income			
Income From Other Directorates		0	(43)
Recharges Income From Capital		(317)	(623)
		(317)	(666)
Income - Sales			
Sale Of Goods And Services		(27)	(25)
		(27)	(25)
Income - Charges			
Fees And Charges		(5)	(2)
Other Income		(13)	(23)
Income Received From ALMOs		(9)	(4)
		(27)	(29)
Managed Income		(371)	(720)
Net Managed Budget		909	895
Accounting Adjustments			
IAS 19 Pensions Costs		(9)	22
		(9)	22
Central Recharges			
Central Recharges Income		160	(326)
Corporate & Democratic Core Income		(484)	(435)
		(325)	(761)

Resources

Budget Manager : Chief Officer Financial Development

Financial Development			
	£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments			
Internal Reallocations Charges		612	598
Internal Reallocations Income		(1,186)	(755)
		(575)	(156)
Managed Outside the Service		(909)	(895)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Revenues and Benefits

Revenues and Benefits			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		6,799	7,363
National Insurance Contributions		441	501
Superannuation Costs		903	1,068
Other Pension Costs		206	171
Other Employee Related Costs		2	3
Training And Development		10	10
		8,361	9,116
Premises			
Rents		5	5
NNDR		6	7
		11	12
Supplies & Services			
Materials And Equipment		11	11
Stationery And Postage		479	479
IT/Telecommunications		611	676
Insurance		5	5
Professional Fees and Subscriptions		496	496
Grants And Contributions		0	2,886
Allowances		1	1
External Audit Fees		46	46
Other Hired And Contracted Services		430	487
Publication And Promotion		6	1
Miscellaneous		80	80
		2,164	5,168
Transport			
Travel Allowances		59	59
		59	59
Internal Charges			
Managed Recharges Frm Other Directorates		218	218
		218	218
Transfer Payments			
Compensation Payments		1	1
Council Tax Benefit Payments		56,632	1,060
Discretionary NNDR Rebates		184	0
Housing Benefit Payments		273,498	281,207
		330,315	282,268
Managed Expenditure		341,127	296,840
Internal Income			
Income From Other Directorates		(613)	(583)
		(613)	(583)
Income - Grants			
Government Grants		(330,851)	(285,721)
DCLG Grants		(1,231)	(1,709)
		(332,082)	(287,429)
Income - Charges			
Fees And Charges		(2,465)	(2,670)
Other Income		(7,328)	(6,736)
Income Received From ALMOs		(9)	(7)

Resources

Budget Manager : Chief Officer Revenues and Benefits

Revenues and Benefits	£000	Budget 2012/13	Budget 2013/14
Income - Charges		(9,802)	(9,413)
Managed Income		(342,497)	(297,425)
Net Managed Budget		(1,370)	(585)
Accounting Adjustments			
IAS 19 Pensions Costs		123	352
Capital Charges		21	37
		144	389
Central Recharges			
Central Recharges Expenditure		2,866	3,836
Central Recharges Income		(2,848)	(3,883)
Corporate & Democratic Core Income		(357)	(395)
		(339)	(442)
Other Internal Adjustments			
Internal Reallocations Charges		19,225	20,258
Internal Reallocations Income		(13,093)	(13,756)
		6,132	6,502
Managed Outside the Service		5,936	6,449
Net Cost of Service		4,566	5,864

Resources

Budget Manager : Chief Officer ICT

Information Technology			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		10,049	10,187
National Insurance Contributions		761	792
Superannuation Costs		1,367	1,448
Other Pension Costs		311	277
Other Employee Related Costs		9	30
Training And Development		161	121
		12,659	12,855
Premises			
Cleaning And Workplace Refuse		1	1
Accommodation Charges		14	14
		15	15
Supplies & Services			
Materials And Equipment		14	330
Stationery And Postage		10	10
IT/Telecommunications		7,367	7,843
Insurance		6	7
Professional Fees and Subscriptions		348	388
Other Hired And Contracted Services		254	254
Publication And Promotion		5	5
		8,003	8,837
Transport			
Vehicles And Plant Related Expenditure		17	17
Travel Allowances		35	32
Fuel		4	4
Transport Related Insurance		0	0
		56	53
Internal Charges			
Managed Recharges Frm Other Directorates		3,751	3,274
		3,751	3,274
Managed Expenditure		24,484	25,034
Internal Income			
Income From Other Directorates		(8,486)	(3,535)
Recharges Income From Capital		0	(3,779)
		(8,486)	(7,315)
Income - Sales			
Sale Of Goods And Services		(33)	(33)
		(33)	(33)
Income - Charges			
Fees And Charges		(5)	(201)
Other Income		(125)	(617)
Income Received From ALMOs		(1,695)	(1,457)
		(1,824)	(2,274)
Managed Income		(10,343)	(9,622)
Net Managed Budget		14,141	15,412

Resources

Budget Manager : Chief Officer ICT

Information Technology			
	£000	Budget 2012/13	Budget 2013/14
Accounting Adjustments			
IAS 19 Pensions Costs		186	432
Vehicles And Plant (Internal Leasing)		(2)	(2)
Vehicle leasing recharges		2	2
Capital Charges		6,991	7,543
		7,176	7,976
Central Recharges			
Central Recharges Income		1,658	(398)
		1,658	(398)
Other Internal Adjustments			
Internal Reallocations Charges		5,531	5,633
Internal Reallocations Income		(24,795)	(25,389)
		(19,264)	(19,756)
Managed Outside the Service		(10,430)	(12,179)
Net Cost of Service		3,710	3,233

Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		6,161	5,711
National Insurance Contributions		480	459
Superannuation Costs		880	788
Other Pension Costs		214	175
Other Employee Related Costs		106	87
Training And Development		303	171
		8,145	7,391
Premises			
Cleaning And Workplace Refuse		0	0
Rents		17	17
Accommodation Charges		0	4
		18	22
Supplies & Services			
Materials And Equipment		36	31
Stationery And Postage		24	14
IT/Telecommunications		144	213
Insurance		4	4
Professional Fees and Subscriptions		31	20
Catering Service		1	1
Other Hired And Contracted Services		294	185
		536	469
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		97	96
Private Hire		0	0
		98	97
Internal Charges			
Managed Recharges Frm Other Directorates		303	308
		303	308
Managed Expenditure		9,100	8,286
Internal Income			
Income From Other Directorates		(1,578)	(1,467)
		(1,578)	(1,467)
Income - Charges			
Fees And Charges		(10)	(104)
Other Income		(6)	(6)
		(16)	(110)
Managed Income		(1,594)	(1,576)
Net Managed Budget		7,505	6,710
Accounting Adjustments			
IAS 19 Pensions Costs		107	216
Capital Charges		0	0
		107	216

Resources

Budget Manager : Chief Officer HR

Human Resources			
	£000	Budget 2012/13	Budget 2013/14
Central Recharges			
Central Recharges Income		543	(330)
		543	(330)
Other Internal Adjustments			
Internal Reallocations Charges		1,176	1,427
Internal Reallocations Income		(9,332)	(8,023)
		(8,155)	(6,596)
Managed Outside the Service		(7,505)	(6,710)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Audit and Risk

