

General Fund Revenue Budget 2010/11



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Budget Book 2010-2011

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SUMMARY BUDGETS

General Fund Revenue Budget 2010/11 as at 31 March 2010

		Expenditure									Income		Net Expenditure £	
		Employees £	Premises £	Transport £	Supplies and services £	Third Party Payments £	Transfer Payments £	Support Services £	Depreciatn and Impairt Losses £	Capital Financing Outside NCS £	Total £	Income £		Total £
Chief Executive	Policy Performance & Partners	1,348,494	2,148	25,858	262,749	85,700	0	26,220	0	0	1,751,169	(446,872)	(446,872)	1,304,297
	Corporate Communications	498,277	0	1,234	167,771	0	0	0	0	0	667,282	(91,700)	(91,700)	575,582
	Sub Total	1,846,771	2,148	27,092	430,520	85,700	0	26,220	0	0	2,418,451	(538,572)	(538,572)	1,879,879
Children and Young People	Schools	0	0	0	150,323,254	0	0	0	0	0	150,323,254	(150,323,254)	(150,323,254)	0
	Funded Programmes	0	0	0	18,422,323	87,097	0	0	0	0	18,509,420	(17,757,467)	(17,757,467)	751,953
	Performance and Policy	2,366,035	16,700	46,198	958,423	503,140	0	0	0	0	3,890,496	(770,406)	(770,406)	3,120,090
	Learner and Family Support	12,086,089	780,695	511,218	10,861,721	6,997,119	0	432,923	0	0	31,669,765	(22,347,916)	(22,347,916)	9,321,849
	Lifelong Learning	13,371,096	1,025,668	197,243	6,187,669	9,562,325	0	3,425,648	0	10,000	33,779,649	(21,837,844)	(21,837,844)	11,941,805
	Social Care	13,750,106	185,586	582,101	1,575,088	13,702,669	0	51,920	0	0	29,847,470	(2,522,342)	(2,522,342)	27,325,128
	Sub Total	41,573,326	2,008,649	1,336,760	188,328,478	30,852,350	0	3,910,491	0	10,000	268,020,054	(215,559,229)	(215,559,229)	52,460,825
Corporate Items	Other Corporate Items	2,491,966	1,281,607	40	1,379,901	0	0	164,996	0	0	5,318,510	(30,130,254)	(30,130,254)	(24,811,744)
	Capital Financing	0	0	0	(161,650)	3,153,000	0	50,000	0	12,936,979	15,978,329	(5,379,103)	(5,379,103)	10,599,226
	Sub Total	2,491,966	1,281,607	40	1,218,251	3,153,000	0	214,996	0	12,936,979	21,296,839	(35,509,357)	(35,509,357)	(14,212,518)
Community Services	Adult Health and Social Care	19,726,585	498,591	718,696	891,846	68,592,502	0	1,079,378	0	0	91,507,598	(18,791,275)	(18,791,275)	72,716,323
	Public Protection Services	3,146,626	357,377	209,641	358,223	50,000	0	38,889	0	0	4,160,756	(2,261,491)	(2,261,491)	1,899,265
	Culture Sport and Leisure	7,820,643	1,678,866	81,284	2,603,770	2,790,030	0	136,160	0	41,790	15,152,543	(4,472,861)	(4,472,861)	10,679,682
	Street Services	13,030,683	1,954,188	6,506,747	7,882,280	6,256,125	0	1,139,011	830,223	1,046,205	38,645,462	(14,549,587)	(14,549,587)	24,095,875
	Safer Communities	728,087	6,751	5,894	1,540,974	0	0	0	0	0	2,281,706	(733,000)	(733,000)	1,548,706
	Service, Strategy & Regulation	1,478,016	18,618	104,912	(42,274)	0	0	255,974	0	0	1,815,246	(44,129)	(44,129)	1,771,117
	Sub Total	45,930,640	4,514,391	7,627,174	13,234,819	77,688,657	0	2,649,412	830,223	1,087,995	153,563,311	(40,852,343)	(40,852,343)	112,710,968
Corporate Support	Departmental Management	175,873	0	0	4,132	0	0	0	0	0	180,005	0	0	180,005
	Finance, Assets & Efficiencies	15,635,019	5,560,473	220,730	4,327,936	1,072,311	103,704,059	403,241	400,930	107,722	131,432,421	(115,928,333)	(115,928,333)	15,504,088
	HR Organisational Development	3,764,612	69	21,756	146,629	24,188	0	75,036	0	0	4,032,290	(1,077,955)	(1,077,955)	2,954,335
	ICT information Systems	2,866,845	3,294	48,912	4,237,273	0	0	0	0	0	7,156,324	(1,164,963)	(1,164,963)	5,991,361
	Customer Services	2,227,997	0	1,722	25,620	0	0	29,906	0	0	2,285,245	(5,125)	(5,125)	2,280,120
	Democracy and Governance	4,992,640	327,790	24,440	1,474,810	88,390	0	0	0	45,329	6,953,399	(1,070,927)	(1,070,927)	5,882,472
	Sub Total	29,662,986	5,891,626	317,560	10,216,400	1,184,889	103,704,059	508,183	400,930	153,051	152,039,684	(119,247,303)	(119,247,303)	32,792,381
Development and Regeneration	Planning Services	2,712,733	1,587	65,294	453,174	2,000	0	0	0	0	3,234,788	(2,085,359)	(2,085,359)	1,149,429
	Strategic Housing	3,664,787	280,817	74,830	903,457	2,000	2,184	173,137	0	0	5,101,212	(1,985,106)	(1,985,106)	3,116,106
	Business Support	462,701	0	3,430	34,444	0	0	0	0	0	500,575	(460,674)	(460,674)	39,901
	Transport and Highways	2,029,504	1,795,985	115,805	8,482,227	7,320,985	0	271,724	0	20,290	20,036,520	(7,373,574)	(7,373,574)	12,662,946
	Waste Management Project Team	363,933	15,364	13,888	697,017	0	0	0	0	0	1,090,202	(569,160)	(569,160)	521,042
	Economic Development	1,296,362	1,077,704	12,228	1,627,769	62,148	522,000	0	0	0	4,598,211	(5,894,224)	(5,894,224)	(1,296,013)
	Sub Total	10,530,020	3,171,457	285,475	12,198,088	7,387,133	524,184	444,861	0	20,290	34,561,508	(18,368,097)	(18,368,097)	16,193,411
Total	132,035,709	16,869,878	9,594,101	225,626,556	120,351,729	104,228,243	7,754,163	1,231,153	14,208,315	631,899,847	(430,074,901)	(430,074,901)	201,824,946	

BUDGET ANALYSED BY GROSS EXPENDITURE AND INCOME - BUDGET 2010/11 As at 31 March 2010



2009/10 Gross Expenditure	2009/10 Gross Income	2009/10 Budget	SERVICES	2010/11 Gross Expenditure	2010/11 Gross Income	2010/11 Spending plans
			Chief Executive			
2,438,133	(255,982)	2,182,151	Policy Performance & Partners	1,751,169	(446,872)	1,304,297
661,233	(91,700)	569,533	Corporate Communications	667,282	(91,700)	575,582
3,099,366	(347,682)	2,751,684	Total Chief Executive	2,418,451	(538,572)	1,879,879
			Children and Young People			
152,102,828	(152,102,828)	0	Schools	150,323,254	(150,323,254)	0
19,900,194	(19,006,518)	893,676	Funded Programmes	18,509,420	(17,757,467)	751,953
4,270,067	(760,299)	3,509,768	Performance and Policy	3,890,496	(770,406)	3,120,090
32,120,612	(22,769,051)	9,351,561	Learner and Family Support	31,669,765	(22,347,916)	9,321,849
34,412,034	(21,791,259)	12,620,775	Lifelong Learning	33,779,649	(21,837,844)	11,941,805
28,522,335	(2,680,770)	25,841,565	Social Care	29,847,470	(2,522,342)	27,325,128
271,328,070	(219,110,725)	52,217,345	Total Children and Young People	268,020,054	(215,559,229)	52,460,825
			Corporate Items			
5,353,442	(29,882,906)	(24,529,464)	Other Corporate Items	5,318,510	(30,130,254)	(24,811,744)
21,297,484	(10,505,529)	10,791,955	Capital Financing	15,978,329	(5,379,103)	10,599,226
26,650,926	(40,388,435)	(13,737,509)	Total Corporate Items	21,296,839	(35,509,357)	(14,212,518)
			Community Services			
91,253,286	(28,517,162)	62,736,124	Adult Health and Social Care	91,507,598	(18,791,275)	72,716,323
4,295,320	(2,454,385)	1,840,935	Public Protection Services	4,160,756	(2,261,491)	1,899,265
15,336,369	(5,047,274)	10,289,095	Culture Sport and Leisure	15,152,543	(4,472,861)	10,679,682
38,404,638	(15,338,645)	23,065,993	Street Services	38,645,462	(14,549,587)	24,095,875
2,445,229	(769,125)	1,676,104	Safer Communities	2,281,706	(733,000)	1,548,706
3,021,409	(80,000)	2,941,409	Service, Strategy & Regulation	1,815,246	(44,129)	1,771,117
154,756,251	(52,206,591)	102,549,660	Total Community Services	153,563,311	(40,852,343)	112,710,968
			Corporate Support			
179,763	0	179,763	Departmental Management	180,005	0	180,005
109,991,710	(92,884,454)	17,107,256	Finance, Assets & Efficiencies	131,432,421	(115,928,333)	15,504,088
5,199,090	(1,169,143)	4,029,947	HR Organisational Development	4,032,290	(1,077,955)	2,954,335
7,633,098	(1,229,641)	6,403,457	ICT information Systems	7,156,324	(1,164,963)	5,991,361
2,550,100	(147,469)	2,402,631	Customer Services	2,285,245	(5,125)	2,280,120
6,883,714	(1,080,239)	5,803,475	Democracy and Governance	6,953,399	(1,070,927)	5,882,472
132,437,475	(96,510,946)	35,926,529	Total Corporate Support	152,039,684	(119,247,303)	32,792,381
			Development and Regeneration			
3,321,245	(1,876,808)	1,444,437	Planning Services	3,234,788	(2,085,359)	1,149,429
6,004,714	(2,402,198)	3,602,516	Strategic Housing	5,101,212	(1,985,106)	3,116,106
597,431	0	597,431	Business Support	500,575	(460,674)	39,901
19,704,298	(7,326,424)	12,377,874	Transport and Highways	20,036,520	(7,373,574)	12,662,946
1,331,265	(516,000)	815,265	Waste Management Project Team	1,090,202	(569,160)	521,042
3,852,218	(5,872,362)	(2,020,144)	Economic Development	4,598,211	(5,894,224)	(1,296,013)
34,811,171	(17,993,792)	16,817,379	Total Development and Regeneration	34,561,508	(18,368,097)	16,193,411
623,083,259	(426,558,171)	196,525,088	Total General Fund budget	631,899,847	(430,074,901)	201,824,946

RECONCILIATION OF BUDGET BOOK APPROVED AT COUNCIL (1 MARCH) TO LEDGER POSITION AT 31 MARCH 2010								
Service	Service Description	2010/11 Budget approved at council 1/3/10	Stock transfer adjustments	Job evaluation PPS entry	Citbus dividend	Transfer of budget savings within Individual Directorates as per revised delivery plans	Other budget reallocations	Budget as at 31/3/10
		£						
	Children and Young People							
GCHIA	Schools	0						0
GCHIB	Funded Programmes	751,953						751,953
GCHIJ	Performance and Policy	3,320,090				(200,000)		3,120,090
GCHIK	Learner and Family Support	9,321,849					0	9,321,849
GCHIL	Lifelong Learning	11,321,805				620,000		11,941,805
GCHIM	Social Care	27,745,128				(420,000)		27,325,128
	Building Schools for the future	300,000						300,000*
	Total Children and Young People	52,760,825	0	0	0	0	0	52,760,825
	Corporate Items							
GCITA	Other Corporate Items	(27,879,472)	(199,620)	(9,930)	(24,722)			(28,113,744)
	Corporate Items - major projects	3,002,000						3,002,000*
GCITC	Capital Financing	10,677,485	(78,259)					10,599,226
	Total Corporate Items	(14,199,987)	(277,879)	(9,930)	(24,722)	0	0	(14,512,518)
	Community Services							
GCOMA	Adult Health and Social Care	72,716,323						72,716,323
GCOMB	Public Protection services	1,971,335		9,930		(82,000)		1,899,265
GCOMC	Culture Sport and Leisure	10,557,182				122,500	(2,500)	10,677,182
GCOMD	Street services	23,577,375	(179,000)			697,500	2,500	24,098,375
GCOML	Safer Communities	1,548,706						1,548,706
GCOMM	Service, Strategy and Regulati	2,485,294				(738,000)	23,823	1,771,117
	Total Community Services	112,856,215	(179,000)	9,930	0	0	23,823	112,710,968
	Corporate Support							
GCORD	Departmental Management	180,005						180,005
GCORI	Finance, Assets & Efficiencies	15,205,623	302,286				(3,823)	15,504,086
GCORJ	HR Organisational Development	2,954,335						2,954,335
GCORK	ICT information systems	6,031,361					(40,000)	5,991,361
GCORL	Customer Services	2,125,529	154,593					2,280,122
GCORM	Democracy and Governance	5,862,472					20,000	5,882,472
	Total Corporate Support	32,359,325	456,879	0	0	0	(23,823)	32,792,381
	Development and Regeneration							
GDEVA	Planning Services	1,149,429						1,149,429
GDEVB	Strategic Housing	3,116,106						3,116,106
GDEV/C	Business Support	39,901						39,901
GDEVE	Transport	12,638,224			24,722			12,662,946
GDEVF	Waste Management Project Team	521,042						521,042
GDEVH	Property & Economic Developmen	(1,296,013)						(1,296,013)
	Total Development & Regeneration	16,168,689	0	0	24,722	0	0	16,193,411
	Chief Executive							
GCEXB	Policy Performance and Partner	1,304,297						1,304,297
GCEXE	Corporate Communications	575,582						575,582
	Total Chief Executive	1,879,879	0	0	0	0	0	1,879,879
	Total Council Revenue Budget	201,824,946	0	0	0	0	0	201,824,946
	* Broken Down for presentation purposes included in 'Other Corporate Items' in budget book pages							

REPORTS

Report of the Chief Executive and the Director for Corporate Support to Council 1 March 2010

1. INTRODUCTION

- 1.1 The spending plans presented in the report ' 2010/11 Revenue Budget (Revenue and Capital)' on 9 February 2010 gave a net revenue budget requirement of £202.626m against anticipated resources available, hence a proposed target budget, of £201.825m. Cabinet, in considering the report, resolved that:
- The proposed target budget requirement for 2010/11 be recommended to Council, subject to the consultation and scrutiny process;
 - The Officers be requested to identify further savings in advance of the 1 March 2010 Council meeting to arrive at the required budget requirement.
- 1.2 The update report submitted to this meeting outlines proposals to reduce net revenue spend by £0.410m to £202.216m through proactive treasury management action which will reduce our overall capital financing costs.
- 1.3 Final amendments are now proposed to the Revenue Budget 2010/11, including a review of the reserves position, as a result of the latest monitoring of the 2009/10 budgets.
- 1.4 In compliance with legislation, it is the responsibility of the Council's Section 151 Officer to recommend a balanced and robust budget for approval.

2. THE GENERAL FUND REVENUE BUDGET

2.1 Revenue Out-turn 2009/10 & impact on reserves

- 2.1.1 The latest budget monitoring position, as at the end of January 2010, shows a forecasted year end overspend of £3.146m. A full budget and performance monitoring report will be presented to Cabinet on 16 March 2010.
- 2.1.2 Directors have enacted a number of delivery plans within the current financial year to drive through budget savings. However a number of exceptional costs incurred, such as enabling the housing stock transfer, and increased service pressures in such areas as safeguarding children and adult social care, has made it difficult to achieve a balanced budget.
- 2.1.3 We have maintained a focus over recent years to build, and retain, adequate working balances and improve our overall Use of Resources assessment. With this in mind, we propose that the final end of year overspend be funded through:
- (a) The council has been working in partnership with PriceWaterhouse Coopers to reclaim VAT brought about through changes in legislation, which has successfully resulted in a 'one-off' repayment of £2.14m from HM Customs of Excise. This has been detailed in previous monitoring reports throughout the year

and Cabinet have previously approved that this amount be transferred to reserves, subject to the final position for the year;

(b) We have recently received notification of a further Local Authority Business Growth Incentive (LABGI) grant of £0.229m for 2009/10. As in previous years, we have continued to use existing revenue budgets in 2009/10 to support the local economy and we again intend to use this new grant allocation as part of the year end adjustment;

(c) Within the budget monitoring forecasts for the Development and Regeneration department we have accounted for a Housing and Planning Delivery Grant of £0.375m. The council has recently received notification of an additional £0.374m Housing Planning Delivery Grant allocation for 2009/10 which, to date, has not been accounted for in current budget monitoring;

(d) Continued departmental management action to reduce spend up to 31 March 2010 (and beyond)

Revenue Budget 2009/10 Out-turn Summary		
	£000's	£000's
Projected overspend @ end of January 2010		3,146
<u>Adjustments for end of year out-turn</u>		
VAT Fleming repayment	(2,144)	
LABGI allocation for 2009/10	(229)	
Additional Housing Planning Delivery Grant	(374)	
		(2,747)
2009/10 End of year revenue overspend		399
<i>* Departments will continue to manage spend down for the remainder of the financial year</i>		

2.1.4 If Directors and Departmental Management teams are unable to achieve reduced spend to balance the budget by 31 March 2010, any residual amount would have to be funded through working balances.

2.1.5 In contrast to this, if departments over-achieve the year end savings target, any resulting surplus will be allocated to the Council's Waste Management Reserve.

2.1.6 In compliance with our Medium Term Financial Strategy, we aim to retain the Council's working balance at a level exceeding 5% of net revenue budget. Our forecast working balance at 31 March 2010 is £11.517m which is approximately 5.7% of our 2010/11 net revenue budget.

2.2 2010/11 Revenue Budget requirement / spending plans

- 2.2.1 The revenue budget for 2010/11 has allocated additional funding to corporate improvement priorities including areas of existing budget pressures. This additional funding, along with the stated budget Delivery Plans, will minimise the risk of further overspending in 2010/11. However, as stated in the budget papers, as per all public sector organisations, significant funding constraints will apply from 2011/12 onwards and, as such, the council needs to consider and implement invest to save opportunities throughout 2010/11.
- 2.2.2 The original report to this meeting outlined that further work on the budget would continue right up to the Council meeting in order to identify additional delivery plans to achieve the target budget.
- 2.2.3 The target budgets that we have provided to departments set a challenging agenda which will require significant change in a number of areas in order to deliver a balanced budget for 2010/11 and ensure that we have a robust financial framework for the medium to long term. This is evidenced in the departmental delivery plans for which monitoring will be incorporated within the existing bi-monthly reporting process.
- 2.2.4 We have already identified additional savings of £0.410m through specific actions around restructuring our borrowing and investments. For example, buying back the Plymouth City Council element of debt from Devon County Council.
- 2.2.5 We have recently had a further strategic meeting with our Treasury Management advisors, Arlingclose, through which we have identified an action plan to drive further efficiencies and financial savings of approximately £0.130m. Our complete action plan for Treasury Management investing and borrowing activity in 2010/11 now aims to achieve savings of £0.540m through:
- Looking to buy back Devon Debt of Circa £34m at an average borrowing rate of 5.4% and rescheduling this borrowing at cheaper rates;
 - Optimising the use of current temporary borrowing rates of less than 0.5% to maximise efficiencies in funding operational cash flow;
 - Re-negotiate rates of return from daily cashflow held and short term investments made through the councils 'call accounts';
 - Restructure and reschedule Public Works Loan Board (PWL) fixed rate loans;
 - Considering investment returns from medium term European Investment Bonds (EIB)

All of this activity is within the approved framework of our revised Treasury Management Strategy which has been adopted through the 2010/11 budget setting process.

- 2.2.6 We have, for some time, have been forecasting and reporting that Plymouth City Council's formula grant allocation for 2010/11 would be 2.5%. However, the actual value of specific grants is more volatile and difficult to predict as we are notified of such grants at different time periods from different government departments. The total amount of Area Based Grant (ABG) that the council will receive in 2010/11 has now been verified as £0.068m greater than the figures produced in the 9 February 2010 Revenue and Capital budget report.

- 2.2.7 Within the prioritised additional revenue budget allocations for 2010/11, the council set aside £1.200m to account for the revenue impact and costs associated with the Housing Stock transfer. We have constantly challenged and reduced this figure down through reducing relevant spend wherever possible. We are now proposing to reduce the amount spent on Corporate Support Services linked to housing stock transfer activity by a further £0.093m.
- 2.2.8 As previously reported, we have successfully applied for a capitalisation direction for up to £2m to meet the costs of any pension strain payments incurred in 2009/10. This capitalisation will enable the council to carry forward approximately 50%, £0.500m, of the redundancy revenue reserve that was created as part of the 2009/10 budget setting. We have budgeted for an additional revenue contribution of £0.552m in 2010/11 which represents costs that will be incurred from reducing staffing linked to the revenue budget delivery plans. The ability to carry forward a larger element of the 2009/10 redundancy reserve has enabled us to reduce the 2010/11 allocation into this reserve by £0.100m.
- 2.2.9 A summary of the final revenue spending plans for 2010/11 showing movements from the original budget papers produced on 9 February is as follows:

Revenue Budget Spending Plans for 2010/11		
	£000's	£000's
Updated Spending Plans @ 9 February '10		202,626
Reduced spend identified in update report distributed for this meeting		(410)
Revised Spending Plans		202,216
<u>Adjustments made to final spending plans</u>		
Additional treasury savings post ArlingClose	(130)	
Spend offset through Additional ABG	(68)	
Reduce support costs - housing stock transfer	(93)	
Reduce cont to 2010/11 redundancy reserve	(100)	
		(391)
Final Revenue Spending Plans for 2010/11:		201,825

2.3 Revenue Resources and Council Tax

- 2.3.1 Budget papers produced on 9 February 2010 detailed estimated revenue resources from formula grant of 2.5% and assumed modelling of a Council Tax increase of 3% (as stated in the Council's Medium Term Financial Strategy March 2009)

- 2.3.2 Subsequent to the original papers, the council is now able to report on two favourable variations to the overall revenue resources available for 2010/11:
- (a) Confirmation that the council's Council Tax Collection Fund is expected to return a surplus of £0.089m
 - (b) A re-calculation of the final Council Tax figures has identified a favourable variation of £0.013m
- 2.3.3 The combined result from these variations is an increase in overall revenue resources of £0.102m in addition to the £201.825m previously reported as being available for 2010/11. As spending plans have been developed based on a resource assumption of £201.825m, the council has utilised the additional £0.102m resources to reduce the level of Council Tax increase by 0.11% from 3% to **2.89%**
- 2.3.4 Appendix B details the impact of the 2010/11 Council Tax for each band of property.

2.4 Impact on the Net Budget Requirement

- 2.4.1 The changes outlined in this report will result in minor changes to departmental spend. The final revenue allocations for 2010/11 is shown in Appendix A.
- 2.4.2 No material amendments have been made to the council's five year Capital programme from the information provided within the 9 February 2010 budget papers (including the supplementary paper detailing the capitalisation direction of £7.8m)

3. EFFICIENCY TARGETS – National Indicator NI179

3.1 Update on efficiencies achieved to date

- 3.1.1 The council has a good track record at achieving government efficiency targets. We successfully exceeded the Gershon efficiency targets required under Comprehensive Spending Review (CSR) 2004 (which covered the three year period 2005/06 to 2007/08)
- 3.1.2 Under CSR 2007 we, as all councils in the country, have to identify cashable efficiencies of 4% per annum for the three year period 2008/09 to 2010/11. This is a challenging target, but essential to achieve in order to ensure financial stability in the current climate.
- 3.1.3 We reported on 9 February 2010 that, to date, we have achieved cumulative efficiencies of £7.2m against the current CSR target. In liaison with the Department for Communities and Local Government, (DCLG), we can now confirm that this figure has increased to £9.6m as at 26 February 2010.

3.2 Future Plans for further efficiencies and Value for Money

- 3.2.1 Moving forward, we continue to engage with, and support, all departments to drive out further efficiencies and obtain value for money. The vast majority of the Delivery Plans that have been set in support of the 2010/11 revenue budget rely

on delivering such efficiencies which will form the backbone of next year's robust value for money and efficiency programme.

- 3.2.2 In addition to the new Delivery Plans, we are confident that there are several efficiency savings that have been implemented during 2009/10 that have not been included within our cumulative figure of £9.6m to date. Examples include managing increased workloads within customer facing areas such as revenues and benefits whilst reducing spend and reducing support services expenditure in a number of departments whilst maintaining and improving service delivery.
- 3.2.3 We will continue to work with our internal and external auditors and liaise with DCLG to increase our substantiated efficiency saving and progress towards our three year CSR cumulative target. To improve visibility of progress, we will incorporate monitoring of efficiency savings within the council's bi-monthly performance and finance reporting throughout 2010/11.

4. **MEDIUM TERM FINANCIAL STRATEGY & BUDGET BOOK**

- 4.1 The Medium Term Financial Strategy (MTFS) was originally agreed in March 2008 and updated in March 2009. The strategy will be further revised and updated following approval of the 2010/11 revenue and capital budgets on 1 March 2010, and the setting of the Council Tax for the coming year.
- 4.2 Within this strategy, we will retain our focus on providing strong financial management, driving value for money and efficiencies, promoting accountability and ownership, managing risks effectively and continuing to improve our income collection rates.
- 4.3 In support of this budget, as in previous years, the council will produce a detailed budget book which will be published by 31 March 2010.

