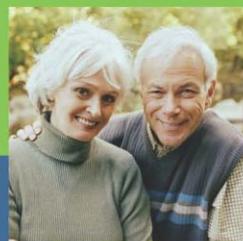


Budget Book



2012 - 2013

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Financial Strategy

Background

The Council's Financial Strategy is prepared annually, and now covers the three year period covered by the Comprehensive Spending Review. It links decisions on resource allocation with decisions on policy priorities, as set out in the Council's Corporate Strategy. A key element of the strategy is the recognition of the Council's challenging financial position over the medium term, following the publication of the Spending Review under which grants fell by 13.8% in 2011/12, and will fall by a further 9.2% in 2012/13, with further significant reductions expected in future years.

Gloucestershire has a growing and aging population and has also experienced a significant growth in the numbers of vulnerable children coming into care. This will significantly affect the demand for services. The Council needs to manage this demographic growth, whilst continuing to deliver high quality cost effective services across Gloucestershire.

The Financial Strategy addresses these challenges by taking its lead from the Council's strategic priorities, as set out in the Corporate Strategy, and from feedback from public consultation; with significant levels of additional resources being proposed for 2012/13, in relation to care of older and vulnerable adults, thereby protecting funding in this area.

The Council's Financial Strategy for 2012/13 to 2014/15 contributes particularly to the specific strategic goals of:

- Living within our means.
- Providing the basics.
- Helping communities help themselves.

The key elements of the Financial Strategy are:

1. Medium Term Financial Planning.
2. Management of Capital Resources.
3. Effective Management of Budgets.
4. Ensuring Good Practice and Probity.
5. Efficient and Effective Financial Administration.

1. Medium Term Financial Planning

- Maintain a budget strategy covering the four years of the Comprehensive Spending Review, related as appropriate to the Council Strategy, and other key documents of the Council.
- Ensure that the long-term level of revenue commitments does not exceed the long term funding that is likely to be available, including reasonable expected levels of grant settlements and Council Tax.
- Ensure integration of financial considerations into the Council's policy development processes.
- Maintain four-year budget projections of expenditure and income, whilst recognising the need to keep year-to-year flexibility in final resource allocation decisions.
- To ensure core budgets remain relevant, economic and fit for purpose.
- Maintain non-earmarked reserves at a level sufficient to ensure financial stability. The level is expected to be around 4% - 6% of net expenditure and determined by reference to an objective assessment of risk.
- To maintain an investment strategy for the Pension Fund, securing the long-term objectives of achieving a 100% funding level and maintaining a stable employers' contribution level.
- To ensure revenue and capital planning is appropriately integrated.

Financial Strategy

2. Management of Capital Resources

- Minimise borrowing and where possible repay existing debt.
- Use capital receipts from the sale of assets to repay debt, with a target being to repay 10%, i.e. around £44m.
- Maintain a Capital Strategy, which provides the basis for a five-year Capital Programme updated annually.
- Adopt a Public Private Partnership (PPP) approach, including the use of the Private Finance Initiative (PFI), where this provides best value for money for the Council.
- To ensure that all schemes included in the Capital Programme have been subject to an appraisal process.
- Adopt an Asset Management Plan for the Council's built estate, which avoids increased long-term costs resulting from delayed investment.
- To separate the decision on spending from the decision to dispose of an asset, except where statute or specific Council policy provides otherwise.
- Manage borrowing within prudential limits agreed by Council.
- Maximise use of borrowing approvals where linked to significant additional revenue support.
- Seek to maximise capital resources by developing capital schemes in conjunction with external partners where appropriate.
- Encourage "invest to save" approaches where applicable.

3. Effective Management of Budgets

- To allocate provision for inflation to services at the start of each financial year and require any excess inflation to be absorbed other than in exceptional circumstances.
- Devolve financial management to managers combined with appropriate financial training, provision of appropriate systems to generate management information and a framework of sound internal controls and accountability including Financial Regulations, Accounting Instructions, the Finance Manual and other procedures.
- Maintain rigorous budgeting and budget monitoring processes.
- Ensure firm application of cash limits, with no supplementary estimates, and the expectation that service directorates will ordinarily repay any overspends and carry forward a proportion of planned underspends.
- Maintain integrated accounting and budgeting systems and set a consistent overall financial framework across the Council.

4. Ensuring Good Practice and Probity

- Recognise the statutory and corporate roles of the Chief Financial Officer in ensuring lawful and financially prudent decision making through membership of the Corporate Management Team.
- To maintain an Audit Committee.
- To report internal audit's plan and key reports to the Audit Committee.
- To provide an annual internal audit assessment of corporate control and risk.

Financial Strategy

- Maintain and implement a Procurement Strategy which seeks best value in spending, bearing in mind that considerations of quality, risk, sustainability, environmental impact, local economic development and equalities may all be relevant in addition to price.
- To assist Services in obtaining maximum revenue resources for each service (e.g. through grant applications/bids, partnership development, income maximisation).
- To require the continuing identification of efficiencies by, inter alia, expecting budgets to absorb the annual cost of increments and other initiatives.
- To develop IT systems designed to enhance the provision of financial management information to users.
- To maintain and work with Service Area's to apply Financial Regulations and associated financial procedures in support of good practice in financial administration and corporate governance.
- Maintain an effective and efficient internal audit function, which works co-operatively with the Council's external auditor.
- Comply with the CIPFA Code of Practice for Treasury Management.
- Comply with accounting and audit standards contained in the relevant Code of Practice and CIPFA guidance.
- To maintain and develop a Risk Management Strategy including ensuring adequate insurance arrangements.

5. Efficient and Effective Financial Administration

- To work to achieve best practice in relationships with local contractors and suppliers, including payment of bills in line with Government prompt payment targets.
- To provide an emphasis on continuous improvement driven by a customer focus as the best way to deliver good financial services.
- To ensure all services to be available electronically in line with Government timescales, including moves towards employee self-service.
- To work towards transaction costs within the lowest 25% of costs among County Councils.
- To reduce the levels of Council sundry debt and to increase the speed of collection.
- Promote value for money within the Council.

The Strategy's effectiveness will need to be addressed through:

- The annual production of a four-year financial plan and five year Capital Programme.
- Setting and monitoring against key financial indicators.
- Monitoring the achievements against targets set out in Business Plans.
- Progress reports on key tasks.
- Effective use of resources, staff and budgets.
- Effectiveness of Finance service performance plans.
- Review of the Strategy on an annual basis.

Relationship with Other Strategies

The principles and priorities set out in the Financial Strategy are consistent with those set out in other relevant strategies.

Council Strategy

GLOUCESTERSHIRE COUNTY COUNCIL

Council Strategy and Budget 2012/13

Council Strategy

Following extensive consultation in April 2011, the Council launched a new Council Strategy and embarked on an ambitious four year programme of change. This programme was designed to transform the way the Council works by generating around £114m in savings, reducing management and other running costs and focussing our front-line services on protecting the most vulnerable people, supporting active communities and building a sustainable county. This was the Council's response to the significant financial challenges facing the public sector and our contribution to the coalition government's commitment to dramatically reducing the size of the nation's debt.

One year on, while the size of the challenge has not diminished, the Council is already making great progress towards the goals we set ourselves. We have already made £30m of savings in-year, have begun to generate some savings for future years, and plan to make a further £29m of savings in 2012/13. In areas like youth services, bus services and highways we are taking a radically different approach to the way that our services are provided by working with local communities, joining with partners, and by focussing on the things that matter most to local people.

The Council's Meeting the Challenge strategy is based on what local people told us via last year's "Let's Talk" campaign. People told us that caring for the most vulnerable was the Council's most important job. We have continued to protect the Adult Social Care budget for 2012/13. Through the consultation local people also agreed that the Council should support initiatives that support the local economy. As a result our strategy and budget for 2012/13 includes a package of measures that will be taken forward in partnership with local businesses to stimulate the economy.

There are four main themes in the Council Strategy and these set out where the Council plans to focus its budget and resources. These are:

- Getting our own house in order**

Every pound spent on running the Council is a pound that is not spent on front-line service. There is a cost associated with running any council but we will continue to minimise and reduce that cost. We will do everything we can to be as efficient as possible, reduce the Council's running costs, streamline management and get the best value out of our assets.

- Protecting vulnerable people**

Protecting vulnerable children, young people and adults is one of our most important areas of work. The area will account for a large proportion of our budget.

- Supporting active communities**

We want to help communities do more for themselves and give them more control over local services like schools, children's centres, libraries and youth centres.

- Building a sustainable county**

The Council is responsible for planning and delivering much of the infrastructure that keeps the county working and moving. We will prioritise those activities that keep the county up and running, that make Gloucestershire an attractive place to do business, and that directly protect the public from harm.

Council Strategy

Consultation

Last year, around 5,000 residents and stakeholders engaged in our "Let's Talk" campaign. There was a clear message that we should protect services for the most vulnerable people, with high levels of support for:

- Care of older people.
- Care for vulnerable adults.
- Child protection and care for vulnerable children.
- Fire and Rescue.
- Supporting thousands of voluntary carers.

However, when faced with the financial challenges we face, people recognised and understood the need to make tough choices.

This year, we went back to local people, community groups and voluntary organisations to consult on the particular issues facing adult social care provision. We also carried out detailed consultation with stakeholders where specific service changes are planned. These discussions reinforced the message that the Council should focus its resources on those in most need rather than spreading resources thinly.

We also asked people whether they thought that the Council should support initiatives to stimulate economic growth and create jobs within Gloucestershire. This idea received overwhelming support, and as a result this refreshed strategy includes a package of innovative measures that the Council will deliver in partnership with business and others.

Council Tax and Budget 2012/13

2012/13 is the second year running that we will be freezing Council Tax. The income foregone will be replaced by government grant, but only for 2012/13. In future years this will mean we will need to make savings to offset that income. The Council's Band D council tax is therefore £1,090.50.

The 2012/13 budget of £392.203m represents a reduction of £3.95m or 1% from last year's figures. Despite the reduction the budget contains:

- £9 million investment to meet costs of services to older people and vulnerable adults.
- £6.2 million to fund the 2012/13 revenue costs of the economic stimulus package.
- £5.6 million to cover for increased costs due to inflation.

In terms of efficiencies, the Council is expecting to make savings of £29.5 million in 2012/13, demonstrating the continued commitment to get the most out of funds available and minimise service reductions.

The total capital spend planned for 2012/13 is £76 million, £37 million on new capital schemes plus £39 million on existing capital schemes, with the majority of spend planned for schools and facilities for children (£33 million) and Highways and Infrastructure (£28 million). All of the new capital investment is being funded from developer contributions, grants and internal resources. There will be no additional borrowing to fund this investment.

Although outside of the capital programme and funded from revenue, the proposed budget also makes provision for the full year PFI contributions relating to the major scheme to build four new Fire Stations and a Life Skills Centre.

Revenue Budget

Presentation of the Budget

The following pages set out the Council's revenue expenditure and income budgets for 2012/13. Comparative figures are also shown for 2011/12.

A Capital Programme for the five years 2010/11 to 2014/15 is included.

Pay and Price Provision

Within each 2012/13 service budget there is a provision for a 1% increase relating to LGPS employers superannuation contributions. A 2% price inflation factor is included where there are contractual commitments. The budget does not allow for pay inflation, which is frozen at 2011/12 levels.

Medium Term Financial Plan (MTFP)

The MTFP is a strategic four-year plan which drives the Medium Term Financial Strategy. A summary of the plan is shown on page 7 'Summary of Net Expenditure'. More detailed MTFP information is included within each Services section.

To support the Council's planning process and inform financial decision making going forward, the Council has developed its MTFP planning process, under the Meeting the Challenge (MtC) process. This process provides a sound decision making procedure to ensure prioritisation of proposals against the Council Strategy. The improved process has been used to understand, assess and manage funding allocations in the context of significantly limited resources going forward.

The 2011/12 budget was the first to be formulated under the MtC initiative. The MtC programme was implemented to deliver £114 million of savings over the period 2011/12 to 2013/14. Monitoring of the 2011/12 budget shows that the Council is on target to successfully deliver this year's £36 million target, £30 million MtC and £6 million from the previous Building our Futures Programme. This is a major achievement since it is equivalent to a reduction of over 9% of the total budget, and is a positive start to the four year cost reduction plan.

Summary of Net Expenditure

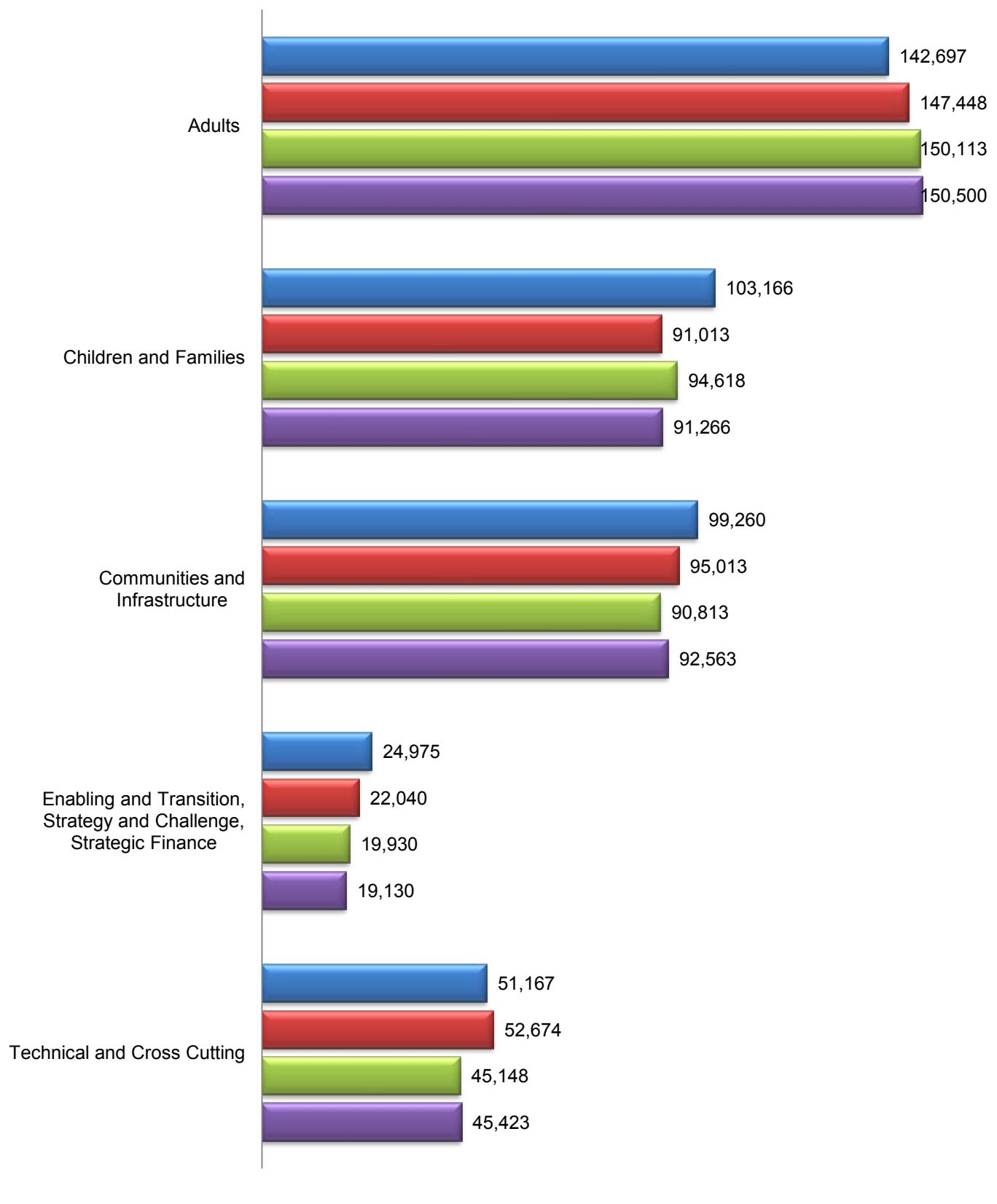
	Original Budget 2011/12	Original Budget 2012/13	Original Budget 2013/14	Original Budget 2014/15
Services	£'000	£'000	£'000	£'000
Adults	142,697	147,448	150,113	150,500
Children and Families	103,166	91,013	94,618	91,266
Communities and Infrastructure	99,260	95,013	90,813	92,563
Enabling and Transition, Strategy and Challenge, Strategic Finance	24,975	22,040	19,930	19,130
Corporate Recharges	(24,975)	(22,040)	(19,930)	(19,130)
Technical and Cross Cutting	51,167	52,674	45,148	45,423
Stimulus Package	-	6,200	-	-
	396,290	392,348	380,692	379,752
Contribution to/(from) reserves	-	-	-	-
Contribution to/(from) balances	1,224	1,224	1,224	1,224
NET EXPENDITURE	397,514	393,572	381,916	380,976
<i>Less:</i>				
Formula Grant	137,836	125,096	116,339	108,195
Local Support Services Grant	1,358	1,369	1,072	1,072
New Homes Bonus	-	1,212	1,000	500
NHS Funding to Support Social Care	6,770	6,503	6,503	6,503
Council Tax Freeze Grant	6,092	6,099	6,098	6,098
Council Tax Freeze Grant 2012/13	-	6,139	-	-
Collection Fund Surplus	1,516	1,593	412	570
TOTAL NET EXPENDITURE TO BE MET FROM PRECEPTS (Council Tax)	243,942	245,561	250,492	258,038

SUMMARY OF PRECEPTS AND BALANCES

General Fund Balance at 1st April	12,974	14,198	15,422	16,646
Precept Income	243,942	245,561	250,492	258,038
	256,916	259,759	265,914	274,684
<i>Less:</i>				
Net Expenditure/Reduction in Balances	242,718	244,337	249,268	256,814
General Fund Balance at 31st March	14,198	15,422	16,646	17,870

Figures after 2012/13 are estimates subject to change.