Audit and Risk	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,965	1,463
National Insurance Contributions		155	117
Superannuation Costs		281	239
Other Pension Costs		4	8
Other Employee Related Costs		0	1
Training And Development		21	41
		2,427	1,869
Premises			
Cleaning And Workplace Refuse		0	0
Rents		61	61
		61	61
Supplies & Services			
Materials And Equipment		23	21
Stationery And Postage		10	10
IT/Telecommunications		15	7
Insurance		1	1
Professional Fees and Subscriptions		6	6
Allowances		2	2
External Audit Fees		517	326
Other Hired And Contracted Services		14	14
		589	387
Transport			
Vehicles And Plant Related Expenditure		13	12
Travel Allowances		7	7
Transport Related Insurance		0	0
		20	20
Internal Charges			
Managed Recharges Frm Other Directorates		5	8
		5	8
Managed Expenditure		3,102	2,345
Internal Income			
Income From Other Directorates		(244)	(80)
		(244)	(80)
Income - Sales			
Sale Of Goods And Services		(365)	(140)
		(365)	(140)
Income - Charges			
Fees And Charges		(1)	(1)
		(1)	(1)
Managed Income		(610)	(221)
Net Managed Budget		2,492	2,124
Accounting Adjustments			
IAS 19 Pensions Costs		98	109
Vehicles And Plant (Internal Leasing)		(6)	(6)
Vehicle leasing recharges		6	6
Capital Charges		6	0

Resources

Budget Manager : Chief Officer Audit and Risk

Audit and Risk			
	£000	Budget 2012/13	Budget 2013/14
		105	109
Central Recharges			
Central Recharges Income		125	(75)
Corporate & Democratic Core Income		(616)	(409)
		(490)	(483)
Other Internal Adjustments			
Internal Reallocations Charges		457	453
Internal Reallocations Income		(2,097)	(1,813)
		(1,641)	(1,360)
Managed Outside the Service		(2,027)	(1,735)
Net Cost of Service		466	389

Resources

Budget Manager : Chief Officer Resources and Strategy

CORS Directorate			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		495	487
National Insurance Contributions		44	44
Superannuation Costs		70	70
Other Pension Costs		252	209
Other Employee Related Costs		0	0
Training And Development		2	2
		864	812
Premises			
Cleaning And Workplace Refuse		1	1
		1	1
Supplies & Services			
Materials And Equipment		53	49
Stationery And Postage		47	43
IT/Telecommunications		2	0
Insurance		2	0
Professional Fees and Subscriptions		2	2
Allowances		0	0
Other Hired And Contracted Services		21	21
		127	115
Transport			
Travel Allowances		2	1
		2	1
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		994	930
Income - Charges			
Fees And Charges		(1)	(1)
Other Income		(1)	(1)
		(2)	(2)
Managed Income		(2)	(2)
Net Managed Budget		992	928
Accounting Adjustments			
IAS 19 Pensions Costs		(226)	(175)
		(226)	(175)
Central Recharges			
Corporate & Democratic Core Income		(47)	(47)
		(47)	(47)
Other Internal Adjustments			
Internal Reallocations Charges		260	224
Internal Reallocations Income		(979)	(931)
		(719)	(706)
Managed Outside the Service		(992)	(928)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer PPPU

Public Private Partnership Unit			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		2,493	2,709
National Insurance Contributions		222	246
Superannuation Costs		354	385
Other Employee Related Costs		4	4
Training And Development		23	20
		3,095	3,364
Premises			
Grounds Maintenance		2	0
Cleaning And Workplace Refuse		16	1
		18	1
Supplies & Services			
Materials And Equipment		2	2
Stationery And Postage		5	0
IT/Telecommunications		28	28
Insurance		2	2
Professional Fees and Subscriptions		2	2
Allowances		0	0
Other Hired And Contracted Services		3	5
		42	39
Transport			
Travel Allowances		24	24
		24	24
Internal Charges			
Managed Recharges Frm Other Directorates		2	2
		2	2
Appropriations			
Transfers To/From Earmarked Reserves		10	(25)
		10	(25)
Managed Expenditure		3,190	3,405
Internal Income			
Income From Other Directorates		(3,201)	(3,383)
Recharges Income From Capital		0	(50)
		(3,201)	(3,432)
Income - Charges			
Fees And Charges		(1)	(1)
Other Income		(852)	(1,102)
		(854)	(1,104)
Managed Income		(4,055)	(4,536)
Net Managed Budget		(866)	(1,132)
Accounting Adjustments			
IAS 19 Pensions Costs		129	189
		129	189
Other Internal Adjustments			
Internal Reallocations Charges		478	417
Internal Reallocations Income		(63)	(64)

Resources

Budget Manager : Chief Officer PPPU

Public Private Partnership Unit			
	£000	Budget 2012/13	Budget 2013/14
		416	353
Managed Outside the Service		544	542
Net Cost of Service		(321)	(590)

Resources

Budget Manager : Chief Officer PPPU

Procurement			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,441	1,368
National Insurance Contributions		109	102
Superannuation Costs		206	199
Other Pension Costs		57	40
Other Employee Related Costs		2	2
Training And Development		12	12
		1,828	1,723
Supplies & Services			
Materials And Equipment		5	5
Stationery And Postage		10	4
Advertising		5	5
IT/Telecommunications		15	10
Insurance		1	1
Professional Fees and Subscriptions		3	3
Allowances		5	5
Consultancy Services		1	1
Other Hired And Contracted Services		11	11
		56	45
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		7	6
		8	6
Internal Charges			
Managed Recharges Frm Other Directorates		350	401
		350	401
Managed Expenditure		2,241	2,175
Internal Income			
Recharges Income From Capital		(20)	(20)
		(20)	(20)
Income - Charges			
Fees And Charges		(1)	0
Other Income		(158)	(151)
Income Received From ALMOs		(117)	(285)
		(276)	(436)
Managed Income		(296)	(456)
Net Managed Budget		1,945	1,720
Accounting Adjustments			
IAS 19 Pensions Costs		18	57
Capital Charges		0	0
		18	57
Central Recharges			
Central Recharges Income		(259)	(172)
		(259)	(172)

Resources

Budget Manager : Chief Officer PPPU

Procurement			
	£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments			
Internal Reallocations Charges		316	313
Internal Reallocations Income		(2,020)	(1,918)
		(1,704)	(1,605)
Managed Outside the Service		(1,945)	(1,720)
Net Cost of Service		0	0

Resources

Budget Manager : Chief Officer Democratic and Central Services

Democratic and Central Services			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		9,320	9,237
National Insurance Contributions		621	640
Superannuation Costs		1,180	1,185
Other Pension Costs		184	182
Other Employee Related Costs		14	14
Training And Development		48	50
		11,366	11,308
Premises			
Buildings Maintenance		98	78
Grounds Maintenance		120	113
Building Security		692	702
Cleaning And Workplace Refuse		1,699	1,609
Gas		472	539
Electricity		987	1,268
Other Utilities		348	346
Rents		1,044	77
NNDR		3,208	3,321
Accommodation Charges		440	82
Premises Related Insurance		185	190
		9,294	8,325
Supplies & Services			
Materials And Equipment		809	700
Stationery And Postage		1,360	1,294
Advertising		6	5
IT/Telecommunications		596	468
Insurance		44	46
Professional Fees and Subscriptions		56	35
Allowances		22	9
Consultancy Services		0	2
Security Services		9	9
Other Hired And Contracted Services		515	371
Licences		1	1
Publication And Promotion		20	16
Miscellaneous		1	1
		3,438	2,958
Transport			
Vehicles And Plant Related Expenditure		80	79
Travel Allowances		67	72
Fuel		29	27
Transport Related Insurance		7	9
		183	187
Internal Charges			
Managed Recharges Frm Other Directorates		613	594
Charges To/From HRA		68	0
		681	594
Transfer Payments			
Civic Allowances		67	57
		67	57
Capital			