Barry Keel
Chief Executive

Adam Broome
Director for Corporate Support

Appendix A

SPENDING PLANS 2009/10 AND 2010/11				
2009/10	Service Description	Gross Expenditure	Gross Income	2010/11 Spending plans
£		£	£	£
	Children and Young People			
0	Schools	154,902,213	(154,902,213)	0
893,676	Funded Programmes	18,509,420	(17,757,467)	751,953
3,498,224	Performance and Policy	4,090,496	(770,406)	3,320,090
9,351,561	Learner and Family Support	31,667,265	(22,345,416)	9,321,849
11,557,775	Lifelong Learning	33,013,154	(21,691,349)	11,321,805
25,647,565	Social Care	30,267,470	(2,522,342)	27,745,128
100,000	Building Schools for the future	300,000	0	300,000
51,048,801	Total Children and Young People	272,750,018	(219,989,193)	52,760,825
	Corporate Items			
(27,306,494)	Other Corporate Items	1,394,409	(29,273,881)	(27,879,472)
1,600,000	Corporate Items - major projects	3,002,000	0	3,002,000
10,791,955	Capital Financing	15,977,679	(5,300,194)	10,677,485
(14,914,539)	Total Corporate Items	20,374,088	(34,574,075)	(14,199,987)
	Community Services			
70,949,124	Adult Health and Social Care	91,507,598	(18,791,275)	72,716,323
1,840,935	Public Protection services	4,232,826	(2,261,491)	1,971,335
9,800,594	Culture Sport and Leisure	14,989,590	(4,432,408)	10,557,182
22,809,456	Street services	38,683,267	(15,105,892)	23,577,375
1,556,104	Safer Communities	2,281,706	(733,000)	1,548,706
2,932,457	Service, Strategy and Regulati	2,529,423	(44,129)	2,485,294
109,888,670	Total Community Services	154,224,410	(41,368,195)	112,856,215
	Corporate Support			
179,763	Departmental Management	180,005	0	180,005
15,418,293	Finance, Assets & Efficiencies	108,782,454	(93,576,831)	15,205,623
3,126,635	HR Organisational Development	4,032,290	(1,077,955)	2,954,335
6,403,457	ICT information systems	7,196,324	(1,164,963)	6,031,361
2,119,114	Customer Services	2,130,654	(5,125)	2,125,529
5,797,185	Democracy and Governance	6,933,399	(1,070,927)	5,862,472
33,044,447	Total Corporate Support	129,255,126	(96,895,801)	32,359,325
	Development and Regeneration			
1,444,437	Planning Services	3,179,788	(2,030,359)	1,149,429
3,265,818	Strategic Housing	4,571,166	(1,455,060)	3,116,106
597,431	Business Support	39,901	0	39,901
11,903,152	Transport	19,987,870	(7,349,646)	12,638,224
315,265	Waste Management Project Team	1,090,202	(569,160)	521,042
(2,114,660)	Property & Economic Developmen	4,602,223	(5,898,236)	(1,296,013)
15,411,443	Total Development & Regeneration	33,471,150	(17,302,461)	16,168,689
	Chief Executive			
1,480,803	Policy Performance and Partner	1,751,169	(446,872)	1,304,297
565,463	Corporate Communications	667,282	(91,700)	575,582
2,046,266	Total Chief Executive	2,418,451	(538,572)	1,879,879
196,525,088	Total Council Revenue Budget	612,493,243	(410,668,297)	201,824,946

Appendix B

RECOMMENDATIONS TO THE CITY COUNCIL

Monday 1 March 2010

- (1) with a net budget of £201.825m the Band D Council Tax for Plymouth City Council purposes will be £1,244.67. The total Band D Council Tax after taking account of the precept from the Devon and Cornwall Police Authority of £156.60 and of the precept from the Devon and Somerset Fire and Rescue Authority of £71.77 will be £1,473.04 for the year 2010/11

- (2) it be noted that at its meeting on 1 February 2010, the Council calculated the amount of 76,899 as its Council Tax Base for the year 2010/11 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, made under Section 33 (5) of the Local Government Finance Act 1992, as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003, made under Section 11A of the Local Government Finance Act, 1992, as inserted by Section 75 of the Local Government Act 2003, and the Local Authorities (Calculation of Council Tax Base) (Amendment) (England)(No.2) Regulations 2003;

- (3) the following amounts be now calculated by the Council for the year 2010/11 in accordance with Sections 32 to 36 of the Local Government Finance Act, 1992 (referred to hereafter as 'the Act') -
 - (a) £612.493m Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act;

 - (b) £410.668m Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act;

(c) £201.825m Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year;

(d) £106.111m) Being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non domestic rates and revenue support grant, increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97(3) of the Local Government Finance Act, 1988, and increased by the amount of the sums calculated in accordance with the Local Government Changes for England (Collection Fund Surpluses & Deficits) Regulations, 1995;

(e) £95.714m Being the amount at 3(c) above less the amount at 3(d) above, all divided by the amount at 2 above, calculated by the Council in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;

(f)	<u>Valuation Bands</u>	£
	A	829.78
	B	968.08
	C	1,106.37
	D	1,244.67
	E	1,521.26
	F	1,797.86
	G	2,074.45
	H	2,489.34

Being the amounts given by multiplying the amount at 3 (e) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a

particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- (4) it be noted that for the year 2010/11 the Devon and Cornwall Police Authority have stated the following amounts in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below -

<u>Valuation Bands</u>	<u>Police Authority</u> £
A	104.40
B	121.80
C	139.20
D	156.60
E	191.40
F	226.20
G	261.00
H	313.20

- (5) it be noted that for the year 2010/11 the Devon and Somerset Fire and Rescue Authority have stated the following amounts in precept issued to the Council, in accordance with section 40 of the Act for each of the categories of dwellings shown below -

<u>Valuation Bands</u>	<u>Fire Authority</u> £
A	47.85
B	55.82
C	63.80
D	71.77
E	87.72
F	103.67
G	119.62
H	143.54

- (6) having calculated the aggregate in each case of the amounts at 3(f), (4) and (5) above, the Council, in accordance with Section 30(2) of the

Act, sets out the following amounts of Council Tax for the year 2010/11 for each of the categories shown below –

<u>Valuation Bands</u>	£
A	982.03
B	1,145.70
C	1,309.37
D	1,473.04
E	1,800.38
F	2,127.73
G	2,455.07
H	2,946.08

CITY OF PLYMOUTH

Subject: 2010/11 Budget

Committee: Council

Date: 1 March 2010

Cabinet Member: The Leader and Councillor Bowyer

CMT Member: Director for Corporate Support

Author: Sandra Wilson, Corporate Accountancy and Finance manager

Contact: Tel: (01752 (30)4942
e-mail: Sandra.wilson@plymouth.gov.uk

Ref: Acct/SW

Part: I

Executive Summary:

At the Cabinet meeting held on 9 February 2010, in considering the report '2010/11 Budget (Revenue and Capital)', as amended by the "2010/11 budget update report", it was resolved that:

- The impact on the revenue budget on 2010/11 is noted and officers are requested to report to the City Council on 1 March 2010 on options to reduce the revenue budget spending plans to match anticipated resources;
- The proposed target budget requirement for 2010/11 is Recommended to the City Council, subject to the consultation and scrutiny process.

Consultation on the budget proposals has been undertaken over the last few weeks and the budget was subject to scrutiny by the Overview and Scrutiny Management Board meetings which were held on 15 and 17 February. Recommendations arising from this process will be included in a separate report to Council.

The updated spending plans presented on 9 February gave a net budget requirement of £202.626m against a target budget requirement of £201.825m.

Officers have continued to seek further savings to arrive at the target budget requirement and are recommending an amendment to the capital financing budget. Additional funding was allocated to this budget for 2010/11 reflecting the reduced ability to generate income through favourable investment returns. However, the delivery plan outlined that:

“During the year we will strive to ensure we achieve the maximum return from our Treasury Management activities. Actions we will take in particular are:

- Seek to buy out of Devon Debt to enable more control over the management of the debt in line with our strategy.
- Investment Strategy - seek options to increase returns
- Minimising borrowing costs by use of internal balances and cash flow surpluses”

The delivery plan did not quantify these actions, but it is considered that we could achieve a reduction in our net capital financing cost of £0.410m at this stage by a combination of the above. This would reduce the spending plan total to £202.216m.

Over the last few weeks, Officers have also sought to continue to realign detailed budgets across services, including finalising the stock transfer impact for services. In addition Officers have been developing further the delivery plans and finalising ‘to be confirmed’ figures in the budget papers. This has resulted in a number of changes to the figures shown in the departmental spending plans but has not altered the ‘bottom line’ for each department. The revised spending plans, taking into account these amendments is attached at Appendix A.

Officers will continue to seek options to further reduce spending plans to achieve the target budget of £201.825m.

Tax Level

A budget requirement of £202.216m will require a Council Tax increase of around 3%. Officers and Members will be working on further options on the budget and therefore the Council Tax level, up to the time of the meeting on 1 March.

Clearly, as part of the management process, virements will be actioned as appropriate, whilst remaining within the agreed budget for the year.

Appendix B contains detailed Council Tax resolutions that need to be completed in accordance with statutory provisions. The final version of Appendix B will be tabled at Council.

Corporate Plan 2010-2014

The budget has been produced on the basis that the Council’s key priorities for 2010-2014 will be addressed.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Once approved, 2010/11 will become the base year for the Medium Term Financial Plan and will then impact on the projections for 2011/12 – 2012/13.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

The proposed Revenue Budget seeks to tackle a number of the Council's statutory responsibilities (Health & Safety and the Disability Discrimination Act) and is similarly informed and developed by the Council's Risk Management Processes.

Recommendations & Reasons for recommended action:

Council is requested to determine the levels of Council Tax required to set the budget requirement, that will enable the detailed Council Tax resolutions to be formulated in line with appropriate statutory provisions.

Alternative options considered and reasons for recommended action:

N/A

Background papers:

Budget papers to Cabinet 9 February 2010.

Sign off:

Fin	AB19020 933	Leg		HR		AM		IT		Strat Proc	
Originating SMT Member Malcolm Coe											

Appendix A

SPENDING PLANS 2009/10 AND 2010/11				
2009/10	Service Description	Gross Expenditure	Gross Income	2010/11 Spending plans
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100,000	Building Schools for the future	300,000	0	300,000
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(27,306,494)	Other Corporate Items	1,562,166	(29,180,989)	(27,618,823)
1,600,000	Corporate Items - major projects	3,002,000	0	3,002,000
10,791,955	Capital Financing	16,107,679	(5,300,194)	10,807,485
(14,914,539)	Total Corporate Items	20,671,845	(34,481,183)	(13,809,338)
	Community Services			
70,949,124	Adult Health and Social Care	91,507,598	(18,791,275)	72,716,323
1,840,935	Public Protection services	4,232,826	(2,261,491)	1,971,335
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3,126,635	HR Organisational Development	4,032,290	(1,077,955)	2,954,335
6,403,457	ICT information systems	7,196,324	(1,164,963)	6,031,361
2,119,114	Customer Services	2,130,654	(5,125)	2,125,529
5,797,185	Democracy and Governance	6,933,399	(1,070,927)	5,862,472
33,044,447	Total Corporate Support	129,255,126	(96,895,801)	32,359,325
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597,431	Business Support	39,901	0	39,901
11,903,152	Transport	19,987,870	(7,349,646)	12,638,224
315,265	Waste Management Project Team	1,090,202	(569,160)	521,042
(2,114,660)	Property & Economic Developmen	4,602,223	(5,898,236)	(1,296,013)
15,411,443	Total Development & Regeneration	33,471,150	(17,302,461)	16,168,689
	Chief Executive			
1,480,803	Policy Performance and Partner	1,751,169	(446,872)	1,304,297
565,463	Corporate Communications	667,282	(91,700)	575,582
2,046,266	Total Chief Executive	2,418,451	(538,572)	1,879,879
196,525,088	Total Council Revenue Budget	612,791,000	(410,575,405)	202,215,595

Appendix B

RECOMMENDATIONS TO THE CITY COUNCIL

Monday 1 March 2010

- (1) with a net budget of £ m the Band D Council Tax for Plymouth City Council purposes will be £ .The total Band D Council Tax after taking account of the precept from the Devon and Cornwall Police Authority of £156.60 and of the precept from the Devon and Somerset Fire and Rescue Authority of £ will be £ for the year 2010/11

- (2) it be noted that at its meeting on 1 February 2010, the Council calculated the amount of 76,899 as its Council Tax Base for the year 2010/11 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, made under Section 33 (5) of the Local Government Finance Act 1992, as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003, made under Section 11A of the Local Government Finance Act, 1992, as inserted by Section 75 of the Local Government Act 2003, and the Local Authorities (Calculation of Council Tax Base) (Amendment) (England)(No.2) Regulations 2003;

- (3) the following amounts be now calculated by the Council for the year 2010/11 in accordance with Sections 32 to 36 of the Local Government Finance Act, 1992 (referred to hereafter as ‘the Act’) -
 - (a) £x Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act;

 - (b) £x Being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act;

(c) £x Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year;

(d) £x) Being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non domestic rates and revenue support grant, increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97(3) of the Local Government Finance Act, 1988, and increased by the amount of the sums calculated in accordance with the Local Government Changes for England (Collection Fund Surpluses & Deficits) Regulations, 1995;

(e) £x Being the amount at 3(c) above less the amount at 3(d) above, all divided by the amount at 2 above, calculated by the Council in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year;

(f)	<u>Valuation</u> <u>Bands</u>	£
	A	
	B	
	C	
	D	
	E	
	F	
	G	
	H	

Being the amounts given by multiplying the amount at 3 (e) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as

the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- (4) it be noted that for the year 2010/11 the Devon and Cornwall Police Authority have stated the following amounts in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below -

<u>Valuation Bands</u>	<u>Police Authority</u> £
A	104.40
B	121.80
C	139.20
D	156.60
E	191.40
F	226.20
G	261.00
H	313.20

- (5) it be noted that for the year 2010/11 the Devon and Somerset Fire and Rescue Authority have stated the following amounts in precept issued to the Council, in accordance with section 40 of the Act for each of the categories of dwellings shown below -

<u>Valuation Bands</u>	<u>Fire Authority</u> £
A	
B	
C	
D	
E	
F	
G	
H	

- (6) having calculated the aggregate in each case of the amounts at 3(f), (4) and (5) above, the Council, in accordance with Section 30(2) of the Act, sets out the following amounts of Council Tax for the year 2010/11 for each of the categories shown below –

<u>Valuation Bands</u>	£
A	
B	

C
D
E
F
G
H

CITY OF PLYMOUTH

Subject: 2010/11 Budget (Revenue & Capital)

Committee: Cabinet
Overview & Scrutiny Management Board
City Council

Date: Cabinet - 9 February 2010
Overview & Scrutiny Management Board
- 15 & 17 February 2010

Cabinet Member: Councillor Bowyer

CMT Member: Director for Corporate Support

Author: David Northey, Head of Finance

Contact: Tel: 01752 (30)4566
e-mail: david.northey@plymouth.gov.uk

Ref: djn/01022010v1

Executive Summary:

The purpose of this report is to consider Plymouth City Council's 2010/11 Revenue and Capital budget and its impact on the Council Tax and the Medium Term Financial Strategy. The budget brings together the elements of the Council's income and expenditure strategy, detailed by each department, together with its Capital strategy. The two areas have been brought together in this one report to ensure the inter-relationship between them is clearly documented. It also reviews the impact of these plans on future years, the Medium Term Financial Strategy.

Corporate Plan 2010-2013

The budget is central to the successful delivery of the Corporate Plan, which is also being presented for consideration and approval.

**Implications for Medium Term Financial plan and Resource Implications:
including Finance, Human Resources, IT and land**

Once approved the 2010/11 budget will become the base year for the Medium Term Financial Strategy.

Other implications: e.g. Section 17 Community Safety, health and Safety, Risk Management, Equalities Impact Assessment, etc.

Not applicable

Recommendations & Reasons for recommended action:

1. To recommend the proposed target budget requirement for 2010/11 to Council, subject to the consultation and scrutiny process;
2. To request Officers to identify further savings in advance of the 1 March 2010 Council meeting to arrive at the required budget requirement;
3. It is recommended to approve that the previously ring-fenced capital receipt of £4.4 million be transferred to general capital receipt fund.
4. It is recommended that officers continue to develop delivery plans to address the funding pressures faced for 2011/12 and beyond.

Alternative options considered and reasons for recommended action:

Statutory requirement under Section 33 Local Government Finance Act 1992 for the Council to produce and deliver a balanced budget; to set a Council tax; and to approve the Treasury Management Strategy.

Background papers:

- Finance Settlement Papers Department of Communities and Local Government (CLG)
- The Prudential Code for Capital Finance in Local Authorities
- The Local Government Act 2003 and The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
- 2010/11 Budget / Prudential Code Working Papers
- Medium Term Financial Forecast Capital Programme
- Capital Financing Regulations

Sign off

Head of Fin	AB CorpF900 012	Head of Leg	DVS 1096	Head of HR		Head of AM		Head of IT		Head of Strat Proc	
Originating SMT Member Malcolm Coe											

1. Introduction and Contents

- 1.1. This report is part of the suite of strategic corporate planning documents. It details how the Council has allocated its revenue and capital resources across departments and priority areas for 2010/11 to improve outcomes for local people. It is fully linked and underpins the Council's Corporate Plan 2010-13..
- 1.2. The proposed 2010/11 budget needs to be considered in the context of The Local Government Act 2003 Section 25 which places responsibilities on the Chief Finance Officer to report to Members on both the robustness of estimates and the adequacy of reserves, as outlined in Appendix A.
- 1.3. Funding allocations are made within the framework of the Council's Medium Term Financial Strategy, (MTFS), which sets targets and principles for setting three year revenue budgets and five year rolling capital budgets. As in previous years, the MTFS will be revised, updated, and published, in March 2010 upon approval of the 2010/11 budget and formal approval of the Council Tax.
- 1.4. The Council's revised Treasury Management Strategy is presented as a separate report to this cabinet. This strategy has been updated upon advice and input from our Treasury Management advisors, Arlingclose, and following comment and input from elected members who contributed to an externally facilitated training workshop in January 2010.
- 1.5. Appendices to this report provide the main detail, risk management and delivery plans that underpin the 2010/11 budgets:

Appendix A	Local Government Act 2003, Section 25 Section 1: Analysis of Budget Robustness Section 2: Adequacy of Reserves
Appendix B	Net Spending Plans and Analysis of Gross Expenditure
Appendix C	Departmental Delivery Plans
Appendix D	Capital Investment Programme 2010/11 to 2014/15
Appendix E	Finance Settlement & Specific Grants Analysis

- 1.6. The main core of this report is a commentary to the appendices from each department which describes departmental context, progress and investment against Corporate Improvement Priorities, challenges and pressures faced and a summary of what the department intends to do differently in 2010/11.

2. Executive Summary

- 2.1 This is a new combined revenue and capital budget report setting out the City Council's 2010/11 income and expenditure.

2.2 Building on solid foundations

2.2.1 Plymouth City Council has continued to make tangible improvements to client facing services whilst driving efficiencies throughout 2009/10. For example, we have:

- Successfully transferred our housing stock to Plymouth Community Homes which will unlock investment of £162m to significantly improve the quality and standard of 15,000 households in Plymouth;
- Reviewed and implemented a new waste collection service, putting significant investment into new vehicles and revising the collection zones;
- Significantly improved adult social care services, successfully obtaining a 3* rating from our external regulators, Care Quality Commission (CQC);
- Improved the cleanliness of our streets and, in partnership, improved community safety;
- Continued to invest in major capital schemes to improve regeneration and facilities in the community;
- Achieved an Organisational Assessment of 3 (out of 4) under the new Comprehensive Area Assessment framework;
- Achieved a “Green Flag” for the quality of our partnership working under the new CAA framework;

2.3 Future revenue outlook

2.3.1 The City Council, like everyone else, finds itself operating in the midst of a serious, unprecedented economic downturn. The Government borrowing for 2009/10 is forecast at circa £178billion; there will be a General Election in 2010 bringing a possible emergency budget and we know that local government funding will reduce for the foreseeable future.

2.3.2. The current economy is causing significant budget pressures, as we experience the impact of reduced income from our car parks reflecting reduced trading activity; there is a significant drop in income from commercial rent as businesses close and vacate premises. The downturn has also brought reduced interest rates and therefore reduced income for our treasury investments.

2.3.3. As well as reduced income, the economy has brought further pressure on the Council due to the increased demand from areas such as Housing Benefits. We have to manage the pressures of increased numbers of looked after children, whilst managing the demographic growth and the demands of investing in services for adults. As people live longer, so the demand on Council resources increases. We must also proactively manage the shortfall in our pension funding.

2.3.4. However, we continue to be ambitious with our future plans. We have successfully been accepted as part of England’s 2018 World Cup bid which has the potential for unlocking millions of pounds of economic benefit to the area. We have also taken the first steps towards our Building Schools for the Future programme which will not only deliver a mixture of new and significant enhancements to five existing schools, but will be important building blocks in our vision for the City. Likewise, the build of the Life Centre will generate significant benefits to the residents of Plymouth. Such projects demonstrate our determination to press on with the regeneration and economic growth of the City

in order to achieve our long term vision, meeting long term growth aspirations of 50,000 increased population and more than 40,000 new jobs.

- 2.3.5. Our use of resources has seen an overall CAA score of `3' for Organisational Assessment, and we are considered strong for `Managing Finances'. We have understood the challenge to allocate our resources to priorities, which means spending money where it is most needed on providing the best services to our customers, and reducing the spend on the support functions.

3. Revenue Resources and prioritisation:

- 3.1. Our resource assumptions through to 2012/13 reflect expected formula grant reductions for 2011/12 and 2012/13 which is unprecedented in terms of local authority funding to date.

Funding Source	2010/11 £000	2011/12 £000	2012/13 £000
Revenue Resources	201,825	202,692	203,756

Note 1. The council tax level for 2010/11 will be finalised at full Council on March 2010.

Note 2. Grant funding for 2011/12 (and potentially 2010/11) will be subject to the new Government spending plans for 2011/12 to 2013/14.

- 3.2. We are used to getting in the region of a £6m year on year increase in revenue funding, to fund pay increases, general inflation costs, and the ever increasing demands on our services. Every 1% Council Tax rise generally adds revenue of approx. £950k , and a 1% drop in Formula Grant represents a reduction of £1.06m. For 2010/11, we will receive a 2.5% increase in our formula grant, providing us with additional net revenue funding of £5.3m compared to our 2009/10 budget base.
- 3.3. We continue the drive to reduce spend in back office support functions and allocate resources to improving front line service delivery. Through careful prioritisation, we have allocated additional funding to the following areas for 2010/11:
- Children's Social Care;
 - Social Care for Adults;
 - Developing Building Schools for the Future;
 - Revenue funding to enable the delivery of our capital investment programme;
 - Maintaining the local economy / strategic regeneration;
 - Strategic Housing activities;
 - Providing free swimming in the City for under 16 year olds
- 3.4. We have also invested additional funding into areas that will drive organisational efficiencies such as:
- Developing the Care First system to improve our management of client information;

- Improving the quality of our asset base through investment in preventative maintenance;
- Preparing for further organisational change during 2010/11
- Preparing for new International Financial Reporting Standards legislation to improve the transparency of our financial reporting;

3.5. Our prioritised allocation of revenue resources is summarised in the following table which shows the variances in departmental budgets from 2009/10 to 2010/11:

	2009/10 Budget £000 *	2010/11 £000 *	Variance £000	% 'age variance
Children & Young People	51,049	52,761	1,712	3.4%
Community Services	109,889	112,856	2,967	2.7%
Development & Regeneration	15,412	16,169	757	4.9%
Corporate Support	33,044	32,359	(685)	(2.1%)
Chief Executives	2,046	1,880	(166)	(8.1%)
Corporate Items	(14,915)	(13,700)	1,215	8.1%
Totals:	196,525	202,325	5,800	2.9%

* Budget figures adjusted for the net impact of Housing Stock Transfer and Job Evaluation.

- 3.6. A more detailed analysis of gross spend and income budgets at Service level within each department is shown as Appendix B to this report.
- 3.7. The spending plans as outlined above currently exceed forecast resources. Officers will continue to work on the budget projections in order to bring spending plans back to match resources, with final amendments reported to Council at its meeting on 1 March 2010.

4. Capital Resources and Prioritisation

- 4.1. We have an ambitious agenda as we seek to meet the requirements of the community whilst at the same time moving towards our internal goal to be an excellent Council by 2012. We anticipate that central Government will reduce Capital Grant funding whilst Regional Development Agency (RDA) and other grants are also reducing. Together with continuing uncertainty surrounding our ability to generate capital receipts, we must be more specific with our capital spend and target fewer, more strategic schemes.
- 4.2. We have adopted the principle that schemes are only approved into the capital programme where specific funding has been clearly identified with a supporting

business case. The proposed capital programme for 2010/11 to 2014/15 is £267m. The Capital Programme is still substantial and includes headline strategic projects such as the Life Centre, capital investment in Schools, waste disposal improvements, and major transport improvements.

4.3. A summary of capital spend by department, based on known resources at this point in time, is shown in the following table:

Directorate	09/10 £000	10/11 £000	11/12 £000	12/13 £000	13/14 £000	14/15 £000	Total £000
Children's Services	53,770	34,641	17,391	15,052	-	-	120,854
Community & Neighbourhood	6,630	29,237	13,242	271	-	-	49,380
Development & Regeneration	21,189	28,939	13,549	6,221	6,535	7,656	84,089
Corporate Support	2,441	500	1000	500	500	-	4,941
HRA	7,991	0	0	0	0	0	7,991
Total	92,021	93,317	45,182	22,044	7,035	7,656	267,255

4.4. The programme in later years only reflects where the Council has been given indicative funding allocations, for example the Local Transport Plan. As and when further grant funding streams are confirmed, they will be added to the programme. A more detailed analysis of capital spend projects is shown as Appendix D. A full list of each individual planned capital project within this six year programme is available on request.