Comparison of Original Budgets



■ 2011/12 ■ 2012/13 ■ 2013/14 ■ 2014/15

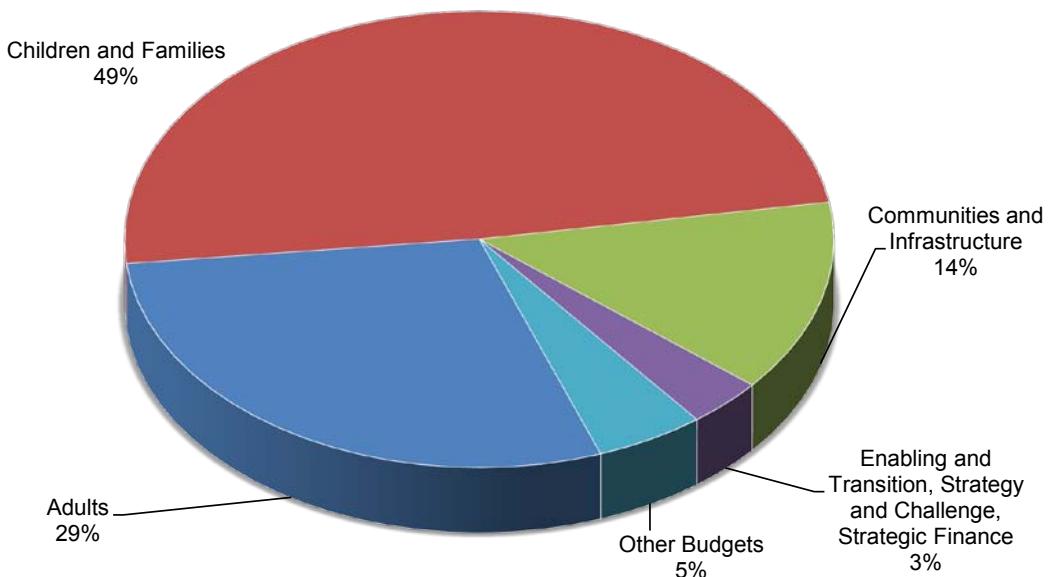
Projected Gross Expenditure, Income and Net Expenditure 2012/13

Services	Gross Expenditure £'000	Specific Grants £'000	Other Income £'000	Projected Net Expenditure £'000
Adults	223,217	(11,616)	(64,153)	147,448
Children and Families	380,204	(282,609)	(6,582)	91,013
Communities and Infrastructure	105,461	(1,212)	(9,236)	95,013
Enabling and Transition, Strategy and Challenge, Strategic Finance	26,721	-	(4,681)	22,040
Corporate Recharges	(22,040)	-	-	(22,040)
Technical and Cross Cutting	52,961	-	(287)	52,674
Stimulus Package	6,200	-	-	6,200
Contribution to Balances	1,224	-	-	1,224
TOTAL NET EXPENDITURE	773,948	(295,437)	(84,939)	393,572

Less:

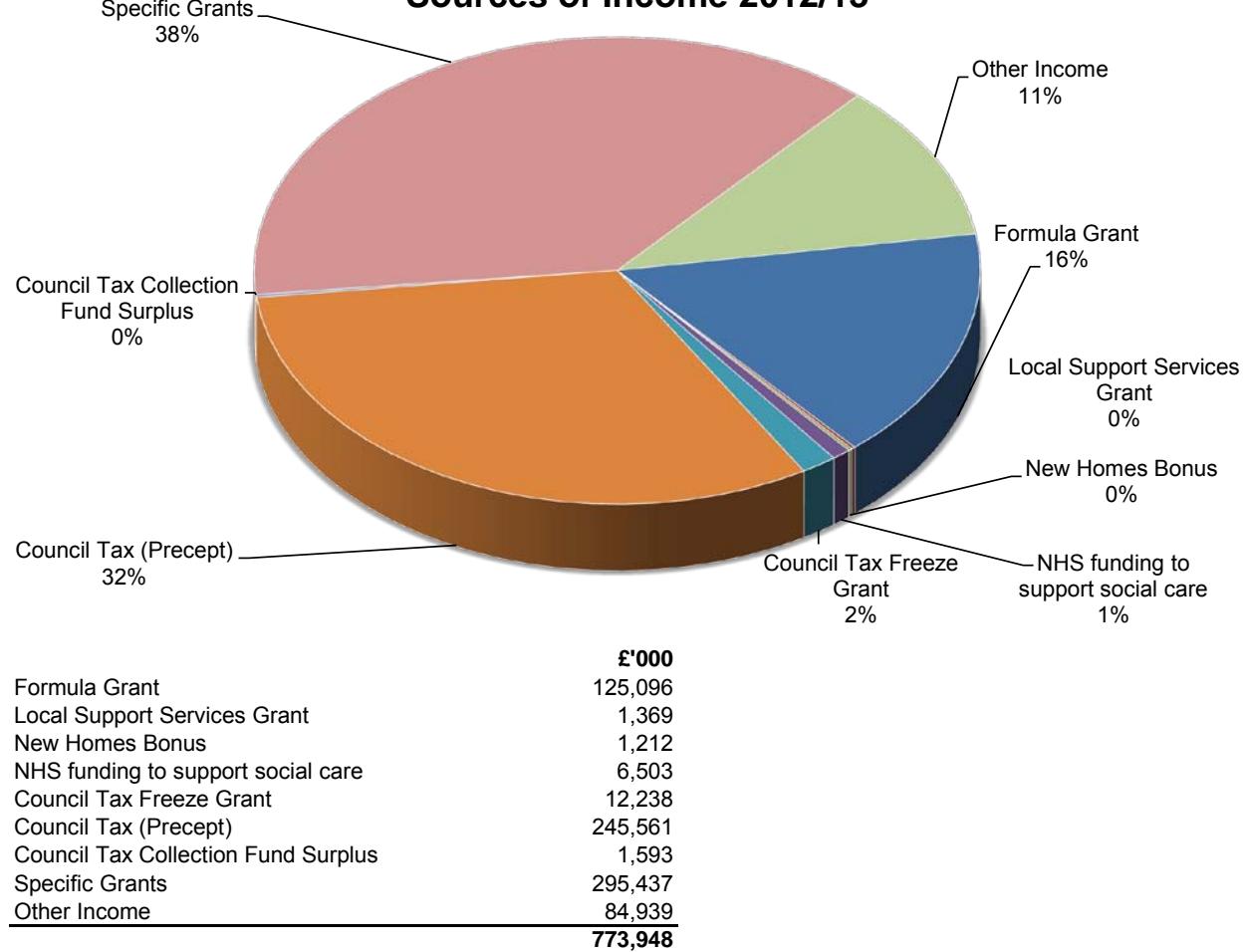
Formula Grant	125,096
Local Support Services Grant	1,369
New Homes Bonus	1,212
NHS Funding to Support Social Care	6,503
Council Tax Freeze Grant	12,238
Collection Fund Surplus	1,593
TOTAL NET EXPENDITURE TO BE MET FROM PRECEPTS (Council Tax)	245,561

Gross Expenditure



	£'000
Adults	223,217
Children and Families	380,204
Communities and Infrastructure	105,461
Enabling and Transition, Strategy and Challenge, Strategic Finance	26,721
Other Budgets	38,345
	773,948

Sources of Income 2012/13



Budgeted Net Expenditure 2012/13

Services	2011/12 Original Net Expenditure	2011/12 Approved Permanent Budget Transfers	2011/12 Corporate Budget Adjustments For MTFS	2011/12 Base Budget as Reported in 2011/12 MTFS	2012/13 Pay & Price Inflation	2012/13 Commitments / Growth	2012/13 Savings	2012/13 Approved MTFS Budget	2012/13 Corporate Budget Adjustments	2012/13 Local Support Services Grant	2012/13 Other Adjustments	2012/13 BUDGETED NET EXPENDITURE
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults	175,182	(32,485)	(8,205)	134,492	1,856	9,050	(10,790)	134,608	7,438	-	5,402	147,448
Children and Families	77,696	24,757	(9,475)	92,978	1,104	597	(6,680)	87,999	7,935	-	(4,921)	91,013
Communities and Infrastructure	93,210	5,424	(5,070)	93,564	998	1,190	(5,587)	90,165	4,735	469	(356)	95,013
Enabling and Transition, Strategy and Challenge and Strategic Finance	14,559	10,453	(38)	24,974	369	-	(2,527)	22,816	176	-	(952)	22,040
Corporate Recharges	(14,559)	-	14,559	-	-	-	-	-	(22,040)	-	-	(22,040)
Technical and Cross Cutting	48,845	(8,149)	8,229	48,925	1,287	2,859	(3,880)	49,191	1,756	900	827	52,674
Economic Stimulus	-	-	-	-	-	6,200	-	6,200	-	-	-	6,200
Contribution to Balances	1,224	-	-	1,224	-	-	-	1,224	-	-	-	1,224
TOTAL	396,157	-	-	396,157	5,614	19,896	(29,464)	392,203	-	1,369	-	393,572

Subjective Analysis of Expenditure 2012/13

	Adults	Children and Families	Communities and Infrastructure	Enabling and Transition	Strategy and Challenge	Strategic Finance	Technical and Cross Cutting	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employee Costs	31,835	225,381	32,997	10,192	4,427	5,209	1,466	311,507
Premises Costs	1,794	5,523	4,582	2,367	150	3	-	14,419
Transport Costs	1,351	16,890	1,324	45	15	33	590	20,248
Supplies & Services Costs	7,989	28,212	14,880	9,957	697	367	4,528	66,630
Third Party Payments	167,675	41,339	49,572	-	-	33	538	259,157
Transfer Payments	6,303	50	-	-	-	-	-	6,353
Support Services	6,685	8,257	3,149	(14,889)	(3,882)	(3,269)	4,376	427
Internal Transfers	(415)	42,232	(3,047)	(4,836)	(163)	(1,724)	596	32,643
Reserve Movement & General Fund	-	-	1,354	-	-	(51)	25,617	26,920
Depreciation & Impairment	-	-	-	-	-	-	-	-
Capital Financing Costs	-	-	430	-	-	-	22,674	23,104
Grant funded expenditure to be allocated	-	11,930	220	-	-	-	-	12,150
Schools Budget to be allocated	-	-	-	-	-	-	-	-
Total Gross Expenditure	223,217	379,814	105,461	2,836	1,244	601	60,385	773,558
Grant Income	(11,616)	(282,219)	(1,212)	-	-	-	-	(295,047)
Non Grant Income	(64,153)	(6,582)	(9,236)	(2,836)	(1,244)	(601)	(287)	(84,939)
Total Net Expenditure	147,448	91,013	95,013	-	-	-	60,098	393,572
National Non-Domestic Rates								(122,601)
Revenue Support Grant								(2,495)
NHS funding to support social care and benefit health								(6,503)
Council Tax Freeze Grant								(12,238)
Council Tax Collection Fund Surplus								(1,593)
Local Support Services Grant								(1,369)
New Homes Bonus								(1,212)
Net Expenditure to be met from Precepts								245,561

Subjective Analysis of Expenditure by SeRCOP 2012/13

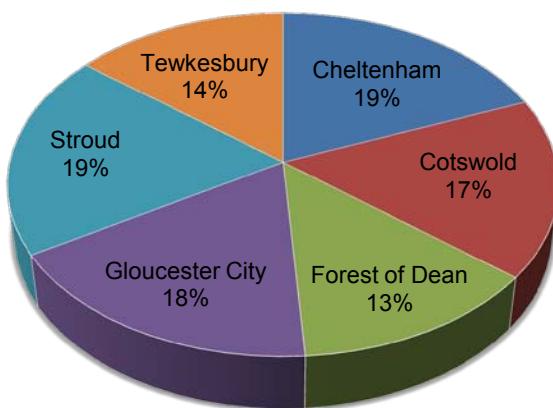
	Adult Social Care	Central Services	Childrens & Education Services	Cultural & Related Services	Environmental & Regulatory Services	Fire & Rescue Services	Highways & Transport Services	Housing Services	Planning Services	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employee Costs	30,796	23,013	225,927	4,053	2,083	15,311	8,726	72	1,526	311,507
Premises Costs	1,785	2,272	5,552	1,309	397	2,059	658	370	17	14,419
Transport Costs	1,348	732	16,903	134	49	676	357	8	41	20,248
Supplies & Services Costs	7,823	16,267	28,235	936	4,969	2,637	4,182	6	1,575	66,630
Third Party Payments	184,795	502	24,219	700	21,072	5	27,359	-	505	259,157
Transfer Payments	6,296	8	49	-	-	-	-	-	-	6,353
Support Services	6,685	(17,475)	8,257	1	171	428	2,360	-	-	427
Internal Transfers	(282)	(5,702)	41,621	(110)	39	45	(2,226)	-	(742)	32,643
Reserve Movement & General Fund	-	25,566	-	-	1,000	-	163	-	191	26,920
Depreciation & Impairment	-	-	-	-	-	-	-	-	-	-
Capital Financing Costs	-	22,674	-	-	500	-	(70)	-	-	23,104
Grant funded expenditure to be allocated	-	-	11,930	-	-	220	-	-	-	12,150
Schools Budget to be allocated	-	-	-	-	-	-	-	-	-	-
Total Gross Expenditure	239,246	67,857	362,693	7,023	30,280	21,381	41,509	456	3,113	773,558
Grant Income	(11,616)	-	(282,219)	-	(20)	(386)	(239)	-	(567)	(295,047)
Non Grant Income	(64,153)	(5,488)	(6,582)	(758)	(2,030)	(505)	(4,317)	(350)	(756)	(84,939)
Total Net Expenditure	163,477	62,369	73,892	6,265	28,230	20,490	36,953	106	1,790	393,572

Council Tax Information

The Council Tax set for the year 2012/13 is detailed as follows, together with an analysis of the Precepts on each District Council:

	£'000	£'000
Budget Requirement		393,572
<u>Less:</u>		
Formula Grant	125,096	
General Grants	21,322	
Collection Fund Surplus	1,593	
		<u>148,011</u>
Precept 2012/13		245,561

District Council Precepts



	£
Cheltenham	46,421,277
Cotswold	41,480,090
Forest of Dean	32,145,159
Gloucester City	43,001,807
Stroud	47,439,007
Tewkesbury	35,074,013
	245,561,353

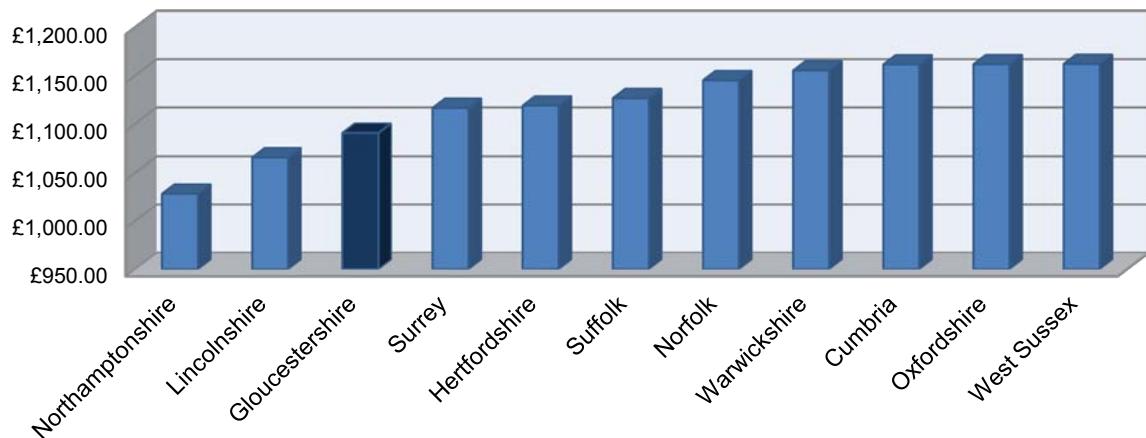
The Council Tax Bands are as follows:

Valuation Band	2011/12 £	2012/13 £
A	727.00	727.00
B	848.17	848.17
C	969.33	969.33
D	1,090.50	1,090.50
E	1,332.83	1,332.83
F	1,575.17	1,575.17
G	1,817.50	1,817.50
H	2,181.00	2,181.00

Council Tax Information

Council Tax Comparison 2012/13

Council Tax Band D



County	Council Tax Band D
Northamptonshire	£1,028.11
Lincolnshire	£1,065.69
Gloucestershire	£1,090.50
Surrey	£1,116.36
Hertfordshire	£1,118.83
Suffolk	£1,126.53
Norfolk	£1,145.07
Warwickshire	£1,155.25
Cumbria	£1,161.50
Oxfordshire	£1,161.71
West Sussex	£1,161.99

To ensure consistency only Councils that have combined Fire & Rescue Services have been chosen for comparison.

Formula Grant 2012/13

2012/13 is the second year of a two year settlement from Central Government. There have been significant changes to the way Formula Grant is calculated with many grants previously paid as specific grant now being rolled into Formula Grant. In addition for 2012/13 there is a top up element where an additional pot of money was available for distribution from Central Government.