Resources

Budget Manager : Chief Officer Democratic and Central Services

Democratic and Central Services	£000	Budget 2012/13	Budget 2013/14
Capital			
RCCO (Revenue Contribution To Capital)		8	0
		8	0
Appropriations			
Transfers To/From Earmarked Reserves		(51)	(51)
		(51)	(51)
Managed Expenditure		24,986	23,378
Internal Income			
Income From Other Directorates		(4,483)	(4,539)
Charge To/From HRA		(68)	0
		(4,551)	(4,539)
Income - Sales			
Sale Of Goods And Services		(145)	(92)
		(145)	(92)
Income - Charges			
Fees And Charges		(4,291)	(4,141)
Contributions		(176)	(521)
Other Income		(15)	(59)
Rents		(1,071)	(261)
Income Received From ALMOs		(117)	(102)
		(5,671)	(5,085)
Managed Income		(10,367)	(9,715)
Net Managed Budget		14,619	13,663
Accounting Adjustments			
IAS 19 Pensions Costs		241	389
Vehicles And Plant (Internal Leasing)		(83)	(39)
Vehicle leasing recharges		39	39
Capital Charges		2,512	2,027
		2,710	2,415
Central Recharges			
Central Recharges Income		736	(83)
Corporate & Democratic Core Income		(7,050)	(6,884)
		(6,314)	(6,967)
Other Internal Adjustments			
Internal Reallocations Charges		13,423	12,942
Internal Reallocations Income		(22,068)	(20,698)
		(8,645)	(7,755)
Managed Outside the Service		(12,250)	(12,307)
Net Cost of Service		2,369	1,356

Resources

Budget Manager : Chief Officer Commercial Services

Commercial Services			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		27,162	27,100
Agency And Temporary Staff		1,186	1,413
National Insurance Contributions		1,313	1,296
Superannuation Costs		2,492	2,497
Other Pension Costs		572	574
Other Employee Related Costs		312	272
Training And Development		166	195
		33,202	33,347
Premises			
Buildings Maintenance		59	57
Grounds Maintenance		1	2
Building Security		30	30
Cleaning And Workplace Refuse		237	238
Gas		49	51
Electricity		65	66
Other Utilities		43	43
Rents		62	62
NNDR		169	174
Accommodation Charges		1	1
Premises Related Insurance		5	6
		722	730
Supplies & Services			
Materials And Equipment		8,134	8,423
Stationery And Postage		75	71
Advertising		1	1
IT/Telecommunications		297	331
Insurance		47	62
Professional Fees and Subscriptions		64	77
Recycling And Reuse		1	5
Waste Disposal And Landfill Tax		15	20
Allowances		1	1
Consultancy Services		3	2
Other Hired And Contracted Services		4,335	6,572
Licences		3	3
Publication And Promotion		10	10
Miscellaneous		59	21
		13,042	15,600
Transport			
Vehicles And Plant Related Expenditure		6,671	6,803
Travel Allowances		175	180
Fuel		5,156	5,484
Private Hire		5,656	6,748
Transport Related Insurance		223	170
		17,881	19,386
Internal Charges			
Managed Recharges Frm Other Directorates		314	295
		314	295
Managed Expenditure		65,161	69,358

Resources

Budget Manager : Chief Officer Commercial Services

Commercial Services			
	£000	Budget 2012/13	Budget 2013/14
Internal Income			
Income From Other Directorates		(68,119)	(72,111)
		(68,119)	(72,111)
Income - Grants			
Government Grants		(224)	(226)
		(224)	(226)
Income - Sales			
Sale Of Goods And Services		(781)	(1,172)
		(781)	(1,172)
Income - Charges			
Fees And Charges		(694)	(421)
Education Income		0	(21)
Other Income		(765)	(656)
Income Received From ALMOs		(3,166)	(3,902)
		(4,625)	(5,000)
Managed Income		(73,748)	(78,509)
Net Managed Budget		(8,588)	(9,151)
Accounting Adjustments			
IAS 19 Pensions Costs		133	214
Vehicles And Plant (Internal Leasing)		(1,633)	(1,483)
Vehicle leasing recharges		1,355	1,232
Capital Charges		654	721
		510	685
Other Internal Adjustments			
Internal Reallocations Charges		5,392	5,125
Internal Reallocations Income		(1,730)	(1,609)
		3,661	3,516
Managed Outside the Service		4,171	4,200
Net Cost of Service		(4,417)	(4,951)

Legal Services

Legal Services

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
City Solicitor	Legal Services	(624)	5,899	(7,566)	(1,667)	1,081	(586)
Net Cost of Service		(624)	5,899	(7,566)	(1,667)	1,081	(586)
	Transfers to and from earmarked reserves	(199)	0	0	0	(253)	(253)
Net Revenue Charge		(823)	5,899	(7,566)	(1,667)	828	(838)

Legal Services

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		4,149	4,150
National Insurance Contributions		321	331
Superannuation Costs		593	580
Other Pension Costs		16	32
Other Employee Related Costs		76	73
Training And Development		36	36
		5,190	5,202
Premises			
Cleaning And Workplace Refuse		2	2
Rents		121	0
NNDR		35	0
Premises Related Insurance		0	0
		159	2
Supplies & Services			
Materials And Equipment		127	76
Stationery And Postage		39	39
IT/Telecommunications		80	68
Insurance		6	5
Professional Fees and Subscriptions		5	5
Allowances		1	1
Other Hired And Contracted Services		16	16
Licences		1	1
		274	211
Transport			
Travel Allowances		30	30
Transport Related Insurance		0	0
		30	30
Internal Charges			
Managed Recharges Frm Other Directorates		455	455
		455	455
Managed Expenditure		6,109	5,899
Internal Income			
Income From Other Directorates		(6,791)	(6,359)
		(6,791)	(6,359)
Income - Charges			
Fees And Charges		(550)	(550)
Other Income		(283)	(283)
Income Received From ALMOs		(374)	(374)
		(1,207)	(1,207)
Managed Income		(7,998)	(7,566)
Net Managed Budget		(1,889)	(1,667)
Accounting Adjustments			
IAS 19 Pensions Costs		199	253
Transfers To/From Statutory Reserves		(199)	(253)
Capital Charges		2	1
		2	1

Legal Services

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments		
Internal Reallocations Charges	7,208	7,063
Internal Reallocations Income	(6,144)	(6,235)
	1,064	827
Managed Outside the Service	1,066	828
Net Cost of Service	(823)	(838)