4.5. Funding of our capital investment programme is risk assessed and monitored on a regular basis with schemes carefully prioritised against resources available. Our summary funding profile for the five year programme is as follows:

Directorate	Capital Receipts £000	Unsupp Borrowing £000	Supported Borrowing £000	Total Grants £000	Sum of Contribs £000	Section 106 £000	Revenue & Funds £000	Total Financing £000
Children's Services	4,807	8,840	16,978	89,221	479	391	138	120,854
Community & Neighbourhood	14,606	20,367	4,650	6,964	2,253	431	109	49,380
Development & Regeneration	7,115	3,766	29,063	33,871	1,708	8,143	423	84,089
Corporate Support	1,831	71		2,840		26	173	4,941
HRA Total			2,076				5,915	7,991
Grand Total	28,359	33,044	52,767	132,896	4,440	8,991	6,758	267,255

- 4.6. There is considerable uncertainty around potential capital receipts, particularly around the timing of when they will be received, due to falling property values. There is also uncertainty around how a future government might impact on existing capital allocations and match funding opportunities. The Council needs to be re-shaped and modernised and to do this, needs to adopt an invest to save principle for capital investment whereby projects will be considered for capital funding based upon submitted business cases with the initial capital repaid from savings made. To this end plans will be brought forward over the next 18 months as the national picture and economy becomes clear.
- 4.7. To further address the potential shortfall in capital receipts, it is recommended to transfer the previously negotiated capital receipt from the re-gearing of the City centre commercial leases, £4.4 million, into the capital receipts fund. This money was previously invested to produce a revenue income, and the impact of this proposal has been addressed in the revenue budget.
- 4.8. The Capital programme cannot be considered in isolation from the revenue budget. The current programme has to be partly funded by borrowings. The current projections assume Supported Borrowing standing at £52.8, with Unsupported Borrowing of £33.1m. The Council has to be aware that with current long term borrowing interest rates around 4.5%, each £1m of borrowing impacts the revenue budget with an annual cost of approx £85k. For financial year 2010/11 we are aiming to minimise borrowing costs by using short-term borrowing and/or cashflow and reserves. However, investment for future years will require long term borrowing.
- 4.9. The current capital programme figures do not include the allocation for Building Schools for the Future (BSF) of an estimated £80m. At this stage the Department for Communities and Local Government (DCLG) has approved the Council's entry into the BSF programme and the Council are awaiting a 'remit' meeting imminently. When the Council is awarded its final funding allocation, which is likely to be a mixture of revenue PFI credits and capital grant, BSF will be incorporated in the Council's capital programme.
- 4.10. The Council completed the transfer of its housing stock to Plymouth Community Homes (PCH) in November 2009. This will enable over £162m in government support to be drawn down to improve the stock in the public sector to the decency standard and redevelopment of North Prospect. This is a significant sum that does not feature directly in the Council's capital programme but should nevertheless not be forgotten. The Council remains responsible for ensuring PCH deliver on the transfer promises. This is far in excess of the amounts the Council could have supported directly through its capital programme.
- 4.11. The Citybus receipt of £19.6m is, at this stage, not included in the financing for any of the capital programme and is being invested in line with our Treasury Management Strategy. Its potential use will be considered in the future in line with the need to invest in strategic priorities and 'invest to save' business cases.
- 4.12. The capital programme needs to retain some flexibility to incorporate any priority "invest to save" business cases and emergency items not known at this stage, for example, health and safety issues.

- 4.13. Further options for capital funding may arise through the VAT shelter monies from the transfer of housing stock though this is subject to further negotiations with DCLG.

5. Value for Money & Efficiencies

- 5.1. The Council does have a good track record in delivering efficiency savings, achieving total savings of £19.786m against a target set under Spending Review 2004 (SR04) of £16.358m.
- 5.2. The Government has set an ambitious Value for Money (VFM) programme under Comprehensive Spending Review (CSR) 07 with a requirement that local authorities achieve cashable efficiency savings of 4% per annum. To meet this target, Plymouth will need to find efficiencies totalling £24.5m cumulative by the end of 2010/11, of which £7.3m had been identified as at October 2009.
- 5.3. The importance of VFM to the Council is reflected in the corporate improvement priority, (CIP) 14 – Providing Better Value for Money.
- 5.4. The Council is committed to undertaking an annual benchmarking review of all services looking at performance and budgets using the Audit Commission analysis and Government Revenue Estimate (RA) Return form.
- 5.5. Departments are set VFM targets and develop budget delivery plans taking into consideration high cost and/or low performing services as determined through benchmarking. For example, the planning service successfully achieved a VFM target of £750k in 2009/10 whilst retaining and improving service quality.
- 5.6. Many of the Departmental budget delivery plans, as detailed in Appendix C, will generate the efficiencies that are required to achieve our cumulative target. Each department will adopt a VFM/Efficiency plan which will be supported by staff from the corporate centre and form part of regular bi-monthly performance and finance reporting, to maintain or improve performance.

6. Departmental prioritisation and spending plans

- 6.1. The Council has a strategic approach to allocating its limited revenue and capital resources across departments based on clear prioritisation and a need to deliver tangible improvements against the Corporate Improvement Priorities.
- 6.2. Within this corporate framework, each department continues to focus on improving front line service delivery and drive efficiencies whilst tackling challenges and funding pressures through additional service demand. This section summarises the strategic direction that each department is adopting and plans that it will put in place to deliver improved services within the available budget.
- 6.3. Appendix C details the key delivery plans that the Council is adopting through the 2010/11 budget setting process. Progress against these plans will be incorporated within regular bi-monthly performance and budget reporting, and robustly supported by the centre of the organisation..

6.4 Children's Services

6.4.1 Context

- 6.4.1.1 The department remained largely unchanged following the Council's Management restructure. The main areas covered by this department are support to schools, childrens social care, learner and family support and lifelong learning. The department continues to focus on integrating services within the council and the wider context of the Children's Trust to address the key requirements of the Every Child Matters agenda. We do this through locality working, prioritising early intervention and preventative measures to avoid risk of escalation into specialist provision. The Integrated Disability Service (IDS) remains a high government profile/priority. Throughout the service increasing numbers of children with complex needs not only have direct cost implications but have an impact on other budgets e.g. transport and statementing. There are a number of areas where statutory work is required e.g. timescales for statementing, admissions and school meals. Narrowing the gap in educational and health inequalities remains a key priority and achievement in the city remains too low.
- 6.4.1.2 The Children and Young People's department is heavily reliant on targeted income through a variety of grant sources to help to deliver the challenging agenda. In this period of financial uncertainty it must be recognised that there are many areas where the responsibility to deliver will continue e.g. National Strategies to raise educational attainment, even if the funding source diminishes/ceases.
- 6.4.1.3 There are a number of issues in social care including social work capacity challenges arising from the Laming recommendations in respect of statutory case loads, workforce development and the requirement for an effective Care First system. The Southwark judgement has placed a new responsibility on the council to provide additional services for 16/17 year olds until the age of 25.
- 6.4.1.4 The delivery of Building Schools for the Future investment which is part of CIP 9 is an opportunity that will realise substantial benefits to the city. However the complex legal and procurement processes combined with the wide stakeholder involvement and long term risk makes the investment delivery resource heavy.

6.4.2 Progress on Corporate Improvement Priorities

- **CIP 7: Keeping Children Safe**
We have delivered significant improvements in this area and a number of high profile incidents, inspection findings and serious case reviews have maintained the focus in this area. Early intervention support and progress with the CAF (Common Assessment Framework) to minimise the number of children being placed on the child protection register continues.
- **CIP 8: Improving skills and educational attainment**
Attainment in the past year has risen at Key Stages 1, 3 & 4 however Key Stage 2 remains an area where further improvement is required. The latest performance tables show the city making good progress across all Key Stages in narrowing the gap between achievements in different parts of the City.

- **CIP 9: Developing High Quality places to learn in**
Despite the difficult and uncertain economic climate, significant progress against CIP 9 has been made. The Council has opened a number of new schools in the past 12 months and contracts are in place for this to continue into 2012. In 2009 the Council received approval to further BSF investment that will secure a new tranche of investment to continue the current pace of delivery

6.4.3 Changes in resource allocation (revenue & capital)

- 6.4.3.1 The Council and Schools Forum have identified resources that equate to approximately £1.5m in 2010-11 for the delivery of BSF. This has been achieved through a combination of revenue set aside from 2009-10, additional investment through Council reprioritisation and internal resources. All capital resources necessary for the delivery of CIP 9 in 2010-11 are identified and allocated in the capital programme.
- 6.4.3.2 Additional service demand and progress against CIP's will be achieved through service realignment in line with national policy and our own Council priorities. We are working, together with our Children's Trust partners, to provide front line service delivery, particularly targeted services on a locality lead professional basis.
- 6.4.3.3 We have added an additional £1m of revenue funding into Children's Social Care in 2010/11 to help address known budget pressures. It is too early to quantify the longer term costs of the Southwark judgement therefore the adequacy of the additional resources will be assessed during the year through budget monitoring. The increased number of Independent sector placements has required additional resources together with the cost of delivering the care matters agenda.
- 6.4.3.4 Almost half of the council's five year capital programme, (£120.1m), relates to investment in Children's services. Further significant investment through BSF will deliver real benefits to learning and community assets.

6.4.4 Budget Delivery Plans – what will the department do differently

- 6.4.4.1 A number of actions will be required to deliver within the target budget set. These include:
- Review of administration
 - Charge appropriate areas to grant sources eg Dedicated Schools Grant, Performance Reward Grant and Early Years Grant
 - Cease concessionary fares for Post 16 students (remove the discretionary support)
 - Review family support and family information services to remove duplication and increase efficiencies
 - The BSF budget is being scrutinised to ensure that delivery of BSF is achieved in the most efficient manner
 - No inflation allocated in social care where linked with Fostering network rates

- Reduction in Connexions contract negotiated through efficiencies in Careers South West
- Reducing wrap around packages for permanency placements
- Utilise staff in high performing areas to develop locality working

6.5 Community Services

6.5.1 Context

- 6.5.1.1 The Department, which is responsible for the delivery of a large number of 'front-line' services, was established as part of the corporate restructure of the Council from 1 April 2009. The department covers five areas: **Adult Social Care, Safer Communities, Environmental Services, Culture, Leisure & Sport and Service, Strategy and Regulation.**
- 6.5.1.2 The adult social care service will be focusing on maintaining the service performance improvement it achieved in 2009/2010, and continuing to find opportunities to modernise the services it delivers where ever possible this will be done jointly with health colleagues. The other key focus for the service is to continue to help people to live independently and to increase the number of residents who have a personal budget.
- 6.5.1.3 The most significant current and future budget pressure facing the department is in adult social care. The increases in demographic growth, the growing numbers of older people with dementia, more complex care packages, and the requirement to help more adults to live independently in their own homes, have added to the pressures faced by the department. An improvement in the performance of this service to 'performing well' has lead to pressure on the budget because more people have been supported to live at home or received a personal budget to purchase their own care. The service is responsible for implementing 'Putting People First' and the cost of implementing this through personalisation is not yet well defined. Financial pressures on the Primary Care Trust around continuing health care spend presents the Local Authority with the risk of the potential transfer of some of these costs. Spend to meet more complex needs of people with a Learning Disability is also an area of increased financial pressure. Adult Social Care is also faced with ensuring the Care First system is effective.
- 6.5.1.4 Culture, Leisure and Sport have a significant part to play to enhance the vibrancy of the city and the quality of life for people, living, working or visiting Plymouth. The most significant project in this area is the delivery of the Life Centre and Leisure Related Projects Programme. This is a significant capital and revenue project and will help to improve the inadequate leisure facilities in the city and contribute to raising the levels of participation in sport, and narrowing the gap in health inequalities.
- 6.5.1.5 The World Cup Host City Bid for 2018 will provide another important focus for work in this area over the next year as the city works with the other host cities to help England win the bid to run the 2018 World Cup. We will be looking to minimise the cost of our contribution to this by using existing resources in a targeted way, and working closely with all our partners.

- 6.5.1.6 Within Environmental services the key challenges are to reduce waste sent to landfill and increase recycling. The cost of waste disposal per tonne is going up annually and is influenced by landfill tax escalation and Landfill Allowance Trading Scheme (LATS) penalties.
- 6.5.1.7 As the city grows there are added pressures put on this front line service, and these will need to be managed within existing resources.
- 6.5.1.8 Key pressures within Safer Communities include some potential reduction in external funding streams to support community safety work. Alongside increasing pressures due to the economic climate including greater demand for financial advice services and increased risk of crime and social tensions.
- 6.5.1.9 Growth ambitions will see significant increase in diversity of population placing greater demands on accessibility and equality in service provision and on the need for good community cohesion within existing resources.

6.5.2 Progress on Corporate Improvement Priorities

6.5.2.1 The department is responsible for four CIPs as follows:

- **CIP3– Helping people to live independently**

Key successes were to increase the number of people receiving a personal budget to 200 and be assessed as ‘performing well’ in the annual performance assessment. Our key challenge is to maintain this performance and achieve better value for money as we modernise the service and find opportunities to integrate with health.

- **CIP 4 – Reducing inequalities between communities**

This year successes included providing advice work in response to the recession which helped people get over £6m in previously unclaimed benefits and tax credit. Our key challenge is to identify how we will contribute to the health inequalities issues across the city, and implement the locally working model across the city.

- **CIP 6 – Providing more and better culture/leisure activities**

Our key successes have been to secure planning permission and award the construction contract to build the Life Centre, and to be included as one of the host cities in England's bid to host the World Cup in 2018. Our key challenge will be to work towards the award of the leisure services operator contract.

- **CIP 10- Disposing of waste and increasing recycling**

Our key success has been to implement the rezoning of the waste collection service across the city and reduce the number of missed bin collections and complaints. Also to open the new improved Civic Amenity Site at Chelson Meadow. Our key challenges are to increase the recycling rate across the city and continue the procurement of a long term waste treatment facility.

6.5.3 Changes in resource allocation (revenue & capital)

- 6.5.3.1 The department's revenue budget is increasing overall and this will be targeted on adult social care and within culture, leisure and sport. We will have to ensure that the demands from adult social care services are carefully monitored and kept under control.
- 6.5.3.2 The main capital investment that will deliver significant progress against a number of corporate improvement priorities is the building of the Life Centre. Changes in funding grants and capital receipts have been kept under constant review and the overall capital programme has been prioritised and revised to ensure that all funding streams are realistic and achievable.

6.6.4 Budget Delivery Plans – what will the department do differently

- 6.6.4.1 As outlined in detail in our delivery plan our key actions will mainly focus on changing the way adult social care is delivered. It will be driving through change in service delivery through personalisation, integration with health and modernising services.
- 6.6.4.2 The focus in Culture, Leisure & Sport will be on the main project of the Life Centre and the procurement of the leisure services operator.
- 6.6.4.3 In particular there will be a focus on achieving savings from business support, administration and procurement to ensure the focus of the department remains on delivering front line services. There will be a focus on maintaining and improving other front line services within existing budgets.

6.7 **Development & Regeneration**

6.7.1 Context

- 6.7.1.1 The development and regeneration department was established in its current form as part of the councils management restructure. The department remains responsible for planning services, strategic housing, transport and property and economic development. The City Council has set out a strong growth agenda for Plymouth over the next 20 years, that will involve growing the City's population by 50,000, creating 40,000 new jobs and building 30,000 new homes. The Department provides strategic leadership on place making and the population, housing and economic growth in Plymouth, and must secure inward investment, if we are to become one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.
- 6.7.1.2 The biggest challenge for the department is how we can continue to deliver quality front line services as well as fund the planning and delivery for the growth of the City. The department was recently reshaped to include our newly formed retained Strategic Housing service following stock transfer, and to recognise the need to create a greater resourced Economic Development Service.
- 6.7.1.3 The recession is having a considerable impact on the levels of departmental income, for example, reductions in commercial rents, reduced car parking income and reduced numbers of planning applications. For service areas such

as planning, we have downsized our activities accordingly, but for commercial income, reductions are largely outside of our control.

6.7.1.4 The recessionary pressures have also impact on increased demand for housing advice and Homelessness services, and access to good quality private and affordable housing, together with increasing demands for adapted homes for those with disabilities and the elderly.

6.7.1.5 The higher than expected up take of concessionary bus fares means that our funding allocation from Central Government for this initiative has added additional pressure to the department's budget.

6.7.2 Progress on Corporate Improvement Priorities

- **CIP 5 Providing better and more affordable housing**

We have exceeded our 09/10 LAA target of affordable housing, and in finalising stock transfer we have secured funding to invest in improving the quality of 15,000 homes now transferred to Plymouth Community Homes. This is a major step towards achieving CIP 5.

We still intend to develop a Local Housing Company, and this will form the key project for a renewed CIP 5, together with our need to tackle Private Sector Housing quality and maintaining delivery of new affordable homes.

- **CIP11 Improving access across the City**

Progress continues to be made in meeting the respective milestones on accessibility. The revised Derriford Hospital Accessibility Action Plan is ready for LSP adoption. The Public Transport Delivery Plan and Sustainable Schools Transport Strategy are completed in draft format. The Real Time Passenger Information has been successfully extended with 22 new sites along the Northern Corridor. The majority of Northern Corridor schemes are currently under way The draft interim Network Management Plan is also due for completion, which will help inform the emerging local transport plan (LTP3).

- **CIP12 Delivering sustainable growth**

The City has excellent strategic documents setting out the framework for growth. Work is ongoing to design new structural and governance arrangements to better prioritise growth and regeneration initiatives and streamline the large number of often duplicating partnerships and groups.

Delivery of the City's growth agenda is still broadly on track despite the impact of the recession, through support for the Urban Enterprise Programme and our support for the continuing implementation of both the Recession Action Plan and the Market Recovery Action Plan.

Job creation and housing delivery initiatives are all on schedule. Delivery of strategic infrastructure is on track with planning permission granted for the Eastern Corridor Community Infrastructure Scheme. Funding has been

secured for the East End Community Infrastructure Fund Scheme with initial pre-works undertaken.

Master planning for Central Park has had to be re-programmed following clarification of funding and the need for further detailed design work. Delivery of growth programmes has been affected by the Government's decision to remove £2.4 Million of previously approved New Growth Points funding which has resulted in the re-phasing of several infrastructure projects.

6.7.3 Changes in resource allocation (revenue & capital)

6.7.3.1 Additional revenue resources allocated to the Development & Regeneration Department will in part off-set reductions in income due to recessionary pressures, support the development of an enhanced economic development service and add focus and attention to project delivery.

6.7.3.2 An additional £150,000 has been allocated to Economic Development Service from within the department's resources to fund additional capacity, supporting initiatives to drive our economic performance in high priority sectors and enhance job creation in higher value, higher skilled jobs. This will be through the development of the Economy and Enterprise Programme Board working in close co-operation with the Plymouth City Development Company and other key partners across the City.

6.7.3.3 We have secured up to £20m for affordable housing this year, which will deliver new homes over the next 12 months and more. As part of the single conversation we have a commitment from the HCA to invest in a major regeneration project in North Prospect to £44m over 10 years.

6.7.4 Budget Delivery Plans – what will the department do differently

6.7.4.1 The department will be addressing a package of measures that combine income maximisation with further general efficiencies. Both the Planning Services and Transport Policy and Strategy have been subject to value for money reductions in previous years so there is generally little manoeuvrability, but by changing the shape of the department, we expect to achieve economies of scale by amalgamating resources across all service areas.

6.7.4.2 Parking Services have seen a 10% reduction in income nationally. The parking income has historically had limited investment capacity and a funding gap in the trading account. There will be action taken to rationalise both the existing on and off street car parking charging regime, and with the combination of ongoing improvements to parking provision, increase charges in target areas.

6.7.4.3 We will be implementing an improved Planning Application Service by introducing a Development Enquiry Service whereby pre application advice will be charged for depending on the scale of the application. We will also streamline the Local Development framework through the merging the remaining Area Action Plans and Development Plan Documents, and reprogramming the Core Strategy review.

6.7.4.4 Following Stock Transfer further clarity on the retained housing service via an initial review has realised some efficiencies. We are re-focussing neighbourhood management and have also initiated a peer challenge of our Private Sector Housing Service. We will undertake a strategic review of Homelessness and Housing Options later in the year. These could potentially release efficiencies, and we also aim to maximise income and external grant funding to meet some of the gaps in the service.

6.8 Corporate Support & Chief Executives

6.8.1 Context

6.8.1.1 The Corporate Support Department was established as part of the corporate restructure of the Council from 1 April 2009. The department covers five areas: **Customer Services and Business Transformation, Democracy and Governance, Finance, Assets and Efficiencies, Human Resources and Organisational Development and ICT**. The department is a mixture of 'front-line' services and the majority of 'back-office' functions for the Council.

6.8.1.2 The two key pressures from external customers are the increasing applications for benefits in the current economic climate and the increasing number of looked after children leading to increased pressure on Legal Services taking cases through the courts. A key internal pressure is supporting the Council's ambitious programme for the City and itself. By its nature Corporate Support has an input into everything the Council does in some way.

6.8.1.3 The department is looking to manage the above and improve its services to all its customers whilst operating with a reduced budget for 2010/11 and beyond. We are progressively restructuring the department to ensure we have the right focus for the future.

6.8.2 Progress on Corporate Improvement Priorities

6.8.2.1 The department is responsible directly for three CIPs as follows:

- **CIP1 – improving customer service**
Our key success was achieving Customer Service Accreditation. Our key challenge is to ensure a consistent high quality service to all our customers from across the Council.
- **CIP 13 – Supporting Council Staff to perform better**
Our key success was the completion of the JE process and appeals. Our key challenge is to really embed a robust competency framework
- **CIP 14 – Providing better Value for Money**
Our key success has been the progressive roll out of the Council's Accommodation Strategy, improving our use of our Accommodation. We are also achieving national recognition for our commitment and progress with partners on reducing the City's Carbon footprint. Our key challenge is to achieve the very challenging targets set by National Government for Value for money as an organisation.

6.8.2.2 The department also significantly supports the remaining eleven CIPs.

6.8.3 Changes in resource allocation (revenue & capital)

6.8.3.1 The department's revenue budget is reducing overall but we have ensured that the reduction will not impact on our external customers. In terms of accessing additional resources the focus for the department will be on submitting 'invest to save' business cases to access capital funds if and only if revenue costs are reduced in the future and the project helps to improve services. The focus of these business cases in the first instance will be around investment in IT and investment in our estate to reduce the number of buildings we use linked to our Accommodation strategy.

6.8.3.2 The department will need to carefully prioritise its scarce resources to ensure it can support all the Council's Corporate Improvement Priorities and the achievement of the delivery plans outlined in this document. The department will continue to work closely with the restructured Chief Executive's department as the corporate centre of the organisation.

6.8.4 Budget Delivery Plans – what will the department do differently

6.8.4.1 As outlined in detail in our delivery plan our key actions will reduce the number of posts in the department by at least 20 FTE's. This is continuing a trend in recent years of reducing posts across the Corporate Centre. The significant reduction in 2009/10 was a combination of planned post reductions and TUPE transfer associated with stock transfer. It is highly likely that the structure for the department will reduce still further in future years. We will need to consider carefully opportunities for partnership working with either the public or private sector to maximise economies of scale and performance in the future.

6.8.4.2 The Chief Executives Unit has also been substantially restructured with many services areas now within Corporate Support or Community Services. The service areas now include corporate policy and performance management, partnership support (Local Strategic Partnership) and communications. The main priorities for this service are to ensure effective performance monitoring and performance management across the Council and supporting, driving and coordinating the significant transformation agenda within the Local Strategic Partnership and the Council that will be required over the next few years.

6.8.5 Progress on Corporate Improvement Priorities

6.8.5.1 The department is responsible directly for the following CIP:

- **CIP2- Customer Engagement**

The "You Said, We Did" pilot campaign was carried out in September with similar messages used to promote corporate priority setting in November at events in Drake Circus and through Area Committees. We have compiled and published the Place Survey 2008 with results fed into review of priorities. Publication of "How we consult with you", Plymouth's statement of Community Involvement and Compact Code of Practice, which sets standards for consultation with residents for the Council and our partners has been completed and engagement and consultation values have been built into corporate competency framework ensuring that all staff

become aware of good practice in terms of gathering feedback from the public and using it to develop services.

6.8.6 Changes in resource allocation

The budget across Chief Executives is reducing. The focus for the team is to drive change across the Council and partnerships, the budget delivery plans for Chief Executives includes a restructuring across policy and partnership support both within Chief Executives the Council and across a range of partnerships which the Council is engaged in. Improving coordination of communication, performance management and partnership management while reducing the cost of supporting partnership arrangements.

7. Budget Consultation

- 7.1 The Council has continued to improve how it communicates with partners and the public in relation to its budget setting and spending plans. Throughout 2009/10 summary accounts have been made available within locations such as local libraries and Schools, articles published in the local newspaper and budget details issued in Plymouth People (the Council's newsletter) which is delivered to every household within the City.
- 7.2 Specific consultation events have also been held in the community to raise awareness of the Council's improvement priorities and spending plans. For example, members of the Council's Senior Management have hosted interactive engagement at Drakes Circus in October / November 2009.
- 7.3 We continued to build on promoting awareness and engagement with the eight Area Committees, explaining improvement priorities and conducting electronic voting at each committee to determine which priorities are more, or less, important to the specific area.
- 7.4 The Council continues to keep its partners fully informed of its corporate priorities and financial position through comprehensive bi-monthly performance and finance reports. As per previous years, presentations and discussions will be held with all key stakeholders such as political groups, Chamber of Commerce, local MPs, Unions and the LSP in early February 2010.
- 7.5 There will also be a thorough two day scrutiny of the corporate planning and budget documents on 15 and 17 February 2010. To continue to enhance this scrutiny process we will be using accredited Improvement and Development Agency (IDeA) peer officers and members to provide added, independent challenge to the process.
- 7.6 The recommended budget presented within this report is draft and subject to any necessary changes and amendments made through the consultation and scrutiny process (if approved through Cabinet and Full Council).

8. Risks associated with the budget. Reserves & Provisions

The risks associated with the budget are detailed in Appendix A. This Appendix also includes details on the Council's current and projected reserves.

9. The Medium Term Financial Outlook

- 9.1 The Council is facing a series of very challenging issues into the medium term. The combination of the current national economic situation, a new three year funding settlement for 2011/12 to 2013/14 and a new national government with a new set of priorities will require the Council to have robust plans if it is to continue to improve. In addition the Council is facing the next three year valuation of its pension fund deficit with new employer contributions due to start from 1 April 2011. The Revenue impact of Stock Transfer has been managed within the proposed 2010/11 budget but starts to increase significantly from 2011/12. The capital programme will require robust management to ensure the outputs are achieved and the impact on the Council's revenue budget is kept to a minimum. The impact of waste disposal on the Council's costs will grow significantly in the coming years even with the successful delivery of the waste PFI scheme.
- 9.2 The Council is not unusual in facing these issues and is prepared for the challenge. The above clearly means that the Council will need to take some difficult decisions in the future about what services it does and what services it doesn't provide. The Council will need to continue to radically change shape over the coming years if it is to continue to improve the City and the Council itself. The stock transfer process is a good example of what the Council needs to do more of – working closely with other partners in the public and private sector to provide the best solution for the Council tenants and, in this example, hand services over to another organisation with the resources to dramatically improve the service. The Council will use 2010/11 to prepare for the significant challenges ahead.