The headline figures for Gloucestershire are:

Formula Grant	2011/12	£137.8m
	2012/13	£125.1m (-9.2%)

The Formula Grant is very complex, even more so than usual due to many grants merging, disappearing or being created. The settlement is worse than that predicted by the CSR, and resulted in a reduction to the original proposed budget.

The method to calculate the grant continues to be based on a four block model which consists of:

- 1 A relative needs allocation.
- 2 A reduction based in relative resources.
- 3 A central allocation based on a per head amount.
- 4 A system of floors and damping to ensure a minimum grant increase.

In addition there is an adjustment for grants rolled into Formula Grant.

For 2012/13 there is an additional adjustment as a result of the Council Tax Freeze Grant being rolled into Formula Grant. This is shown below the line in the table below to ensure figures are comparable. Council Tax Freeze Grant in 2011/12 was paid as a stand alone grant.

The allocations for Gloucestershire are set out below:

	2011/12	2012/13
	£m	£m
Relative Needs	129.796	121.430
Relative Resources	(71.664)	(64.906)
Central Allocation	62.587	56.743
Damping Adjustment	(1.952)	(6.926)
Grants rolled in using tailored distribution	19.069	18.701
Top Up	-	0.054
Formula Grant Before Council Tax Freeze Grant	137.836	125.096
Council Tax Freeze Rolled into Formula Grant	-	6.099
Formula Grant After Council Tax Freeze Grant	137.836	131.195

Summary of Staffing Levels

ESTIMATED STAFFING 2012/13

During 2011/12 a new operating model was adopted by the Council, which resulted in significant changes to the staffing numbers and the associated costs.

	Estimated FTE	Estimated Cost £'000
CHILDREN & YOUNG PEOPLE'S		
C & Y People	610.2	22,345
Commissioning & Partnerships	214.4	7,414
Executive	7.8	637
Learning & Development	248.4	9,778
Schools*	4,921.4	169,105
	6,002.2	209,279
COMMUNITY & ADULT CARE		
Care Provision	576.2	14,909
Commissioning & Performance	72.7	2,342
Executive	24.7	1,080
Libraries	143.4	3,941
Operations & Development	352.0	11,469
Operations & Development TCS	11.2	532
Support Services	45.2	1,105
	1,225.4	35,378
COMMUNITY SAFETY		
Fire & Rescue Service	555.8	12,840
Emergency Management Services	8.5	333
Coroners	10.5	428
Registration	27.2	785
Trading Standards	34.1	1,371
	636.1	15,757
ENVIRONMENT		
Executive	6.8	435
Traffic Management	193.1	7,176
WMPED	88.4	3,241
	288.3	10,852
BUSINESS MGMT & CESU		
Chief Executive Support Unit	63.3	2,813
Meeting The Challenge	8.6	504
Finance & Operations	156.6	5,929
Business Change	215.4	7,669
Legal Services & Democratic Support	63.9	2,537
Procurement	4.4	214
	512.2	19,666
TOTALS	8,664.2	290,932

* Figures include Foundation Schools and Children's Centres which were excluded prior to the 2011/12 Budget Book. Schools that don't use the Council payroll, Academies and proposed Academies have been excluded.

Adults

<u>SUMMARY OF SERVICES</u>	Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
Commissioning Director: Adults		
Lead Commissioner - Long Term Conditions	52,433	50,398
Lead Commissioner - Learning Disabilities	54,906	52,230
Lead Commissioner - Physical Disabilities	10,244	10,589
Lead Commissioner - Mental Health	6,315	6,484
Lead Commissioner - Use of Resources	24,322	22,880
Head of Safeguarding	2,576	2,579
Customer Services	1,532	1,543
Finance Manager	(3,907)	745
TOTAL NET EXPENDITURE	148,421	147,448

Adults

ANALYSIS OF 2011/12 TO 2012/13 BUDGETS

	£'000	£'000
2011/12 ORIGINAL BUDGET (Community & Adult Care Directorate)		175,182
1 ADJUSTMENTS		
Services Transferred from/(to) other Commissioning Areas		
Supporting People	(19,620)	
Lifelong Learning	(310)	
Libraries	(5,302)	
Equalities	(123)	
Performance & Need	(449)	
Information & Archives	(957)	
Corporate recharges (removal of old 2011/12 directorate figure)	(8,205)	
	<hr/>	
REALIGNED 2011/12 BASE BUDGET		<hr/> 140,216
Permanent virements between Directorates	(234)	
Superannuation Claw back	(258)	
Corporate recharges (new 2012/13 figure)	7,438	
	<hr/>	
	6,946	
	<hr/>	
	147,162	
2 INFLATION		
Pay and Price		1,856
<i>Add</i>		
3 APPROVED GROWTH		9,250
<i>Less</i>		
4 APPROVED SAVINGS		(10,820)
2012/13 BUDGETED NET EXPENDITURE		147,448

Adults

NOTES

3 APPROVED GROWTH	£'000
Older People and Adults with Physical Disabilities or Learning Difficulties	
Demand and demographic increases and the increasing needs of the individuals require additional funding	4,800
Older People and Vulnerable Adults	
Support seamless care for patients on discharge from hospital and reduce delays, prevent avoidable hospital readmissions and further co-ordinate post discharge activity	4,250
Mental Health	
Demographic increase and increased needs of vulnerable adults	200
	9,250
4 APPROVED SAVINGS	£'000
Improved Commissioning of Services	
Highlight good practice where interventions are working and re-negotiate contracts and/or re tender as a result	(4,750)
Controls and Service Redesign	
Service redesign due to increase in the number of people receiving a personal budget	(5,470)
Restructuring	
Joined up Council and NHS front line services to manage costs and overheads and remove boundaries for service users	(270)
Changes to Charging and Improved Debt Recovery Process	
Reduce Preventative Grant	
Mental Health	
Give people much more choice and control over the way that they are supported through personal budgets	(30)
	(10,820)

Adults

Performance Information

Introduction

Gloucestershire County Council has introduced a new operating model which includes an Outcomes Framework that sets out our intent and aspiration for local people. The three priority outcomes that most closely relate to adult social care and will be used to evaluate performance are:

- Vulnerable children and adults are safe from injury, exploitation and harm.
- People with a disability or limiting long-term illness live as independently as possible.
- People live healthy lives as free as possible from disability or limiting long-term illness.

We continue to increase the extent to which people have much more choice about the support they receive including, when possible, giving people direct control of the money we are providing. We recognise that, although we have made considerable progress, there is still some way to go before everyone who should have their own personal budget has one.

Over the coming years more service users will be able to make personal choices about how they use their personal budgets to meet their care needs. This process of change is already resulting in people moving away from traditional forms of support such as day centres and opting for community based activities and provision. We are responding to that by shifting resources away from traditional institutions, and into stimulating the market to provide innovative services and solutions that focus on integrating, community based activity.

We are promoting better working at a local level by creating multi-disciplinary teams integrated with partners that will facilitate closer working between different professionals and provide a more seamless service.

Performance

The Care Quality Commission (CQC) no longer assesses the Council's performance in relation to social care. We now produce our own self-assessment (called the Local Account) of how well we have delivered adult care services to the people of Gloucestershire. The first of these is shortly to be published and covers performance from March 2010 to December 2011. Amongst the activity and achievements highlighted in this Local Account are:

- In March 2012 the Gloucestershire Safeguarding Adults Board agreed the recommendations of a report outlining how we work with our partners to regulate, inspect and monitor the quality and standard of services in all residential care homes in Gloucestershire. Implementation of the recommendations through an action plan that has been agreed by our partners will help us to make sure that we have the right systems in place so that all relevant services and staff are properly accountable for good practice in residential care.
- In 2010/11 over 3,500 County Council and partner agency staff received safeguarding training. An additional 2000 staff have received training in the six months up to October 2011. The Board is also auditing practice to ensure that staff are following policies and procedures correctly.
- The Gloucestershire Deprivation of Liberties Safeguards (DoLS) service provides important protection against inappropriate limitation of the independence of vulnerable adults and provides protection for people who lack capacity to make important decisions in hospitals and care homes. Our DoLS service manages the application and decision process and also provides an information and advice service. The service has successfully raised awareness amongst partners to the extent that progress towards the target of 96 DoLS applications in 2011/12 is well on track.

Adults

Performance Information

- In 2010/11 the NHS invested £6 million in Gloucestershire into services to help people to maintain independence after leaving hospital and reduce unnecessary re-admission. We are using this money for areas such as Telecare and the Home from Hospital Scheme, expediting discharges from hospital by providing additional assessment placements as well as increasing our number of social work staff.
- Over the last couple of years we have made good progress in reducing the number of people who are delayed from being discharged from hospital. In October 2011, we were identified as one of the best performers in this area for acute hospitals. This has been achieved through effective joint working with our health partners.
- We have significantly reduced (by 35% since March 2011) the number of people waiting to be assessed although we know we still have inconsistent performance across the county.
- The Positive Caring Programme is a free series of learning and support sessions for carers. It is open to all adult carers in Gloucestershire whether they are looking after a relative, friend, neighbour or child with a disability. It has proved very successful with three quarters or more of carers surveyed saying that the programme had helped them as follows:
 - Improved health & emotional well-being.
 - Improved quality of life.
 - More involved in accessing and planning their service.
 - Increased choice & control over their life/life of those cared for.
 - Maintaining personal dignity and respect.
- We are working towards the Government's and also our aim of enabling all eligible service users to receive services through a Personal Budget. In December 2011, 35% of eligible service users were receiving services via a Personal Budget and 31.5% of eligible service users managed their own Personal Budget. We recognise that we have made slower progress in implementing Personal Budgets than we would have liked, however, we are working to ensure that as well as the full introduction of personal budgets, we embed true personalisation across our services.
- The latest national survey of carers in 2009/10 shows that we are in the top 20% of councils in terms of the proportion of carers who were either "extremely" or "very satisfied", with the support they received. For the extent to which carers are involved in discussions about the needs of those they care for, Gloucestershire was in the top 10%. However, the same survey showed that Gloucestershire carers were in the bottom 20% for 'quality of life'.

Plans and targets for the year ahead

Gloucestershire is currently restructuring as a 'Commissioning Council'. As part of that process we are developing Service Level Agreements for all our delivery areas that will include performance targets for 2012/13. Plans for 2012/13 include:

- Joining up Council and NHS front-line services through our partnership with Gloucestershire Care Services to reduce management costs and overheads and remove artificial boundaries for service users.
- Continuing to increase the number of people who receive personal budgets and are in charge of their own social care.
- Stimulating and developing community capacity, helping organisations and groups to develop the services that social care clients want to use their personal budgets to buy.
- Introducing fairer charging for those who can afford to pay and want to buy extra support.
- Driving down costs through smarter 'shopping', making more use of providers in the independent sector.

Adults

Performance Information

- Putting a bigger emphasis on helping older people back to independence and recovery, recognising that many can return to full independence following a relatively short period of support.
- Reduce the emphasis on traditional day centres. Where demand is already going down, we anticipate a number of centres will cease to be viable over the coming years, but we will make sure we fully involve users in all decisions about the future of their centre.
- Joining up with other councils to develop and deliver care models that better meet people's needs including the development of a wider range of housing options, allowing us to reduce the number of residential care places across the County.
- Helping people to stay active and healthy so that they can remain independent and enjoy a good quality of life into old age.
- Focusing on targeting funding for housing-based support on people rather than buildings and developing more flexible models of locality based support.

Adults

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>LEAD COMMISSIONER - LONG TERM CONDITIONS</u>						
Respite Care - Older People	1,184	-	1,184	1,191	-	1,191
Long Term Placements (External) OP	68,621	(39,757)	28,864	67,320	(40,187)	27,133
Care Packages Inc PBs (External) OP	19,084	-	19,084	18,759	(14)	18,745
Community Meals	862	(496)	366	862	(496)	366
OT S75	3,341	(606)	2,735	3,135	(373)	2,762
Village Agents	362	(162)	200	363	(162)	201
	<u>93,454</u>	<u>(41,021)</u>	<u>52,433</u>	<u>91,630</u>	<u>(41,232)</u>	<u>50,398</u>
<u>LEAD COMMISSIONER - LEARNING DISABILITIES</u>						
Assessment and Care Management (LD)	138	-	138	928	-	928
Enablement (LD)	-	-	-	748	-	748
Long Term Placements (Internal) LD	6,824	(715)	6,109	5,079	(124)	4,955
Respite Care (LD)	290	-	290	284	-	284
Long Term Placements (External) LD	22,909	(8,004)	14,905	30,913	(5,584)	25,329
Care Packages Inc PBs (External) LD	1,971	(206)	1,765	21,134	(2,913)	18,221
Other LD Budgets	43,321	(11,622)	31,699	5,411	(3,646)	1,765
	<u>75,453</u>	<u>(20,547)</u>	<u>54,906</u>	<u>64,497</u>	<u>(12,267)</u>	<u>52,230</u>
<u>LEAD COMMISSIONER - PHYSICAL DISABILITIES</u>						
Respite Care (PD)	82	-	82	83	-	83
Long Term Placements (External) PD	4,561	(1,210)	3,351	4,468	(1,210)	3,258
Care Packages Inc PBs (External) PD	6,811	-	6,811	7,248	-	7,248
	<u>11,454</u>	<u>(1,210)</u>	<u>10,244</u>	<u>11,799</u>	<u>(1,210)</u>	<u>10,589</u>
Balance Carried Forward (page total AD 7)	<u>180,361</u>	<u>(62,778)</u>	<u>117,583</u>	<u>167,926</u>	<u>(54,709)</u>	<u>113,217</u>

Adults

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total AD 7)	180,361	(62,778)	117,583	167,926	(54,709)	113,217
<u>LEAD COMMISSIONER - MENTAL HEALTH</u>						
SLA Mental Health	6,705	(390)	6,315	6,874	(390)	6,484
<u>LEAD COMMISSIONER - USE OF RESOURCES</u>						
Gloucestershire Care Services	23,002	(2,285)	20,717	21,889	(2,867)	19,022
Telecare and Community Equipment	2,335	(198)	2,137	2,521	(198)	2,323
FAB Team	463	-	463	467	-	467
Admin Finance	1,095	(90)	1,005	1,172	(104)	1,068
	26,895	(2,573)	24,322	26,049	(3,169)	22,880
<u>HEAD OF SAFEGUARDING</u>						
Safeguarding	817	-	817	825	-	825
Carers	1,767	(8)	1,759	1,762	(8)	1,754
	2,584	(8)	2,576	2,587	(8)	2,579
<u>CUSTOMER SERVICES</u>						
Head of Customer Services	1,532	-	1,532	1,543	-	1,543
	1,532	-	1,532	1,543	-	1,543
<u>FINANCE MANAGER</u>						
Corporate Overheads	8,205	-	8,205	7,438	-	7,438
Reablement and NHS Support for Social Care	3,173	-	3,173	7,423	-	7,423
Unallocated Budgets	2,620	-	2,620	920	-	920
Grant Income	-	(13,922)	(13,922)	-	(11,616)	(11,616)
Fairer Charging Income	-	(6,245)	(6,245)	-	(5,745)	(5,745)
Commissioning Function	2,394	(132)	2,262	2,457	(132)	2,325
	16,392	(20,299)	(3,907)	18,238	(17,493)	745
Total Adults	234,469	(86,048)	148,421	223,217	(75,769)	147,448

Adults

<u>GRANT INCOME SUMMARY</u>		Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
SPECIFIC GRANTS	Issued By		
Learning Disability & Health Reform Grant *	DH	(11,333)	(11,616)
		(11,333)	(11,616)

* 2012/13 is a provisional figure

Children & Families

<u>SUMMARY OF SERVICES</u>	Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
Commissioning Director: Children and Families		
CF Quality	1,713	1,785
Lead Commissioner Education & Skills	302,919	258,961
Lead Commissioner Families	57,769	58,019
Lead Commissioner Children's Health	25,004	21,323
Lead Commissioner Supporting People	19,761	17,120
Commissioning Function	15,819	16,024
Grants	(325,354)	(282,219)
TOTAL NET EXPENDITURE	97,631	91,013

Children & Families

ANALYSIS OF 2011/12 TO 2012/13 BUDGETS

	£'000	£'000
NON DEDICATED SCHOOLS GRANT		
2011/12 ORIGINAL BUDGET (Children & Young People Directorate)		77,696
1 ADJUSTMENTS		
Services Transferred from/(to) other Commissioning Areas		
Supporting People	19,620	
Lifelong Learning	310	
Corporate recharges (removal of old 2011/12 directorate figure)	(9,476)	
		<u>10,454</u>
REALIGNED 2011/12 BASE BUDGET		88,150
Permanent virements between Directorates	274	
Superannuation Claw back	(195)	
Corporate recharges (new 2012/13 figure)	7,933	
		<u>8,012</u>
		96,162
2 INFLATION		
Pay and Price		1,104
<i>Add</i>		
3 APPROVED GROWTH		397
<i>Less</i>		
4 APPROVED SAVINGS		(6,650)
2012/13 BUDGETED NET EXPENDITURE		91,013

Children & Families

NOTES

3 APPROVED GROWTH	£'000
NON DEDICATED SCHOOLS GRANT	
Access to incl. Home to School Transport	
Home to School Transport - super inflation and provision for appeals	397
	397
4 APPROVED SAVINGS	£'000
NON DEDICATED SCHOOLS GRANT	
Supporting People	
Reduction in reliance on accommodation-based services and more emphasis on providing support to employment, education, training and promotion of health and well being.	(2,500)
Young People's Support	
Complete redesign of Young People's Services resulting in savings from the change in focus and redesign of the service.	(1,600)
Right First Time	
Restructuring of the services, reducing the demand for high cost, high dependency services and improve the quality of practice and reducing additional work	(800)
School Improvement	
The service has restructured to focus on core statutory responsibilities, the need for swift intervention in schools of concern and targeting the narrowing of the gap in achievement for vulnerable children and young people.	(600)
Access to incl. Home to School Transport	
Reduction in the support to discretionary home to school transport on a phased basis	(300)
Recovery against Grants	
Mainstream savings released as grant funding is appropriately targeted against existing services	(600)
Lifelong Learning	
Scale back Lifelong Learning to concentrate the services on areas that attract external funding	(250)
	(6,650)

Children & Families

DEDICATED SCHOOLS GRANT

The Dedicated Schools Grant is ring fenced for schools and school related expenditure.