Legal Services

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		4,149	4,150
National Insurance Contributions		321	331
Superannuation Costs		593	580
Other Pension Costs		16	32
Other Employee Related Costs		76	73
Training And Development		36	36
		5,190	5,202
Premises			
Cleaning And Workplace Refuse		2	2
Rents		121	0
NNDR		35	0
Premises Related Insurance		0	0
		159	2
Supplies & Services			
Materials And Equipment		127	76
Stationery And Postage		39	39
IT/Telecommunications		80	68
Insurance		6	5
Professional Fees and Subscriptions		5	5
Allowances		1	1
Other Hired And Contracted Services		16	16
Licences		1	1
		274	211
Transport			
Travel Allowances		30	30
Transport Related Insurance		0	0
		30	30
Internal Charges			
Managed Recharges Frm Other Directorates		455	455
		455	455
Managed Expenditure		6,109	5,899
Internal Income			
Income From Other Directorates		(6,791)	(6,359)
		(6,791)	(6,359)
Income - Charges			
Fees And Charges		(550)	(550)
Other Income		(283)	(283)
Income Received From ALMOs		(374)	(374)
		(1,207)	(1,207)
Managed Income		(7,998)	(7,566)
Net Managed Budget		(1,889)	(1,667)
Accounting Adjustments			
IAS 19 Pensions Costs		199	253
Capital Charges		2	1
		201	254

Legal Services

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2012/13	Budget 2013/14
Other Internal Adjustments			
Internal Reallocations Charges		7,208	7,063
Internal Reallocations Income		(6,144)	(6,235)
		1,064	827
Managed Outside the Service		1,265	1,081
Net Cost of Service		(624)	(586)

Customer Access and Performance

Customer Access and Performance

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Customer Access	Customer Access	1,097	14,695	(7,318)	7,377	(4,796)	2,581
Chief Officer Localities & Partnerships	Localities and Partnerships	917	2,664	(1,431)	1,233	(63)	1,170
Chief Officer Intelligence & Improvement	Intelligence and Improvement	0	3,061	(1,087)	1,974	(1,974)	0
Chief Officer Corporate Support	Corporate Support	1,374	3,745	(95)	3,649	(3,581)	68
Chief Officer Localities & Partnerships	Area Management	3,421	3,600	(133)	3,467	(240)	3,228
Net Cost of Service		6,809	27,764	(10,064)	17,700	(10,653)	7,047
	Transfers to and from earmarked reserves	(335)	0	0	0	(757)	(757)
Net Revenue Charge		6,474	27,764	(10,064)	17,700	(11,410)	6,290

Customer Access and Performance

Summary of budget by type of spending or income

	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		16,001	16,996
National Insurance Contributions		1,228	1,266
Superannuation Costs		2,162	2,261
Other Pension Costs		435	351
Other Employee Related Costs		22	10
Training And Development		37	37
		19,885	20,921
Premises			
Buildings Maintenance		10	11
Grounds Maintenance		1	1
Cleaning And Workplace Refuse		5	6
Gas		3	3
Electricity		4	48
Other Utilities		1	6
Rents		41	1,193
NNDR		4	81
Premises Related Insurance		26	22
		94	1,370
Supplies & Services			
Materials And Equipment		83	73
Stationery And Postage		176	156
Advertising		2	2
IT/Telecommunications		782	692
Insurance		8	12
Professional Fees and Subscriptions		690	724
Grants And Contributions		2,042	1,742
Catering Service		3	3
Allowances		7	7
Other Hired And Contracted Services		908	1,160
Licences		2	2
Publication And Promotion		62	41
		4,765	4,614
Transport			
Travel Allowances		94	94
		94	94
Internal Charges			
Managed Recharges Frm Other Directorates		776	765
		776	765
Managed Expenditure		25,615	27,764
Internal Income			
Income From Other Directorates		(3,104)	(3,235)
Recharges Income From Capital		0	(663)
		(3,104)	(3,898)
Income - Grants			
Government Grants		(158)	(165)
		(158)	(165)
Income - Sales			
Sale Of Goods And Services		(240)	(240)
		(240)	(240)

Customer Access and Performance

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Income - Charges		
Fees And Charges	(458)	(458)
Contributions	(58)	(58)
Other Income	(852)	(2,339)
Income Received From ALMOs	(2,833)	(2,907)
	(4,201)	(5,762)
Managed Income	(7,703)	(10,064)
Net Managed Budget	17,911	17,700
Accounting Adjustments		
IAS 19 Pensions Costs	352	757
Transfers To/From Statutory Reserves	(335)	(757)
Capital Charges	311	928
	328	928
Central Recharges		
Central Recharges Expenditure	0	0
Central Recharges Income	(412)	(799)
Corporate & Democratic Core Income	(2,526)	(2,510)
	(2,938)	(3,310)
Other Internal Adjustments		
Internal Reallocations Charges	4,821	5,385
Internal Reallocations Income	(13,648)	(14,414)
	(8,827)	(9,029)
Managed Outside the Service	(11,437)	(11,410)
Net Cost of Service	6,474	6,290

Customer Access and Performance

Budget Manager : Chief Officer Customer Access

Customer Access	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		9,095	9,567
National Insurance Contributions		624	635
Superannuation Costs		1,155	1,191
Other Pension Costs		152	94
Other Employee Related Costs		15	7
Training And Development		23	23
		11,064	11,516
Premises			
Buildings Maintenance		10	11
Grounds Maintenance		1	1
Cleaning And Workplace Refuse		2	3
Gas		1	1
Electricity		0	47
Other Utilities		0	5
Rents		20	1,173
NNDR		0	77
Premises Related Insurance		26	22
		60	1,339
Supplies & Services			
Materials And Equipment		55	44
Stationery And Postage		48	42
Advertising		1	1
IT/Telecommunications		374	389
Insurance		6	7
Professional Fees and Subscriptions		293	293
Allowances		1	1
Other Hired And Contracted Services		513	806
Licences		2	2
		1,293	1,586
Transport			
Travel Allowances		41	41
		41	41
Internal Charges			
Managed Recharges Frm Other Directorates		225	214
		225	214
Managed Expenditure		12,682	14,695
Internal Income			
Income From Other Directorates		(2,034)	(2,807)
		(2,034)	(2,807)
Income - Sales			
Sale Of Goods And Services		(240)	(240)
		(240)	(240)
Income - Charges			
Fees And Charges		(110)	(110)
Contributions		(58)	(58)
Other Income		(115)	(1,197)
Income Received From ALMOs		(2,833)	(2,907)
		(3,116)	(4,271)

Customer Access and Performance

Budget Manager : Chief Officer Customer Access

Customer Access			
	£000	Budget 2012/13	Budget 2013/14
Managed Income		(5,390)	(7,318)
Net Managed Budget		7,292	7,377
Accounting Adjustments			
IAS 19 Pensions Costs		268	489
Capital Charges		230	252
		498	742
Central Recharges			
Central Recharges Income		(876)	(84)
		(876)	(84)
Other Internal Adjustments			
Internal Reallocations Charges		3,445	3,569
Internal Reallocations Income		(9,263)	(9,023)
		(5,818)	(5,454)
Managed Outside the Service		(6,195)	(4,796)
Net Cost of Service		1,097	2,581