10. Summary and Recommendations

- 10.1 In summary for the 2010/11 budget, the Council has continued to allocate resources to deliver improved front line services and make tangible progress against corporate improvement priorities whilst reducing spend on back office support functions. In future years the Council will face significant pressures due to tight public expenditure constraints.
- 10.2 It is recommended that :
- (i) To recommend the proposed target budget requirement for 2010/11 to Council, subject to the consultation and scrutiny process;
 - (ii) To request Officers to identify further savings in advance of the 1 March 2010 Council meeting to arrive at the required budget requirement;
 - (iii) It is recommended to approve that the previously ring-fenced capital receipt of £4.4 million be transferred to general capital receipt fund.
 - (iv) It is recommended that officers continue to develop delivery plans to address the funding pressures faced for 2011/12 and beyond.

Appendix A

Risk Identified	Risk Mitigation (Actions Required)	Risk Status *
* Risk Status : Red=High; Amber=Medium; Green=Low		

SECTION I - DELIVERY OF BUDGET		
<p>1. <u>Delivery of a Balanced Revenue Budget</u></p> <p>Risk of non-delivery of budget plans</p> <p>(a) Directors have identified a number of pressures within their budgets for 2010/11 and future years.</p> <p>(b) Local Government funding from 2011/12 onwards will reduce which will cause further budget pressures.</p> <p>(c) Directors have produced and signed up to high level plans to deliver a balanced budget. Detailed project plans are being developed to support the high level plans.</p> <p>(d) Future year budget plans need further work as Medium Term Financial Forecast still showing shortfall in resources.</p> <p>(e) Current spending plans exceed resources available. Further work will need to be undertaken during the next few weeks to identify options to bring budgets back in line with resources.</p> <p>(f) 2009/10 forecasted revenue budget overspend will add pressure if CMT are not able to return a balanced situation by year end.</p>	<p>Additional revenue resources have been prioritised and allocated to front facing services in 2010/11 to contribute towards known budget pressures.</p> <p>Financial Management procedures are in place regarding carry forwards. Targets are set (1% overspend and 2% under spend).</p> <p>Each Director has provided a Delivery Plan on how the Departmental budget will be delivered.</p> <p>Delivery Plans have been subject to a robust challenge at CMT and DMTs. There has been Portfolio challenge of the delivery plans prior to the final budget proposals.</p> <p>Progress reports against Delivery Plans will be incorporated into bi-monthly finance and performance reporting which will continue to be presented and challenged by Cabinet and Scrutiny.</p> <p>Annual contingency of £0.500m allowed for within revenue budget.</p> <p>Proposal to set up invest to save budget in capital to enable pump prime investment to generate revenue savings in future years.</p> <p>The Bellwin Scheme is available for emergency expenditure – this provides 85% funding of costs that exceed the Council's threshold of approximately £0.700m.</p>	RED

	<p>All departments are seeking to minimise the overspend in 2009/10.</p> <p>The Council will also consider the most appropriate use of the Fleming VAT reimbursement once the final position for the year is known.</p>	
<p>2. <u>Service Specific Issues</u></p>		
<p>(a) Children and Young People The number of Children in the care of the local authority has increased mainly due to the high profile national and local media cases which has been reflected in the budget (budgeted at current levels). The cost of caring for an individual child varies depending on their particular needs</p> <p>There are potential capacity issues within the social work area due to the requirement to implement the Laming recommendations on case loads. Recommended 15 – 20 but in Plymouth currently range from 20-31.</p> <p>There has been a significant increase (up to 90%) in the number of children subject to protection plans where the risk has been managed within the community rather than being taken into the care system. Such a high increase will be extremely challenging to sustain.</p> <p>The High Court Ruling ‘the Southwark judgement’ introduces new responsibilities for local authorities in respect of 16/17 year olds as it is now a requirement to consider taking them into the care system and to provide additional services until the age of 25. A sum of £250k has been included in the budget but there is a risk that this sum will be insufficient.</p>	<p>Continued rigour with the decision making process of the placement review panel.</p> <p>The successful implementation of the ‘Payment for skills’ foster care payment scheme will enable more placements to be made appropriately within Plymouth by increasing the number of carers into the profession and through the higher quality factors increase the councils capacity to care for children with more complex needs.</p> <p>Continued investment in workforce development, particularly with newly qualified social workers. Successful implementation of a fully functioning Care First system will help to mitigate the requirement for additional social workers.</p> <p>The transfer of some children in need cases to other agencies through the Common Assessment Framework will ensure that the needs of the children are met by the body best placed to support them and help to contain the pressure on the council.</p> <p>There is a robust process for considering the additional services allocated (if any) for each potential case.</p> <p>Before the ruling, some support for this client group was given by</p>	<p>AMBER</p>

	housing from the homelessness budget and a reallocation of this budget will need to be considered.	
<p>(b) Adult Social Care</p> <p>Within Adult Social Care there are nationally recognised demographic changes which impact the budget, due to both an ageing population and increased complex needs.</p> <p>The services are volatile and small changes in client numbers of those with high care needs can impact on the budget.</p> <p>The government's personalisation and modernisation agenda will present challenges to the transformation of the service.</p> <p>The financial and operational impact of the Government proposed 'free personal health care' (to help people live at home) is still subject to consultation and there are no estimates in the budget assumptions.</p> <p>Service and funding decisions made by NHS Plymouth (previously known as Plymouth Primary Care Trust) can impact on the costs incurred by the Council .</p>	<p>Accurate and timely monitoring information provided to lead officer for Adult Social Care.</p> <p>Review of data quality, linked to Carefirst project and other systems.</p> <p>The Director of Community Services will establish a Programme Board to manage the delivery of action plans and the transformation of adult social care services.</p> <p>Determine the impact as soon as the government proposals become clearer (work is already underway).</p> <p>A Health and Social Care Integration Board is in place to improve our partnership arrangements. The Director of Community Services and the Chief Executive of NHS Plymouth meet regularly to discuss high risk issues.</p>	AMBER
<p>(c) BSF</p> <p>Additional budget resources have been allocated to fund the anticipated BSF project implementation costs; however final costs will only become more certain as the project moves towards outline business case acceptance.</p>	<p>The BSF Committee and Executive group will be responsible for maintaining workforce investment and other resources to ensure timely delivery of all project stages.</p> <p>Initial costs have been allowed for in the 2010/11 budget.</p>	AMBER
<p>(d) Stock Transfer</p>		RED

<p>The Council Stock Transfer has resulted in a residual financial cost to the General Fund. This cost has been estimated and allowed for within the budget plans for 2010/11. In future years the costs are forecast to increase substantially. Action needs to be commenced in 2010/11 in order to reduce the impact of these costs over the next 5 years.</p> <p>Residual pension's deficit remains with the Council. Forecast increase in annual contributions of approximately £1.3m from 2011/12.</p> <p>As part of the transfer the Council has been required to provide a number of warranties. There may yet be residual costs and claims that will fall to the Council, eg public liability claims.</p>	<p>The residual cost has been allowed for in budgets for 2010/11.</p> <p>Negotiated monies, as part of stock transfer, via VAT shelter and Right to Buy receipts but this is capital resource.</p> <p>Application for Capitalisation Direction to help better manage resources between revenue and capital.</p> <p>Quarterly joint liaison meetings have been arranged.</p> <p>Insurance provision £0.250m has remained with Council.</p> <p>Assumed working balance on HRA of at least £2m which can be used to offset increased costs in 2010/11.</p>	
<p>3. Corporate Issues</p>		
<p>(a) Maintenance Liabilities</p> <p>Inadequate budget provision to meet maintenance liabilities</p> <p>Provision has been made in the revenue budget to meet the costs of the routine maintenance of the Council's operational buildings. Improvement works are charged to the capital budget.</p> <p>The asset management strategy identifies that there is a significant backlog in maintenance obligations.</p> <p>Risks include health and safety issues that may arise during the year and the uncertainties over the future of the Civic</p>	<p>Asset management keep under review all the Council's assets including identifying and considering assets for disposal.</p> <p>A further increase in the revenue budget of £0.350m has been allocated in 2010/11 towards preventative maintenance.</p> <p>Insurance reserve set up which could be used to meet the costs of health and safety repairs.</p> <p>Accommodation reserve set up to meet one off repairs to Civic Centre (and other Council Offices)</p>	<p>AMBER</p>

Centre.	pending outcome of negotiations on the future of Civic Centre.	
<p>(b) Redundancies</p> <p>Impact of redundancies on revenue budget</p> <p>As part of the budget delivery plans, the council will delete a number of posts in 2010/11 in order to achieve a balanced budget.</p> <p>Redundancies result in one-off costs, including a contribution to the pension fund. These costs have not been specifically allowed for in the budget.</p>	<p>A contribution of £0.552m has been transferred to a redundancy reserve as part of the 2010/11 budget.</p> <p>We will minimise the number of redundancies through vacancy management, effective redeployment practices and close working with the unions.</p> <p>Capitalisation Direction applied for in 2009/10. There may be an opportunity to apply for further Capitalisation Direction in 2010/11 if redundancy costs exceed thresholds. However this will impact on Capital Programme.</p> <p>Consider spreading pension fund top-up over three years.</p>	AMBER
<p>(c) Equal Pay</p> <p>The Council has received a number of equal pay claims and grievances. These are being dealt with by way of grievance hearings and through the Employment Tribunal system. Tribunal claims are likely to be delayed until 2010/11.</p> <p>Capitalisation Direction request was refused 2009/10.</p>	<p>The Council secured a Capitalisation Direction to cover equal pay claims in 2007/08. This can be used for any claims submitted prior to 31 March 2008.</p> <p>Equal pay reserve set up 31 March 2009 for claims submitted after March 2008. (£350k).</p> <p>Regulations allow impact of equal pay claims to be deferred until actual payment.</p> <p>The Council can apply for a capitalisation direction in 10/11 if cost exceed threshold.</p>	AMBER
<p>(d) Accommodation</p> <p>The Council's existing Civic Centre is not 'fit for purpose'. It is expensive to maintain and, in the medium term, will require significant investment.</p> <p>The building being listed in 2007 has meant that the Council has had to review its original plans.</p>	<p>Accommodation Strategy forms part of the Council's Strategic Asset Management plan. Potential to explore invest to save opportunity.</p> <p>Work ongoing with English Heritage to scope and detail repairs and alterations required to</p>	AMBER

	enable the building to have a potentially sustainable future.	
SECTION II – IMPACT OF MAJOR PROJECTS / CORPORATE ITEMS		
4. <u>Major Projects</u>		AMBER
<p>Delivery of Major Projects- timing and resources</p> <p>The Council currently has a number of cross cutting major projects either in progress or planned for the medium term. The key risk is delivering the projects on time and to budget.</p> <p>The requirement to reduce staffing to balance budgets may impact on the ability to adequately resource projects.</p> <p>Many projects require services to be delivered in an innovative way. There may need to be a requirement for external advisors which puts pressure on budgets.</p> <p><u>The main projects are:</u></p>	<p>Clear project plans in place for key areas.</p> <p>Revenue and Capital Funding allocated to Corporate priorities under budget process.</p> <p>Capitalisation Direction submitted for 2009/10 – approval will enable resources to be set aside to support projects in future years.</p> <p>Proposal to set up “invest to save” budget within capital.</p> <p>Progress on Major Projects overseen by a Project Board with finance input.</p>	
<u>(a) Corporate</u>		
<p>(i) International Financial Reporting Standards (IFRS)</p> <p>Local Authorities are required to prepare statutory accounts in accordance with International Financial Reporting Standards (IFRS) from 2010/11.</p> <p>This is a major project that is currently being delivered by existing staff resources The reduction in staffing in Corporate Support may result in conflicting priorities and the ability of staff to adequately support the project.</p> <p>Failure to deliver on time will reflect adversely in the annual Use of Resources and Comprehensive Area Assessments (CAA).</p>	<p>Governance structure in place and regular reporting to Audit Committee.</p> <p>Project manager in post and high level project plan produced.</p> <p>Standards being reviewed by a number of project work streams. Detailed impact assessments being completed.</p> <p>Early discussions with External Auditor. External support secured to support the PFI work stream.</p> <p>Additional budget allocated in 2010/11 for support to project.</p>	AMBER
<u>(b) Service Specific:</u>		

<p>(i) Care First</p> <p>The Council has begun a 3 year programme to harmonise the Children's & Family and Adults Social Care Teams onto a single computer system. The costs of this project will span a number of years in which time costs can fluctuate.</p>	<p>A Care First Project Board has been set up, chaired by the Assistant Chief Executive.</p> <p>3 year Revenue budget allocation to the project starting in 2010/11.</p> <p>Stronger management of the relationship with the Software provider and improved contract management.</p>	<p>AMBER</p>
<p>(ii) Leisure Management</p> <p>The Council is undergoing a procurement exercise for the management of Leisure Services. The project risk register identifies a number of key risks, including completion of the process to co-ordinate with the completion of the Life Centre.</p>	<p>Budget provision allocated for the project.</p> <p>A Project Board monitors the progress of the procurement exercise as part of the Life Centre and leisure related projects.</p> <p>The programme is part of the regular member scrutiny process.</p>	<p>AMBER</p>
<p>(iii) Life Centre</p> <p>The construction of the Life Centre is a complex design and build project with a mixed funding stream including several grants with certain conditions.</p>	<p>Life Centre and Leisure Related Projects Programme Board in place. Board meets monthly to monitor progress.</p> <p>The construction is part of a robust contract which details construction milestones and financial milestones. The contract will be closely monitored by the Council's appointed project managers EC Harris.</p> <p>Costs and risks well understood and subject to robust scrutiny.</p>	<p>AMBER</p>
<p>(iv) Waste PFI</p> <p>The cost of disposing the City's waste is due to rise sharply over the coming years. Since closing the Council's landfill site, Chelson Meadow, we have entered into a contractual arrangement to dispose our waste in Cornwall for the immediate future.</p> <p>The council is currently developing a Energy to Waste PFI solution in partnership with Torbay and Devon County Councils. The capital and</p>	<p>A waste management reserve has been created with the balance of this reserve currently at £1.1m.</p> <p>The Council is entering into a Private Finance Initiative, (PFI), with Devon County and Torbay Councils to build a new 'waste into energy' plant.</p> <p>Revenue & capital costs are updated and communicated through robust governance arrangements.</p>	<p>RED</p>

revenue costs of this project are significant and volatile to change.	External finance advisors are assisting with financial modelling.	
<p>(v) BSF Council has been successfully secured a place on the Building Schools for the Future (BSF) programme.</p> <p>The final funding allocation will be dependent on a number of factors including estimated pupil numbers and will not be finalised until outline business case in the next twelve months.</p> <p>The Council will have to decide what mixture of new build / refurbishments it can afford to finance from the funding.</p>	<p>The Council have appointed external financial and technical advisors to ensure that the Council maximises its funding allocation and what it is able to provide within the funding envelope.</p> <p>There will be regular project meetings with the external advisors over the next six months to progress this aspect of the project.</p>	AMBER
SECTION III - IMPACT OF ECONOMY		
<p>5. <u>Economic Impact on Income</u></p> <p>(a) Reduced income from fees and charges</p> <p>(i) Budget monitoring reports continue to identify areas experiencing a reduction in income due to the economic climate e.g. including car parks and commercial rents.</p> <p>(ii) Risk on Medium Term Financial Strategy of further economic downturn.</p>	<p>Departments have reviewed underlying income assumptions.</p> <p>Revenue allocation made in 2010/11 to part offset the loss of car park and commercial income.</p> <p>Key PIs in relation to collection rates reported/monitored in bi-monthly monitoring report.</p>	GREEN
<p>(b) Impact on income collection rates- eg Council tax, National Non Domestic Rates, Sundry Debt income</p> <p>Current monitoring reports identify collection rates generally at target for 2009/10 but continuing recession could adversely impact in future years.</p> <p>Commercial rent income continues to fall below target.</p>	<p>Income strategy approved.</p> <p>Risk based approach to debt collection.</p> <p>Instalments policy to be implemented. Actions to encourage greater direct debit take up.</p> <p>Bad debt provision reviewed regularly to ensure it remains adequate to meet costs of any</p>	AMBER

	<p>potential uncollectable debt.</p> <p>Recovery routes will be rationalised and shortened.</p>	
<p>6. <u>Treasury Management</u></p> <p>(i) Investment Returns Bank of England base rate remains low at 0.5% affecting the ability to achieve target investment returns.</p> <p>The budget projections for 2010/11 assume investment returns of 1%.</p>	<p>Treasury Management (TM) Board meets weekly to review investment and borrowing strategy enabling timely action in response to changing market conditions.</p> <p>Revised TM Strategy to Cabinet and for approval at Council provides more flexibility for investment opportunities.</p> <p>Level of investments reduced as to meet cash flow and repay debt</p> <p>Continue to maximise use of external Treasury Management advisors.</p>	AMBER
<p>(ii) Borrowing risk – portfolio imbalance PWLB/LOBO</p> <p>Repayment of £91m PWLB debt following stock transfer has resulted in a significantly high proportion of market loans (LOBO) compared to PWLB debt.</p> <p>Over longer term this reduces Council's ability to restructure debt portfolio.</p> <p>Average interest payable on loans exceeds rate of interest receivable on investments increasing pressure on budget.</p>	<p>New borrowing to be taken from PWLB.</p> <p>Seek to bring Devon Debt in house to enable greater flexibility over debt repayment.</p> <p>Make greater use of variable rate debt.</p> <p>Use balances and reserves to meet cash flow and borrowing requirements.</p>	AMBER
<p>(iii) Investment losses – Iceland Banks</p> <p>Recovery of monies in Iceland still subject to uncertainty:</p> <p>Regulations allowing Authorities to defer charging for losses only apply to 2009/10.</p>	<p>Plymouth City Council representation on the Local Authority Iceland Bank Steering Committee.</p> <p>Capitalisation Direction applied for in 2009/10. if approved will allow losses to be spread over 10-20 years.</p>	RED

	<p>Continue to lobby Government for extension of regulations to defer impact of Losses.</p> <p>Reserve set up as part of closedown 2009/10.</p> <p>Dividend payments being received from Heritable £0.908m (of £3m) recovered to date.</p>	
<p>7. <u>Capital Programme</u></p> <p>Current housing market makes it difficult to generate sufficient capital receipts to fund capital programme at assumed level.</p> <p>Impact of Credit Crunch on Treasury Management with knock on effect on Capital Programme.</p> <p>Any shortfall may require additional temporary borrowing which will impact on revenue budget.</p> <p>There is uncertainty over central government grants in future years due to the pressure on public sector finances</p> <p>The impact of decisions made on programmes receiving grant or supported borrowing may have an impact on future allocations.</p>	<p>Constant review of capital receipts position and other financing options as part of monitoring.</p> <p>Review of capital programme to reduce dependency on capital receipts undertaken as part of budget setting.</p> <p>Capital Financing reserve set up – balance of £0.975m which can be used to fund temporary borrowing costs to plug timing differences in receipt of capital receipts.</p> <p>The level of grants will be constantly monitored, with projects being delivered over several years not being commenced until there is certainty over linked grant funding</p> <p>Continuing dialogue with the relevant Government departments</p>	AMBER
SECTION IV – FURTHER BUDGET ASSUMPTIONS		
<p>8. <u>Inflation assumptions</u></p> <p>Difficult to identify impact of inflation / deflation as economic uncertainty continues.</p>		
<p>(i) Pay award</p> <p>Current budgets assume a 1% increase.</p>	<p>LGA have informed Unions that there will be a pay freeze in 2010/11. But this is open to negotiation.</p> <p>Any savings in departmental budgets as a result of a pay award</p>	GREEN

	freeze will be recouped and held corporately to meet future budget pressures.	
<p>(ii) Energy costs</p> <p>Energy contract due for renewal in June 2010. Contract prices obtained will depend on the energy supply market at the relevant time.</p>	<p>All Departmental budgets have received an appropriate increase for utility budgets.</p> <p>PCC works in conjunction with Torbay Council, Devon County Council and the energy supplier to secure the best prices available within the current market.</p> <p>Current indications show the market cost is falling and will continue to do so over the next 4-6 weeks during the contract renewal negotiations.</p>	AMBER
<p>(iii) Other</p> <p>Inflationary increases have been contained for social care commissioning (private and independent sector), with exceptions relating to previously agreed medium term contracts. Irrespectively, these contracts will all need careful management to contain costs and drive service improvements.</p>	<p>This is consistent with guidance from commissioning colleagues.</p> <p>Contracts will need to be closely monitored.</p>	AMBER
SECTION V - OTHER		
<p>9. <u>Efficiency Savings</u></p> <p>(a) Failure to deliver on VFM Efficiency Target</p> <p>Efficiency target increased to 4% for 2010/11. Achievement of efficiencies monitored via national indicators performance return NI179.</p> <p>Council return showing falling significantly below target</p> <p>Details of efficiencies achieved to be included on Council Tax Bills and accompanying Council Tax leaflet. Failure to achieve the target will impact adversely on the Council's Use of Resources score and CAA assessment.</p>	<p>Profile of VFM raised across the Council - a corporate improvement priority - CIP 14.</p> <p>Directors set a VFM target as part of benchmarking exercise.</p> <p>Business plans to include details of how service will achieve VFM efficiency savings.</p> <p>Corporate VFM delivery programme plan to be produced once budget has been set and business plans completed. Programme co-ordinator appointed to raise the profile of VFM across council.</p>	AMBER

	Number of new projects will be put in place that will improve VFM e.g. Purchase2Pay.	
(b) Partners		
<p>(i) New deal For Communities (NDC) Grant – Devonport Regeneration Community Partnership (DRCP)</p> <p>The NDC grant is now entering its final year.</p> <p>The risks to the Council increases as the funding stream comes to an end and include the costs of pensions and potential redundancy costs as well as residual costs should spend by the projects miss grant cut off dates.</p> <p>There is also an inherent risk to the Council of grant clawback should grant conditions not be met.</p> <p>Risk of not achieving required improvements and stretch targets set in the Local Area Agreement will result in a reduction in performance Reward Grant.</p>	<p>Council Officer attendance at the DRCP board meetings.</p> <p>Monthly meetings held between senior Council Officers, DRCP staff and GOSW.</p> <p>Monitoring of expenditure is reported alongside the Council's expenditure.</p> <p>The Council continues to hold £1.3 in reserve as a result of the agreed flexibility sought in 2007/08 to maximise grant spend. This reserve is earmarked against specific DRCP projects.</p> <p>DRCP taking action to downsize staffing levels in advance of grant end. Succession plan produce and currently subject to CLG scrutiny.</p> <p>Financial due diligence being carried out by Council officers on succession plan proposals.</p> <p>Regular monitoring at LSP Executive and through Overview and Scrutiny.</p>	AMBER
<p>(ii) NHS</p> <p>There is a close relationship between the costs incurred by adult social care and NHS Plymouth (previously known as the Plymouth Community Primary Care Trust).</p> <p>Both organisations face future budget pressures.</p>	<p>The Council has strengthened its relationship with NHS Plymouth through Memorandum of Understanding and a Health Social care Integration Board.</p> <p>Regular liaison and meetings will be maintained.</p>	AMBER
<p>(iii) Highways</p> <p>The Council entered into a partnership with Amey on the 1st Dec 2008 to undertake highway design and maintenance and carry out some of the</p>	<p>Strategic and Operation Boards have been set up to ensure that major issues are promptly highlighted and dealt with.</p>	GREEN

<p>statutory functions of the Council.</p>	<p>There are also regular meetings to discuss day to day operational issues and the impact that may arise on performance indicators and budgets.</p>	
<p>10. <u>Insurance Cover</u></p> <p>The adequacy of the authority's insurance arrangements to cover major unforeseen risks</p> <p>Monitoring during 2009/10 indicates the provision may be insufficient to meet all known liabilities. This is as a result of an increase in the number of new serious injury claims received.</p> <p>Any shortfall in the provision at year end would be met from the earmarked insurance reserve and/or general balances.</p>	<p>The Council continues to keep the adequacy of its insurance fund under review.</p> <p>An increase to internal premiums has been implemented for 2010/11.</p> <p>A number of pro-active risk management measures are being implemented in response to the identification of problem areas.</p> <p>The Bellwin Scheme is available for emergency expenditure – this provides 85% funding of costs that exceed the Council's threshold of approximately £0.700m.</p>	GREEN
<p>11. <u>Outstanding Liabilities-Risk Management</u></p> <p>Contingent Liabilities</p> <p>The Council is aware of the following contingent liabilities:</p> <ul style="list-style-type: none"> • Municipal Mutual Insurance Ltd- Scheme of Arrangement • PLUSS Organisation Ltd • Section 117 refunds • Single Status Equal Pay claims • Civic Centre • Connexions. • Contaminated land • Treasury Management- Icelandic banks • Warranties under Housing Stock 	<p>The Council operates a system of internal control to identify and manage risk.</p> <p>Contingent liabilities are added to the risk register but specific budget provision is not normally made in the accounts.</p> <p>The Council keeps under review all its outstanding financial liabilities.</p> <p>Contingent liabilities identified and reported as part of Statement of Accounts.</p> <p>Provision accounts set up as appropriate once certainty of</p>	AMBER

<p>Transfer agreement, including environmental and asbestos warranties.</p> <p>Further information is available in the Statement of Accounts 2008/09.</p>	<p>liability known, but not expected to be settled by year end.</p>	
<p>12. <u>Medium Term Financial Strategy</u> There is currently a risk of not achieving balanced future years - Medium Term Financial Forecast shows a shortfall in resources in 2011/12 and 2012/13.</p> <p>General election and current economic climate will impact on future year's settlements. Cuts in grants are anticipated at -2.5% but could be higher.</p> <p>Pressure to keep Council tax rises to a minimum.</p>	<p>Proactive work with the LGA on future funding settlements.</p> <p>Delivery plans show future years indicative budgets thus allowing planning opportunities for Directorates.</p> <p>Proactive benchmarking will help to inform future VFM targets.</p> <p>MTFS will be produced as soon as possible once Council Tax is set.</p>	<p>AMBER</p>
<p>13. <u>Pension Fund Deficit</u></p> <p>Increased Employer Contributions to Pension Fund As at 31 March 2009 Plymouth had a pension liability of £330m on the Devon County managed pension fund. The pension fund is subject to a triennial actuary review with the deficit being managed through increased contributions as determined by the pension actuary. The next review is due March 2010 with revised rates implemented in 2011/12.</p> <p>It is assumed that the deficit will be repaid over a 25 year period.</p> <p>Specific issues that will impact on the contribution rates in 2011/12:</p> <p><u>Economic Climate-ability to generate investment income</u> Pension funds rely heavily on investment income to contribute to the fund balances and to meet liabilities. The current economic climate is having a substantial impact on investment income. Indications are that this may result in significant increases in pension contributions when the next triennial</p>	<p>The deficit is reported as part of the Council's Annual Statement of Accounts and is therefore subject to Member scrutiny.</p> <p>Whilst the economic position is poor at this time, the actuary takes a much longer term approach. It will not be based on the economy at a point in time.</p> <p>All residual liabilities are transferred at time of outsourcing and new employers are required to take out an insurance bond covering any losses that may arise post transfer.</p> <p>The Council makes a 'top-up' to the fund when staff are made redundant.</p> <p>Capitalisation Direction made to enable one-off lump sum to be made into the pensions fund to reduce the impact on future contribution rates. Awaiting outcome.</p>	<p>AMBER</p>

<p>review is undertaken.</p> <p><u>Outsourced/transferred services</u> As services are outsourced, e.g. Highways, and the Housing Stock transfer, and staff transfer under TUPE arrangements a transfer from the pension fund is made to ensure all pension liabilities are met as at transfer date. This affects the overall pool and the amount the Council will be required to contribute in future years from a reduced workforce base.</p> <p><u>Citybus</u> The Council has a residual pension's liability in relation to staff previously employed by Plymouth Citybus following the sale of the company.</p>		
<p>14. Conclusion</p> <p>This Appendix represents the risks associated with the budget and the actions required to mitigate the risks. These have been taken into account in the budget setting process.</p> <p>It should be noted that the Council also operates a system of internal control to identify and manage risk, with a key element the maintenance of strategic and operational risk registers.</p> <p>The corporate improvement priorities identified in the Corporate Plan report are themselves the subject of ongoing risk assessment. Action plans are being developed to ensure that they are achieved. In addition, Business Plan risk registers support the delivery of the strategic vision at individual service level.</p>		

**Appendix A
Section 2****LOCAL GOVERNMENT ACT 2003, SECTION 25 STATEMENT
SECTION 2 - ADEQUACY OF RESERVES**

The requirement for financial reserves is acknowledged in Statute. Sections 32 and 43 of the Local Government Finance Act 1992 requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. However, there is no set guidance on the minimum level of reserves that should be held.