	£'000	£'000
Dedicated Schools Grant (DSG) 2011/12 (before academy recoupments)		377,803
<u>Commitments</u>		
Additional 25 special school places	450	
Provision for possible early years funding rate increase	525	
Carbon reduction commitment increase	10	
Primary September 2012 pupil increases	255	
	<hr/>	1,240
<u>Savings</u>		
Uncommitted 2011/12 DSG	(738)	
Unused early years growth funding	(525)	
School provision contingency released	(294)	
Demographic savings in mainstream school budgets	(727)	
	<hr/>	(2,284)
Application of -1.5% Minimum Funding Guarantee (MFG)		(5,204)
Headroom allocation to schools		5,595
ESTIMATED DSG 2012/13 (before academy recoupments)		377,150
Recoupment from DSG for academies (estimate using 2011/12 recoupment basis. Based on existing or announced planned conversions)		(132,073)
ESTIMATED DSG 2012/13 (after academy recoupments)		245,077

Children & Families

Performance Information

Strategic Aims

Our strategic aims are to:

- Ensure our children and young people thrive and reach their potential whilst support is provided for those who need it most.
- Provide effective, appropriate and timely interventions for vulnerable children and families.
- Involve service users in the design and delivery of interventions.

Performance

Improvements in Children's Safeguarding Services have been recognised by Ofsted in their latest inspection, who rated us as adequate overall with good capacity for improvement. Inspectors confirmed that all issues of concern raised in the November 2010 inspection have been addressed. Frontline staff across Social Care, Schools and Health are working effectively together to deliver better planning, support and care for children and families, particularly for those most in need of our help.

There was also recognition that we have the right resources, plans and leadership in place to sustain the progress we have already made.

It is clear that further improvement is needed in order to sustain and embed improving outcomes, particularly in strengthening partnership working in collectively taking responsibility for keeping children safe.

We need to make further progress in understanding and sharing information on equality and diversity issues, as well as building on the positive changes we have already made to managing the quality of our services.

We want to:

- Reduce the number of times families 'tell their story' to professionals.
- Support families as a whole with full regard to their individual needs.
- Reduce duplication and overlap of interventions.
- Make sure that all children have fair access to education places.
- Equip young people with the necessary skills to meet the economic challenges.
- Have cost effective interventions and cost avoidance strategies.

Priority Outcomes for 2012-13

Our priority outcomes for 2012-13 are set out in the new Children and Young People's Plan (2012-15), our Meeting the Challenge Programmes and the emerging Council's Strategic Commissioning Plan. Our priority is that vulnerable children and young people will:

- Enjoy the best start in life.
- Maximize their capabilities and have control over their own lives.
- Be safe from injury, exploitation and harm.

This means that the focus of our services is on improving outcomes for those CYP in Gloucestershire who are most vulnerable, in particular:

- CYP in need of safeguarding.
- CYP looked after and those leaving care.
- Children subject to the effects of poverty.
- Children living in challenging circumstances (including those children affected by domestic abuse; substance misuse, mental health issues, complex needs, those in chaotic families and young carers).
- CYP with Learning Difficulties and Disabilities.

Children & Families

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
CF QUALITY						
SLA Quality	1,840	(127)	1,713	1,871	(86)	1,785
LEAD COMMISSIONER EDUCATION & SKILLS						
SLA Schools	262,049	(1,911)	260,138	218,613	(2,661)	215,952
SLA SEN	10,146	(1,400)	8,746	10,108	(1,400)	8,708
SLA Improve Outcomes Vulnerable Children	9,416	-	9,416	9,569	-	9,569
SLA Improve Outcomes School & Academy	3,232	-	3,232	3,334	-	3,334
SLA Improve Outcomes Targ Int Schools	1,634	-	1,634	1,470	-	1,470
SLA Prov Gd Qual School Places Access	17,078	(538)	16,540	16,983	(456)	16,527
SLA Adult Education/Life Long Learning	3,213	-	3,213	4,201	(800)	3,401
	306,768	(3,849)	302,919	264,278	(5,317)	258,961
LEAD COMMISSIONER FAMILIES						
SLA Safeguarding	8,772	(17)	8,755	8,817	(25)	8,792
SLA Looked After Children	13,423	-	13,423	12,218	-	12,218
SLA Regulated Services	7,971	-	7,971	8,166	-	8,166
SLA Early Years	28,091	(471)	27,620	28,843	-	28,843
	58,257	(488)	57,769	58,044	(25)	58,019
LEAD COMMISSIONER CHILDREN'S HEALTH						
Child & Adolescent Mental Health	650	-	650	650	-	650
SLA Disabled Children & Young People	4,968	(137)	4,831	5,040	(342)	4,698
SLA Young People Support	15,731	(1,914)	13,817	10,637	(582)	10,055
SLA Localities Early Intervention	1,356	-	1,356	1,593	(96)	1,497
SLA Localities Coordination & Support	4,430	(80)	4,350	4,423	-	4,423
	27,135	(2,131)	25,004	22,343	(1,020)	21,323
Balance Carried Forward (page total C&F 6)	394,000	(6,595)	387,405	346,536	(6,448)	340,088

Children & Families

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total C&F 6)	394,000	(6,595)	387,405	346,536	(6,448)	340,088
<u>LEAD COMMISSIONER SUPPORTING PEOPLE</u>						
Supporting People	19,761	-	19,761	17,120	-	17,120
<u>COMMISSIONING FUNCTION</u>						
Commissioning Function	2,855	(52)	2,803	2,946	(52)	2,894
Commissioning Function Finance Manager	13,057	(41)	13,016	13,212	(82)	13,130
	15,912	(93)	15,819	16,158	(134)	16,024
<u>GRANTS</u>						
Grants (see Page C&F8 for breakdown)	-	(325,354)	(325,354)	-	(282,219)	(282,219)
	-	(325,354)	(325,354)	-	(282,219)	(282,219)
Total Children and Families	429,673	(332,042)	97,631	379,814	(288,801)	91,013

Children & Families

<u>GRANT INCOME SUMMARY</u>		Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
SPECIFIC GRANTS			
Early Intervention Grant	DfE	(19,617)	(21,033)
Youth Offending Teams Grant (Youth Justice Board)	HO	(808)	(808)
Children's Trust Grant	DfE	(67)	-
Young Apprenticeship Grant (YPLA)	DfE	(71)	-
16 - 19 Bursary Fund (YPLA)	DfE	(126)	-
Unaccompanied Asylum Seeking Children	HO	(1,115)	(600)
Payments by Results for Sure Start Children's Centres	DfE	-	(107)
Adult and Community Learning from Skills Funding Agency	SFA	(3,109)	(3,371)
		(24,913)	(25,919)
Pupil Premium Grant	DfE	(3,829)	(5,832)
Sixth Form Funding (Education Funding Agency) *	DfE	(11,371)	(5,391)
Dedicated Schools Grant (after Academy Recoupment) #	DfE	(285,241)	(245,077)
		(325,354)	(282,219)

* Reduction in EFA Sixth Form Funding due to Academy conversions

Dedicated Schools Grant in 2012-13 is shown Net of Estimated Academy Recoupment

Communities and Infrastructure

<u>SUMMARY OF SERVICES</u>	Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
Commissioning Director: Communities and Infrastructure		
Community and Infrastructure Commissioner	21,339	22,160
Community Infrastructure	20,668	18,629
Highways Asset/Traffic Management	24,277	22,530
Waste Management	24,190	24,061
Business Development	2,127	2,002
Strategic Infrastructure	2,073	2,030
Corporate Costs	4,128	3,601
TOTAL NET EXPENDITURE	98,802	95,013

Communities and Infrastructure

ANALYSIS OF 2011/12 TO 2012/13 BUDGETS

	£'000	£'000
2011/12 ORIGINAL BUDGET (Environment & Community Safety Directorates)		93,210
1 ADJUSTMENTS		
Services Transferred from/(to) other Commissioning Areas		
Libraries	5,302	
Equalities	123	
Corporate recharges (removal of old 2011/12 directorate figures)	<u>(5,070)</u>	
	355	
REALIGNED 2011/12 BASE BUDGET		93,565
Permanent virements between Directorates	(182)	
Superannuation Claw back	(174)	
Local Support Services Grant	468	
Corporate recharges (new 2012/13 figure)	<u>4,735</u>	
	4,847	
		98,412
2 INFLATION		
Pay and Price		998
<i>Add</i>		
3 APPROVED GROWTH		1,190
<i>Less</i>		
4 APPROVED SAVINGS		(5,587)
2012/13 BUDGETED NET EXPENDITURE		95,013

Communities and Infrastructure

NOTES

3 APPROVED GROWTH	£'000
Fire PFI Councils contribution towards the full year unitary charge for the new Fire Stations and Life Skills Centre project	600
Transport Investment required to cover the impact of inflationary pressures above the level agreed for prices in the MTFS	260
Coroners Running costs of the new mortuary and coroner's court	130
Libraries Additional investment under the new Libraries strategy	200
	1,190
4 APPROVED SAVINGS	£'000
Highways New Asset Management Plan agreed. Staff restructuring to focus on maintaining visible, front line services, and reduce back office costs. Continue the procurement process for a new highways maintenance contract.	(2,645)
Libraries Savings under the Libraries Strategy	(1,300)
Transport, Parking Full year effect of bus network redesign, and generation of additional income and efficiency savings through reviewing charges etc for parking.	(800)
Trading Standards Trading Standards re-structure and downsize	(440)
Economy & Environment Full year effect of reductions and restructuring in Planning and Economic Development. Redesign of the management of countryside and gypsy, traveller services	(220)
Registrars Expected efficiency reductions through premises reduction and increased	(102)
Community Safety Reductions within the Community Safety Team	(50)
Equalities Reviewing the role of the team and the support provided to external	(30)
	(5,587)

Communities and Infrastructure

Performance Information

Aims and priorities

The objectives for 2011/12 were set out in a new Outcomes framework in the 2011-14 Council Strategy Meeting the Challenge. These were:

Communities Outcome

People and communities are active and resilient, able to prevent accidents, injury, crime and respond to emergency, disaster and long term environmental change and can access education, training, work and essential services

- To launch “Highways - Your Way” - a Big Community Offer scheme giving towns, parishes and neighbourhoods the opportunity to take on delivery of some highways services such as snow wardens and grass cutting.
- To support communities to take more responsibility for road safety activities and education.

Planning, Economy and Environment Outcome

Gloucestershire and its communities are attractive places to live, work and invest, now and in the future

- To focus on essential repairs to our roads, including repairs to those roads that were worst affected by the severe winter weather.
- To complete the redesign of our passenger transport network with a focus on transport to work, school and essential public services such as hospitals and doctors.
- To continue our long-term recycling targets, reduce waste to landfill and to secure future reductions by selecting a final bidder for our residual waste disposal.
- To launch a new Local Enterprise Partnership to promote economic growth through an innovative economic stimulus programme.
- To reshape our planning department to focus on our statutory responsibilities.

Performance

Gloucestershire Highways (GH) performance is on track and the Big Community Offer ‘Highways – Your Way’ has been successfully launched, giving community groups the chance to add to the services they receive in their area. This winter has been milder than previous years, which has led to a more stable network condition, and public reports of potholes have reduced by 50% compared to last year, allowing more planned work such as patching to take place. The highways capital programme is also on track, but with a small forecast increase of £156k for the early delivery of structural maintenance works that were available at lower rates.

Our performance for minimising the number of people killed and seriously injured on the roads is on target, The National Speed Awareness Scheme has been very successful; there were over 8,000 attendees for these courses in 2011, creating a net under spend in Road Safety of £350k.

There was a smooth transition to the first stage of the new subsidised bus routes in November 2011. The redesigning of the bus network will deliver savings of £2m while making sure that people can still access essential services.

Communities and Infrastructure

Performance Information

The Council signed up to a Joint Waste Authority with Cheltenham Borough Council and Cotswold District Council, which will help us to progress towards our long-term recycling targets. Discussions are now being had with two remaining councils to understand when they can make a decision on joint working. The household recycling rate was slightly below target at 48.05%, although the amount of waste going to landfill has continued to decrease. Cabinet approved the selection of the preferred bidder for the residual waste project on 14th December.

An under spend of £36k is currently forecast in Planning & Development, mainly due to the unexpected availability of additional external funding for next generation broadband; this has released the Council's economic development resources that were previously assigned for this purpose. This Borders Broadband project is being led by Gloucestershire County Council with GFirst (Gloucestershire's Local Enterprise Partnership), Herefordshire Council and Government agency, Broadband Delivery UK (BDUK).

The Department for Transport (DfT) approved the Elmbridge Transport Major Scheme bid in December, which will attract £14.1m funding and will be project managed by the Council. Cabinet also approved that the Council will project manage the construction of the Cinderford Northern Quarter Spine Road on a phased approach, subject to the availability of funding.

Plans for 2012/13

The new Council Strategy approved in February 2012 includes the following aims and pledges for Environment:

Working with Communities:

- Support Communities to take more responsibility for road safety activities and education.

Supporting Business

- Secure the roll out of Next Generation Access Broadband by 2018, matching Government and private sector investment.
- Work with our Local Enterprise Partnership to address the infrastructure constraints to economic growth through the government's Growing Places Fund.
- Promote, and where appropriate lead, major transport infrastructure improvements, including the delivery of Cinderford Spine Road and the development of Elmbridge Park and Ride.

Roads:

- Focus on carrying out essential maintenance and repairing potholes, scaling back plans for road building and park-and-ride improvements.
- Concentrate on responding to problems reported by the public and local communities whilst reducing the amount spent on routine inspection of street lighting and road condition.

Parking:

- Reinvest parking revenue in passenger transport and roads, introducing new parking schemes and making savings through smarter procurement and reviewing charges.

Waste Management:

- Trust people to make the most of the new collection schemes being introduced by District Councils, integrating promotions and campaigns aimed at persuading the public to recycle more into our mainstream communications.

Renewable Energy:

- Move towards a carbon-neutral position across our estate by maximising income from the generation of renewable energy from our property assets.

Communities and Infrastructure

Performance Information

FIRE AND RESCUE SERVICE

Working together for a safer Gloucestershire.

Service Aims

- Firefighter Safety.
- Prevention.
- Protection.
- Emergency Response and Civil Protection.
- Good Management of the Service and Value for Money.

Performance

- Progressed the project to build 4 community fire stations for Gloucester and Cheltenham and a Life Skills Centre.
- Successfully integrated the Emergency Management Service into the Fire and Rescue Service.
- Agreed SLA's and provided Civil Protection support for 5 district councils.
- Deaths caused by fire in the County during 2011/12 were zero and injuries were within target as at January 2012.
- Created a leaner, more robust structure at headquarters to support the operations of the Service.
- According to CIPFA published statistics, Gloucestershire's Fire and Rescue Service costs residents a total of £34.03 per person per year or just 65p per week – the lowest of all comparable Fire and Rescue Authorities.

Plans and targets for the year ahead

- Implementing our Integrated Risk Management Plan 2012/15 including:
 - A review of specialist rescue appliances.
 - Changing crewing arrangements for our aerial appliances.
 - Improve our water rescue response to meet local, regional and national requirements for wide area flooding and water rescue incidents.
 - Improve how we carry out large animal rescues.
 - Implementing new challenging response targets.
- Opening the 4 new Community Fire Stations and Life Skills Centre project.
- Developing a Contingency Plan with LRF partners to provide support to motorists stranded on the Gloucestershire Road Network.

Communities and Infrastructure

Performance Information

TRADING STANDARDS

Service Aims

To ensure a fair, safe and healthy trading environment in Gloucestershire by undertaking appropriate activities to prevent trading practices which cause most consumer detriment and/or effect vulnerable consumers and which support Gloucestershire based businesses.

Performance

Current indicators set:-

- Number of business and consumer enquiries/requests received;
- Net cost per enquiry;
- Cost of service per 1000 population;
- Activities achieving positive outcome.

Plans and targets for the year ahead

Develop further intelligence led service delivery with our priorities being:

- Areas of most consumer detriment.
- Dealing with the most serious rogue traders.
- Protecting the most vulnerable.
- Helping legitimate traders to trade well.
- Tackling areas which compromise consumer safety.
- Managing the health and welfare of animal livestock.

Communities and Infrastructure

Performance Information

REGISTRATION SERVICE

Service Aims

- Carry out marriages, civil partnerships and other ceremonies.
- Register births, deaths, marriages, and civil partnerships.
- Provide citizenship ceremonies and award nationality certificates.
- Provide copy certificates for births, deaths, marriages, and civil partnerships.
- Provide a Nationality Checking Service.

Performance

National standards were introduced from April 2007. Gloucestershire Registration Service has performed well against the KPIs set by the General Register Office.

Plans and targets for the year ahead

- To achieve the Meeting the Challenge project to become self funding over the next three financial years.
- To continue to improve efficiencies through a review of service processes and service delivery options, such as reducing the premises costs and sharing services.
- To maximise income generation opportunities.
- To centralise all administrative functions into the Cheltenham Office.