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Localities and Partnerships	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,775	1,874
National Insurance Contributions		151	156
Superannuation Costs		255	272
Other Pension Costs		39	44
Other Employee Related Costs		4	1
Training And Development		4	3
		2,226	2,350
Premises			
Cleaning And Workplace Refuse		0	0
Rents		20	20
		21	21
Supplies & Services			
Materials And Equipment		7	5
Stationery And Postage		34	32
Advertising		1	1
IT/Telecommunications		28	8
Insurance		1	1
Professional Fees and Subscriptions		57	56
Grants And Contributions		42	42
Catering Service		3	3
Allowances		4	3
Other Hired And Contracted Services		183	43
Publication And Promotion		51	31
		409	226
Transport			
Travel Allowances		33	31
		33	31
Internal Charges			
Managed Recharges Frm Other Directorates		36	36
		36	36
Managed Expenditure		2,725	2,664
Internal Income			
Income From Other Directorates		(124)	(127)
		(124)	(127)
Income - Grants			
Government Grants		(158)	(165)
		(158)	(165)
Income - Charges			
Fees And Charges		(2)	(2)
Other Income		(731)	(1,137)
		(733)	(1,138)
Managed Income		(1,015)	(1,431)
Net Managed Budget		1,710	1,233
Accounting Adjustments			
IAS 19 Pensions Costs		54	89
Capital Charges		3	1

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Localities and Partnerships			
	£000	Budget 2012/13	Budget 2013/14
		57	91
Central Recharges			
Central Recharges Expenditure		0	0
Central Recharges Income		174	146
Corporate & Democratic Core Income		(646)	(165)
		(472)	(19)
Other Internal Adjustments			
Internal Reallocations Charges		454	577
Internal Reallocations Income		(832)	(711)
		(377)	(134)
Managed Outside the Service		(793)	(63)
Net Cost of Service		917	1,170

Customer Access and Performance

Budget Manager : Chief Officer Intelligence & Improvement

Intelligence and Improvement	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,964	1,824
National Insurance Contributions		167	157
Superannuation Costs		279	269
Other Pension Costs		16	27
Other Employee Related Costs		0	1
Training And Development		1	1
		2,427	2,279
Supplies & Services			
Materials And Equipment		1	1
Stationery And Postage		3	0
IT/Telecommunications		359	264
Insurance		1	1
Professional Fees and Subscriptions		5	38
Allowances		1	1
Other Hired And Contracted Services		9	69
		379	373
Transport			
Travel Allowances		2	2
		2	2
Internal Charges			
Managed Recharges Frm Other Directorates		406	406
		406	406
Managed Expenditure		3,214	3,061
Internal Income			
Income From Other Directorates		(663)	(80)
Recharges Income From Capital		0	(663)
		(663)	(743)
Income - Charges			
Fees And Charges		(344)	(344)
		(344)	(344)
Managed Income		(1,007)	(1,087)
Net Managed Budget		2,207	1,974
Accounting Adjustments			
IAS 19 Pensions Costs		86	105
Capital Charges		71	647
		156	752
Central Recharges			
Central Recharges Income		289	(726)
		289	(726)
Other Internal Adjustments			
Internal Reallocations Charges		119	470
Internal Reallocations Income		(2,771)	(2,470)
		(2,653)	(1,999)
Managed Outside the Service		(2,207)	(1,974)

Customer Access and Performance

Budget Manager : Chief Officer Intelligence & Improvement

Intelligence and Improvement		
	£000	Budget 2012/13
		Budget 2013/14
Net Cost of Service	0	0

Customer Access and Performance

Budget Manager : Chief Officer Corporate Support

Corporate Support			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,853	2,338
National Insurance Contributions		173	202
Superannuation Costs		287	328
Other Pension Costs		122	156
Other Employee Related Costs		3	1
Training And Development		9	9
		2,449	3,035
Supplies & Services			
Materials And Equipment		10	15
Stationery And Postage		83	74
IT/Telecommunications		15	23
Insurance		1	2
Professional Fees and Subscriptions		331	333
Grants And Contributions		300	0
Allowances		1	1
Other Hired And Contracted Services		197	237
Publication And Promotion		3	3
		941	688
Transport			
Travel Allowances		6	8
		6	8
Internal Charges			
Managed Recharges Frm Other Directorates		13	13
		13	13
Managed Expenditure		3,409	3,745
Internal Income			
Income From Other Directorates		(187)	(87)
		(187)	(87)
Income - Charges			
Fees And Charges		(2)	(2)
Other Income		(6)	(6)
		(8)	(8)
Managed Income		(195)	(95)
Net Managed Budget		3,213	3,649
Accounting Adjustments			
IAS 19 Pensions Costs		(18)	5
Capital Charges		7	4
		(11)	9
Central Recharges			
Central Recharges Income		0	(135)
Corporate & Democratic Core Income		(1,880)	(2,345)
		(1,880)	(2,481)
Other Internal Adjustments			
Internal Reallocations Charges		329	510
Internal Reallocations Income		(278)	(1,620)

Customer Access and Performance

Budget Manager : Chief Officer Corporate Support

Corporate Support			
	£000	Budget 2012/13	Budget 2013/14
		52	(1,110)
Managed Outside the Service		(1,839)	(3,581)
Net Cost of Service		1,374	68

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Area Management	£000	Budget 2012/13	Budget 2013/14
Employees			
Direct Pay Costs		1,314	1,394
National Insurance Contributions		113	115
Superannuation Costs		186	201
Other Pension Costs		106	30
Other Employee Related Costs		0	0
		1,719	1,740
Premises			
Cleaning And Workplace Refuse		2	2
Gas		2	2
Electricity		4	1
Other Utilities		1	1
NNDR		4	4
		14	11
Supplies & Services			
Materials And Equipment		10	9
Stationery And Postage		9	8
IT/Telecommunications		7	7
Insurance		0	1
Professional Fees and Subscriptions		3	3
Grants And Contributions		1,700	1,700
Allowances		1	1
Other Hired And Contracted Services		6	5
Publication And Promotion		9	8
		1,745	1,741
Transport			
Travel Allowances		12	12
		12	12
Internal Charges			
Managed Recharges Frm Other Directorates		96	96
		96	96
Managed Expenditure		3,585	3,600
Internal Income			
Income From Other Directorates		(96)	(133)
		(96)	(133)
Managed Income		(96)	(133)
Net Managed Budget		3,489	3,467
Accounting Adjustments			
IAS 19 Pensions Costs		(39)	69
Capital Charges		1	23
		(37)	92
Other Internal Adjustments			
Internal Reallocations Charges		473	259
Internal Reallocations Income		(504)	(591)
		(31)	(332)
Managed Outside the Service		(68)	(240)

Customer Access and Performance

Budget Manager : Chief Officer Localities & Partnerships

Area Management		
	£000	Budget 2012/13
		Budget 2013/14
Net Cost of Service	3,421	3,228

LEEDS CITY COUNCIL

2013/14 BUDGET REPORT

Directorate: Public Health

1. Introduction

This report has been produced in order to inform members of the new Public Health System that involves the transfer of a significant range of Public Health functions from the former Leeds PCT (NHS Leeds) to the Council.