The recommendation for the minimum prudent level and optimal level of reserves has therefore been based on the robustness of estimate information and an assessment of the strategic, operational and financial risks facing the authority over the next three years and Section 1 of this Appendix. Plymouth has significantly improved the approach to risk management over recent years. Our strategic and operational risk registers are comprehensive and are regularly reported to, discussed and challenged by senior officers and members.

In order to assess the adequacy of unallocated reserves the following factors have been taken into account:

- The level of earmarked reserves, which are shown in Annex 1 to this Appendix.
- There is always some degree of uncertainty over the timing and the full effects of any economy measures and/or service reductions that will be achieved. Directors have been requested to be prudent in their assumptions and that those assumptions, particularly about demand led budgets, will hold true in changing circumstances.
- The Bellwin Scheme Emergency Financial Assistance to Local Authorities provides assistance in the event of an emergency. The local authority is able to claim assistance with the cost of dealing with an emergency over and above a threshold set by the Government (Plymouth City Council's threshold for 2010/11 has yet to be confirmed but will be set at 2% of net revenue budget, and is currently estimated as around £0.700m). The assistance is usually 85% of any eligible costs over the threshold. Any incident for which assistance is sought must involve conditions, which are clearly exceptional by local standards and the damage to local authority infrastructure or communities must be exceptional in relation to normal experience. In the first instance these initial costs will have to be met from reserves.
- The current economic climate which is having an impact on income levels.
- The continuing financial climate which has seen a reduction in interest rates and Government support to prop up the UK banking industry.
- The risk of major litigation, both currently and in the future.
- Risks in the inter-relation between the NHS and Social Service authorities.

- Unplanned volume increases in major demand led budgets.
- The need to retain a general contingency to provide for any unforeseen circumstances, which may arise.
- The uncertainties surrounding the recovery of monies in Iceland banks.
- The need to retain reserves for general day to day cash flow needs.
- An Increasing deficit on the pension fund.

The effect of base budget changes, the full year effect of previous decisions, corporate priorities, demographic growth and legislative change have been identified and will continue to be identified during the budget and medium term planning process.

The Council has a good track record of delivering the budget. Variations from approved budget since becoming a Unitary authority have been within the range +0.3% to -1.7%. In 2008/09 the Council effectively delivered a breakeven budget, returning a small surplus of £0.010m.

The Corporate Management Team (CMT) continues to review all expenditure and it is being closely monitored by budget managers and by Finance Officers. The Council continues to set Directors a budget variance tolerance of no more than +1% overspend and -2% under spend of their budget allocation for any financial year, and performance against this target is reported to Cabinet as part of the bi-monthly performance and budget monitoring reports.

2009/10 has been an exceptional year in terms of budget pressures and each of the major Directorates are facing potential overspends at year end. National and local high profile media cases has increased the pressure on the children's services budget and there is a potential for further pressures into 2010/11 and beyond following the Southwark judgement which now requires local authorities to take 16/17 years olds into the care system and provide additional services until the age of 25. The throughput of adult social care clients and complexity of clients needs have continued to increase steadily during the year across a range of client groups resulting in additional pressures, and the economic climate continues to affect our income from fees and charges. All Directors have implemented action plans to try to minimise the overspend and there is a general reigning in of non- essential spend, including careful vacancy management. The Council has successfully recovered over £2m from overpaid VAT during the year, and has been awarded £0.258m under the LABGI scheme and whilst current policy is to transfer such sums to reserve to meet future policy initiatives, the use of these monies will be carefully considered in the light of the final position for the year, and medium term forecasts.

The Council has also submitted applications for exceptional Capitalisation Directions totalling £20.8m. At the time of writing this report the outcome is still awaited but if approved the Council would be able to transfer revenue spend to its capital budget, to be financed in part from the VAT shelter and RTB receipts negotiated under the Housing

stock Transfer, enabling the Council to better manage its available funds across its revenue and capital budgets.

The medium term financial strategy will outline in more detail the Council's policy on reserves for the period 2010/11 to 2012/13. The Council regularly reviews the appropriateness and use of reserves throughout each financial year. Where relevant, recommendations for changes are reported to Cabinet on an on-going basis. As a minimum, **all** specific reserves will be reviewed on an annual basis in March as part of the end of year accounting closedown arrangements.

The Council's 'Working Balance' is the revenue reserve that is put aside to cover any significant business risks that might arise outside of the set budget. This reserve has significantly improved over recent years and, as at March 2009, stood at £11.739m, representing just under 6% of net revenue budget. A further transfer to reserve of £0.128m has been allowed for within the 2009/10 budget, with a planned transfer from reserve of £0.350m to support budget spending, leaving an estimated balance at 31 March 2010 of £11.517m.

Taking all the above into account, it is recommended that the Working Balance for 2010/11 should equate to at least 5% of net revenue spend. This is in line with the Council's medium term strategy objective. This is slightly below the Unitary Council average of 6%.

This working balance will continue to be kept under review in the light of the other factors the Council needs to consider in delivering its priorities and in the light of benchmarking.

Appendix A
Section 2
Annex 1

RESERVES

1. As part of the 2010/11 budget process, a review has been undertaken of the council's earmarked reserves to identify the purpose of each reserve, and the estimated movement on these balances in 2010. A summary of the estimated movement is shown in Table 1 to this Annex.
2. Approval has been given to transfer the £2m recovered from overpaid VAT to reserve to meet future policy initiatives, subject to the final outturn position for the year. This would increase the total earmarked reserves at 31 March 2010 to £17.248m.
3. In total, current balances are considered to be sufficient to meet existing commitments, and overall, whilst some of the reserves are required to be ring-fenced or do have restricted use, it would be possible to use some of these balances to supplement the Working Balance and support the 2010/11 & future budgets if required, whilst still leaving adequate balances remaining to support existing commitments and unforeseen events which might require financing from these reserves.
4. Whilst, historically, it has been the Council's policy to maintain separate reserves for those services which operated as trading services, (the major ones are On Street Parking, Off Street Parking, Pannier Market), there is no requirement to keep separate reserves for many of these activities. Transfers from these balances to supplement the general Working Balance or support the overall budget have become commonplace and although most of the balances on these reserves have become exhausted, annual transfers to reserves will continue to be made from trading surpluses allowing, an albeit reduced, continued level of support to the general fund.
5. Reserves may also be established at the end of the financial year to carry forward certain unspent balances from the budget to finance the cost of specific commitments which may have slipped over into the following year or for one-off projects. The existing policy is that up to 50% of revenue under spends may be carried forward at year end providing they were declared in the mid year report and that all overspends should be carried forward unless Cabinet determines otherwise.
6. Other reserves held by the Council in the current year include:
 - Corporate Improvement Reserve
 - Capital Financing Reserve
 - Housing Stock Transfer Corporate Impact Team
 - Waste Management Reserve
 - Job Evaluation / Equal Pay
 - Accommodation Reserve
 - Redundancy Reserve
 - Commuted Maintenance Reserves

Further detail of the reserves and their purpose is given in the Annex. Movements to and from reserves are kept under review during the year and an update is included in the mid-year budget monitoring report.

7. Schools Balances

In addition to the reserves detailed in the table, the Council also holds significant balances for schools. Schools are expected to manage within the delegated budgets which are allocated to them and at the end of each financial year schools are required to carry forward any budget variations to the following year. At 1st April 2009, school balances totalled £9.151m (net).

Appendix A Annex1

Movement in Reserves				
	Estimated Balance as at 31/03/2010 £'000	Transfers to Reserves £'000	Transfers from Reserves £'000	Estimated Balance as at 31/03/2011 £'000
Off Street Parking	0	(1,660)	1,660	0
On Street Parking	0	(1,358)	1,358	0
City Market	(0)	(216)	216	(0)
Commuted Maintenance	(955)	0	18	(937)
Education Carry Forwards	(1,662)	(1,505)	1,575	(1,592)
Taxis	101	(42)	0	59
Street Trading	(104)	0	0	(104)
Land Charges Development Fund	(54)	(35)	35	(54)
Accommodation Reserve	(1,562)	0	250	(1,312)
Insurance Reserve	(1,379)	0	161	(1,218)
Carry Forwards	(1,750)	0	0	(1,750)
Redundancies	0	(552)	0	(552)
DRCP Freedom and Flexibility 07/08 reserve	(1,112)	0	1,112	(0)
Corporate Improvement Reserve	(1,477)	0	1,387	(90)
Capital Reserve	(975)	0	0	(975)
Waste Balancing Reserve	(1,100)	0	0	(1,100)
PFI reserve	(1,801)	0	0	(1,801)
Job Evaluation/Equal Pay	(350)	0	0	(350)
Iceland Bank	(324)	0	0	(324)
Urban Enterprise Fund	(326)	0	163	(163)
Other Reserves	(417)	(92)	187	(321)
Sub Total	(15,248)	(5,460)	8,122	(12,586)
Working Balance	(11,517)	(250)	250	(11,517)
	(26,765)	(5,710)	8,372	(24,103)

() Means favourable

Appendix B

SPENDING PLANS 2009 AND 2010/11				
2009/10	Service Description	Gross Expenditure	Gross Income	2010/11 Spending Plans
	Children and Young People	£000	£000	£000
0	Schools	154,902,213	(154,902,213)	0
893,676	Funded Programmes	18,509,420	(17,757,467)	751,953
3,498,224	Performance and Policy	4,177,496	(770,406)	3,407,090
9,351,561	Learner and Family Support	31,608,265	(22,122,416)	9,485,849
11,557,775	Lifelong Learning	31,286,462	(20,898,657)	10,387,805
25,647,565	Social Care	30,950,470	(2,522,342)	28,428,128
100,000	<i>Building Schools for the future</i>	300,000	0	300,000
51,048,801	Total Children and Young People	271,734,326	(218,973,501)	52,760,825
	Corporate Items			
(27,345,544)	Other Corporate Items	5,542,165	(33,160,988)	(27,618,823)
1,600,000	<i>Corporate Items - major projects</i>	3,002,000	0	3,002,000
10,831,005	Capital Financing	26,150,933	(15,233,448)	10,917,485
(14,914,539)	Total Corporate Items	34,695,098	(48,394,436)	(13,699,338)
	Community Services			
70,949,124	Adult Health and Social Care	91,784,470	(19,068,147)	72,716,323
1,840,935	Public Protection services	4,175,613	(2,204,278)	1,971,335
9,800,594	Culture Sport and Leisure	16,219,619	(5,662,437)	10,557,182
22,809,456	Street services	38,658,267	(15,080,892)	23,577,375
1,556,104	Safer Communities	1,613,706	(65,000)	1,548,706
2,932,457	Service, Strategy and Regulati	2,529,423	(44,129)	2,485,294
109,888,670	Total Community Services	154,981,098	(42,124,883)	112,856,215
	Corporate Support			
179,763	Departmental Management	180,005	0	180,005
15,418,293	Finance, Assets & Efficiencies	108,403,755	(93,039,578)	15,364,177
3,126,635	HR Organisational Development	4,021,643	(1,067,308)	2,954,335
6,403,457	ICT information systems	7,138,767	(1,164,963)	5,973,804
2,119,114	Customer Services	2,224,774	(156,908)	2,067,866
5,797,185	Democracy and Governance	6,890,065	(1,070,927)	5,819,138
33,044,447	Total Corporate Support	128,859,009	(96,499,684)	32,359,325
	Development and Regeneration			
1,444,437	Planning Services	3,429,773	(1,972,973)	1,456,800
3,265,818	Strategic Housing	4,751,166	(1,390,060)	3,361,106
597,431	Business Support	627,562	0	627,562
11,903,152	Transport	19,921,524	(7,999,806)	11,921,718
315,265	Waste Management Project Team	1,043,055	(572,000)	471,055
(2,114,660)	Property & Economic Developmen	4,462,642	(6,132,194)	(1,669,552)
15,411,443	Total Development & Regeneration	34,235,722	(18,067,033)	16,168,689
	Chief Executive			
1,480,803	Policy Performance and Partner	1,321,797	(17,500)	1,304,297
565,463	Corporate Communications	667,282	(91,700)	575,582
0	Chief Executive Suspense	0	0	0
2,046,266	Total Chief Executive	1,989,079	(109,200)	1,879,879
196,525,088	Total Council Revenue Budget	626,494,332	(424,168,737)	202,325,595

Appendix C

SEE INDIVIDUAL SERVICE DIRECTORATES for extract from cabinet report 9/2/2010
(Delivery Plans by Directorate section)

Appendix D

Plymouth City Council Capital Programme - Medium Term Financial Forecast

Service	Sub Programme	Latest Forecast 2009/2010 £000	Latest Forecast 2010/2011 £000	Latest Forecast 2011/2012 £000	Latest Forecast 2012/2013 £000	Latest Forecast 2013/2014 £000	Latest Forecast 2014/15 £000	Sum of Full Programme Cost £000
Children's Services								
Strategic Programmes	PFI	2,733	700					3,433
	Multi-Agency Working	100		2,100				2,200
	Secondary Development / BSF	13,919	10,866	7,580	2,918			35,283
	Primary Capital Programme	18,277	5,347					23,624
	Special Education Needs and Inclusion	711	1,001	500	5,500			7,712
	City Development (Section 106 Projects)	9	133					142
	Expanding Popular Schools	100	950					1,050
	Youth / Adult Learning	235	138					373
	School Development: Secondary	938						938
	Removal of Temporary Classrooms: Secondary	65						65
	Condition Works: Primary	59						59
	Removal of Temporary Classrooms: Primary	1,020	1,239					2,259
	School Development: Special Schools	135						135
	Sustainability / Carbon Reduction / Spend to Save	753	428	350	350			1,881
	Surestart / Extended Schools / Children's Centres / Families	523	585	90	90			1,288
	Condition Works: School Development: Primary	425	671	1,000	1,000			3,096
			2,156					
Focused Work	Surestart / Extended Schools / Children's Centres / Families	1,141	1,681					2,822
	14-19 Diploma Gateways & International							
	Baccalaureate	2,184	473	587				3,244
School Led Projects	ICT Projects	702	849	900	900			3,351
	School Meals	788	2,661					3,449
	Children's Social Care	177	310					487
Devolved Formula Capital	Other Items	776	560	210	220			1,766
	Condition Bid Programme (formerly Seed)	1,219	615	200	200			2,234
	DDA / Access Bid Programme	75	100	100	100			375
	SEN Placement Commitments in Schools	200	20	20	20			260
	Other	231	1,226	61	61			1,579
Devolved Formula Capital Projects	Special	170	243	155	155			723
	Primary	1,212	2,415	1,799	1,799			7,225
	Secondary	829	1,297	1,697	1,697			5,520
	Nursery	92	25	42	42			201
	Other	2						2
Completed Programmes: Outstanding Payments	Planned Modernisation	2	8					10
	New Opportunities Fund/Big Lotter (P.E. In Sport)	10	100					110
Children's Services Total		53,770	34,641	17,391	15,052			120,854
Community & Neighbourhood								
Environmental Services	Environmental & Regulatory			1,093				1,093
	Parks	151	223					374
	Vehicle Purchases	584						584
Leisure Culture & Sport	Life Centre Programme/Central Park	3,096	28,262	12,149	271			43,778
	Libraries	829	17					846
	Mount Edgcombe	307						307
	Museums	60						60
	Leisure Pools	1,027	600					1,627
Adult Health & Social Care	Community Care	576	135					711
Community & Neighbourhood Total		6,630	29,237	13,242	271			49,380
Development & Regeneration								
Local Transport Plan	Capital Maintenance	1,356						1,356
	Demand Management	793						793
	Public Transport	2,112						2,112
	Road Safety	203						203
	Safety Camera Partnership	98	78					176
	Walking & Cycling	795						795
	Dft settlement not yet allocated	83	4,802	5,600	6,085	6,525	6,656	29,751
	Northern Corridor - A386	736	6	249				991
	Eastern Corridor	2,524	13,008	4,860			1,000	21,392
	West End	2,928						2,928
Transport - Non LTP	A38 Junction Improvements	50	350					400
	Barbican Landing Stage	12						12
Transport - Development Projects	Stonehouse Regeneration	182						182
	Granby Green	54						54
	Cumberland Gardens	370	18					388
	Alleygates	22						22
	Devonport Street Lighting	373						373
	North Stonehouse		80					80
Planning	Devonport Heritage Trail	91						91
	Planning	164	80	52	34	10		340
Strategic Waste Projects	Recycling		852					852
	Waste	3,024	4,811	2,588	102			10,525
Economic Development	Commercial Developments	1,036	227					1,263
Strategic Housing	Disabled Adaptations		588					588
	HECA Programme Private Sector	418	150					568
	Misc Schemes	100						100
	Partnership & Affordable Housing	294						294
	Private Sector Grants	2,180	1,574					3,754
Development Projects	Private Sector Regeneration	316						316
	Devonport Park	875	2,315	200				3,390
Development & Regeneration Total		21,189	28,939	13,549	6,221	6,535	7,656	84,089
Information Systems	Information Systems	1,087	500	500	500	500		3,087
Legal Services	Legal Services	2						2
Property & Economic Development	Corporate Real Estate	1,352		500				1,852
Corporate Support Total		2,441	500	1,000	500	500		4,941
HRA								
Housing Revenue Account	Decency Standards	4,751						4,751
	Devonport	1,323						1,323
	Disabled Adaptations	401						401
	HRA Capitalised Salaries	520						520
	Major Repairs	996						996
HRA Total		7,991						7,991
Grand Total		92,021	93,317	45,182	22,044	7,035	7,656	267,255

Appendix E

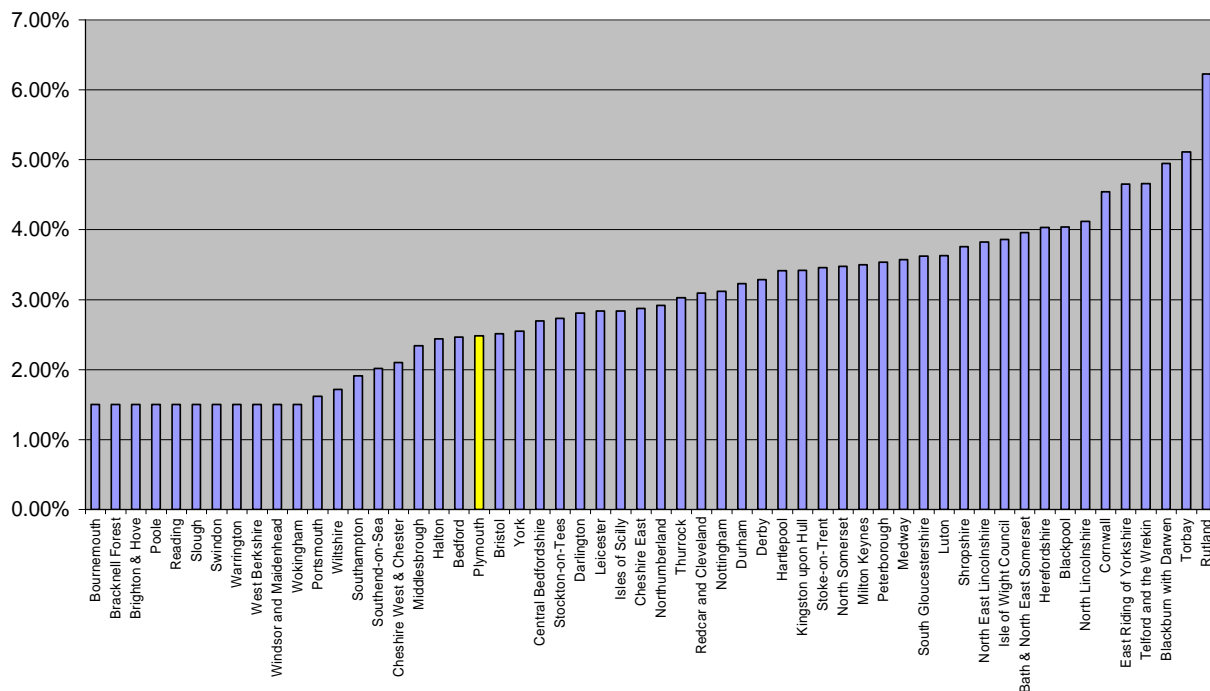
Local Government Finance Settlement 2010/11

Approximately 70% of all the funding for the Council comes from the Government. This takes the form of general formula based grant, referred to as the annual settlement, and a number of ringfenced and unringfenced grants. 2010/11 represents the final year of the three year settlement announced under the Comprehensive Spending Review 2007 (CSR07).

Plymouth's Settlement 2010/11

The annual settlement (formula grant) for Plymouth was confirmed as £106.022m on 21 January 2010, and was in line with the indicative allocations outlined in the original CSR07 notifications. This amount represents an increase of £2.567m or 2.5%. Nationally formula grant was increased by 2.65% but % increases varied between authority types and regions. The increase for other Unitary Authorities is as shown on the graph below.

Formula Grant Increases Unitary Councils



The purpose of the annual formula grant is to support ongoing core services distributed according to formula driven relative need and further details are outlined below.

Methodology

The formula grant allocation remains based on the four block model as outlined below:

- **Relative needs amount** which is based on formulae designed to reflect the relative needs of each authority in providing services with the most important factor being estimated population figures.

- **Relative resources amount**, which is a negative figure and takes account of the fact that areas that can raise more income locally require less support from Government. The overriding factor here is the estimated taxbase for the authority.
- **Central allocation**, which is the remaining element of overall available grant that is shared between authorities on a per head basis. This effectively represents the minimum amount an authority would need to deliver services before adjustments for relative need.
- **Floor damping**, which is the means by which grant increases in excess of a guaranteed minimum are scaled back with resources redistributed to those below the floor, thus ensuring all authorities receive a guaranteed minimum increase. The floor for 2010/11 for upper tier Authorities has been set at 1.5% a reduction from 1.75% in 2009/10. The impact of the dampening mechanism has meant Plymouth has had its grant scaled back by £2.574m for 2010/11.

The data used in the figures for 2010/11 is based on the following:

- Population is based on 2004-based sub-national projections for 2010. For Plymouth this indicates a population of 247,574. This has been increased substantially from previous figures but still remains below latest published census estimates (2007 estimated figure 252,800).
- The Taxbase assumed for 2010 is 80,231 compared to our estimated taxbase of 78,056.

The variance between Government estimated figures and PCC 'actuals' continues to have a detrimental effect on the level of grant received by the City and representations continue to be made to DCLG.

Comparison between Years

Table 1 shows how the grant for 2010/11 compares to the grant for 2009/10

Table 1

	2009/10	2010/11	Net Increase in grant
	£m	£m	£m
Relative Needs Amount	75.302	77.483	2.181
RSG grant adjustment	-0.027		-0.027
Relative Resource Amount	-16.165	-17.485	-1.320
Central Allocation	47.285	48.597	1.312
Floor Dampening	-2.941	-2.574	0.367
Formula Grant	103.455	106.022	2.567

Grants

Non- ringfenced Area Based Grant

Area Based Grant (ABG) was introduced under the CSR07 and is a general grant providing additional funding to areas according to specific policy criteria. It is not ringfenced, and is available to be used for any purpose, including supporting an Authority's partners delivering the Local Area Agreement (LAA). The Government continues to make new grant awards via the ABG mechanism wherever possible.

In 2010/11 the Government support for the Supporting People programme will no longer be made as a specific ring fenced grant but will become part of the Council's ABG and a sum of £8.213m has been included within the confirmed ABG allocation. However the transitional working neighbourhood funding has now ceased (£0.678m received in 2009/10).

The total ABG anticipated for 2010/11 is £21.644m compared to £14.727m for 2009/10.

Specific grants

Specific grants may be either ringfenced or unringfenced. In future specific grants will only be used where justified and will be allocated according, for example to demand, bid and performance. The majority of the grants are determined as part of the sending reviews and allocated to the various Government departments for reallocation to local authorities.

Plymouth expects to receive £185.194m in specific grants, which represents an increase of 0.7% over 2009/10. This includes an indicative allocation of £145.655m of estimated Dedicated Schools Grant (DSG) which is ringfenced for schools type activity. The final amount of DSG for the year will not be confirmed until May 2010. Listed below in table 2 is a summary of the Specific Grants within the Aggregate External Finance allocated to Plymouth, analysed by Directorate. A more detailed analysis of the grants is given in Annex 1

Table 2

SUMMARY	2009/10 £m	2010/11 £m	Increase Above 2009/10 £m
Children's Services	172.770	182.136	9.366
Community Services	9.543	1.527*	(8.016)
Development	1.501	1.531	0.030
Corporate Resources	0	0	0
Corporate Items	0	0	0
TOTAL SPECIFIC GRANTS	183.814	185.194	1.380
Annual increase/decrease			0.7%

* note supporting people now paid via ABG (£8.213m). See comments above.