CORONERS SERVICE

Service Aim

- To investigate any deaths which are violent, unnatural or for which the cause is unknown.

Performance

- There are currently no national performance indicators for this service, but the Ministry of Justice collects statistics on annual caseloads and the intervals between death occurring and the Coroner's involvement being concluded.

Plans and targets for the year ahead

- To put resources into reducing the backlog of inquest cases.
- To review and set local fees for services provided to the Coroner.
- To continue working with Department of Health, GNHSF Trust and PCT to pilot the new Death Certification process.

Communities and Infrastructure

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>COMMUNITY & INFRASTRUCTURE COMMISSIONER</u>						
Economic Development Unit	1,058	(1,831)	(773)	1,331	(578)	753
Development Management	1,486	-	1,486	1,456	(739)	717
Fire & Rescue	20,626	-	20,626	21,768	(1,078)	20,690
	<u>23,170</u>	<u>(1,831)</u>	<u>21,339</u>	<u>24,555</u>	<u>(2,395)</u>	<u>22,160</u>
<u>COMMUNITY INFRASTRUCTURE</u>						
Countryside Parks and Travellers	599	(414)	185	612	(433)	179
Transport	10,149	(129)	10,020	10,058	(349)	9,709
Regulatory Services	4,654	(1,518)	3,136	4,465	(1,739)	2,726
Community Safety	4,724	(691)	4,033	4,688	(1,186)	3,502
Libraries	5,518	(763)	4,755	4,747	(472)	4,275
Parking	235	(1,696)	(1,461)	208	(1,970)	(1,762)
	<u>25,879</u>	<u>(5,211)</u>	<u>20,668</u>	<u>24,778</u>	<u>(6,149)</u>	<u>18,629</u>
<u>HIGHWAYS ASSET/TRAFFIC MANAGEMENT</u>						
Glos Highways	22,982	(560)	22,422	21,324	(443)	20,881
PROW	963	(55)	908	892	(51)	841
Network and Traffic Management	1,561	(614)	947	1,422	(614)	808
	<u>25,506</u>	<u>(1,229)</u>	<u>24,277</u>	<u>23,638</u>	<u>(1,108)</u>	<u>22,530</u>
<u>WASTE MANAGEMENT</u>						
Recycling Credits	3,461	-	3,461	3,487	-	3,487
Household Recycling Centre Contract	3,074	-	3,074	3,756	-	3,756
Landfill and Other Disposal Contract	16,380	(663)	15,717	15,727	(758)	14,969
Waste Projects and Marketing	1,959	(21)	1,938	1,887	(38)	1,849
	<u>24,874</u>	<u>(684)</u>	<u>24,190</u>	<u>24,857</u>	<u>(796)</u>	<u>24,061</u>
Balance Carried Forward (page total C&I9)	<u>99,429</u>	<u>(8,955)</u>	<u>90,474</u>	<u>97,828</u>	<u>(10,448)</u>	<u>87,380</u>

Communities and Infrastructure

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total C&I9)	<u>99,429</u>	<u>(8,955)</u>	<u>90,474</u>	<u>97,828</u>	<u>(10,448)</u>	<u>87,380</u>
<u>BUSINESS DEVELOPMENT</u>						
Administration	<u>2,127</u>	<u>-</u>	<u>2,127</u>	<u>2,002</u>	<u>-</u>	<u>2,002</u>
<u>STRATEGIC INFRASTRUCTURE</u>						
Strategic Planning	983	(15)	968	883	-	883
Flood Alleviation	1,111	(6)	1,105	1,147	-	1,147
	<u>2,094</u>	<u>(21)</u>	<u>2,073</u>	<u>2,030</u>	<u>-</u>	<u>2,030</u>
<u>CORPORATE COSTS</u>						
Unallocated Budget	-	-	-	615	-	615
Corporate Control Budget	3,343	-	3,343	2,885	-	2,885
Planning Management	785	-	785	101	-	101
	<u>4,128</u>	<u>-</u>	<u>4,128</u>	<u>3,601</u>	<u>-</u>	<u>3,601</u>
Total Communities & Infrastructure	107,778	(8,976)	98,802	105,461	(10,448)	95,013

Communities and Infrastructure

		Original Budget 2011/12	Original Budget 2012/13
<u>GRANT INCOME SUMMARY</u>		£'000	£'000
SPECIFIC GRANTS	Issued By		
Cotswold Way	CCB	(3)	-
English Woodland Grant	FC	(4)	-
Offa's Dyke	NE	(2)	-
Lead Local Flood Authorities	DEFRA	(162)	-
Inshore Fisheries Conservation Authorities	DEFRA	(122)	-
New Dimension	CLG	(152)	(123)
Fire Control Room Grant	CLG	-	(100)
Community Safety Fund	HO	(502)	-
Community and Social Enterprise Facilitation Service	DEFRA	-	(137)
Accelerator	DEFRA	-	(219)
Growing Places Fund	DCLG	-	(114)
Forest Means Business	DEFRA	-	(97)
Firelink	CLG	-	(163)
Supporting Community Transport Funding	DfT	-	(239)
Marketing Promotions - Waste	DEFRA	-	(20)
		(947)	(1,212)

Enabling & Transition, Strategy & Challenge, Strategic Finance

	Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
<u>SUMMARY OF SERVICES</u>		
Strategy and Challenge (includes Executive Office)	2,452	3,882
Enabling and Transition	8,546	14,889
Strategic Finance	3,561	3,269
Recharges to Services and Corporate Costs	(14,559)	(22,040)
<u>TOTAL NET EXPENDITURE</u>		

Enabling & Transition, Strategy & Challenge, Strategic Finance

ANALYSIS OF 2011/12 TO 2012/13 BUDGETS

	£'000	£'000
2011/12 ORIGINAL BASE BUDGET (Chief Exec's and Business Management Directorate)		-
1 ADJUSTMENTS		
Services Transferred from/(to) other Commissioning Areas		
Performance & Need (from CACD)	449	
Information & Archives (from CACD)	958	
Corporate ICT (from T&C)	6,848	
Asset Management (from T&C)	1,302	
Corporate recharges (removal of old 2011/12 directorate figure)	<u>14,521</u>	
	24,078	
REALIGNED 2011/12 BASE BUDGET		<u>24,078</u>
Permanent virements between Directorates	113	
Superannuation Claw back	(169)	
Corporate Budgets	176	
Corporate recharges (new 2012/13 figure)	<u>(22,040)</u>	
	(21,920)	
	<u>2,158</u>	
2 INFLATION		
Pay and Price	369	
<i>Add</i>		
3 APPROVED GROWTH		
None	-	
<i>Less</i>		
4 APPROVED SAVINGS	(2,327)	
2012/13 BUDGETED NET EXPENDITURE		200

Enabling & Transition, Strategy & Challenge, Strategic Finance

NOTES

4 APPROVED SAVINGS	£'000	£'000
Strategy and Challenge		
Reduction in Support Services Costs		(200)
Enabling and Transition		
Occupational Health & Safety		
Full year effect of Management cost savings from merger of Occupational Health and the Health and Safety Units	(25)	
Human Resources		
Reduction in HR staff numbers and a reduction in bought in training and reductions in training staff numbers	(373)	
Procurement		
Securing higher rebates on corporate contracts, and working collaboratively with procurement managers to negotiate better terms	(250)	
Business Services Centre		
Staff savings, cost reductions and additional income	(162)	
ICT		
A redesign of the Council's existing ICT team by integrating with Capita SIS. This will bring a range of opportunities including cost reduction and better procurement	(1,227)	
		(2,037)
Strategic Finance		
Deletion of posts and reprioritisation of workloads for remaining staff	(290)	
		(2,327)

Enabling & Transition, Strategy & Challenge, Strategic Finance

Performance Information

Enabling & Transition/Strategic Finance

PURPOSE & FUNCTIONS

The Enabling and Transition and Strategic Finance service groups play an important role in directly contributing to and supporting other service areas to deliver the Council's corporate priorities. Whilst each service is a distinct functional area with its own strategic objectives, the approach is one of cross-functional working to enable informed decision-making.

Strategic Finance

The main aims of Strategic Finance are to ensure the Council's finances are being managed properly and to provide financial support and management for services across the Council. These services include financial planning, budgetary control, capital investment, pensions and insurance.

Within Finance, the Audit and Financial Standards section evaluates and regularly reports on the adequacy of the control systems in place to manage the Council's activities, recommending improvements where necessary. The main aim is to protect the assets, employees and reputation of the Council.

Risk Management

Risk Management is an "umbrella" discipline impacting on all areas of the Council's activities. To maximise the chances of success, Risk management needs to be structured and developed in a way that fits the culture of our organisation. It is essential that risks and opportunities of daily council activity are identified, assessed and addressed in a standard way. The Council seeks to manage risk pro-actively rather than shy away from it.

Human Resources (HR)

Successful organisations are those that value and recognise the contribution of their employees. Our People Strategy and service support provide clarity and focus to the development of people management policies and initiatives, making sure resources are directed towards developing staff to help them deliver corporate priorities.

Business Services Centre (BSC)

The BSC is the Council's shared service function which provides a range of transactional services such as payroll, recruitment, CRB checking, payments and income processing and temporary staffing. The aim is to deliver greater efficiency by removing unnecessary complexity and duplication and adopting best practice processes across support functions such as HR, finance and procurement.

Information and Communication Technology (ICT)

ICT provides a vital support service to all Council Service Areas without which front line and support services could not be delivered effectively or efficiently.

The use of ICT as a business tool is continuing to grow significantly within the Council and will become increasingly important as we look to make significant savings while protecting frontline services. Our ICT strategy has been developed to respond to the challenges we face and to address the council's overall aims and service objectives.

Enabling & Transition, Strategy & Challenge, Strategic Finance

Performance Information

Asset Management and Property Services (AMPS)

AMPS are responsible for the effective planning and management of our property assets for the benefit of the Council. At any given time AMPS are involved in upwards of over a thousand individual pieces of work across all service areas. The service's work provides both a strategic direction and context for the management of the Council's property estate as well as ensuring that day-to-day maintenance is carried out to support the delivery and quality of services.

AMPS are also responsible for managing the implementation of the capital programme and providing technical support to building users with delegated responsibilities.

Strategic Procurement

Improved strategic procurement is now acknowledged as being central to service delivery. The procurement strategy has successfully delivered several million pounds of savings across the council.

Legal Services

Legal Services has the overriding aim of facilitating lawfulness and good administration in everything that the Council does to discharge functions, and exercise powers responsibly and imaginatively, in the context of the developing statutory regime of the modernisation agenda for local government. Integral to this is the role of the monitoring officer.

The Democratic Services Unit (DSU)

The DSU is the key administrative function supporting elected members in the application of the Council's constitution in terms of effective, responsible, responsive and transparent decision-making and democratic representation.

Occupational Health and Safety (OHS)

This unit combines the Council's occupational health and health and safety functions. The health and safety role includes improving management systems and processes, providing advice and training and supporting the production and use of good management information to facilitate risk reduction and management. The unit also has an external statutory function in issuing, and monitoring compliance against, safety certificates for the larger sports grounds within Gloucestershire. The occupational health function provides a range of services including medical advice, counselling, physiotherapy, etc to support employee health and wellbeing.

PERFORMANCE

In previous external inspections the Council has been judged to be using its resources well with our approaches to risk management and value for money both highly rated. The services will work to continue this performance and monitor local performance indicators throughout the year.

PLANS & TARGETS FOR THE YEAR AHEAD

For 2012/13 the priorities are to continue to support good governance and financial administration within the context of supporting all the Council's services in delivering the extensive corporate change programme, Meeting the Challenge.

Enabling & Transition, Strategy & Challenge, Strategic Finance

Performance Information

Strategy & Challenge

PURPOSE & FUNCTIONS

The Strategy and Challenge function was established in March 2011 as part of the Council's new operating model. The success of the new operating model depends on us being clear about our role – what we are here to do, and for whom? Consequently there is a strong emphasis on challenge which drives the Council's improvement.

The key purpose of the Strategy & Challenge function is to provide a strong evidence base to inform commissioning and investment/disinvestment decisions. It combines research and performance, challenge, communications and engagement functions in order to inform decisions on whether or not the Council should meet those needs. The function has a measure of independence and the right to challenge existing provision and anticipated outcomes. It provides for the overall governance of change in the Council and supports the delivery of change programmes by managing and allocating resources. Strategy & Challenge also covers the Information Management and Archives Service.

The Director of Strategy and Challenge leads for the Council on the following areas of activity:

- Leading the development and delivery of an evidence-based approach to setting outcomes.
- Advising the Cabinet and the Commissioning Board on resource allocation through the effective use of demographic, performance and cost data.
- Supporting the commissioning process by providing robust information, evidence and analysis on local needs and demand.
- Leading the development of the Council's policy and strategic direction.
- Providing constructive challenge on the performance and effectiveness of current provision (internal and external).
- Responding to policy changes and new and emerging policies.
- Driving best practice locally.
- Reputation management and Communications.
- Customer Strategy/Fully Transactional Website.
- Information Governance and Security.

During 2012/13 the Strategy and Challenge function will work to achieve the following strategic objectives:

- **Challenge** - the Council is more effective as a result of challenging all that it does, based on robust evidence.
- **Customer** - the Council has robust plans based on a single view of its customers, local needs and performance.
- **Reputation** – the Council is known as an organisation that understands its customers and communities and provides good value, customer-focused.
- **Information** – this is a knowledge-based Council which manages its information assets effectively and safely.

Enabling & Transition, Strategy & Challenge, Strategic Finance

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>STRATEGY AND CHALLENGE</u>						
<u>Head of Performance and Need</u>	1,016	(233)	783	2,357	(1,062)	1,295
<u>Head of Communications and Engagement</u>						
Communication and Engagement	738	-	738	753	-	753
Design and Print	163	(40)	123	141	(30)	111
<u>Executive Support</u>	808		808	716	-	716
<u>Information Management and Archives</u>						
County Diocesan Archivist	-	-	-	799	(152)	647
Information Management	-	-	-	360	-	360
	2,725	(273)	2,452	5,126	(1,244)	3,882
<u>Less recharges to Services and Corporate Costs</u>			(2,452)			(3,882)
<u>NET EXPENDITURE</u>						
			-			-

Enabling & Transition, Strategy & Challenge, Strategic Finance

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>ENABLING AND TRANSITION</u>						
<u>Programme Support, Property, IT, Procurement, MtC</u>						
Strategic Procurement	336	(327)	9	268	(510)	(242)
Asset Management & Property Services	1,958	(361)	1,597	4,646	(1,698)	2,948
ICT	1,164	-	1,164	6,810	-	6,810
<u>People Services</u>						
Director: People Services	344	-	344	346	-	346
Business Services Centre	2,172	(939)	1,233	1,593	(480)	1,113
HR Operations & Manager	3,973	(480)	3,493	3,160	(45)	3,115
Occupational Health and Safety	395	(10)	385	446	(88)	358
<u>Law & Administration</u>						
Law & Administration	171	(237)	(66)	(77)	-	(77)
Democratic Services	407	(20)	387	403	(15)	388
<u>Unallocated</u>						
Director Business Management	-	-	-	130	-	130
	10,920	(2,374)	8,546	17,725	(2,836)	14,889
<u>Less recharges to Services and Corporate Costs</u>						
			(8,546)			(14,889)
<u>NET EXPENDITURE</u>						
						-

Enabling & Transition, Strategy & Challenge, Strategic Finance

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>STRATEGIC FINANCE</u>						
<u>Strategic Finance</u>						
Finance Operations	3,653	(37)	3,616	3,847	(524)	3,323
Insurance and Risk	(42)	-	(42)	(42)	-	(42)
Pensions	52	(52)	-	52	(52)	-
Schools Finance Traded	(13)	-	(13)	13	(25)	(12)
	3,650	(89)	3,561	3,870	(601)	3,269
Less recharges to Services and Corporate Costs			(3,561)			(3,269)
NET EXPENDITURE				-		-

Technical & Cross Cutting

<u>SUMMARY OF SERVICES</u>	Original Budget 2011/12 £'000	Original Budget 2012/13 £'000
Members and Elections	1,338	1,338
Flood Defence	318	318
County Council Contingencies	5,422	4,960
Capital Financing & Interest Credits	39,204	41,210
Corporate Costs	(4,637)	11,372
Control Accounts	-	900
Asset Management & Property Services	1,576	-
ICT	6,848	-
Contribution to Balances	(1,224)	(1,224)
TOTAL NET EXPENDITURE	48,845	58,874

Technical & Cross Cutting

ANALYSIS OF 2011/12 TO 2012/13 BUDGETS

	£'000	£'000
2011/12 ORIGINAL BUDGET (Technical & Corporate Directorate)		50,069
1 ADJUSTMENTS		
Services Transferred from/(to) other Commissioning Areas		
Corporate ICT Contract Costs	(6,848)	
Asset Management	(1,302)	
Corporate budget adjustments (old 2011/12 figure)	<u>8,229</u>	
		79
REALIGNED 2011/12 BASE BUDGET		50,148
Permanent virements between Directorates	31	
Superannuation Claw back	796	
Local Support Services Grant	900	
Corporate recharges (new 2012/13 figure)	<u>1,756</u>	
		3,483
		53,631
2 INFLATION		
Pay and Price		1,287
<i>Add</i>		
3 APPROVED GROWTH		9,060
<i>Less</i>		
4 APPROVED SAVINGS		(3,880)
2012/13 BUDGETED NET EXPENDITURE		60,098

Technical & Cross Cutting

NOTES

3 APPROVED GROWTH	£'000
Revenue contribution to the Capital Financing budget	
To provide additional funding to contribute towards the cost of repaying debt on maturity and/or funding new capital expenditure	2,860
Economic Stimulus Package	
Rural Broadband, Local Authority Mortgage Guarantee Scheme and Apprenticeships Funding	6,200
	9,060

4 APPROVED SAVINGS	£'000
Asset Disposals/Capital Financing	
Target capital receipts for 2012/13 are £8.5m. These will be used for debt repayment, which will result in £0.85m of revenue savings being generated in relation to MRP payments (annual repayments of principal) and interest payments.	(850)
Removal of Grants Contingency	
Deletion of the contingency following the rationalisation and/or deletion of the majority of the specific grants	(1,030)
New Organisational Structure	
Estimated year one savings (not already included in other savings proposals) from a new organisational structure	(1,000)
Rationalisation of Staff Benefits	
	(500)
Fully Transactional Website	
	(500)
	(3,880)

Technical & Cross Cutting

Performance Information

Service Aims

Technical and Cross Cutting Budgets cover a miscellany of corporate priority issues and other commitments which impact on the organisation as a whole.