2. Service Context

- 2.1 From 1st April 2013 the Council will then take on the local leadership role for Public Health – and be responsible for delivering the Government's ambition to help people live longer, healthier and more fulfilled lives and to improve health of the most vulnerable fastest.
- 2.2 The Council will take on, from NHS Leeds, the commissioning of Public Health services covering all ages including smoking cessation, school nurses, weight management and drugs and alcohol services.
- 2.3 Some services will be mandatory – for example contraception services, testing and treatment for Sexually Transmitted Infections, NHS Health Checks and the National Child Measurement Programme. Approximately one third of spend is expected to relate to mandated services. Other mandatory functions moving to the Council include health protection and Public Health advice to the NHS, in particular to the three Clinical Commissioning Groups in Leeds.
- 2.4 In addition the transfer of Public Health provides the opportunity and expectation to influence the Health and Wellbeing agenda of all Directorates within the Council as well as the broader partnership role of the Council.
- 2.5 To help achieve this public health staff and funding will transfer to the Council. At a national level, the Department of Health (DoH) had previously (in February 2012) published a baseline national funding allocation of £2.2bn in respect of 2012/13. This figure has now been revised to £2.5bn. On 10th January the DoH announced a two year allocation of an above inflationary allocation of £2.7bn for 2013/14 and £2.9bn for 2014/15. Of these totals, Leeds will receive £36.9 in 2013/14 and £40.5m in 2014/15. Based on DoH calculations this equates to £48 per head in 2013/14 and does represent movement towards a DoH target for Leeds of £57 per head for 2013/14. The additional funding in 2014/15 will represent further movement towards that target.

3. Budget Summary 2013/14

EXPENDITURE	£'000
Employees	4,019
Supplies and Services	370
Internal charges – support services	668
Commissioned services	31,798
TOTAL EXPENDITURE	36,855
TOTAL INCOME – DOH FUNDING	36,855
NET MANAGED BUDGET	0

4. Budget Description

- 4.1 The 2013/14 budget reflects the fact that the Council will receive a ring fenced grant of £36.9m for Public Health responsibilities. This funding will enable the Council to maintain the current level of Public Health services, and existing cost, commissioned by the Leeds PCT.
- 4.2 The Council has clearly been funding public health initiatives and in future the Public Health funding will be used to maintain and develop these services.
- 4.3 The funding will also enable the Council to meet national changes made by the Department of Health on Council responsibilities since the original financial submissions by the Leeds PCT. There are still some uncertainties around precisely which functions are funded through the financial settlement and work is in progress to clarify exactly these commitments are.
- 4.4 In addition there will be new investment in:
- Tobacco control (£400k). To increase access to Smoking Cessation Services in areas with the highest levels of smoking; for pregnant women; for those using alcohol and drug services; for those using mental health and learning disability services plus more work with West Yorkshire Trading Standards to combat under ages sales.
 - Changing lifestyles (£200k). To increase access for people to change lifestyles through additional healthy lifestyle advisors and health trainers. This will enable the Third Sector to signpost people to healthy lifestyle advisors under the Leeds Lets Change programme.
 - Food and nutrition (£100k). To improve nutrition through developing cooking skills by enhancing the work of the Ministry of Food with the Third Sector. At least 35 accessible cooking skills courses will be developed per year in the most deprived populations in Leeds.
 - Antenatal and post natal support (£200k). To develop a programme of support before and after birth targeted to vulnerable women/families. This will be linked to the current universal Pregnancy, Birth and Beyond programme but

will focus on particular groups including those from a black and minority ethnic background.

- Mental well being (£100k). To further invest in the Infant Mental Health Service to enhance the skills of the public sector and Third Sector workforce in working with mothers in order to improve mother and baby attachment and increase direct therapeutic input.
- 4.5 There is also a commitment to continuing working with Children's and Adult Social Services and to increase opportunities for physical activity by working in collaboration with Leisure Services.



Public Health

Main responsibilities:

- Commissioning public health services to improve health and wellbeing
- Provide advice, challenge and advocacy to protect the health of the local population
- Provide public health advice to the NHS
- Working with partners to lead the development and delivery of public health programmes
- Working with and across Council Directorates to enhance the Council's contribution to improving health and reducing health inequalities
- Support the Joint Strategic Needs Assessment and other health needs assessments
- Lead the development of public health capacity for the wider workforce and communities
- Produce an annual report on the health of the local population

Public Health

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Director of Public Health	Public Health	0	36,855	(36,855)	0	219	219
Net Cost of Service		0	36,855	(36,855)	0	219	219
	Transfers to and from earmarked reserves	0	0	0	0	(219)	(219)
Net Revenue Charge		0	36,855	(36,855)	0	0	0

Public Health

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Employees	0	4,019
Supplies & Services	0	370
Internal Charges	0	668
Agency Payments	0	31,798
Managed Expenditure	0	36,855
Income - Grants	0	(36,855)
Managed Income	0	(36,855)
Net Managed Budget	0	0
Accounting Adjustments	0	0
Managed Outside the Service	0	0
Net Cost of Service	0	0

Public Health

Budget Manager : Director of Public Health

Public Health			
	£000	Budget 2012/13	Budget 2013/14
Employees		0	4,019
Supplies & Services		0	370
Internal Charges		0	668
Agency Payments		0	31,798
Managed Expenditure		0	36,855
Income - Grants		0	(36,855)
Managed Income		0	(36,855)
Net Managed Budget		0	0
Accounting Adjustments		0	219
Managed Outside the Service		0	219
Net Cost of Service		0	219

Central accounts

LEEDS CITY COUNCIL 2013/14 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 directorate's budget for the 2013/14 financial year.

2 Service Context

2.1 Central accounts holds a variety of corporate budgets which do not relate directly to particular directorates, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally, these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets 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, Central accounts includes those costs which are defined as the Corporate and Democratic Core. Other budgets within Central accounts include contributions to joint committees and levies.

3 Explanation of variations between adjusted 2012/13 and 2013/14 - £11,142k (30.54%)

3.1 The variation can be summarised as follows:

		£000s
Net Managed Budget 2012/13		36,480
Adjustments		
• Transfers of functions		
• Other adjustments	-	750
Adjusted Net Managed Budget 2012/13		35,730
Changes in prices		
• Pay	-	
• Price	-	
• Income	-	-
Service Budget Changes		
• Changes in Service Levels	-	
• Other Factors not affecting level of service	12,727	
• New charges	-	
• Efficiency Savings		
○ Procurement	- 1,000	
• Changes in Levies	- 585	11,142
Net Managed Budget 2013/14		46,872

3.2 Transfers of functions

3.2.1 The 2012/13 budget included £1.75m to support economic initiatives in the city. In 2013/14, £500k of this total has been transferred to City Development to support future developments at Kirkgate Market, as agreed by the Kirkgate Market Project Board. A further £250k has been transferred to City Development to provide additional support to Leeds and Partners following the withdrawal of Yorkshire Forward contributions.

3.3 Other Factors not affecting the level of service

3.3.1 Of the £1.75m detailed above, a further £0.5m has been transferred to Children's Services, and £0.3m transferred to Adults, which leaves a budget of £0.2m to support economic initiatives in 2013/14.