There are also a number of grants that fall outside of CSR07 allocations. These grants are announced by the relevant Government Departments at various times during the year the, key grants being:

- Learning Skills Council
- Administration Subsidy for Housing Benefit
- Planning and Housing Delivery Grant
- Homelessness Grant

The Council has been awarded £21.443m from the Learning Skills Council. This is for school 6th Forms, Adult Learning and Post 16 Special Education Needs. The responsibilities of the Learning Skills Council will be transferring to local authorities and a newly created Young People Learning Agency (regionally based) from 2010. The governance and accountability issues are currently being considered nationally but in the short to medium term, financial responsibilities for local authorities will be as a 'passporting' body.

The award for housing benefits (admin) is £2.486m.

The remaining grants have not yet been announced.

There are also a number of capital grants which are used to finance the capital programme.

Future Years

CSR07 outlined the Governments spending plans for a three year period ending 31 March 2011. As part of the pre budget report, the Government announced that the next spending review would be delayed until after the general election.

The last two years has seen unprecedented financial times and the worst recession for decades. National debt has soared to £178bn as the Government has stepped in to support the banking industry, the business sector and the public in general eg the reduction in VAT to 15%.

This debt will have to be repaid over the medium to long term. There will be a general election in early 2010 bringing a possible emergency budget, and all national parties have made clear there will need to be tight public expenditure constraints. Authorities, used to seeing an increase in government grant year on year, are therefore anticipating real term grant cuts in future years. The authority has already seen the reduction in both current and future year grant allocations from some of the government departments and agencies such as the RDA.

Our medium term financial plan is being modelled on an assumed grant reduction of - 2.5% year on year from 2011/12 but this could be as much as 10%. Against this background, work is also being undertaken on the robustness of the data used within the settlement formula. Changes to the formula can result in wide swings in grant between authorities, with protection afforded to authorities through the 'dampening mechanism' (at the expense of other authorities) although the guaranteed minimum % has been gradually reducing during the last three years.

Each +/- 1% of grant equates to approximately £1.06m based on the current grant level.

Appendix E Annex 1

Specific Grants within Aggregate External Finance				
	09/10 allocation	10/11 Actual allocation	Variance	Comments
	£m	£m	£m	
Community Services				
Supporting People Programme	8.213	0.000	-8.213	Area Based Grant from 2010/11
ASB Family Intervention Project	0.131	0.092	-0.039	Home Office Element
Parenting Practitioner funding	0.050	0.050	0.000	3 year funding
AIDS Support	0.047	0.047	-0.047	Grant amount for 2010/11 to be confirmed
Social Care reform grant	1.007	1.243	0.236	From DOH - New specific grant, first year 2008/09
Stroke Strategy	0.095	0.095	0.000	From DOH - New specific grant, first year 2008/09
Sub total Community Services	9.543	1.527	-8.063	
Childrens Services				
Dedicated Schools Grant	140.166	145.655	5.489	Based on Pupil Numbers. Final allocation for year not known until May 2010
School Standards Grant	7.825	7.924	0.099	Estimate based on 2.1% increase less 1.1% Pupil No. decrease
Diploma Formula Grant	0.328	0.400	0.072	
Standards Fund -see below			0.000	Shown by detailed project (see below & area based grants)
SF1.1 Schools Development Grant	10.606	10.693	0.087	
SF1.2 School Lunch	0.399	0.389	-0.010	
SF1.3 Ethnic Minority Achievement	0.154	0.160	0.006	
SF1.5 Making Good Progress	0.609	1.321	0.712	
SF1.6 Extended Schools Sustainability	0.647	0.911	0.264	
SF1.6a Extended Schools Subidy	0.18	0.977	0.797	
SF1.7 Targeted Support for Primary Strategy	1.023	0.811	-0.212	
SF1.8 Targeted Support for Secondary Strategy	0.596	0.582	-0.014	
SF1.10 Early Years increasing flexibility	0.304	1.203	0.899	
SF1.11 Total Music	0.281	0.278	-0.003	
SF1.12 Playing for Success	0.160	0.16	0.000	Second PFS project from 2009/10 at Mountbatten Centre
SF1.14 KS4 Engagement Programme	0.093	0	-0.093	Estimate based on 2.1% increase less 1.1% Pupil No. decrease
SF1.15 National Challenge	0.357	0	-0.357	Estimate based on 2.1% increase less 1.1% Pupil No. decrease
Surestart, Early Years and Childcare	7.202	8.943	1.741	Surestart EY grant now grouped differently. This is Sure Start Children's Centres, 2 Year olds & Aiming High
Shortbreaks aiming high for disabled children	0.230	0	-0.230	Included in Sure Start above
Youth Opportunity Fund	0.159	0.159	0.000	
Challenge and Support Grant	0.075	0.075	0.000	Indicative figures as per LA circular
Fair Play Playbuilder	0.020	0.013	-0.007	
14-19 Prospectus/CAP		0.011	0.011	New Grant 10/11
IS Index	0.155	0.085	-0.070	Indicative figures 10/11
Right2be cared4	0.133	0.028	-0.105	
Targeted Mental Health in Schools	0.220	0.150	-0.070	Grant finishes 10/11
Think Family Grant	0.643	0.818	0.175	
Youth Crime Action Plan	0.205	0.175	-0.030	Grant finishes 10/11
Generations Together	0	0.200	0.200	New Grant 10/11
Key Stage 2 Career Related Learning Pathfinder Grant	0	0.015	0.015	New Grant 10/11
Sub Total Childrens Services	172.770	182.136	9.366	

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DIRECTORATE: Chief Executive

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation) £000	Impact of Stock transfer £000	Reduction/increase in previously agreed priorities £000	Adding Back Previously Agreed £000	Add New Priorities £000	Revised Target Budget £000
Policy Performance and Partner Corporate Communications	1,304 576		(120)	120	0	1,304 576
	1,880	0	(120)	120	0	1,880

*Key actions required to deliver within the Department's allocated budget:

	Lead Officer	Start Date?	Implementation costs		Revenue Savings			Efficiency Saving?	Risk of Delivery
			Revenue £000	Capital £000	2010/11 £000	2011/12 £000	2012/13 £000		
1	Ian Gallin	Apr-2010	Potential Redund Costs	0	TBC	TBC	TBC	Yes	Amber
2	Ian Gallin	Apr-2010	Potential Redund Costs	0	67	69	71	Yes	Amber
3	Ian Gallin	Apr-2010	0	0	285	287	0	No	Amber
4	Ian Gallin	Apr-2010	TBC	0	60	60	60	Yes	Amber
5									
6									
7									
			0	0	412	416	131		

Extract from cabinet report 9th February 2010

6.8 Corporate Support & Chief Executives

6.8.1 Context

6.8.1.1 The Corporate Support Department was established as part of the corporate restructure of the Council from 1 April 2009. The department covers five areas: **Customer Services and Business Transformation, Democracy and Governance, Finance, Assets and Efficiencies, Human Resources and Organisational Development** and **ICT**. The department is a mixture of 'front-line' services and the majority of 'back-office' functions for the Council.

6.8.1.2 The two key pressures from external customers are the increasing applications for benefits in the current economic climate and the increasing number of looked after children leading to increased pressure on Legal Services taking cases through the courts. A key internal pressure is supporting the Council's ambitious programme for the City and itself. By its nature Corporate Support has an input into everything the Council does in some way.

6.8.1.3 The department is looking to manage the above and improve its services to all its customers whilst operating with a reduced budget for 2010/11 and beyond. We are progressively restructuring the department to ensure we have the right focus for the future.

6.8.2 Progress on Corporate Improvement Priorities

6.8.2.1 The department is responsible directly for three CIPs as follows:

- **CIP1 – improving customer service**
Our key success was achieving Customer Service Accreditation. Our key challenge is to ensure a consistent high quality service to all our customers from across the Council.
- **CIP 13 – Supporting Council Staff to perform better**
Our key success was the completion of the JE process and appeals. Our key challenge is to really embed a robust competency framework
- **CIP 14 – Providing better Value for Money**
Our key success has been the progressive roll out of the Council's Accommodation Strategy, improving our use of our Accommodation. We are also achieving national recognition for our commitment and progress with partners on reducing the City's Carbon footprint. Our key challenge is to achieve the very challenging targets set by National Government for Value for money as an organisation.

6.8.2.2 The department also significantly supports the remaining eleven CIPs.

6.8.3 Changes in resource allocation (revenue & capital)

6.8.3.1 The department's revenue budget is reducing overall but we have ensured that the reduction will not impact on our external customers. In terms of accessing additional resources the focus for the department will be on submitting 'invest to save' business cases to access capital funds if and only if revenue costs are reduced in the future and the project helps to improve services. The focus of these business cases in the first instance will be around investment in IT and investment in our estate to reduce the number of buildings we use linked to our Accommodation strategy.

6.8.3.2 The department will need to carefully prioritise its scarce resources to ensure it can support all the Council's Corporate Improvement Priorities and the achievement of the delivery plans outlined in this document. The department will continue to work closely with the restructured Chief Executive's department as the corporate centre of the organisation.

6.8.4 Budget Delivery Plans – what will the department do differently

6.8.4.1 As outlined in detail in our delivery plan our key actions will reduce the number of posts in the department by at least 20 FTE's. This is continuing a trend in recent years of reducing posts across the Corporate Centre. The significant reduction in 2009/10 was a combination of planned post reductions and TUPE transfer associated with stock transfer. It is highly likely that the structure for the department will reduce still further in future years. We will need to consider carefully opportunities for partnership working with either the public or private sector to maximise economies of scale and performance in the future.

6.8.4.2 The Chief Executives Unit has also been substantially restructured with many services areas now within Corporate Support or Community Services. The service areas now include corporate policy and performance management, partnership support (Local Strategic Partnership) and communications. The main priorities for this service are to ensure effective performance monitoring and performance management across the Council and supporting, driving and coordinating the significant transformation agenda within the Local Strategic Partnership and the Council that will be required over the next few years.

6.8.5 Progress on Corporate Improvement Priorities

6.8.5.1 The department is responsible directly for the following CIP:

- **CIP2- Customer Engagement**
The "You Said, We Did" pilot campaign was carried out in September with similar messages used to promote corporate priority setting in November at events in Drake Circus and through

Area Committees. We have compiled and published the Place Survey 2008 with results fed into review of priorities. Publication of "How we consult with you", Plymouth's statement of Community Involvement and Compact Code of Practice, which sets standards for consultation with residents for the Council and our partners has been completed and engagement and consultation values have been built into corporate competency framework ensuring that all staff become aware of good practice in terms of gathering feedback from the public and using it to develop services.

6.8.6 Changes in resource allocation

The budget across Chief Executives is reducing. The focus for the team is to drive change across the Council and partnerships, the budget delivery plans for Chief Executives includes a restructuring across policy and partnership support both within Chief Executives the Council and across a range of partnerships which the Council is engaged in. Improving coordination of communication, performance management and partnership management while reducing the cost of supporting partnership arrangements.

General Fund Revenue Budget 2010/11

Chief Executive

			Policy Performance & Partners £	Corporate Communications £	Total £
Expenditure	Employees	Allowances	9,200	0	9,200
		APT and C Salaries	1,307,331	495,830	1,803,161
		Indirect Employee Expenses	31,963	2,447	34,410
		Sub Total	1,348,494	498,277	1,846,771
	Premises	Cleaning and Domestic Supplies	705	0	705
		Insurances Premises	43	0	43
		Rent and Rates	700	0	700
		Repair Alteration and Maint	700	0	700
		Sub Total	2,148	0	2,148
	Transport	Contract Hire Operating Leases	1,952	0	1,952
		Public Transport Car Allowance	23,906	1,234	25,140
		Sub Total	25,858	1,234	27,092
	Supplies and Services	Catering	8,650	0	8,650
		Clothing Uniform and Laundry	650	0	650
		Communication and Computing	18,562	560	19,122
		Contribution to Funds	21,664	0	21,664
		Equipt Furniture and Materials	19,142	2,620	21,762
		Expenses	26,284	680	26,964
		General Insurance Premiums	1,915	0	1,915
		Grants and Subscriptions	89,640	600	90,240
		Printing Stationery Gen Office	49,657	163,011	212,668
		Services	26,585	300	26,885
		Sub Total	262,749	167,771	430,520
Third Party Payments	Other Agency and Contracted Se	85,700	0	85,700	
	Sub Total	85,700	0	85,700	
Support Services	Other recharges	26,220	0	26,220	
	Sub Total	26,220	0	26,220	
Sub Total		1,751,169	667,282	2,418,451	
Income	Others	Fees and Charges	(17,500)	0	(17,500)
		Government Grants	(285,000)	0	(285,000)
		Other Grants Reimbursements	(50,000)	(11,700)	(61,700)
		Recharges to Other Accounts	(94,372)	(80,000)	(174,372)
	Sub Total	(446,872)	(91,700)	(538,572)	
Sub Total		(446,872)	(91,700)	(538,572)	
Total		1,304,297	575,582	1,879,879	

Chief Executive - Policy Performance & Partners

			Civil Protection Unit £	Performance and Policy £	Local Strategic Partnership £	Total £
Expenditure	Employees	Allowances	9,200	0	0	9,200
		APT and C Salaries	147,495	947,557	212,279	1,307,331
		Indirect Employee Expenses	9,791	11,604	10,568	31,963
		Sub Total	166,486	959,161	222,847	1,348,494
	Premises	Cleaning and Domestic Supplies	0	705	0	705
		Insurances Premises	6	33	4	43
		Rent and Rates	0	0	700	700
		Repair Alteration and Maint	0	700	0	700
		Sub Total	6	1,438	704	2,148
		Transport	Contract Hire Operating Leases	1,752	200	0
	Public Transport Car Allowance		10,800	10,306	2,800	23,906
	Sub Total		12,552	10,506	2,800	25,858
	Supplies and Services	Catering	500	150	8,000	8,650
		Clothing Uniform and Laundry	400	250	0	650
		Communication and Computing	947	13,115	4,500	18,562
		Contribution to Funds	3	6,659	15,002	21,664
		Equipt Furniture and Materials	4,100	6,142	8,900	19,142
		Expenses	7,209	8,275	10,800	26,284
		General Insurance Premiums	0	1,902	13	1,915
		Grants and Subscriptions	600	87,440	1,600	89,640
		Printing Stationery Gen Office	3,700	29,357	16,600	49,657
		Services	0	11,585	15,000	26,585
		Sub Total	17,459	164,875	80,415	262,749
Third Party Payments	Other Agency and Contracted Se	0	45,700	40,000	85,700	
	Sub Total	0	45,700	40,000	85,700	
Support Services	Other recharges	0	0	26,220	26,220	
	Sub Total	0	0	26,220	26,220	
Total			196,503	1,181,680	372,986	1,751,169
Income	Others	Fees and Charges	(17,500)	0	0	(17,500)
		Government Grants	0	0	(285,000)	(285,000)
		Other Grants Reimbursements	0	0	(50,000)	(50,000)
		Recharges to Other Accounts	0	(94,372)	0	(94,372)
		Sub Total	(17,500)	(94,372)	(335,000)	(446,872)
	Total	(17,500)	(94,372)	(335,000)	(446,872)	
Net Expenditure			179,003	1,087,308	37,986	1,304,297

Chief Executive - Corporate Communications

			Corporate Communicati ons £	Epublic £	Total £
Expenditure	Employees	APT and C Salaries	364,514	131,316	495,830
		Indirect Employee Expenses	2,135	312	2,447
		Sub Total	366,649	131,628	498,277
	Transport	Public Transport Car Allowance	1,234	0	1,234
		Sub Total	1,234	0	1,234
	Supplies and Services	Communication and Computing	560	0	560
		Equipt Furniture and Materials	2,620	0	2,620
		Expenses	680	0	680
		Grants and Subscriptions	600	0	600
		Printing Stationery Gen Office	163,011	0	163,011
		Services	300	0	300
		Sub Total	167,771	0	167,771
		Total	535,654	131,628	667,282
	Income	Others	Other Grants Reimbursements	(11,700)	0
Recharges to Other Accounts			(80,000)	0	(80,000)
Sub Total			(91,700)	0	(91,700)
Total		(91,700)	0	(91,700)	
Net Expenditure			443,954	131,628	575,582

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DIRECTORATE: Children & Young People

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation)	Impact of Stock transfer	Reduction/increase in previously agreed priorities	Adding Back Previously Agreed	Add New Priorities	Revised Target Budget
	£000	£000	£000	£000	£000	£000
Schools	0					0
Funded Programmes	559		193			752
Performance and Policy	3,407		0			3,407
Learner and Family Support	9,536		109	(159)		9,486
Lifelong Learning	10,538		(530)	380		10,388
Social Care	27,378		(300)	350	1,000	28,428
Building Schools for the future	200		(200)		300	300
	51,618	0	(728)	571	1,300	52,761

*Key actions required to deliver within the Department's allocated budget:

	Lead Officer	Implementation costs		Revenue Savings			Efficiency Saving?	Risk of Delivery			
		Start Date?	Revenue £000	Capital £000	2010/11 £000	2011/12 £000			2012/13 £000		
1	ALL AD'S	Apr-2010	Potential Redund Costs	0			100	100	100	Yes	Green
2	Gareth Simmons	Apr-2010	0	0			300	300	300	No	Amber
3	Colin Moore	Apr-2010	0	0			343	343	343	No	Green
4	Maggie Carter	Sep-2010	0	0			22	38	38	No	Amber
5	Maggie Carter	Apr-2010	Potential Redund Costs	0			150	150	150	No	Green
6	Colin Moore	Apr-2010	0	0			80	80	80	No	Amber
7	Colin Moore	Apr-2010	0	0			91	91	91	No	Amber
8	Colin Moore	Apr-2010	0	0			50	50	50	No	Amber
9	Mairead McNeil	Apr-2010	0	0			85	0	0	No	Amber
10	Mairead McNeil	Apr-2010	0	0			133	133	133	No	Green
11	Mairead McNeil	Apr-2010	0	0			0	210	210	Yes	Amber
12	Colin Moore	Apr-2010	0	0			100	100	100	Yes	Amber
13	Mairead McNeil	Apr-2010	0	0			129	129	129	Yes	Green
			-	-			1,583	1,724	1,724		

Extract from cabinet report 9th February 2010

6.4 Children's Services

6.4.1 Context

6.4.1.1 The department remained largely unchanged following the Council's Management restructure. The main areas covered by this department are support to schools, childrens social care, learner and family support and lifelong learning. The department continues to focus on integrating services within the council and the wider context of the Children's Trust to address the key requirements of the Every Child Matters agenda. We do this through locality working, prioritising early intervention and preventative measures to avoid risk of escalation into specialist provision. The Integrated Disability Service (IDS) remains a high government profile/priority. Throughout the service increasing numbers of children with complex needs not only have direct cost implications but have an impact on other budgets e.g. transport and statementing. There are a number of areas where statutory work is required e.g. timescales for statementing, admissions and school meals. Narrowing the gap in educational and health inequalities remains a key priority and achievement in the city remains too low.

6.4.1.2 The Children and Young People's department is heavily reliant on targeted income through a variety of grant sources to help to deliver the challenging agenda. In this period of financial uncertainty it must be recognised that there are many areas where the responsibility to deliver will continue e.g. National Strategies to raise educational attainment, even if the funding source diminishes/ceases.

6.4.1.3 There are a number of issues in social care including social work capacity challenges arising from the Laming recommendations in respect of statutory case loads, workforce development and the requirement for an effective Care First system. The Southwark judgement has placed a new responsibility on the council to provide additional services for 16/17 year olds until the age of 25.

6.4.1.4 The delivery of Building Schools for the Future investment which is part of CIP 9 is an opportunity that will realise substantial benefits to the city. However the complex legal and procurement processes combined with the wide stakeholder involvement and long term risk makes the investment delivery resource heavy.

6.4.2 Progress on Corporate Improvement Priorities

- **CIP 7: Keeping Children Safe**
We have delivered significant improvements in this area and a number of high profile incidents, inspection findings and serious case reviews have maintained the focus in this area. Early

intervention support and progress with the CAF (Common Assessment Framework) to minimise the number of children being placed on the child protection register continues.

- **CIP 8: Improving skills and educational attainment**
Attainment in the past year has risen at Key Stages 1, 3 & 4 however Key Stage 2 remains an area where further improvement is required. The latest performance tables show the city making good progress across all Key Stages in narrowing the gap between achievements in different parts of the City.
- **CIP 9: Developing High Quality places to learn in**
Despite the difficult and uncertain economic climate, significant progress against CIP 9 has been made. The Council has opened a number of new schools in the past 12 months and contracts are in place for this to continue into 2012. In 2009 the Council received approval to further BSF investment that will secure a new tranche of investment to continue the current pace of delivery

6.4.3 Changes in resource allocation (revenue & capital)

- 6.4.3.1 The Council and Schools Forum have identified resources that equate to approximately £1.5m in 2010-11 for the delivery of BSF. This has been achieved through a combination of revenue set aside from 2009-10, additional investment through Council reprioritisation and internal resources. All capital resources necessary for the delivery of CIP 9 in 2010-11 are identified and allocated in the capital programme.
- 6.4.3.2 Additional service demand and progress against CIP's will be achieved through service realignment in line with national policy and our own Council priorities. We are working, together with our Children's Trust partners, to provide front line service delivery, particularly targeted services on a locality lead professional basis.
- 6.4.3.3 We have added an additional £1m of revenue funding into Children's Social Care in 2010/11 to help address known budget pressures. It is too early to quantify the longer term costs of the Southwark judgement therefore the adequacy of the additional resources will be assessed during the year through budget monitoring. The increased number of Independent sector placements has required additional resources together with the cost of delivering the care matters agenda.
- 6.4.3.4 Almost half of the council's five year capital programme, (£120.1m), relates to investment in Children's services. Further significant investment through BSF will deliver real benefits to learning and community assets.

6.4.4 Budget Delivery Plans – what will the department do differently

- 6.4.4.1 A number of actions will be required to deliver within the target budget set. These include:

- Review of administration
- Charge appropriate areas to grant sources eg Dedicated Schools Grant, Performance Reward Grant and Early Years Grant
- Cease concessionary fares for Post 16 students (remove the discretionary support)
- Review family support and family information services to remove duplication and increase efficiencies
- The BSF budget is being scrutinised to ensure that delivery of BSF is achieved in the most efficient manner
- No inflation allocated in social care where linked with Fostering network rates
- Reduction in Connexions contract negotiated through efficiencies in Careers South West
- Reducing wrap around packages for permanency placements
- Utilise staff in high performing areas to develop locality working

Children and Young People by Service

			Schools £	Funded Programmes £	Performance and Policy £	Learner and Family Support £	Lifelong Learning £	Social Care £	Total £
Expenditure	Employees	Admin Clerical Technical Staff	0	0	0	62,480	17,743	0	80,223
		Allowances	0	0	0	0	0	1,779	1,779
		APT and C Salaries	0	0	2,160,347	5,476,119	6,479,652	13,306,167	27,422,285
		Caretakers Cleaners	0	0	0	0	9,083	0	9,083
		Casual Staff	0	0	45,115	646,361	28,460	59,250	779,186
		Classroom Assistants	0	0	0	560,556	52,200	0	612,756
		Community Education Tutors	0	0	0	0	741,519	0	741,519
		Indirect Employee Expenses	0	0	160,573	146,936	2,709,422	132,826	3,149,757
		Invigilators	0	0	0	7,750	0	0	7,750
		Music Tutors	0	0	0	0	171,900	0	171,900
		Nursery Nurses and Assistants	0	0	0	161,812	0	0	161,812
		Occupational Therapists	0	0	0	240,403	0	0	240,403
		Supply Teachers	0	0	0	5,813	4,300	13,140	23,253
		Teachers On Contract	0	0	0	2,458,591	1,391,230	167,199	4,017,020
		Wages	0	0	0	2,319,268	0	24,416	2,343,684
		Youth Workers	0	0	0	0	1,765,587	45,329	1,810,916
		Sub Total	0	0	2,366,035	12,086,089	13,371,096	13,750,106	41,573,326
	Premises	Cleaning and Domestic Supplies	0	0	500	114,120	216,292	35,523	366,435
		Energy	0	0	0	276,711	161,425	46,349	484,485
		Fixtures and Fitting	0	0	0	0	5,000	380	5,380
		Insurances Premises	0	0	0	2,025	19,463	1,044	22,532
		Rent and Rates	0	0	16,200	249,284	491,894	73,320	830,698
		Repair Alteration and Maint	0	0	0	129,355	120,195	19,441	268,991
		Water Services	0	0	0	9,200	11,399	9,529	30,128
		Sub Total	0	0	16,700	780,695	1,025,668	185,586	2,008,649
	Transport	Contract Hire Operating Leases	0	0	200	38,680	42,120	10,589	91,589
		Direct Transport Costs	0	0	0	27,600	3,290	4,970	35,860
		Insurances Transport	0	0	0	900	2,526	0	3,426
		Public Transport Car Allowance	0	0	20,998	284,038	149,307	551,735	1,006,078
		Recharges of Transport Costs	0	0	25,000	160,000	0	14,807	199,807
		Sub Total	0	0	46,198	511,218	197,243	582,101	1,336,760
	Supplies and Services	Catering	0	0	3,150	2,013,140	18,174	4,727	2,039,191
		Clothing Uniform and Laundry	0	0	0	12,882	2,680	131	15,693
		Communication and Computing	0	0	166,648	116,616	140,017	54,172	477,453
		Contribution to Funds	0	0	0	105,711	32,533	789,869	928,113
		Equip Furniture and Materials	0	0	22,852	313,299	131,152	88,749	556,052
		Expenses	0	0	58,107	84,482	440,984	136,606	720,179
		General Insurance Premiums	0	0	0	133	20,983	170	21,286
		Grants - Other	149,288,461	18,422,323	3,084	1,464,332	387,390	10,000	169,575,590