Performance

Capital Financing

The major element of the Technical and Cross Cutting Budget is the Capital Financing Budget. This is the amount needed to support historic borrowing undertaken to fund the Capital Programme. The total of £41.4m consists of interest payments to the Public Works Loan Board and commercial banks together with provision for the repayment of loan principal. The Council's aim is to reduce the level of borrowing and where possible repay existing debt.

During the period 2011/12 to 2014/15 it is planned that capital receipts in the order of £44m will be generated. Target receipts for 2012/13 are £8.5m. These receipts will be used for debt redemption, which will result in £0.85m of revenue savings that will reduce both the principal and interest elements of this budget.

Corporate Costs

Corporate Budgets include members' expenses and election costs together with insurance costs, audit fees and other corporately controlled budgets awaiting allocation to Service Areas. There is also a credit budget for the recharges of central support cost.

Interest Credits

Interest Credits relate to the income generated from the investment of surplus cash on a daily basis. The adjustments relate to monies invested on behalf of third parties and credits to other Council revenue and capital accounts.

County Council Contingency Budgets

A budget of £11.2m exists to cover contingency budgets. This includes £6.2m for the first year of the Economic Stimulus Package, (two year initiative) to invest in rural broadband £4.7m (total scheme £7.5m), under write first time buyers under the Local Authority Mortgage Scheme £1m (total scheme £2m), and introduce a range of proposals to improve skills for economic growth centred on apprenticeships £0.5m (total scheme £1m).

Plans and targets for the year ahead

- Further refine and develop the co-ordination of the Medium Term Financial Strategy.
- To continually refine, monitor and control the Council's internal re-charging of corporate costs in accordance with best practice.
- Continue to provide advice and support in respect of new accounting standards, Whole Government Accounting returns and other new accounting challenges, including International Financial Reporting Standards (IFRS).
- Continue to refine the financial accounting processes to meet the challenges of producing final accounts within shorter timescales.

Technical & Cross Cutting

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<u>Members & Election Budgets</u>						
Elections	151	-	151	150	-	150
Members Allowances	1,023	-	1,023	1,023	-	1,023
DSU Members Budgets	164	-	164	165	-	165
	<u>1,338</u>	<u>-</u>	<u>1,338</u>	<u>1,338</u>	<u>-</u>	<u>1,338</u>
<u>Flood Defence</u>						
Flood Defence Levies	<u>318</u>	<u>-</u>	<u>318</u>	<u>318</u>	<u>-</u>	<u>318</u>
<u>County Council Contingencies</u>						
Pay and Price Provision	860	-	860	2,148	-	2,148
Other Contingencies	350	-	350	350	-	350
General Contingency	1,445	-	1,445	415	-	415
Financial Stability - Contribution to Council balances	1,224	-	1,224	1,224	-	1,224
Revenue Contribution to Service Expenditure	588	-	588	588	-	588
ICT Contingency	376	-	376	360	-	360
Structure Savings	79	-	79	(125)	-	(125)
New Operating Model Efficiencies/Savings	500	-	500	-	-	-
	<u>5,422</u>	<u>-</u>	<u>5,422</u>	<u>4,960</u>	<u>-</u>	<u>4,960</u>
<u>Capital Financing & Interest Credits</u>						
Capital Financing	39,358	-	39,358	41,367	-	41,367
Interest Credits & Adjustments	125	(279)	(154)	130	(287)	(157)
	<u>39,483</u>	<u>(279)</u>	<u>39,204</u>	<u>41,497</u>	<u>(287)</u>	<u>41,210</u>
Balance Carried Forward (page total T&CC 5)	<u>46,561</u>	<u>(279)</u>	<u>46,282</u>	<u>48,113</u>	<u>(287)</u>	<u>47,826</u>

Technical & Cross Cutting

	Original Budget 2011/12			Original Budget 2012/13		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total T&CC 5)	46,561	(279)	46,282	48,113	(287)	47,826
<u>Corporate Costs</u>						
Carbon Reduction	-	-	-	500	-	500
Central Support Recharges	(6,310)	-	(6,310)	4,017	-	4,017
Unison	94	-	94	94	-	94
Audit Fees	314	-	314	310	-	310
Insurance	577	-	577	529	-	529
Corporate Lease	103	-	103	103	-	103
Head of Public Health	69	-	69	69	-	69
Economic Package	-	-	-	6,200	-	6,200
Staff Benefit Saving	-	-	-	(450)	-	(450)
Repairs and Maintenance	516	-	516	-	-	-
	(4,637)	-	(4,637)	11,372	-	11,372
<u>Control Accounts</u>						
Local Support Services Grant	-	-	-	900	-	900
<u>Asset Management</u>						
	3,214	(1,638)	1,576	-	-	-
<u>Corporate ICT</u>						
	6,848	-	6,848	-	-	-
Less Contribution to Balances	(1,224)	-	(1,224)	(1,224)	-	(1,224)
Total Technical & Cross Cutting	50,762	(1,917)	48,845	59,161	(287)	58,874

Note: Although these budgets include staffing elements, the staffing numbers have been included within their host Directorates.

Capital Programme

Introduction

Capital Strategy

Gloucestershire County Council's capital strategy is an overarching strategy that supports business plans.

It reflects the vision of the County Council and aspirations of local people for service delivery and recognises the potential for others to contribute ideas and resources, through consultation with agencies, local businesses and voluntary organisations. It also determines the priorities between the various services and looks for opportunities for crosscutting and joined-up investment.

The capital budget strategy reflects the Council's priority of reducing long term debt. The capital programme for 2012/13 is mainly based on funding from capital grants together with developer and revenue contributions, avoiding the need for new borrowing.

Capital Expenditure

The capital programme provides investment in the county totalling £379 million over a five-year period from 2010/11 to 2014/15.

The main investment is on schools and facilities for children (£175 million) and Highways and Infrastructure (£166 million).

The new capital programme from 2012/13 is largely "capped" at the level of developer contributions and capital grants received, given that it is a Council priority to reduce the level of long term debt, and hence interest and capital repayments. Schemes in excess of this amount included within the new programme will be funded from other available finance sources, including the Capital Fund and by making revenue contributions to capital where possible, thereby avoiding the need for new borrowing.

The total capital spend planned for 2012/13 is £76 million, £37 million new capital spend plus £39 million existing capital schemes, with the majority of spend planned for schools and facilities for children (£33 million) and Highways and Infrastructure (£28 million).

Although outside of the capital programme and funded from revenue, the proposed budget also makes provision for the full year PFI contributions relating to the major scheme to build four new Fire Stations and a Life Skills Centre.

Capital Programme

MEDIUM TERM CAPITAL PROGRAMME 2010/11 to 2014/15

Strategic Capital Projects

Elmbridge Major Transport Scheme

Estimated cost: £14.6m
Funding: £14.6m DfT grant

Cinderford Spine Road

Estimated cost: £10.93m
Funding: £8.75m HCA & £2.18m external contribution

Growing Places

Estimated cost: £5.63m
Funding: £5.63m DfT grant

Rural Broadband

Estimated cost: £7.5m
Funding: £5.5m RCCO and £2m Capital Fund

New Road Maintenance 2012/13

Estimated cost: £13.85m
Funding: £13.85m Government grant

Post 16 SEN Provision

Estimated cost: £3.9m
Funding: £3.9m Government grant

Alderman Knight Special School

Estimated cost: £5.7m
Funding: £5.6m grant & £0.1m RCCO

Primary Capital Programme - Oakwood Primary School

Estimated cost: £7.2m
Funding: £7.2m Government grant

Capital Programme

MEDIUM TERM CAPITAL PROGRAMME 2010/11 to 2014/15

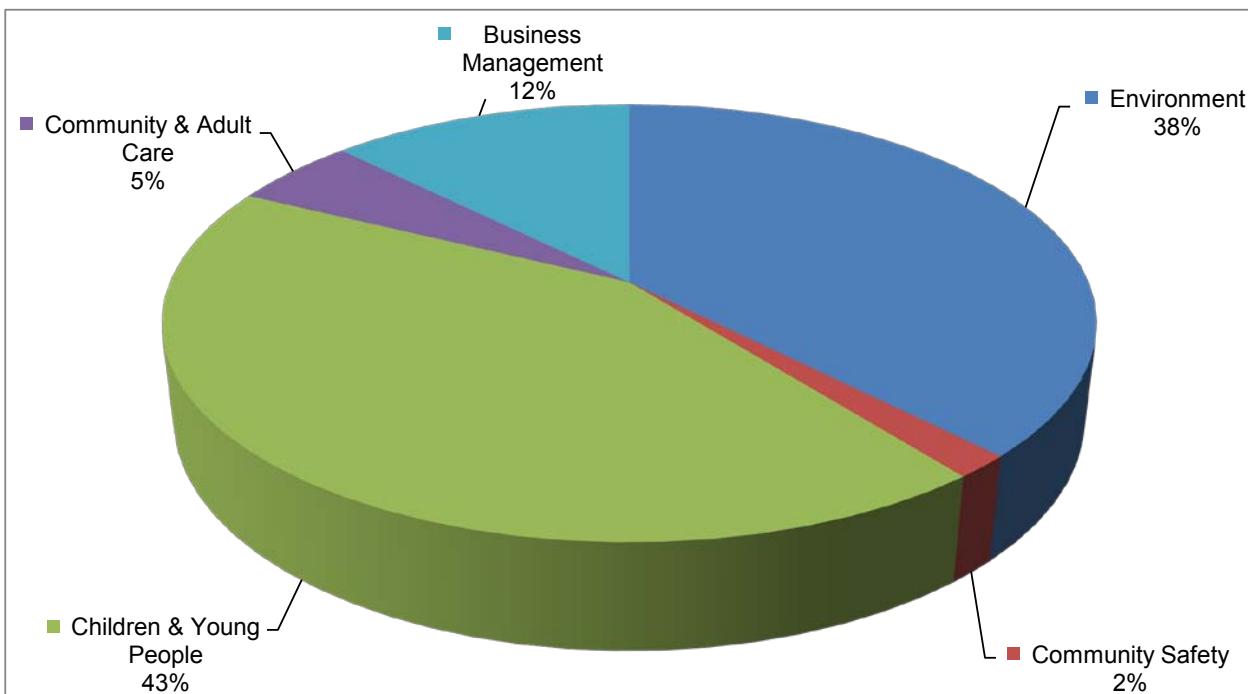
Capital Projects - Approval

1. The capital payments shown are the estimates of the gross payments which will result from all approved projects.
2. Schemes have been included in the programme following an appraisal and prioritisation process. In addition where the estimated cost of an individual scheme exceeds £500,000 it will be the subject of a detailed business case, based on whole life costing, before commencement.
3. The following page provides a graphical presentation of 2012/13 capital expenditure by service area and how this will be financed. The final page of this section provides a summary of capital payments and funding for the five year period covered by the Medium Term Capital Programme.
4. The estimated revenue costs of implementing the programme are included in the Medium Term Financial Strategy.

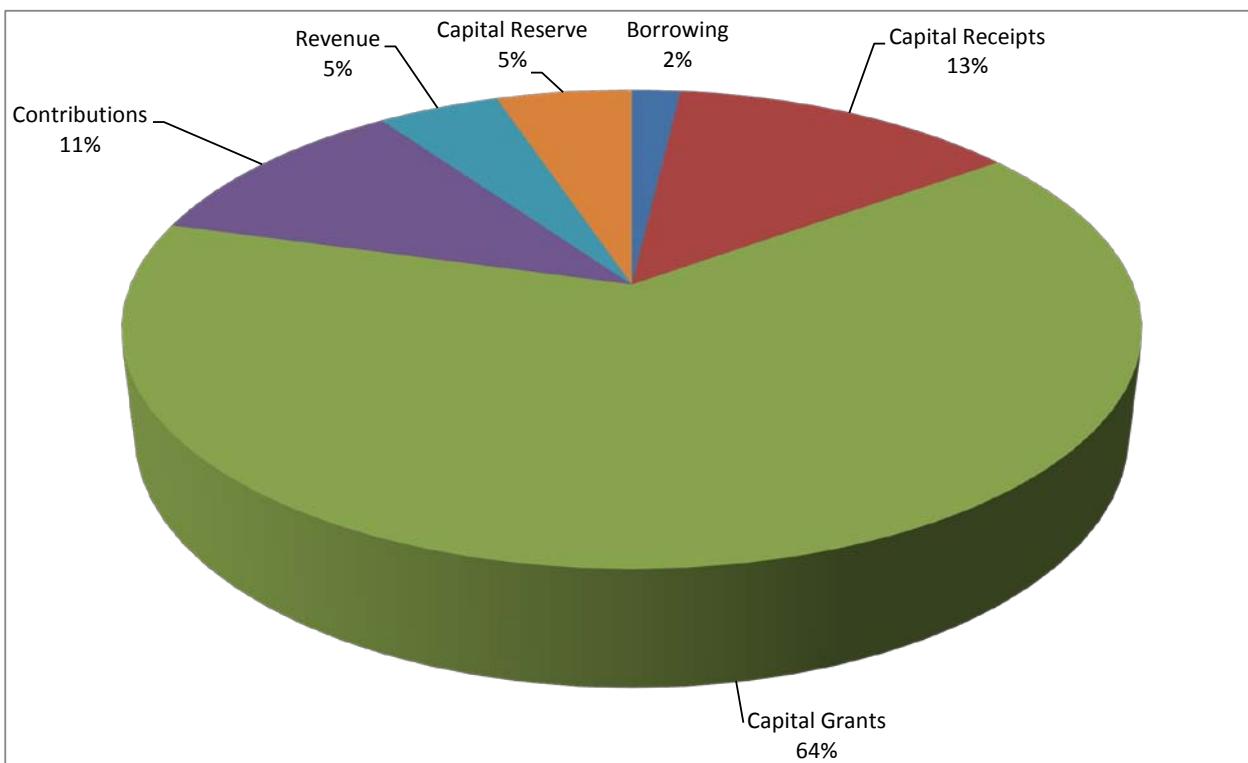
Capital Programme

The following charts show the main spending areas and sources of capital funding for 2012/13

CAPITAL PROGRAMME ALLOCATIONS 2012/13



CAPITAL PROGRAMME SOURCES OF FUNDING 2012/13



Capital Programme

The Prudential Code for Capital

In accordance with the Local Government Act 2003 the Council needs to comply with the “Prudential Code for Capital Finance in Local Authorities” (The Code).

Under the 2003 Act, councils have the freedom to determine the level of borrowing they wish to undertake to deliver their capital programmes.

The Code has been developed as a professional Code of Practice to support local authorities making these decisions. Regulations issued under the Act make compliance with the Code mandatory.

The objectives of the Code are:

- To ensure that capital investment plans are affordable, prudent and sustainable.
- To ensure treasury management decisions are taken in accordance with good professional practice.
- To be consistent with good local strategic planning, asset management planning and option appraisal.

To demonstrate that these objectives have been fulfilled the code sets out indicators that must be used and factors which must be taken into account.

In general terms the Council complies with the Code:

- By having medium term plans (Council Strategy, Revenue and Capital budgets).
- By having plans to achieve sound capital investment via the Capital Strategy, Project Appraisal and Asset Management Plans.
- By complying with the Treasury Management Code of Practice.
- By producing the indicators for affordability and prudence required by the Code.

Capital Programme

Details of the Prudential Indicators

as required under the CIPFA Prudential Code

1. Ratio of financing costs to net revenue stream

The ratio of financing costs to the Council's net revenue stream is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

	2011/12 Approved %	2011/12 Revised %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
Ratio	4.84	13.6	9.7	9.11	8.82

** note that the figure has increased as Area Based Grant has ended, and specific grants have now been excluded from this calculation.*

2. Capital Financing Requirement (CFR)

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

	2011/12 Approved £'000	2011/12 Revised £'000	2012/13 Estimate £'000	2013/14 Estimate £'000	2014/15 Estimate £'000
CFR	436,972	423,586	403,096	382,187	362,115

3. External Borrowing Limits - In respect of external debt local authorities are required to set.

Operational Boundary - The Operational Boundary links directly to the Council's estimates of CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worse case scenario but without additional headroom included within the Authorised Limit.