3.3.2 In 2012/13 the Government gave a grant (£6.7m) for councils who did not increase council tax in 2012/13. This grant was for one year only, but the Government has announced it will give a grant for those who do not increase council tax in 2013/14, which is equivalent to a 1% increase in council tax (£2.7m). The budget also includes additional New Homes Bonus funding of £4.1m.

3.3.3 External capital financing costs have been budgeted to decrease by £3.3m. This comprises a reduction of £7.1m in net interest costs and an increase of £3.8m in Minimum Revenue Provision (the amount which the authority is statutorily required to set aside for debt). The net fall in external interest costs is partly due to ongoing low interest rates, but is also due to the Housing Revenue Account self-financing settlement under which the government redeemed £112m of the council's housing-related debt. As a result of this reduced housing debt and other changes made under the self-financing settlement, the statutory charges made to the Housing Revenue Account for its share of the capital financing costs have decreased by £5.3m. In addition capital receipts have been used to fund credit arrangements, which reduces the amount required to be set aside to fund debt in 2013/14. The budget assumes an additional £0.9m of receipts will be used, giving a budgeted saving of £12.5m. Some of the increase in costs as a result of prudential borrowing is offset by additional car parking receipts and income from naming rights that the council expects to receive once the Arena is operational (£1.47m).

3.3.4 The contingency budget is held to cover in year spending pressures identified by directorates. £1.5m has been removed to bring the budget down to £2.0m in 2013/14. Further details are given in the main budget report.

3.3.5 Central accounts also includes budgets for corporate contributions to and from the authority's major reserves. The contribution from the general reserve is budgeted to be £2.5m, a decrease of £4.4m from 2012/13. The use of other reserves has also fallen by a total of £10.2m.

3.3.6 Charges to the HRA for their share of the council's support costs have fallen overall by £0.9m.

3.4 Efficiency Savings

3.4.1 Procurement savings

It has been determined that additional savings of £1.0m can be made across the authority in procurement. The budget is held centrally, and will be allocated to directorates as the savings are made.

3.5 Changes in Levies

3.5.1 Contributions to Joint Committees and Other Bodies have decreased by £0.6m, and various efficiency savings have been identified. In approving these contributions, Members will note that they are not approving the individual budget of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	12/13 £m	13/14 £m	Increase £m	%
Joint Committees				
Pension Fund	0.415	0.416	-0.001	-0.2
Joint Services (excluding WY Grants)	1.864	1.854	-0.010	-0.5
Other Bodies				
Flood Defence Levy	0.269	0.303	0.034	12.6
WYITA	34.040	33.434	-0.606	-1.8
Coroners	1.253	1.260	0.007	0.6
West Yorkshire Probation Service (Debt only)	0.017	0.006	-0.011	-64.7

3.5.2 The contributions for the Joint Services are budgeted to decrease by an average of 0.5% from the 2012/13 amount of £1.9m. The West Yorkshire Integrated Transport Authority (WYITA) has increased its levy by 2.0% to enable a larger contribution to the West Yorkshire Transport Fund in 2013/14. However, as the population of Leeds has decreased relative to the other West Yorkshire districts, Leeds' contribution has actually fallen by £0.6m to £33.4m. The Flood Defence Levy has increased by 12.6% as a result of increased flooding in the region, and the proportion of the Coroners' budget paid by the council has increased to £1.26m.

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.

Net Managed Budget	46,872
Managed Outside Service	- 80,163
Net Revenue Charge	- 33,291

5 Risk Assessment

5.1 In determining the 2013/14 budget, consideration has been given to all of 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 2013/14 budget for this directorate are as follows;

- 5.2.1 The budgeted capital financing costs are based on certain assumptions relating to interest rates. If rates are greater than expected the actual costs incurred could be greater.
- 5.2.2 The budget assumes savings of £12.5m from using capital receipts to fund credit arrangements. There is a risk that due to the economic climate this level of capital receipts may not be achieved, which would reduce the savings that could be made.
- 5.2.3 There is a budget of £5.2m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

Briefing note prepared by: Sharon Dawson
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Main responsibilities:

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

Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2012/13	Managed by the Service			Managed Outside the Service	Total 2013/14
			Spending	Income	Net		
Chief Officer Financial Management	Strategic Accounts	(6,871)	(6,423)	(28,180)	(34,603)	8,800	(25,803)
Chief Officer Financial Development	Debt Financing Costs	57,507	59,507	(930)	58,577	0	58,577
Chief Officer Financial Management	Corporate & Democratic Core	15,230	0	36	36	15,049	15,085
Chief Officer Financial Management	Non-Distributable Costs	5,879	0	0	0	6,985	6,985
Chief Officer Financial Management	Government Grants And Parish Precepts	(15,321)	0	(15,354)	(15,354)	0	(15,354)
Chief Officer Financial Management	Joint Committees And Other Bodies	37,442	37,272	0	37,272	(416)	36,856
Chief Officer Financial Management	Miscellaneous	(152)	2,390	(1,178)	1,212	(1,176)	35
Chief Officer Financial Management	Capital Accounting Appropriations	(93,015)	0	0	0	(101,736)	(101,736)
Chief Officer Financial Development	Corporate Insurance	0	11,401	(11,673)	(271)	271	0
Net Cost of Service		699	104,148	(57,279)	46,869	(72,224)	(25,355)
	Transfers to and from earmarked reserves	(39,040)	0	0	0	(7,940)	(7,940)
Net Revenue Charge		(38,341)	104,148	(57,279)	46,869	(80,163)	(33,295)

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Employees		
Other Pension Costs	1,862	1,886
Other Employee Related Costs	0	10
	1,862	1,896
Supplies & Services		
IT/Telecommunications	0	8
Insurance	3,114	3,617
Professional Fees and Subscriptions	105	100
Grants And Contributions	316	439
General Capitalisation	(4,982)	(4,982)
Contingency	3,500	2,000
Corporate Initiatives & Savings Targets	750	(1,800)
Allowances	20	20
Other Hired And Contracted Services	1,057	857
	3,880	258
Transport		
Travel Allowances	4	4
	4	4
Internal Charges		
Managed Recharges Frm Other Directorates	5,314	5,451
	5,314	5,451
Agency Payments		
Services Provided By Other Organisations	513	476
WY Joint Committees	1,864	1,854
WY Probation Service	44	6
WY Passenger Transport Executive	34,040	33,434
Flood Defence Levy	269	303
Coroners Service	1,253	1,260
	37,983	37,333
Transfer Payments		
Land Drainage Levies	7	7
	7	7
Capital		
External Interest Charge	65,613	58,313
Statutory Capital Charge To HRA	(31,180)	(25,911)
Use of capital receipts to fund PFI	(11,622)	(12,526)
Minimum Revenue Provision	35,831	39,631
	58,642	59,507
Appropriations		
Transfer To/From General Fund Reserves	(6,919)	(2,500)
Transfers To/From Earmarked Reserves	(9,714)	375
Transfers To/From Capital Reserve	2,366	1,818
	(14,267)	(308)
Managed Expenditure	93,424	104,148
Internal Income		
Income From Other Directorates	(27,563)	(28,946)
Charge To/From HRA	(4,295)	(3,444)
Corporate & Democratic Core Chge To HRA	(1,774)	(1,679)
	(33,633)	(34,069)
Income - Grants		