Children and Young People by Service

			Schools £	Funded Programmes £	Performance and Policy £	Learner and Family Support £	Lifelong Learning £	Social Care £	Total £
Expenditure	Supplies and Services	Grants and Subscriptions	0	0	836,443	6,402,502	3,099,030	574,509	10,912,484
		Miscellaneous Expenses	1,034,793	0	(442,168)	9,906	0	(400,716)	201,815
		Printing Stationery Gen Office	0	0	94,082	79,370	125,205	52,645	351,302
		Services	0	0	216,225	259,348	1,789,521	264,226	2,529,320
		Sub Total	150,323,254	18,422,323	958,423	10,861,721	6,187,669	1,575,088	188,328,478
	Third Party Payments	Other Agency and Contracted Se	0	0	306,598	2,277,324	39,172	1,007,497	3,630,591
		Other Local Authorities	0	87,097	50,000	527,738	860,479	288,014	1,813,328
		Private Contractors	0	0	146,042	3,621,275	8,662,674	4,210,700	16,640,691
		Voluntary Organisations	0	0	500	570,782	0	8,196,458	8,767,740
		Sub Total	0	87,097	503,140	6,997,119	9,562,325	13,702,669	30,852,350
	Support Services	Central Support Services	0	0	0	315,248	2,225,169	46,350	2,586,767
		Other recharges	0	0	0	117,675	1,200,479	5,570	1,323,724
		Sub Total	0	0	0	432,923	3,425,648	51,920	3,910,491
	Capital Financing Outside NCS	Debt Management	0	0	0	0	10,000	0	10,000
		Sub Total	0	0	0	0	10,000	0	10,000
	Sub Total	150,323,254	18,509,420	3,890,496	31,669,765	33,779,649	29,847,470	268,020,054	
	Income	Others	Fees and Charges	0	0	0	(80,860)	(568,668)	(138,203)
Government Grants			(150,323,254)	(17,757,467)	(299,990)	(14,392,640)	(13,864,076)	(1,171,135)	(197,808,562)
Other Grants Reimbursements			0	0	(266,416)	(5,310,715)	(6,637,394)	(326,416)	(12,540,941)
Other Income			0	0	0	15,190	0	0	15,190
Recharges to Other Accounts			0	0	(204,000)	(11,084)	(642,153)	(886,362)	(1,743,599)
Rents			0	0	0	0	(110,053)	0	(110,053)
Sales			0	0	0	(2,567,807)	(15,500)	(226)	(2,583,533)
Sub Total			(150,323,254)	(17,757,467)	(770,406)	(22,347,916)	(21,837,844)	(2,522,342)	(215,559,229)
Sub Total	(150,323,254)	(17,757,467)	(770,406)	(22,347,916)	(21,837,844)	(2,522,342)	(215,559,229)		
Total	0	751,953	3,120,090	9,321,849	11,941,805	27,325,128	52,460,825		

Children and Young People - Schools

			Schools Other £	Nursery Schools £	Primary Schools £	Secondary Schools £	Special Schools £	Total £
Expenditure	Supplies and Services	Grants - Other	0	461,531	61,819,023	76,720,559	10,287,348	149,288,461
		Miscellaneous Expenses	1,034,793	0	0	0	0	1,034,793
		Sub Total	1,034,793	461,531	61,819,023	76,720,559	10,287,348	150,323,254
	Total	1,034,793	461,531	61,819,023	76,720,559	10,287,348	150,323,254	
Income	Others	Government Grants	(1,034,793)	(461,531)	(61,819,023)	(76,720,559)	(10,287,348)	(150,323,254)
		Sub Total	(1,034,793)	(461,531)	(61,819,023)	(76,720,559)	(10,287,348)	(150,323,254)
	Total	(1,034,793)	(461,531)	(61,819,023)	(76,720,559)	(10,287,348)	(150,323,254)	
Net Expenditure			0	0	0	0	0	0

Children and Young People - Funded Programmes

			Funded Programmes £	Total £
Expenditure	Supplies and Services	Grants - Other	18,422,323	18,422,323
		Sub Total	18,422,323	18,422,323
	Third Party Payments	Other Local Authorities	87,097	87,097
		Sub Total	87,097	87,097
	Total		18,509,420	18,509,420
Income	Others	Government Grants	(17,757,467)	(17,757,467)
		Sub Total	(17,757,467)	(17,757,467)
	Total		(17,757,467)	(17,757,467)
Net Expenditure			751,953	751,953

Children and Young People - Performance and Policy

			Policy and Performance Mgmt £	Policy and Planning £	QA and Performance Management £	Safeguard and Child Protection £	Democratic Support and Admin £	Customer Relations £	Commissioni ng £	Total £
Expenditure	Employees	APT and C Salaries	329,376	434,199	519,992	191,727	228,186	201,957	254,910	2,160,347
		Casual Staff	0	34,807	8,318	0	1,990	0	0	45,115
		Indirect Employee Expenses	0	1,300	25,965	27,466	104,907	131	804	160,573
		Sub Total	329,376	470,306	554,275	219,193	335,083	202,088	255,714	2,366,035
	Premises	Cleaning and Domestic Supplies	0	0	0	0	500	0	0	500
		Rent and Rates	1,500	1,200	3,800	9,700	0	0	0	16,200
		Sub Total	1,500	1,200	3,800	9,700	500	0	0	16,700
	Transport	Contract Hire Operating Leases	0	0	200	0	0	0	0	200
		Public Transport Car Allowance	10,520	2,700	2,150	1,500	2,663	365	1,100	20,998
		Recharges of Transport Costs	25,000	0	0	0	0	0	0	25,000
		Sub Total	35,520	2,700	2,350	1,500	2,663	365	1,100	46,198
	Supplies and Services	Catering	2,000	0	150	0	1,000	0	0	3,150
		Communication and Computing	100	670	73,910	850	90,440	0	678	166,648
		Equipt Furniture and Materials	50	600	382	2,100	19,620	50	50	22,852
		Expenses	18,309	19,796	3,005	6,132	6,280	2,835	1,750	58,107
		Grants - Other	0	0	3,084	0	0	0	0	3,084
		Grants and Subscriptions	41,682	72,837	0	0	11,230	0	710,694	836,443
		Miscellaneous Expenses	(435,700)	0	(102,000)	120,532	(25,000)	0	0	(442,168)
		Printing Stationery Gen Office	2,050	12,040	5,655	7,000	66,181	969	187	94,082
		Services	1,800	33,500	130,250	49,025	1,000	150	500	216,225
		Sub Total	(369,709)	139,443	114,436	185,639	170,751	4,004	713,859	958,423
	Third Party Payments	Other Agency and Contracted Se	0	0	0	0	0	0	306,598	306,598
		Other Local Authorities	0	50,000	0	0	0	0	0	50,000
		Private Contractors	0	0	0	7,042	0	0	139,000	146,042
		Voluntary Organisations	0	0	0	500	0	0	0	500
		Sub Total	0	50,000	0	7,542	0	0	445,598	503,140
	Total	(3,313)	663,649	674,861	423,574	508,997	206,457	1,416,271	3,890,496	
Income	Others	Government Grants	(27,703)	(57,837)	(154,943)	0	(14,093)	0	(45,414)	(299,990)
		Other Grants Reimbursements	(4,100)	(19,469)	0	(56,393)	(32,500)	0	(153,954)	(266,416)
		Recharges to Other Accounts	0	0	0	(121,205)	0	(82,795)	0	(204,000)
		Sub Total	(31,803)	(77,306)	(154,943)	(177,598)	(46,593)	(82,795)	(199,368)	(770,406)
Total	(31,803)	(77,306)	(154,943)	(177,598)	(46,593)	(82,795)	(199,368)	(770,406)		
Net Expenditure	(35,116)	586,343	519,918	245,976	462,404	123,662	1,216,903	3,120,090		

Children and Young People - Learner and Family Support

			LFS Management £	Special Education Needs £	Behaviour and Attendance £	Community Psychology Services £	Pupil Access Services £	Neighbourho od Partnerships £	Integrated Disability Service £	Total £
Expenditure	Employees	Admin Clerical Technical Staff	0	0	9,051	3,000	0	0	50,429	62,480
		APT and C Salaries	128,721	0	680,073	1,956,672	1,060,522	0	1,650,131	5,476,119
		Casual Staff	0	0	16,809	78,900	548,041	0	2,611	646,361
		Classroom Assistants	0	85,409	285,902	116,475	0	0	72,770	560,556
		Indirect Employee Expenses	1,500	0	20,880	31,550	43,553	0	49,453	146,936
		Invigilators	0	0	0	0	7,750	0	0	7,750
		Nursery Nurses and Assistants	0	103,518	58,294	0	0	0	0	161,812
		Occupational Therapists	0	0	0	0	0	0	240,403	240,403
		Supply Teachers	0	0	5,813	0	0	0	0	5,813
		Teachers On Contract	76,990	0	1,511,008	199,441	0	0	671,152	2,458,591
		Wages	0	0	0	0	2,319,268	0	0	2,319,268
	Sub Total	207,211	188,927	2,587,830	2,386,038	3,979,134	0	2,736,949	12,086,089	
	Premises	Cleaning and Domestic Supplies	0	0	40,830	24,644	47,096	0	1,550	114,120
		Energy	0	0	23,000	10,000	241,911	0	1,800	276,711
		Insurances Premises	0	0	2,000	0	22	0	3	2,025
		Rent and Rates	2,000	0	139,550	25,648	28,610	0	53,476	249,284
		Repair Alteration and Maint	0	0	11,280	4,060	114,015	0	0	129,355
		Water Services	0	0	1,500	6,500	0	0	1,200	9,200
		Sub Total	2,000	0	218,160	70,852	431,654	0	58,029	780,695
	Transport	Contract Hire Operating Leases	0	0	12,753	0	25,927	0	0	38,680
		Direct Transport Costs	0	0	4,600	0	23,000	0	0	27,600
Insurances Transport		0	0	900	0	0	0	0	900	
Public Transport Car Allowance		10,070	0	43,310	79,110	107,064	0	44,484	284,038	
Recharges of Transport Costs		0	0	0	0	160,000	0	0	160,000	
Sub Total		10,070	0	61,563	79,110	315,991	0	44,484	511,218	
Supplies and Services	Catering	0	0	13,200	1,350	1,998,590	0	0	2,013,140	
	Clothing Uniform and Laundry	0	0	3,395	0	9,487	0	0	12,882	
	Communication and Computing	0	0	31,150	23,180	45,766	0	16,520	116,616	
	Contribution to Funds	0	0	0	0	8,273	0	97,438	105,711	
	Equip Furniture and Materials	1,700	4,291	23,300	27,080	224,524	0	32,404	313,299	
	Expenses	7,800	0	15,300	13,155	35,935	1,000	11,292	84,482	
	General Insurance Premiums	0	0	0	0	0	0	133	133	
	Grants - Other	127,822	294,997	67,472	875,832	98,209	0	0	1,464,332	
	Grants and Subscriptions	0	0	199,140	72,802	178,500	5,787,587	164,473	6,402,502	
	Miscellaneous Expenses	0	0	0	0	7,644	0	2,262	9,906	
	Printing Stationery Gen Office	3,510	0	10,400	28,000	26,770	0	10,690	79,370	
	Services	9,000	4,541	26,259	179,750	35,781	1,500	2,517	259,348	
	Sub Total	149,832	303,829	389,616	1,221,149	2,669,479	5,790,087	337,729	10,861,721	
Third Party Payments	Other Agency and Contracted Se	0	0	0	0	1,795,860	0	481,464	2,277,324	
	Other Local Authorities	6,775	375,000	106,827	23,566	0	0	15,570	527,738	

Children and Young People - Learner and Family Support

			LFS Management £	Special Education Needs £	Behaviour and Attendance £	Community Psychology Services £	Pupil Access Services £	Neighbourho od Partnerships £	Integrated Disability Service £	Total £
Expenditure	Third Party Payments	Private Contractors	0	2,320,636	0	29,000	0	0	1,271,639	3,621,275
		Voluntary Organisations	0	0	0	0	0	0	570,782	570,782
		Sub Total	6,775	2,695,636	106,827	52,566	1,795,860	0	2,339,455	6,997,119
	Support Services	Central Support Services	0	0	0	0	242,906	0	72,342	315,248
		Other recharges	0	0	8,320	0	109,355	0	0	117,675
		Sub Total	0	0	8,320	0	352,261	0	72,342	432,923
	Total	375,888	3,188,392	3,372,316	3,809,715	9,544,379	5,790,087	5,588,988	31,669,765	
Income	Others	Fees and Charges	0	0	0	(17,675)	(60,231)	0	(2,954)	(80,860)
		Government Grants	(115,852)	(1,770,978)	(2,522,641)	(1,026,056)	(1,894,053)	(5,790,087)	(1,272,973)	(14,392,640)
		Other Grants Reimbursements	(81,400)	(1,371,000)	(380,192)	(1,763,492)	(346,558)	0	(1,368,073)	(5,310,715)
		Other Income	0	0	0	0	15,440	0	(250)	15,190
		Recharges to Other Accounts	0	0	0	0	(11,084)	0	0	(11,084)
		Sales	0	0	0	0	(2,567,807)	0	0	(2,567,807)
	Sub Total	(197,252)	(3,141,978)	(2,902,833)	(2,807,223)	(4,864,293)	(5,790,087)	(2,644,250)	(22,347,916)	
Total	(197,252)	(3,141,978)	(2,902,833)	(2,807,223)	(4,864,293)	(5,790,087)	(2,644,250)	(22,347,916)		
Net Expenditure	178,636	46,414	469,483	1,002,492	4,680,086	0	2,944,738	9,321,849		

Children and Young People - Lifelong Learning

			LLL Management £	Early Years and Childcare £	Education 5 to 19 £	Neighbourho od & Informal Learning £	Youth Strategy £	Adult Learning £	Challenge and Support £	Workforce Reform Development £	Health and Citizenship £	Central Schools £	Partnerships £	Total £	
Expenditure	Employees	Admin Clerical Technical Staff	0	0	0	0	0	17,743	0	0	0	0	0	0	17,743
		APT and C Salaries	(252,821)	587,311	1,632,384	511,279	617,345	827,375	731,939	554,307	638,886	358,849	272,798	6,479,652	
		Caretakers Cleaners	0	0	0	4,974	0	0	0	0	0	0	4,109	9,083	
		Casual Staff	0	5,500	0	0	0	960	7,000	15,000	0	0	0	28,460	
		Classroom Assistants	0	0	0	0	0	0	0	52,200	0	0	0	52,200	
		Community Education Tutors	0	0	0	0	0	741,519	0	0	0	0	0	741,519	
		Indirect Employee Expenses	0	200	1,490	428	11,894	21,537	11,016	30,811	2,752	2,628,350	944	2,709,422	
		Music Tutors	0	0	0	0	0	0	171,900	0	0	0	0	171,900	
		Supply Teachers	0	0	4,000	0	0	0	0	0	300	0	0	4,300	
		Teachers On Contract	0	200,963	162,375	0	0	0	125,355	0	182,850	719,687	0	1,391,230	
		Youth Workers	0	0	0	0	1,765,587	0	0	0	0	0	0	1,765,587	
	Sub Total	(252,821)	793,974	1,800,249	516,681	2,394,826	1,609,134	1,047,210	652,318	824,788	3,706,886	277,851	13,371,096		
	Premises	Cleaning and Domestic Supplies	0	0	100	14,966	113,400	86,175	0	0	0	300	1,351	216,292	
		Energy	0	0	0	13,477	76,261	50,981	0	0	3,896	350	16,460	161,425	
		Fixtures and Fitting	0	0	0	0	0	5,000	0	0	0	0	0	5,000	
		Insurances Premises	0	0	0	0	11	1,565	0	0	0	15,487	2,400	19,463	
		Rent and Rates	0	2,250	30,301	17,645	92,244	272,859	7,675	58,903	0	2,436	7,581	491,894	
		Repair Alteration and Maint	0	0	0	670	86,777	19,139	0	12	0	11,000	2,597	120,195	
		Water Services	0	0	0	1,365	5,264	3,923	0	693	112	42	11,399		
	Sub Total	0	2,250	30,401	48,123	373,957	439,642	7,675	58,915	4,589	29,685	30,431	1,025,668		
	Transport	Contract Hire Operating Leases	0	450	21,000	0	16,820	0	0	3,500	350	0	0	42,120	
Direct Transport Costs		0	0	0	0	1,390	0	0	0	1,900	0	0	3,290		
Insurances Transport		0	0	0	0	0	0	0	663	1,863	0	0	2,526		
Public Transport Car Allowance		3,000	7,750	21,387	7,600	31,220	10,925	17,300	23,660	19,615	4,100	2,750	149,307		
Sub Total		3,000	8,200	42,387	7,600	49,430	10,925	17,300	27,160	22,528	5,963	2,750	197,243		
Supplies and Services	Catering	0	0	100	337	9,350	1,037	750	2,700	400	0	3,500	18,174		
	Clothing Uniform and Laundry	0	0	2,000	0	680	0	0	0	0	0	0	2,680		
	Communication and Computing	1,300	1,000	15,802	2,039	14,871	46,364	23,649	12,848	9,470	0	12,674	140,017		
	Contribution to Funds	0	0	0	0	6	0	0	0	10,000	22,527	0	32,533		
	Equipmt Furniture and Materials	2,400	1,500	16,484	3,721	60,964	10,811	2,010	11,062	6,630	0	15,570	131,152		
	Expenses	0	29,200	10,100	3,794	98,566	112,248	28,567	50,935	20,924	85,000	1,650	440,984		
	General Insurance Premiums	0	0	0	0	0	0	0	0	0	20,983	0	20,983		
	Grants - Other	0	0	118,872	38,386	0	0	230,132	0	0	0	0	387,390		
	Grants and Subscriptions	0	3,042,157	1,100	13,299	18,274	5,300	3,100	9,729	4,993	0	1,078	3,099,030		
	Printing Stationery Gen Office	5,000	200	9,600	1,730	17,570	22,342	16,775	28,770	15,818	0	7,400	125,205		
	Services	300	500	42,595	1,270	52,070	97,200	187,385	178,203	19,850	1,201,500	8,648	1,789,521		
Sub Total	9,000	3,074,557	216,653	64,576	272,351	295,302	492,368	294,247	88,085	1,330,010	50,520	6,187,669			
Third Party Payments	Other Agency and Contracted Se	0	0	0	39,172	0	0	0	0	0	0	0	39,172		
	Other Local Authorities	0	33,100	289,302	90,776	50,075	0	91,300	277,650	28,276	0	0	860,479		
	Private Contractors	0	5,380,590	0	30,000	3,030,470	205,614	0	0	0	0	16,000	8,662,674		

Children and Young People - Lifelong Learning

			LLL Management £	Early Years and Childcare £	Education 5 to 19 £	Neighbourho od & Informal Learning £	Youth Strategy £	Adult Learning £	Challenge and Support £	Workforce Reform Development £	Health and Citizenship £	Central Schools £	Partnerships £	Total £
Expenditure	Third Party Payments	Sub Total	0	5,413,690	289,302	159,948	3,080,545	205,614	91,300	277,650	28,276	0	16,000	9,562,325
	Support Services	Central Support Services	0	0	0	0	0	150,072	0	0	0	2,075,097	0	2,225,169
		Other recharges	0	0	8,000	117,930	0	1,021,389	0	0	0	53,160	0	1,200,479
		Sub Total	0	0	8,000	117,930	0	1,171,461	0	0	0	2,128,257	0	3,425,648
	Capital Financing Outside NCS	Debt Management	0	0	0	0	0	0	0	0	0	10,000	0	10,000
		Sub Total	0	0	0	0	0	0	0	0	0	10,000	0	10,000
	Total			(240,821)	9,292,671	2,386,992	914,858	6,171,109	3,732,078	1,655,853	1,310,290	968,266	7,210,801	377,552
Income	Others	Fees and Charges	(49,400)	0	(15,000)	(30,200)	(34,640)	(400,928)	(10,500)	(28,000)	0	0	0	(568,668)
		Government Grants	0	(8,131,161)	(700,375)	(13,199)	(234,400)	(1,989,693)	(82,734)	(57,066)	(313,036)	(2,342,412)	0	(13,864,076)
		Other Grants Reimbursements	(172,413)	(1,161,510)	(745,315)	(309,338)	(202,452)	(1,223,318)	(803,931)	(1,027,570)	(141,666)	(477,329)	(372,552)	(6,637,394)
		Recharges to Other Accounts	0	0	0	0	0	0	0	0	0	(587,153)	(55,000)	(642,153)
		Rents	0	0	0	0	0	(109,853)	0	0	0	(200)	0	(110,053)
		Sales	0	0	0	0	0	(5,500)	0	(10,000)	0	0	0	(15,500)
	Sub Total	(221,813)	(9,292,671)	(1,460,690)	(352,737)	(471,492)	(3,729,292)	(897,165)	(1,122,636)	(454,702)	(3,407,094)	(427,552)	(21,837,844)	
Total			(221,813)	(9,292,671)	(1,460,690)	(352,737)	(471,492)	(3,729,292)	(897,165)	(1,122,636)	(454,702)	(3,407,094)	(427,552)	(21,837,844)
Net Expenditure			(462,634)	0	926,302	562,121	5,699,617	2,786	758,688	187,654	513,564	3,803,707	(50,000)	11,941,805

Children and Young People - Social Care

			Child HQ £	Fostering £	CAMHS Specialist Services £	Children in Need £	Business Support £	Advice and Assessment Services £	Care Leavers £	Adoption £	Children in Care £	Out of Hours £	Youth Offending Team £	Family Support £	Total £	
Expenditure	Employees	Allowances	1,779	0	0	0	0	0	0	0	0	0	0	0	0	1,779
		APT and C Salaries	1,234,054	899,028	0	1,501,488	1,579,291	1,504,467	891,128	640,858	1,371,843	598,646	1,425,488	1,659,876	13,306,167	
		Casual Staff	10,000	9,587	0	0	0	0	0	16,000	0	0	0	23,663	59,250	
		Indirect Employee Expenses	57,224	20,450	0	5,705	6,742	10,200	5,330	7,719	2,063	0	10,912	6,481	132,826	
		Supply Teachers	0	0	0	0	0	0	0	0	13,140	0	0	0	13,140	
		Teachers On Contract	0	0	0	0	0	0	0	0	167,199	0	0	0	167,199	
		Wages	0	0	0	0	0	0	20,464	0	0	0	0	3,952	24,416	
		Youth Workers	9,000	0	0	0	0	0	0	0	0	0	36,329	0	45,329	
	Sub Total	1,312,057	929,065	0	1,507,193	1,586,033	1,514,667	916,922	664,577	1,554,245	598,646	1,472,729	1,693,972	13,750,106		
	Premises	Cleaning and Domestic Supplies	0	0	0	0	23,152	0	0	0	0	0	7,713	4,658	35,523	
		Energy	0	0	0	0	25,364	0	0	0	0	0	10,318	10,667	46,349	
		Fixtures and Fitting	0	0	0	0	50	0	0	0	0	0	0	330	380	
		Insurances Premises	0	0	0	0	0	0	20	0	0	0	1,024	0	1,044	
		Rent and Rates	2,600	0	0	0	37,906	0	957	0	0	0	15,925	15,932	73,320	
		Repair Alteration and Maint	0	0	0	0	2,552	0	0	0	0	0	15,303	1,586	19,441	
		Water Services	0	0	0	0	5,584	0	0	0	0	0	3,000	945	9,529	
		Sub Total	2,600	0	0	0	94,608	0	977	0	0	0	53,283	34,118	185,586	
	Transport	Contract Hire Operating Leases	2,000	0	0	0	0	0	2,833	0	3,000	0	2,600	156	10,589	
		Direct Transport Costs	0	0	0	0	0	0	3,532	0	0	1,438	0	0	4,970	
		Public Transport Car Allowance	88,921	21,294	0	68,091	4,020	46,512	51,012	50,193	94,432	1,750	62,658	62,852	551,735	
		Recharges of Transport Costs	0	0	0	0	0	0	6,850	0	0	7,957	0	0	14,807	
Sub Total	90,921	21,294	0	68,091	4,020	46,512	64,227	50,193	97,432	11,145	65,258	63,008	582,101			
Supplies and Services	Catering	1,300	0	0	0	777	0	0	0	0	0	1,000	1,650	4,727		
	Clothing Uniform and Laundry	0	0	0	0	0	0	80	0	0	0	0	51	131		
	Communication and Computing	0	0	0	0	29,080	0	1,872	0	2,550	0	18,460	2,210	54,172		
	Contribution to Funds	0	0	697,006	0	0	0	9	0	0	0	92,854	0	789,869		
	Equip Furniture and Materials	1,474	386	0	0	61,521	450	525	200	1,600	162	14,368	8,063	88,749		
	Expenses	18,938	16,951	0	4,400	0	5,309	4,558	53,940	21,011	676	4,050	6,773	136,606		
	General Insurance Premiums	0	0	0	0	0	0	0	0	0	0	0	170	170		
	Grants - Other	0	0	0	0	0	0	0	0	10,000	0	0	0	10,000		
	Grants and Subscriptions	96,575	10,815	0	20	0	0	89,250	9,000	335,000	0	33,849	0	574,509		
	Miscellaneous Expenses	(407,182)	0	0	0	1,920	0	500	0	0	300	2,525	1,221	(400,716)		
	Printing Stationery Gen Office	0	300	0	0	35,545	250	1,160	1,025	350	0	11,785	2,230	52,645		
	Services	238,650	16,250	0	0	0	6,000	960	578	488	0	1,300	0	264,226		
	Sub Total	(50,245)	44,702	697,006	4,420	128,843	12,009	98,914	64,743	370,999	1,138	180,191	22,368	1,575,088		
Third Party Payments	Other Agency and Contracted Se	594,098	3,000	0	44,503	0	13,251	735	242,170	64,494	0	45,246	0	1,007,497		
	Other Local Authorities	288,014	0	0	0	0	0	0	0	0	0	0	0	288,014		
	Private Contractors	0	0	0	16,690	0	8,030	414,850	0	3,770,630	0	0	500	4,210,700		
	Voluntary Organisations	360,019	4,492,591	0	112,394	0	77,919	1,163,451	1,230,365	135,568	0	615,258	8,893	8,196,458		
	Sub Total	1,242,131	4,495,591	0	173,587	0	99,200	1,579,036	1,472,535	3,970,692	0	660,504	9,393	13,702,669		