Authorised Limit - The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

	2011/12 Approved £'000	2011/12 Revised £'000	2012/13 Estimate £'000	2013/14 Estimate £'000	2014/15 Estimate £'000
Operational Boundary	487,760	485,000	495,000	495,000	495,000
Authorised Limit	517,760	515,000	525,000	525,000	525,000

4. Incremental impact of new capital investment decisions on the Council Tax

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme, with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

	2011/12 Approved £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £
For Band D Council Tax	0.04	0.12	0.04	-

Capital Programme 2010/11 to 2014/15

Scheme Name	Actual	Forecast						External Grant £'000	External Contrib £'000	Revenue Contrib £'000	Borrowing £'000	General £'000	Un supported £'000	Funding Total £'000
	Prior Years	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Forecast Total £'000							
Summary														
Community and Adult Care	21,879	4,283	2,250	3,921	334	-	10,788	3,624	448	271	2,311	2,017	2,117	10,788
Children & Young People	121,719	62,336	45,660	32,569	21,293	13,084	174,942	123,298	21,872	5,394	19,119	5,259	-	174,942
Community Safety	8,427	3,272	4,109	1,288	113	-	8,782	3,128	25	-	5,228	401	-	8,782
Environment	138,265	37,736	34,070	28,559	39,398	26,373	166,136	108,439	12,674	6,272	30,222	2,851	5,678	166,136
Business Management	20,625	4,165	3,772	9,508	1,330	173	18,948	6,318	-	3,150	(1,134)	10,614	-	18,948
	310,915	111,792	89,861	75,845	62,468	39,630	379,596	244,807	35,019	15,087	55,746	21,142	7,795	379,596
Community and Adult Care														
OSJ Estate Strategy	-	1,325	1,293	-	-	-	2,618	1,293	-	-	1,325	-	-	2,618
Adult Care - Locality Hub The Beeches	-	77	85	1,060	134	-	1,356	-	-	60	1,296	-	-	1,356
Stroud Learning Disability	2,046	869	75	5	-	-	949	496	-	-	30	-	423	949
Cathedral View LDCC	-	570	262	22	-	-	854	-	-	-	30	-	824	854
Gloucester Learning Disability	115	18	30	768	-	-	816	-	8	-	-	-	808	816
Lifelong learning - Playbuilder grant	530	511	1	-	-	-	512	512	-	-	-	-	512	
Adult Care & BM - Locality Hub Cheltenham	-	71	100	244	-	-	415	-	-	5	410	-	-	415
Library Self Service Terminals	258	273	198	-	-	-	471	-	-	120	351	-	-	471
Schemes under £300,000	18,930	569	206	408	200	-	1,383	-	349	86	(1,131)	2,017	62	1,383
	21,879	4,283	2,250	2,507	334	-	9,374	2,301	357	271	2,311	2,017	2,117	9,374
New Starts 2012/13														
Cirencester Library Stock, F&E	-	-	-	91	-	-	91	-	91	-	-	-	-	91
PSS Grant - £724k use against OSJ Estate Strategy	-	-	-	724	-	-	724	724	-	-	-	-	-	724
PSS Grant - £599k	-	-	-	599	-	-	599	599	-	-	-	-	-	599
	-	-	-	1,414	-	-	1,414	1,323	91	-	-	-	-	1,414
Community & Adult Care Total	21,879	4,283	2,250	3,921	334	-	10,788	3,624	448	271	2,311	2,017	2,117	10,788
Children and Young People														
Cheltenham Academy	4,000	18,112	3,552	337	-	-	22,001	21,601	-	-	400	-	-	22,001
St. Peters Primary, new school (PCP)	440	2,042	5,053	570	115	-	7,780	6,480	1,000	-	300	-	-	7,780
Oakwood Primary, new school (PCP)	488	5,219	1,934	177	-	-	7,330	5,536	1,794	-	-	-	-	7,330
Coopers Edge, new primary school	10	638	5,300	567	125	50	6,680	-	6,680	-	-	-	-	6,680
Language Immersion Centre	1,022	1,521	4,584	100	-	-	6,205	5,856	-	-	349	-	-	6,205
Alderman Knight, replacement school	-	48	1,650	3,602	400	-	5,700	5,642	-	58	-	-	-	5,700
Brockworth School, improve accommodation	-	-	1,200	2,586	160	-	3,946	-	3,946	-	-	-	-	3,946
Maidenhill School, refurbish main block	-	-	180	2,430	810	180	3,600	3,600	-	-	-	-	-	3,600
Severn Vale, new technology block	724	2,983	440	15	-	-	3,438	-	3,110	328	-	-	-	3,438
Heart Of The Forest Phase 2	2,238	2,601	80	507	-	-	3,188	667	-	-	2,521	-	-	3,188
St. James Primary, Chelt Primary Review	-	-	160	2,275	500	65	3,000	2,003	267	-	730	-	-	3,000
Swindon Village Primary, remodelling	-	58	2,200	658	54	-	2,970	27	-	143	2,800	-	-	2,970
Kings Stanley Primary, PCP scheme	390	2,346	271	70	-	-	2,687	2,641	-	41	5	-	-	2,687
Maidenhill Replace Classroom Blocks	609	2,038	117	40	-	-	2,195	-	-	-	2,195	-	-	2,195
Sandford, relocation	-	-	37	1,100	1,000	-	2,137	2,137	-	-	-	-	-	2,137
Cheltenham Academy, ICT provision	-	-	2,001	-	-	-	2,001	2,001	-	-	-	-	-	2,001
Early Years PVI Package Moss Constructio	322	1,809	-	-	-	-	1,809	1,809	-	-	-	-	-	1,809
Amberley Ridge, relocate day provision	-	-	400	300	900	-	1,600	1,600	-	-	-	-	-	1,600

Capital Programme 2010/11 to 2014/15

Scheme Name	Actual	Forecast						External Grant £'000	External Contrib £'000	Revenue Contrib £'000	Borrowing £'000	General £'000	Un supported £'000	Funding Total £'000
	Prior Years	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Forecast Total £'000							
Bournside School	78	1,302	232	-	-	-	1,534	200	29	45	1,260	-	-	1,534
Early Years PVI Package Speller Metcalfe	284	1,465	-	-	-	-	1,465	1,410	55	-	-	-	-	1,465
Early Years PVI Package EG Carter	268	1,399	-	-	-	-	1,399	1,399	-	-	-	-	-	1,399
Kitchens 09/10	338	1,108	198	-	-	-	1,306	1,225	-	-	81	-	-	1,306
Woodmancote Primary, expand to 2FE	-	-	-	1,306	-	-	1,306	-	1,306	-	-	-	-	1,306
Yorkley Primary, remodelling	-	28	743	487	32	-	1,290	35	-	198	1,057	-	-	1,290
ICT Harnessing Technology Grant 10/11	-	1,288	-	-	-	-	1,288	1,288	-	-	-	-	-	1,288
Tewkesbury School 03/04	30	36	1,161	32	-	-	1,229	461	385	280	103	-	-	1,229
Shrubberies, specialist classroom	-	-	100	700	400	-	1,200	1,200	-	-	-	-	-	1,200
Beaufort School 6th Form Block	2,704	854	100	107	-	-	1,061	926	-	135	-	-	-	1,061
Brockworth School, artificial turf pitch	-	1,004	3	35	-	-	1,042	57	985	-	-	-	-	1,042
Pupil Referral Service	-	21	229	750	-	-	1,000	-	-	-	1,000	-	-	1,000
Early Years Quality & Access 08/09	404	909	-	-	-	-	909	930	-	-	(21)	-	-	909
Rednock School 06/07	38,756	393	400	32	-	-	825	-	-	-	825	-	-	825
YPEP Carbon Programme - Tewkesbury School	84	773	37	-	-	-	810	810	-	-	-	-	-	810
Shrubberies, replacement classrooms	-	253	447	25	-	-	725	140	-	40	545	-	-	725
Locality Hubs	-	239	20	447	-	-	706	-	27	80	599	-	-	706
Coopers Edge Primary, FFE & ICT	-	-	25	300	300	75	700	200	500	-	-	-	-	700
AHDC Short Break Facilities	-	-	-	646	-	-	646	646	-	-	-	-	-	646
Heron Primary, remodelling	-	21	609	16	-	-	646	-	-	42	604	-	-	646
Contingency	-	-	-	602	-	-	602	-	-	-	602	-	-	602
Uplands Primary, remodelling	-	22	563	14	-	-	599	-	-	65	534	-	-	599
Energy/Carbon Reduction works	-	-	90	300	125	-	515	515	-	-	-	-	-	515
Cleeve School, MFL block (phase 3)	2	486	28	-	-	-	514	-	-	122	392	-	-	514
Bream Primary, replace temps	-	9	493	10	-	-	512	-	-	211	301	-	-	512
St. Peters, PVI Early Years	26	499	7	-	-	-	506	506	-	-	-	-	-	506
Cleeve School, flood resilience	46	487	15	-	-	-	502	502	-	-	-	-	-	502
Kingsway Childrens Centre (Phase 3)	48	498	-	-	-	-	498	498	-	-	-	-	-	498
Gloucester Academy, adaptations	-	479	12	-	-	-	491	150	-	20	321	-	-	491
Shurdington Primary, replace temps	14	391	80	-	-	-	471	102	-	61	308	-	-	471
Integrated Childrens System	-	191	260	19	-	-	470	-	-	-	470	-	-	470
Temporary buildings	-	-	26	-	-	-	26	26	-	-	-	-	-	26
Carn Woodfield PVI Early Years	26	392	-	-	-	-	392	373	19	-	-	-	-	392
Mitcheldean PVI Early Years	28	383	-	-	-	-	383	383	-	-	-	-	-	383
Woolaston PVI Early Years	36	381	-	-	-	-	381	381	-	-	-	-	-	381
Alderman Knight, refurb & extension	246	368	13	-	-	-	381	379	-	-	2	-	-	381
Crypt School KS3 Food Technology	-	375	-	-	-	-	375	300	-	-	75	-	-	375
Milestone, specialist classroom	-	-	56	185	130	-	371	296	-	75	-	-	-	371
Health & Safety 09/10	608	125	50	-	-	-	175	-	-	-	175	-	-	175
Oakwood Primary, equipment & ICT	-	-	364	-	-	-	364	364	-	-	-	-	-	364
Pates School KS3 Food Technology	-	345	-	-	-	-	345	345	-	-	-	-	-	345
Nailsworth PVI Early Years	50	337	-	-	-	-	337	337	-	-	-	-	-	337
Painswick Childrens Centre (Phase 3)	173	337	-	-	-	-	337	269	-	50	18	-	-	337
Dinglewell Junior Remodelling	-	-	329	-	-	-	329	147	-	182	-	-	-	329
14-19 Reforms in Rural areas	952	309	10	-	-	-	319	319	-	-	-	-	-	319
(A) New 12-13 schemes - Please see below	-	-	328	2,748	-	-	3,076	2,748	-	328	-	-	-	3,076
Sir Thomas Rich's KS3 Food Technology	-	-	309	-	-	-	309	300	-	-	9	-	-	309
Schemes under £300,000	66,275	5,105	9,473	2,655	33	(293)	16,973	9,456	469	1,470	319	5,259	-	16,973
	121,719	62,336	45,660	26,750	5,084	77	139,907	91,223	20,572	3,974	18,879	5,259	-	139,907

Capital Programme 2010/11 to 2014/15

Scheme Name	Actual Prior Years	Forecast						External Grant £'000	External Contrib £'000	Revenue Contrib £'000	Borrowing £'000	General £'000	Un supported £'000	Funding Total £'000
		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Forecast Total £'000							
New Starts 2012/13														
Various Sufficiency	-	-	-	800	-	-	800	800	-	-	-	-	-	800
Kingsway 2 - New Primary School	-	-	-	171	627	342	1,140	1,140	-	-	-	-	-	1,140
Sandford - Replacement School	-	-	-	165	606	331	1,102	1,102	-	-	-	-	-	1,102
The Shrubberies - New Post 16 Unit	-	-	-	797	-	-	797	797	-	-	-	-	-	797
The Shrubberies - Additional PMLD Provision	-	-	-	500	-	-	500	500	-	-	-	-	-	500
Post 16 SEN Provision	-	-	-	755	2,035	1,110	3,900	3,900	-	-	-	-	-	3,900
Capital Maintenance Various	-	-	-	3,520	-	-	3,520	2,300	-	1,220	-	-	-	3,520
Suitability Various - Schools to bid	-	-	-	1,500	700	-	2,200	2,000	-	200	-	-	-	2,200
Caretakers Properties Various	-	-	-	11	41	23	75	75	-	-	-	-	-	75
Temporary Buildings Projects	-	-	-	23	82	45	150	150	-	-	-	-	-	150
Security Various	-	-	-	25	-	-	25	25	-	-	-	-	-	25
Early Years Various	-	-	-	15	55	30	100	100	-	-	-	-	-	100
Re-site 5 Valleys PRU	-	-	-	38	137	75	250	250	-	-	-	-	-	250
Cirencester Area - Increase Primary Capacity	-	-	-	525	1,925	1,050	3,500	2,200	1,300	-	-	-	-	3,500
Project Development	-	-	-	50	-	-	50	50	-	-	-	-	-	50
(A) Schemes funded by 2011-12 please see above	-	-	-	(3,076)	-	-	(3,076)	(3,076)	-	-	-	-	-	(3,076)
	-	-	-	5,819	6,208	3,006	15,033	12,313	1,300	1,420	-	-	-	15,033
New Starts 2013/14														
Health & Safety	-	-	-	-	120	-	120	-	-	-	120	-	-	120
Grant funding (to be confirmed & allocated)	-	-	-	-	9,881	-	9,881	9,881	-	-	-	-	-	9,881
	-	-	-	-	10,001	-	10,001	9,881	-	-	120	-	-	10,001
New Starts 2014/15														
Health & Safety	-	-	-	-	-	120	120	-	-	-	120	-	-	120
Grant funding (to be confirmed & allocated)	-	-	-	-	-	9,881	9,881	9,881	-	-	-	-	-	9,881
	-	-	-	-	-	10,001	10,001	9,881	-	-	120	-	-	10,001
Children and Young People Total	121,719	62,336	45,660	32,569	21,293	13,084	174,942	123,298	21,872	5,394	19,119	5,259	-	174,942
Community Safety														
Coroners Court	-	1,544	2,073	90	113	-	3,820	-	-	-	3,820	-	-	3,820
Grant funding Fire 2011-12	-	-	1,189	-	-	-	1,189	1,189	-	-	-	-	-	1,189
Feasibility - Coroners Court	140	458	-	-	-	-	458	-	-	-	458	-	-	458
Fire Vehicles 09/10 (includes grant funding)	292	325	-	-	-	-	325	180	-	-	145	-	-	325
Schemes under £300,000	7,995	945	847	198	-	-	1,990	759	25	-	805	401	-	1,990
	8,427	3,272	4,109	288	113	-	7,782	2,128	25	-	5,228	401	-	7,782
New Starts 2012/13														
Grant funding Fire 2012-13	-	-	-	1,000	-	-	1,000	1,000	-	-	-	-	-	1,000
	-	-	-	1,000	-	-	1,000	1,000	-	-	-	-	-	1,000
Community Safety Total	8,427	3,272	4,109	1,288	113	-	8,782	3,128	25	-	5,228	401	-	8,782