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2012/13	Budget 2013/14
Income - Grants		
Government Grants	(125)	(125)
DCLG Grants	(15,321)	(15,354)
	(15,446)	(15,479)
Income - Charges		
Contributions	(1,077)	(1,048)
Other Income	(5,405)	(5,475)
Income Received From ALMOs	(298)	(328)
	(6,780)	(6,851)
Income - Other		
Interest and Dividends	(1,085)	(880)
	(1,085)	(880)
Managed Income	(56,944)	(57,279)
Net Managed Budget	36,480	46,869
Accounting Adjustments		
IAS 19 Pensions Costs	39,040	7,940
Vehicle leasing recharges	322	251
Transfers To/From Statutory Reserves	(39,040)	(7,940)
Capital Charges	(92,788)	(101,280)
	(92,465)	(101,030)
Central Recharges		
Central Recharges Expenditure	2,635	5,789
Central Recharges Income	0	135
Corporate & Democratic Core Income	15,009	14,942
	17,644	20,866
Managed Outside the Service	(74,821)	(80,163)
Net Cost of Service	(38,341)	(33,295)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Strategic Accounts			
	£000	Budget 2012/13	Budget 2013/14
Supplies & Services			
Grants And Contributions		19	142
General Capitalisation		(4,982)	(4,982)
Contingency		3,500	2,000
Corporate Initiatives & Savings Targets		750	(1,800)
		(713)	(4,640)
Internal Charges			
Managed Recharges Frm Other Directorates		0	100
		0	100
Appropriations			
Transfer To/From General Fund Reserves		(6,919)	(2,500)
Transfers To/From Earmarked Reserves		(11,400)	(1,200)
Transfers To/From Capital Reserve		2,366	1,818
		(15,953)	(1,883)
Managed Expenditure		(16,666)	(6,423)
Internal Income			
Income From Other Directorates		(16,233)	(17,521)
Charge To/From HRA		(4,295)	(3,444)
Corporate & Democratic Core Chge To HRA		(1,888)	(1,715)
		(22,417)	(22,680)
Income - Charges			
Other Income		(5,350)	(5,350)
Income Received From ALMOs		(181)	(150)
		(5,531)	(5,500)
Managed Income		(27,948)	(28,180)
Net Managed Budget		(44,614)	(34,603)
Accounting Adjustments			
IAS 19 Pensions Costs		35,062	2,896
Vehicle leasing recharges		322	251
		35,384	3,147
Central Recharges			
Central Recharges Expenditure		2,359	5,518
Central Recharges Income		0	135
		2,359	5,653
Managed Outside the Service		37,743	8,800
Net Cost of Service		(6,871)	(25,803)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Development

Debt Financing Costs			
	£000	Budget 2012/13	Budget 2013/14
Capital			
External Interest Charge		65,613	58,313
Statutory Capital Charge To HRA		(31,180)	(25,911)
Use of capital receipts to fund PFI		(11,622)	(12,526)
Minimum Revenue Provision		35,831	39,631
		58,642	59,507
Managed Expenditure		58,642	59,507
Income - Charges			
Other Income		(50)	(50)
		(50)	(50)
Income - Other			
Interest and Dividends		(1,085)	(880)
		(1,085)	(880)
Managed Income		(1,135)	(930)
Net Managed Budget		57,507	58,577
Net Cost of Service		57,507	58,577

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Corporate & Democratic Core			
	£000	Budget 2012/13	Budget 2013/14
Internal Income			
Corporate & Democratic Core Chge To HRA		114	36
		114	36
Managed Income		114	36
Net Managed Budget		114	36
Central Recharges			
Corporate & Democratic Core Income		15,116	15,049
		15,116	15,049
Managed Outside the Service		15,116	15,049
Net Cost of Service		15,230	15,085

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Government Grants And Parish Precepts			
	£000	Budget 2012/13	Budget 2013/14
Income - Grants			
DCLG Grants		(15,321)	(15,354)
		(15,321)	(15,354)
Managed Income		(15,321)	(15,354)
Net Managed Budget		(15,321)	(15,354)
Net Cost of Service		(15,321)	(15,354)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Joint Committees And Other Bodies			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Other Pension Costs		415	416
		415	416
Agency Payments			
WY Joint Committees		1,864	1,854
WY Probation Service		44	6
WY Passenger Transport Executive		34,040	33,434
Flood Defence Levy		269	303
Coroners Service		1,253	1,260
		37,470	36,856
Managed Expenditure		37,885	37,272
Income - Charges			
Contributions		(28)	0
		(28)	0
Managed Income		(28)	0
Net Managed Budget		37,857	37,272
Accounting Adjustments			
IAS 19 Pensions Costs		(415)	(416)
		(415)	(416)
Managed Outside the Service		(415)	(416)
Net Cost of Service		37,442	36,856

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Management

Miscellaneous			
	£000	Budget 2012/13	Budget 2013/14
Employees			
Other Pension Costs		1,447	1,470
Other Employee Related Costs		0	10
		1,447	1,480
Supplies & Services			
Insurance		0	5
Professional Fees and Subscriptions		105	100
Grants And Contributions		298	298
Allowances		20	20
		422	423
Transport			
Travel Allowances		4	4
		4	4
Agency Payments			
Services Provided By Other Organisations		513	476
		513	476
Transfer Payments			
Land Drainage Levies		7	7
		7	7
Managed Expenditure		2,394	2,390
Income - Grants			
Government Grants		(125)	(125)
		(125)	(125)
Income - Charges			
Contributions		(1,049)	(1,048)
Other Income		(5)	(5)
		(1,054)	(1,053)
Managed Income		(1,179)	(1,178)
Net Managed Budget		1,214	1,212
Accounting Adjustments			
IAS 19 Pensions Costs		(1,447)	(1,470)
Capital Charges		188	401
		(1,259)	(1,069)
Central Recharges			
Corporate & Democratic Core Income		(107)	(107)
		(107)	(107)
Managed Outside the Service		(1,366)	(1,176)
Net Cost of Service		(152)	35

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Development

Corporate Insurance			
	£000	Budget 2012/13	Budget 2013/14
Supplies & Services			
IT/Telecommunications		0	8
Insurance		3,114	3,612
Other Hired And Contracted Services		1,057	857
		4,171	4,476
Internal Charges			
Managed Recharges Frm Other Directorates		5,314	5,351
		5,314	5,351
Appropriations			
Transfers To/From Earmarked Reserves		1,686	1,575
		1,686	1,575
Managed Expenditure		11,171	11,401
Internal Income			
Income From Other Directorates		(11,330)	(11,425)
		(11,330)	(11,425)
Income - Charges			
Other Income		0	(70)
Income Received From ALMOs		(117)	(178)
		(117)	(248)
Managed Income		(11,447)	(11,673)
Net Managed Budget		(277)	(271)
Central Recharges			
Central Recharges Expenditure		277	271
		277	271
Managed Outside the Service		277	271
Net Cost of Service		0	0