Capital Programme 2010/11 to 2014/15

Scheme Name	Actual	Forecast						External Grant £'000	External Contrib £'000	Revenue Contrib £'000	Borrowing £'000	General £'000	Un supported £'000	Funding Total £'000
	Prior Years	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Forecast Total £'000							
Environment														
Minor Struct Maint Works From Revenue	4,131	1,875	2,265	-	-	-	4,140	-	-	-	4,140	-	-	4,140
Ghurc Link 1 - Quays To Southgate Street	1,014	4,057	-	-	-	-	4,057	3,021	1,036	-	-	-	-	4,057
Merrywalks Canal Bridge 07/08	578	1,874	201	-	-	-	2,075	-	160	-	1,915	-	-	2,075
Winter Damage 2011/12 Unallocated	-	-	1,908	-	-	-	1,908	1,908	-	-	-	-	-	1,908
SM NPN Unclassified Unallocated	-	-	1,788	-	-	-	1,788	1,788	-	-	-	-	-	1,788
A46 Coopers Hill Landslip (Part A)	325	1,408	297	43	-	-	1,748	1,748	-	-	-	-	-	1,748
Investment In Composting Facilities	7,823	681	430	567	-	-	1,678	-	-	-	-	-	1,678	1,678
SM NPN C Classified Unallocated	-	-	1,551	-	-	-	1,551	1,535	16	-	-	-	-	1,551
Smartcards	-	-	595	370	-	-	965	806	159	-	-	-	-	965
SM PRN A Roads Unallocated	-	-	955	-	-	-	955	955	-	-	-	-	-	955
Bigswier Bridge Painting	13	628	340	-	-	-	968	35	200	-	733	-	-	968
Kingshill South Footbridge	116	40	843	18	-	-	901	-	901	-	-	-	-	901
Traffic Signal LED Refit	356	619	227	44	-	-	890	-	-	-	890	-	-	890
Street Lighting - General	-	-	800	-	-	-	800	800	-	-	-	-	-	800
Salt Domes Cannop & Stroudwater	-	60	724	57	-	-	841	-	-	97	744	-	-	841
Avening Slip near Longford Mill (GCC)	17	206	505	6	-	-	717	159	-	-	558	-	-	717
Salt Domes - Cannop	-	3	597	-	-	-	600	600	-	-	-	-	-	600
SCRIM 2010/11 onwards	-	289	249	-	-	-	538	-	-	-	538	-	-	538
Flood & Water Management Act	-	-	-	533	-	-	533	-	533	-	-	-	-	533
Townham Viaduct - 1127	-	114	409	-	-	-	523	-	-	-	523	-	-	523
Asset Data Collection DFT funding	118	365	139	-	-	-	504	-	504	-	-	-	-	504
Newent Town Centre	6	211	197	54	-	-	462	-	318	-	144	-	-	462
A40 Improvements Over To Highnam	2,390	6	411	-	-	-	417	-	-	-	417	-	-	417
Capital Park & Ride Scheme	-	-	205	200	-	-	405	405	-	-	-	-	-	405
B4632 Weston/ Aston Sub Edge Chip Campd	127	388	-	-	-	-	388	-	-	-	388	-	-	388
Depots/Salt Barns at Moreton	1,007	300	82	-	-	-	382	-	-	-	382	-	-	382
SM NPN B Classified Unallocated	-	-	364	-	-	-	364	364	-	-	-	-	-	364
Signals Upgrade Cole Avenue	-	209	117	-	-	-	326	-	-	-	326	-	-	326
High Street Tewkesbury	79	18	163	127	-	-	308	-	122	-	186	-	-	308
Cinderford Bridge Junction	-	2	280	20	-	-	302	-	2	-	300	-	-	302
Brockworth Area Traffic Management	88	292	8	-	-	-	300	-	300	-	-	-	-	300
Cambridge to Claypits (& Slimbridge Rbt)	-	-	-	300	-	-	300	-	251	-	49	-	-	300
Schemes under £300,000	120,077	24,091	17,420	2,378	54	-	43,943	14,934	5,994	175	17,989	851	4,000	43,943
	138,265	37,736	34,070	4,717	54	-	76,577	29,058	10,496	272	30,222	851	5,678	76,577
New Starts 2012/13														
INTEGRATED TRANSPORT														
Large and Miscellaneous Schemes	-	-	-	654	-	-	654	654	-	-	-	-	-	654
Safety	-	-	-	500	-	-	500	500	-	-	-	-	-	500
Community	-	-	-	300	-	-	300	300	-	-	-	-	-	300
STRUCTURAL MAINTENANCE														
Minor Works	-	-	-	3,600	-	-	3,600	3,600	-	-	-	-	-	3,600
Principal Roads [CLASS A]	-	-	-	1,850	-	-	1,850	1,850	-	-	-	-	-	1,850
Classified Roads [CLASS B]	-	-	-	1,100	-	-	1,100	1,100	-	-	-	-	-	1,100
Classified Roads [CLASS 3]	-	-	-	3,750	-	-	3,750	3,750	-	-	-	-	-	3,750
Unclassified Roads [CLASS 4 and less]	-	-	-	3,550	-	-	3,550	3,550	-	-	-	-	-	3,550
Footways	-	-	-	700	-	-	700	700	-	-	-	-	-	700

Capital Programme 2010/11 to 2014/15

Scheme Name	Actual Prior Years	Forecast						External Grant £'000	External Contrib £'000	Revenue Contrib £'000	Borrowing £'000	General £'000	Un supported £'000	Funding Total £'000
		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Forecast Total £'000							
SCRIM	-	-	-	250	-	-	250	250	-	-	-	-	-	250
Recycling	-	-	-	70	-	-	70	70	-	-	-	-	-	70
Data collection	-	-	-	60	-	-	60	60	-	-	-	-	-	60
Processing Hazardous Material	-	-	-	30	-	-	30	30	-	-	-	-	-	30
Advanced design / coring	-	-	-	200	-	-	200	200	-	-	-	-	-	200
Bridges	-	-	-	1,100	-	-	1,100	1,100	-	-	-	-	-	1,100
Lighting	-	-	-	800	-	-	800	800	-	-	-	-	-	800
drainage	-	-	-	500	-	-	500	-	-	500	-	-	-	500
signals	-	-	-	370	-	-	370	370	-	-	-	-	-	370
Rural Broadband	-	-	-	4,500	3,000	-	7,500	-	-	5,500	-	2,000	-	7,500
To be allocated after further discussions	-	-	-	(42)	-	-	(42)	(42)	-	-	-	-	-	(42)
	-	-	-	23,842	3,000	-	26,842	18,842	-	6,000	-	2,000	-	26,842
New Starts 2013/14														
Highways Block Maintenance Grant - Indicative	-	-	-	-	14,474	-	14,474	14,474	-	-	-	-	-	14,474
Cinderford Link Road	-	-	-	-	3,628	7,300	10,928	8,750	2,178	-	-	-	-	10,928
Elmbridge Major Transport Scheme - Construction	-	-	-	-	14,600	-	14,600	14,600	-	-	-	-	-	14,600
Integrated Transport Grant - Indicative	-	-	-	-	3,642	-	3,642	3,642	-	-	-	-	-	3,642
	-	-	-	-	36,344	7,300	43,644	41,466	2,178	-	-	-	-	43,644
New Starts 2014/15														
Highways Block Maintenance Grant - Indicative	-	-	-	-	-	13,952	13,952	13,952	-	-	-	-	-	13,952
Integrated Transport Grant - Indicative	-	-	-	-	-	5,121	5,121	5,121	-	-	-	-	-	5,121
	-	-	-	-	-	-	19,073	19,073	-	-	-	-	-	19,073
Environment Total	138,265	37,736	34,070	28,559	39,398	26,373	166,136	108,439	12,674	6,272	30,222	2,851	5,678	166,136
Business Management														
New Capital Maintenance Strategy/Health & Safety	845	77	368	800	-	-	1,245	-	-	-	1,245	-	-	1,245
Health & Safety 2011-12	-	-	-	90	-	-	90	-	-	-	90	-	-	90
Various Carbon Reduction Schemes	-	34	276	360	-	-	670	-	-	-	670	-	-	670
Service Integration Programme	-	206	457	-	-	-	663	663	-	-	-	-	-	663
ICT Strategy	-	181	3	444	-	-	628	-	-	-	628	-	-	628
Health & Safety Maintenance	-	53	150	670	-	-	873	-	-	-	873	-	-	873
Accommodation	-	108	60	241	-	-	409	-	-	-	409	-	-	409
Improving Customer Access	-	-	80	100	220	-	400	-	-	-	400	-	-	400
Rural Nitrate Farms Programme	-	21	250	65	-	-	336	-	-	-	336	-	-	336
Community Asset Transfer	-	-	100	-	-	-	100	-	-	-	100	-	-	100
Growing Places	-	-	1,000	4,638	-	-	5,638	5,638	-	-	-	-	-	5,638
ICT - Thin Client Technology	-	-	-	250	-	-	250	-	-	-	250	-	-	250
Schemes under £300,000	19,780	3,485	1,028	850	110	173	5,646	17	-	3,150	(6,135)	8,614	-	5,646
	20,625	4,165	3,772	8,508	330	173	16,948	6,318	-	3,150	(1,134)	8,614	-	16,948
New Starts 2012/13														
Local Authority Mortgage Scheme	-	-	-	1,000	1,000	-	2,000	-	-	-	2,000	-	-	2,000
	-	-	-	1,000	1,000	-	2,000	-	-	-	2,000	-	-	2,000
Business Management Total	20,625	4,165	3,772	9,508	1,330	173	18,948	6,318	-	3,150	(1,134)	10,614	-	18,948

Capital Programme

MEDIUM TERM CAPITAL PROGRAMME - COUNTY COUNCIL SERVICES FINANCING STATEMENT

	Actual	Forecast				Total
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	5 Years £'000
GROSS PAYMENTS						
Community & Adult Care	4,283	2,250	3,921	334	-	10,788
Children & Young People	62,336	45,660	32,569	21,293	13,084	174,942
Community Safety	3,272	4,109	1,288	113	-	8,782
Environment	37,736	34,070	28,559	39,398	26,373	166,136
Business Management	4,165	3,772	9,508	1,330	173	18,948
Total Payments	111,792	89,861	75,845	62,468	39,630	379,596
AVAILABLE RESOURCES						
Borrowing:						
Prudential Code (from 1 April 2004)						
Supported borrowing - general	34,627	21,119	-	-	-	55,746
Prudential borrowing	4,681	1,711	1,403	-	-	7,795
Government capital grant - general	57,118	44,518	48,761	56,880	37,530	244,807
Capital contributions	8,316	15,736	8,279	588	2,100	35,019
Revenue contributions	2,810	6,777	3,500	2,000	-	15,087
Capital Receipts & Fund	4,240	-	13,902	3,000	-	21,142
Total Resources (excl. receipts)	111,792	89,861	75,845	62,468	39,630	379,596
less PAYMENTS as above	111,792	89,861	75,845	62,468	39,630	379,596
Surplus/deficit (-) before receipts	-	-	-	-	-	-

Glossary of Terms

Budget

A statement which reflects the Council's policies in financial terms and which sets out its spending plans for a given period. The revenue budget (spending other than capital spending) is finalised and approved in February before the start of the financial year on 1 April.

Capital Expenditure

Includes spending on the acquisition, creation or enhancement of assets, either directly by the council or indirectly in the form of grants to other persons or bodies. Expenditure not falling within this definition must be charged to the General Fund as Revenue Expenditure.

Capital Programme

The Council's plan for capital projects and spending. Capital spend includes the acquisition of land, construction of new buildings and roads, structural repairs to buildings and roads, design fees and purchase of vehicles, plant and major items of equipment.

Capital Receipts

Income from the sale of land, buildings and other capital assets. Receipts can be used to finance capital expenditure or to repay loans previously raised to finance the capital programme.

Central Balances

The accumulated surplus of income over expenditure. The Council uses these balances in the normal course of its business to aid cash management and meet unexpected commitments not otherwise provided for. Balances may be used to support the Council's budget and reduce Council Tax increases.

CIPFA Standard Form

Standard layout specified by the Chartered Institute of Public Finance and Accountancy.

Collection Fund

A fund administered by each billing authority (the District Council in Shire areas). Council Tax is paid into a fund whilst the precept demands of the County Council, Police Authority, District Councils and Parishes are met from the fund. The estimated surpluses or deficits on Collection Funds are shared between the authorities.

Collection Fund Surplus/Deficit

The variation to the estimated rate of collection arising from either more or less Council Tax being collected.

Cross Cutting Issues

Issues which affect and impact upon more than one council service.

Dedicated Schools Grant (DSG)

A specific Government grant which funds schools and schools related expenditure.

Glossary of Terms

Depreciation

Charges to the income and expenditure account to reflect the usage of the asset during the accounting period.

Floor Damping

Not all councils Formula Grant will increase year on year. The floor element of the Formula Grant scheme guarantees that all councils will get a minimum increase from Central Government. The floor element therefore represents a 'cost' to the system (which is the amount of grant needed to bring all the councils below the floor up to the level of the floor). Therefore in order to pay for this "floor" other councils with more than the minimum increase will have their grant reduced by a process known as "damping".

Government Formula Grant

For the Council this consists of Revenue Support Grant and redistributed National Non-Domestic Rates. Ring fenced and specific grants are excluded.

Impairment

Impairment is the revenue cost of the reduction in value of an asset. An asset is impaired when its book value exceeds its market value.

Inter alia

The Latin term "Inter alia" means, in a UK legal context: "amongst other things".

Local Services Support Grant

A general grant allocated directly to councils as additional revenue funding to areas. It is allocated according to specific policy criteria rather than general formulae, and will be paid as unringfenced funding. As such there are no terms and conditions attached to its payment and councils have the freedom to use it to meet their locally identified priorities

National Non-Domestic (Business) Rates (NNDR)

These are rates payable by the non-domestic sector, namely for properties not used for residential purposes such as shops and offices. The level of business rates is set by Government, collected by District Councils on the Government's behalf and reallocated to authorities in relation to population size.

Precept

The amount the County Council requests from District Council Collection Funds to meet its budget requirement not met by the Revenue Support Grant and National Non Domestic Rates (NNDR).

Prudential Code

A professional code of practice to support councils in taking decisions on their own programmes for capital investment in fixed assets that are central to the delivery of quality local public services.

Prudential Indicators

Prudential Indicators are designed to support and record local decision making. They are not designed for comparative purposes between Authorities. Prudential Indicators provide a broad framework to be considered alongside robust forecasting procedures.

Glossary of Terms

Revenue Expenditure

Spending on the day-to-day cost of services – mainly salaries and wages, running expenses of buildings, equipment, and financing of capital expenditure. These costs are met from the Council Tax, Revenue Support Grant, National Non-Domestic Rates (NNDR), rents, interest, reserves, fees and charges.

Revenue Support Grant (RSG)

A general grant from Central Government to contribute towards the cost of providing services. When taken together with National Non-Domestic Rates, it is known as the 'Government Formula Grant'.

Section 106 Agreement

Typically agreements negotiated between councils and developers. An agreement may enable a development to go ahead. Obligations are attached to the land and therefore can be enforced by the local planning authority against subsequent owners.

Service Reporting Code of Practice (SeRCOP)

Councils have different structures for services or departments, which may have different responsibilities, making comparisons between them difficult. To help make comparisons CIPFA uses a Code of Practice which provides standard categories for both services (departments) and expense types. The CIPFA Service Reporting Code of Practice (SeRCOP) replaces the previous Best Value Accounting Code of Practice (BVACOP) from 2011/12. SeRCOP establishes proper practices with regard to consistent financial reporting for services. It is expected that CIPFA members will comply with all the mandatory requirements of SeRCOP as it defines best practice in terms of financial reporting. SeRCOP is reviewed annually to ensure that it develops in line with the needs of modern local Government, Transparency, Best Value and public services reform.

Specific Grants

Government grants for a particular service, for example, the Dedicated Schools Grant.

Virement

A virement is the transfer of budget from one cost centre to another which either increases or decreases the available budget.

Abbreviations

AMPS	Asset Management & Property Services
AONB	Area of Outstanding Natural Beauty
ARRC	Allied Rapid Reaction Corps
ASD	Autistic Spectrum Disorder (sometimes called Autism)
AST	Advanced Skills Teacher
BSC	Business Service Centre
CAA	Comprehensive Area Assessment
CCB	Cotswold Conservation Board
CFR	Capital Financing Requirement
CIPFA	The Chartered Institute of Public Finance and Accountancy
CLG	Communities and Local Government
CPA	Comprehensive Performance Assessment
CPE	Civil Parking Enforcement
CQC	Care Quality Commission
CRB	Criminal Records Bureau
CSCI	Commission for Social Care Inspection
CSR	Comprehensive Spending Review
CWD	Children (and Young People) With Disabilities
CYP	Children and Young People
CYPP	Children and Young People's Plan
CYPS	Children and Young People's Service
CYSP	Children and Young People's Strategic Partnership
DCLG	Department for Communities and Local Government
DEFRA	Department for Environment, Food & Rural Affairs
DfE	Department for Education
DfT	Department for Transport
DH	Department of Health
DIUS	Department for Innovation, Universities and Skills
DSG	Dedicated Schools Grant
DSU	Democratic Services Unit
DWP	Department for Work and Pensions
EDU	Economic Development Unit
EMAG	Ethnic Minority Achievement Grant
EMS	Emergency Management System
EPS	Educational Psychology Service
FC	Forestry Commission
FTE	Full-time Equivalent
FYE	Full Year Effect
GAP	Group Activity and Participation
GCC	Gloucestershire County Council
GDA	Gloucestershire Development Agency
GFRS	Gloucestershire Fire and Rescue Service
GFU	Guaranteed Funding Unit
GH	Gloucestershire Highways
GHURC	Gloucester Heritage Urban Regeneration Company
GNHSF	Gloucestershire Hospitals NHS Foundation Trust

Abbreviations

HEFCE	Higher Education Funding Council for England
HO	Home Office
HR	Human Resources
IFRS	International Financial Reporting Standards
IT	Information & Technology
ICT	Information Communications Technology
ITU	Integrated Transport Unit
JAR	Joint Area Review
KPI	Key Performance Indicator
LA	Local Authority
LABGI	Local Authority Business Growth Incentive
LAC	Looked After Children
LATS	Landfill Allowance Trading Scheme
LD	Locality Director
LDD	Learning Difficulties/Disabilities
LINKs	Local Involvement Networks
LMS	Local Management of Schools
LRF	Local Resilience Forum
LTP	Local Transport Plan
MFG	Minimum Funding Guarantee
MH	Mental Health
MtC	Meeting the Challenge
MTFP	Medium Term Financial Plan
MTFS	Medium Term Financial Strategy
NE	Natural England
NEET	Not in Education, Employment or Training
NI	National Indicator
NL	National Lottery
NMRU	Nursery Milk Reimbursement Unit
NNDR	National Non-Domestic Business Rates
NVQ	National Vocational Qualifications
OHU	Occupational Health Unit
OLASS	Offender Learning and Skills Service
OPPD	Older People and People with Disabilities
PC	Personal Computer
PCP	Primary Capital Programme
PCT	Primary Care Trust
PFI	Private Finance Initiative
PPP	Public Private Partnership
PROW	Public Rights of Way
PTI	Public Transport Initiative
RAF	Royal Air Force
RSG	Revenue Support Grant
SEN	Special Educational Needs

Abbreviations

SeRCOP	Service Reporting Code of Practise
SFA	Skills Funding Agency
SHE	Safety, Health & Environment Unit
SIDP	Strategic Infrastructure Delivery Plan
SLA	Service Level Agreement
STEP	Short Term Enablement Programme
TCS	Treatment Centre Services
TSG	Transport Support Grant
VCS	Voluntary Community Sector
WEEE	Waste Electrical & Electronic Equipment
WMPED	Waste Management, Planning and Economic Development
YIST	Youth Intervention Support Team
YPLA	Young Peoples' Learning Agency