Children and Young People - Social Care

			Child HQ £	Fostering £	CAMHS Specialist Services £	Children in Need £	Business Support £	Advice and Assessment Services £	Care Leavers £	Adoption £	Children in Care £	Out of Hours £	Youth Offending Team £	Family Support £	Total £
Expenditure	Support Services	Central Support Services	0	0	0	0	0	0	0	0	0	0	46,350	0	46,350
		Other recharges	5,570	0	0	0	0	0	0	0	0	0	0	0	5,570
		Sub Total	5,570	0	0	0	0	0	0	0	0	0	46,350	0	51,920
	Total	2,603,034	5,490,652	697,006	1,753,291	1,813,504	1,672,388	2,660,076	2,252,048	5,993,368	610,929	2,478,315	1,822,859	29,847,470	
Income	Others	Fees and Charges	0	0	0	0	0	0	0	(138,203)	0	0	0	0	(138,203)
		Government Grants	0	0	(150,000)	0	0	(123,439)	(28,250)	0	0	0	(869,446)	0	(1,171,135)
		Other Grants Reimbursements	0	0	0	0	0	0	0	0	0	0	(326,416)	0	(326,416)
		Recharges to Other Accounts	0	0	0	0	(11,675)	0	(30,000)	0	0	(217,238)	(627,449)	0	(886,362)
		Sales	0	0	0	0	0	0	0	0	0	0	0	(226)	(226)
		Sub Total	0	0	(150,000)	0	(11,675)	(123,439)	(58,250)	(138,203)	0	(217,238)	(1,823,311)	(226)	(2,522,342)
	Total	0	0	(150,000)	0	(11,675)	(123,439)	(58,250)	(138,203)	0	(217,238)	(1,823,311)	(226)	(2,522,342)	
Net Expenditure			2,603,034	5,490,652	547,006	1,753,291	1,801,829	1,548,949	2,601,826	2,113,845	5,993,368	393,691	655,004	1,822,633	27,325,128

**Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 - 2014/2015
6 Year Sub Programme**

Childrens Services

Service	Sub Programme	Latest	Latest	Latest	Latest	Latest	Latest	Total
		Forecast 2009/2010	Forecast 2010/2011	Forecast 2011/2012	Forecast 2012/2013	Forecast 2013/2014	Forecast 2014/2015	Programme 09/10 - 14/15
		£	£	£	£	£	£	£
Strategic Programmes	BSF	13,917,527	10,865,827	7,580,076	2,917,546	-	-	35,280,976
	Primary Capital Programme	20,533,716	6,296,950	-	-	-	-	26,830,666
	Special Education and Inclusion	130,183	715,858	500,000	5,500,000	-	-	6,846,041
	Children's Social Care	100,000	-	2,100,000	-	-	-	2,200,000
	PFI	2,733,412	700,000	-	-	-	-	3,433,412
School Development Works	Primary Development	1,020,000	1,239,043	-	-	-	-	2,259,043
	Secondary Development	1,002,522	-	-	-	-	-	1,002,522
Condition Works	School Condition Projects	1,494,085	1,260,922	1,200,000	1,200,000	-	-	5,155,007
Surestart, Early Years and Childcare	Children's Centres	572,507	584,924	90,000	90,000	-	-	1,337,431
	Early Years	839,734	1,276,099	-	-	-	-	2,115,833
Focused Work	Extended Schools	250,809	325,055	-	-	-	-	575,864
	14-19 Diplomas and International Baccalaureate	2,183,990	473,444	586,996	-	-	-	3,244,430
	ICT in Schools	1,507,979	849,096	900,000	900,000	-	-	4,157,075
	School Meals	788,269	2,660,519	-	-	-	-	3,448,788
	Section 106 Projects	9,062	133,131	-	-	-	-	142,193
	Access	75,000	100,000	100,000	100,000	-	-	375,000
	Safeguarding	208,525	25,000	-	-	-	-	233,525
	Sustainability, Carbon Reduction and Spend to Save	752,640	427,960	350,000	350,000	-	-	1,880,600
	Youth Service	210,882	137,800	-	-	-	-	348,682
	Adult and Community Learning	23,988	-	-	-	-	-	23,988
	SEN and Inclusion	915,733	305,000	20,000	20,000	-	-	1,260,733
	Children's Social Care	Children's Social Care	180,649	310,217	-	-	-	-
Devolved Formula Capital Projects	Primary	724,978	-	-	-	-	-	724,978
	Secondary	287,109	-	-	-	-	-	287,109
Devolved Formula Capital	Nursery	92,488	25,245	42,074	42,074	-	-	201,881
	Other	231,173	1,225,773	60,906	60,906	-	-	1,578,758
	Primary	1,199,267	2,494,709	1,799,311	1,799,311	-	-	7,292,598
	Secondary	829,141	1,296,928	1,697,010	1,697,010	-	-	5,520,089
	Special	170,242	243,254	155,424	155,424	-	-	724,344
Other Programmes	Other Items	194,100	207,700	210,000	220,000	-	-	831,800
	Big Lottery, PE and Sport	590,805	459,855	-	-	-	-	1,050,660
Children's Services Total		53,770,515	34,640,309	17,391,797	15,052,271	-	-	120,854,892

Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 -
6 Year Detail

Children's Services

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total	
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15	
			£	£	£	£	£	£	£	
Strategic Programmes	BSF	Estover CC - Campus/Replacement College	13,313,306	10,865,827	7,580,076	2,917,546	-	-	34,676,755	
		Stoke Damerel CC - Parkside	604,221	-	-	-	-	-	604,221	
	Primary Capital Programme	Chaddlewood - Amalgamation	(1)	-	-	-	-	-	(1)	
		Compton - Phase 2 of Masterplan	100,000	950,000	-	-	-	-	1,050,000	
		Efford - Reorganisation (New School for Highfield & Plym View - reduced project)	3,000,000	5,071,950	-	-	-	-	8,071,950	
		Ernesettle - Replacement School	281,247	-	-	-	-	-	281,247	
		Ham Drive "Mayflower" - New school (North Prospect/South Trelawney Amalgamation)	5,053,694	-	-	-	-	-	5,053,694	
		Montpelier - Phase 2 of masterplan	2,156,409	-	-	-	-	-	2,156,409	
		Southern Way Federation (Beechwood / Oakwood Schools)	8,188,045	200,000	-	-	-	-	8,388,045	
		Shakespeare Primary (West Park - New School for Butt Park. Replacing Chaucer / West Park Primary)	1,754,322	75,000	-	-	-	-	1,829,322	
		Special Education and Inclusion	Estover Campus / Hospital School	5,000	715,858	-	-	-	-	720,858
			Brook Green (Hillside) - Replacement school	135,026	-	-	-	-	-	135,026
	Mill Ford - Modernisation		(9,843)	-	500,000	5,500,000	-	-	5,990,157	
	Children's Social Care	Replacement of Ginkgo House	100,000	-	2,100,000	-	-	-	2,200,000	
	PFI	Capital Contribution to PFI Schemes	2,706,900	700,000	-	-	-	-	3,406,900	
		Education PFI Scheme - Fees	26,512	-	-	-	-	-	26,512	
	School Development Works	Primary Development	Boringdon - Replacement of temporary classrooms	100,000	1,239,043	-	-	-	-	1,339,043
			Widey Court - Remove 4 temporary classrooms	920,000	-	-	-	-	-	920,000
			Coombe Dean - Art & Technology Block	(1)	-	-	-	-	-	(1)
		Secondary Development	Coombe Dean - Replacement of 6 Temporary Classrooms	65,000	-	-	-	-	-	65,000
DHSB - Re-designating Specialist Schools			25,000	-	-	-	-	-	25,000	
Heles - Redesignating Specialist Schools			51,988	-	-	-	-	-	51,988	
Lipson CC - Redesignating Specialist Schools			50,000	-	-	-	-	-	50,000	
PHSG - Re-designating Specialist Schools			25,000	-	-	-	-	-	25,000	
Plymstock - Rubber Crumb / All Weather Pitch			63,835	-	-	-	-	-	63,835	
Plymstock - Tented Sports Hall			721,700	-	-	-	-	-	721,700	
Special School Development		Longcause - Building Development	81,688	-	-	-	-	-	81,688	
		Longcause - Building Development (Prior Year Correction)	(81,688)	-	-	-	-	-	(81,688)	
		Boringdon - Windows and facias (main school)	27,258	-	-	-	-	-	27,258	
Condition Works	School Condition Projects	Chaddlewood - Door and window replacement	51,000	-	-	-	-	-	51,000	
		Chaddlewood - Playground resurfacing	10,624	-	-	-	-	-	10,624	
		Condition bid programme	-	177,092	200,000	200,000	-	-	577,092	
		Condition Works: All Schools	-	580,000	1,000,000	1,000,000	-	-	2,580,000	
		Coombe Dean - Replacement roof, windows and wind turbine	4,571	-	-	-	-	-	4,571	
		DHSB - Boundary fence and gates	15,000	15,000	-	-	-	-	30,000	
		DHSB - Roof repairs	(4,047)	-	-	-	-	-	(4,047)	

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		DHSB - Toilet refurbishment	15,000	-	-	-	-	-	15,000
		DHSG - Playing courts refurbishment	77,390	-	-	-	-	-	77,390
		DHSG - Water Ingress	772	-	-	-	-	-	772
		Eggbuckland CC - Refurbishment of lower school block	180,000	-	-	-	-	-	180,000
		Ham Drive - Boundary fencing	12,110	-	-	-	-	-	12,110
		Ham Drive - Playground resurfacing	28,462	-	-	-	-	-	28,462
		Hyde Park Infants - Improvements to shared basement hall	15,250	-	-	-	-	-	15,250
		Knowle - Replacement heating	-	12,500	-	-	-	-	12,500
		Lipson CC - Replace flooring and handrails in 3 stairwells	24,000	-	-	-	-	-	24,000
		Lipson CC - Upgrade food technology room	36,000	-	-	-	-	-	36,000
		Lipson Vale - Hall wall	-	18,330	-	-	-	-	18,330
		Longcause - Mechanical services	35,000	-	-	-	-	-	35,000
		Manadon Vale - Fire Alarm	22,000	-	-	-	-	-	22,000
		Manadon Vale - Replacement windows	20,000	-	-	-	-	-	20,000
		Marlborough - East aspect upgrade (windows etc)	18,061	-	-	-	-	-	18,061
		Mary Deans - Renew felt flat roof	36,124	-	-	-	-	-	36,124
		Morice Town - Replace roof covering, provide new guttering, windows and re-wiring	4,730	-	-	-	-	-	4,730
		Pennycross - Mouldy mobile	20,000	-	-	-	-	-	20,000
		Plaiestow Hill - Toilet refurbishment	35,082	-	-	-	-	-	35,082
		Plymstock - Replacement flat roofing	98,570	-	-	-	-	-	98,570
		Plymstock - Windows and doors	32,783	-	-	-	-	-	32,783
		St Edwards CE - Replacement windows and panels	964	-	-	-	-	-	964
		St Edwards CE - School roof	29,344	-	-	-	-	-	29,344
		Stoke Damerel Primary - Removal of soffits and fascias	130	-	-	-	-	-	130
		Stoke Damerel Primary - Toilet refurbishment	70,000	-	-	-	-	-	70,000
		Stuart Road - Internal wall and ceiling	37,535	-	-	-	-	-	37,535
		Stuart Road - New windows	2,308	-	-	-	-	-	2,308
		Stuart Road - Repairs to Walkways	58,945	-	-	-	-	-	58,945
		Thornbury - Replacement windows and doors	20,000	-	-	-	-	-	20,000
		Victoria Road - Roof works	-	60,000	-	-	-	-	60,000
		Widey Court - Mobile classroom refurbishment	139	-	-	-	-	-	139
		Woodford Juniors - Heating system	50,000	-	-	-	-	-	50,000
		Woodford Juniors - Window replacement	25,965	-	-	-	-	-	25,965
		Yealmpstone Farm - Remodelling project	9,775	290,000	-	-	-	-	299,775
		PHSG - Window replacement	12,967	108,000	-	-	-	-	120,967
		Hyde Park Infants/Juniors - New windows	244,027	-	-	-	-	-	244,027
		Yealmpstone Farm - Roof replacement	61,893	-	-	-	-	-	61,893
		Ridgeway - Fire alarm/protection	10,800	-	-	-	-	-	10,800
		Stoke Damerel CC - Windows & accommodation for Parkside pupils	2,213	-	-	-	-	-	2,213
		Eggbuckland Vale - Car Park and Traffic Flow	15,074	-	-	-	-	-	15,074

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total		
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15		
			£	£	£	£	£	£	£		
		Eggbuckland Vale - Replacement windows and doors	13,116	-	-	-	-	-	13,116		
		Heles - Maths department refurbishment phase 2	13,150	-	-	-	-	-	13,150		
Surestart, Early Years and Childcare	Children's Centres	All childrens centres	408,442	497,936	-	-	-	-	906,378		
		Childrens Centre Maintenance	114,065	86,988	90,000	90,000	-	-	381,053		
		Oreston - Plymstock Childrens Centre - Hall and Kitchen	50,000	-	-	-	-	-	-	50,000	
	Early Years	Early Years Capital Support	746,799	1,276,099	-	-	-	-	-	2,022,898	
		Mary Deans - Early years support	20,000	-	-	-	-	-	-	20,000	
		Oreston - Early years support	30,435	-	-	-	-	-	-	30,435	
		Surestart Sustainability Grant	42,500	-	-	-	-	-	-	42,500	
Focused Work	Extended Schools	Extended Schools Grant	182,806	255,055	-	-	-	-	-	437,861	
		High Street - Build community room attached to nursery	12,954	-	-	-	-	-	-	-	12,954
		Pilgrim - Additional Extended Schools - Community Room	35,093	-	-	-	-	-	-	-	35,093
		Woodford Juniors - Extension to south of current entrance	19,956	70,000	-	-	-	-	-	-	89,956
	14-19 Diplomas and International Baccalaureate	14-19 Diploma gateways. External providers and pending allocations	256,272	333,444	586,996	-	-	-	-	-	1,176,712
		14-19 Diploma learning platform	66,487	-	-	-	-	-	-	-	66,487
		ACL - 14-19 Diploa gateway (hair and beauty)	12,000	-	-	-	-	-	-	-	12,000
		Coombe Dean - 14-19 Diploma gateway (hospitality kitchen modifications)	157,000	-	-	-	-	-	-	-	157,000
		Coombe Dean - 14-19 Diploma gateway (hospitality)	13,199	-	-	-	-	-	-	-	13,199
		Coombe Dean - ICT	62,545	-	-	-	-	-	-	-	62,545
		DHSB - 14-19 Diploma gateway (engineering e-learning)	38,660	-	-	-	-	-	-	-	38,660
		Eggbuckland CC - 14-19 Diploma gateway (engineering e-learning)	10,954	-	-	-	-	-	-	-	10,954
		Eggbuckland CC - 14-19 Diploma gateway (multi media suite)	33,306	-	-	-	-	-	-	-	33,306
		Estover CC - 14-19 Diploma gateway (environment and land based studies)	27,757	-	-	-	-	-	-	-	27,757
		Healthtec	10,000	140,000	-	-	-	-	-	-	150,000
		Heles - 14-19 Diploma gateway (society, health & development)	1,646	-	-	-	-	-	-	-	1,646
		Lipson CC - 14-19 Diploma gateway (business and finance) / Business and Finance Video Conferencing / Hair & Beauty	97,601	-	-	-	-	-	-	-	97,601
		Notre Dame - 14-19 Diploma gateway (manufacturing & product design)	137,669	-	-	-	-	-	-	-	137,669
		PHSG - 14-19 Diploma gateway Minibus and mobile equipment (transferred from Estover CC)	44,949	-	-	-	-	-	-	-	44,949

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		PHSG - Learning centre for international baccalaureate	1,130,000	-	-	-	-	-	1,130,000
		Plymstock - 14-19 Diploma gateway (movement and coaching capture)	14,000	-	-	-	-	-	14,000
		Sir John Hunt CC - 14-19 Diploma gateway (sport and leisure equipment)	8,000	-	-	-	-	-	8,000
		St Boniface - 14-19 Diploma gateway (engineering equipment)	5,170	-	-	-	-	-	5,170
		Tamarside CC - 14-19 Diploma gateway (manufacturing and product design / E-learning / Hair and Beauty)	54,775	-	-	-	-	-	54,775
		Tamarside CC - 14-19 Diploma gateway (sport and leisure equipment)	2,000	-	-	-	-	-	2,000
	ICT in Schools	Computers for pupils / Home Access - Infrastructure Connections	121,000	-	-	-	-	-	121,000
		Estover CC - Targeted ICT for federations	74,767	-	-	-	-	-	74,767
		Harnessing Technology - All Schools	805,738	-	-	-	-	-	805,738
		Harnessing Technology Grant	378,426	849,096	900,000	900,000	-	-	3,027,522
		Lipson CC - Computers for pupils	227	-	-	-	-	-	227
		Southernway - Targeted ICT for federations	125,515	-	-	-	-	-	125,515
		Tamarside CC - Computers for pupils	1,343	-	-	-	-	-	1,343
		Whitleigh - Targeted ICT for federations	963	-	-	-	-	-	963
	School Meals	Chaddlewood - Improved Dining Space	15,000	-	-	-	-	-	15,000
		College Road - New kitchen	4,500	175,500	-	-	-	-	180,000
		Drake - Kitchen improvement	500	199,500	-	-	-	-	200,000
		Ford - New kitchen	100,000	-	-	-	-	-	100,000
		Holy Cross RC - New kitchen	40,000	-	-	-	-	-	40,000
		Hyde Park Infants/Juniors - Kitchen project	500	149,500	-	-	-	-	150,000
		Keyham Barton RC - Kitchen project	500	29,500	-	-	-	-	30,000
		Kitchen projects / new improved	-	181,000	-	-	-	-	181,000
		Mannamead & Martinsgate PRUs - Kitchen project	500	149,500	-	-	-	-	150,000
		Old Priory Juniors - Enlarge access to main	-	35,000	-	-	-	-	35,000
		Plaistow Hill - New kitchen	1,000	99,000	-	-	-	-	100,000
		Plymstock - Refurbishment and modernisation of kitchen and servery areas	-	200,000	-	-	-	-	200,000
		Prince Rock - Kitchen improvement	500	49,500	-	-	-	-	50,000
		Salisbury Road Primary - Kitchen project	1,000	39,000	-	-	-	-	40,000
		St Boniface - Exceptional TCF for practical cooking spaces	41,400	303,600	-	-	-	-	345,000
		St Georges CE - New kitchen	40,000	-	-	-	-	-	40,000
		St Marys CE - Kitchen project	500	29,500	-	-	-	-	30,000
		Stuart Road - Kitchen project	500	99,500	-	-	-	-	100,000
		Weston Mill - Kitchen improvement	500	49,500	-	-	-	-	50,000
		Woodford Juniors - Kitchen project	500	74,500	-	-	-	-	75,000
		Leigham - Development of external dining area	19,500	19,500	-	-	-	-	39,000
		DHSG - Refurbishment and updating of kitchen layout	80,487	73,208	-	-	-	-	153,695

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		Eggbuckland CC - Build and expand dining facility/restaurant	28,208	335,000	-	-	-	-	363,208
		Heles - Build and develop purpose built kitchen and dining facility	81,416	-	-	-	-	-	81,416
		John Kitto - Update cashless payment system to biometric system	16,500	-	-	-	-	-	16,500
		Lipson CC - Install biometric cashless catering system	-	39,300	-	-	-	-	39,300
		Notre Dame - Develop outside dining area	16,258	-	-	-	-	-	16,258
		Stoke Damerel CC - Introduction of separate food bars	92,500	-	-	-	-	-	92,500
		Tamarside - Expand dining area to create additional spaces	140,000	-	-	-	-	-	140,000
		Mill Ford - Redevelop kitchen and facilities	-	65,911	-	-	-	-	65,911
		DHSB - Exceptional TCF for practical cooking spaces	36,000	264,000	-	-	-	-	300,000
		Ridgeway - Refurbishment of main servery and introduction of additional food preparation areas	30,000	-	-	-	-	-	30,000
	Section 106 Projects	Old Priory Juniors - Creation of habitat area within school grounds	7,193	-	-	-	-	-	7,193
		Ridgeway - 6th Form Block Expansion	1,869	133,131	-	-	-	-	135,000
	Access	Access Bids / DDA Compliance	75,000	100,000	100,000	100,000	-	-	375,000
	Safeguarding	Boringdon - Fire alarm system	23,420	-	-	-	-	-	23,420
		DHSB - Additional CCTV cameras	5,000	-	-	-	-	-	5,000
		Eggbuckland CC - Access Control	376	-	-	-	-	-	376
		Elburton - Internal reception area to control access	61,669	-	-	-	-	-	61,669
		Manadon Vale - CCTV and monitoring system, secure store for refuse bins	4,500	-	-	-	-	-	4,500
		Mill Ford - Enhanced security fencing	21,000	-	-	-	-	-	21,000
		Old Priory Juniors - Upgrade fire & intruder alarms. Build secure enclosure for rubbish bins	1,992	-	-	-	-	-	1,992
		PHSG - Lightning protection	9,500	25,000	-	-	-	-	34,500
		Reducing risk bid programme	75,000	-	-	-	-	-	75,000
		St Pauls RC (VA) - Lighting and fire alarm improvements	6,068	-	-	-	-	-	6,068
	Sustainability, Carbon Reduction and Spend to Save	Sustainability - energy savings in schools	-	427,960	350,000	350,000	-	-	1,127,960
		Hyde Park Infants & Juniors - Boiler works	111,129	-	-	-	-	-	111,129
		Manadon Vale - Boiler works	95,719	-	-	-	-	-	95,719
		Mary Deans - Boiler works	99,769	-	-	-	-	-	99,769
		Victoria Road - Boiler works	101,943	-	-	-	-	-	101,943
		Eggbuckland CC - Boiler works (main school) & 6th from (combined)	344,080	-	-	-	-	-	344,080
	Youth Service	YOT - Accommodation at Barne Barton	73,082	-	-	-	-	-	73,082
		Youth Capital Funding	137,800	137,800	-	-	-	-	275,600
	Adult and Community Learning	ACL Minor Works (P-ACL Grant)	23,988	-	-	-	-	-	23,988
	SEN and Inclusion	Downham - Improvements to Residential Unit	22,527	-	-	-	-	-	22,527

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		Dunstone - Disabled Toilet	5,989	-	-	-	-	-	5,989
		Egguckland CC - Soundfield system and hearing loop	12,100	-	-	-	-	-	12,100
		Egguckland Vale - Hearing System	7,160	-	-	-	-	-	7,160
		Goosewell - Primary Inclusion Unit Downham Satellite	501,152	-	-	-	-	-	501,152
		Holy Cross RC - Lift	80,000	-	-	-	-	-	80,000
		Longcause - SEN Provision	55,000	150,000	-	-	-	-	205,000
		SEN Placement Commitments in Schools	36,751	20,000	20,000	20,000	-	-	96,751
		Longcause - Specialist Status Sports Hall	15,000	135,000	-	-	-	-	150,000
		Hooe - Platform Lift	20,054	-	-	-	-	-	20,054
		St Andrews - Access Improvements (contribution to VA project)	15,000	-	-	-	-	-	15,000
		Plymstock - SEN Provision	145,000	-	-	-	-	-	145,000
Children's Social Care	Children's Social Care	Aiming high for disabled children	100,700	270,000	-	-	-	-	370,700
		Children's personal social services (PSS) Information System for Parents and Providers (ISPP)	22,942	-	-	-	-	-	22,942
		Integrated Children's System (ICS)	35,560	-	-	-	-	-	35,560
		ISPP Carry forward correction	(19,145)	-	-	-	-	-	(19,145)
Devolved Formula Capital Projects	Primary	Totals only	724,978	-	-	-	-	-	724,978
	Secondary	Totals only	287,109	-	-	-	-	-	287,109
Devolved Formula Capital	Nursery	Totals only	92,488	25,245	42,074	42,074	-	-	201,881
	Other	Totals only	231,173	1,225,773	60,906	60,906	-	-	1,578,758
	Primary	Totals only	1,199,267	2,494,709	1,799,311	1,799,311	-	-	7,292,598
	Secondary	Totals only	829,141	1,296,928	1,697,010	1,697,010	-	-	5,520,089
	Special	Totals only	170,242	243,254	155,424	155,424	-	-	724,344
Other Programmes	Other Items	Capitalised Salaries - CAMP Team	190,000	200,000	210,000	220,000	-	-	820,000
		Marlborough - Server (DRC Funded)	1,800	-	-	-	-	-	1,800
		Hospital School - Temporary Provision	2,300	7,700	-	-	-	-	10,000
	Big Lottery, PE and Sport	Fair Play "Playbuilder" Programme	376,758	359,855	-	-	-	-	736,613
		Playbuilder work to Radford Park	50,000	-	-	-	-	-	50,000
		Lipson CC - Artificial turf pitch	10,000	100,000	-	-	-	-	110,000
		Children's Play Programme - Big Lottery Fund	154,047	-	-	-	-	-	154,047
Children's Services Total			53,770,515	34,640,309	17,391,797	15,052,271	-	-	120,854,892

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Corporate Items

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Budget report by Division

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DIRECTORATE: Corporate Items

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation) £000	Impact of Stock transfer £000	Reduction/increase in previously agreed £000	Adding Back Previously Agreed £000	Add New Priorities £000	Revised Target Budget £000
Other Corporate Items	(29,213)	3,293	(185)	(621)	100	(26,626)
Capital Financing	11,969	(747)	(2,195)	1,090	800	10,917
Revenue cost - stock transfer	1,000	(992)	(1,000)	0	1,200	208
Area Committee	100		(100)	100		100
Planning application - Bretonside	100		(100)	0		0
Planning application - Civic Centre	500		(500)			0
PFI (Education)	150		(150)	100		100
Pension shortfall	500		(500)			0
Centralised repairs	700		(700)	350	300	650
Care First Project Development					400	400
Corporate redundancy reserve					552	552
	(14,195)	1,554	(5,430)	1,019	3,352	(13,700)

*Key actions required to deliver within the Department's allocated budget:

1	<p>During the year we will strive to ensure we achieve the maximum return from our Treasury Management activities. Actions we will take in particular are:</p> <ul style="list-style-type: none"> * Seek to buy out of Devon Debt to enable more control over the management of the debt in line with our strategy. * Investment Strategy - seek options to increase returns * Minimising borrowing costs by use of internal balances and cash flow surpluses

Lead Officer	Start Date?	Implementation costs		Revenue Savings			Efficiency Saving?	Risk of Delivery
		Revenue £000	Capital £000	2010/11 £000	2011/12 £000	2012/13 £000		
Adam Broome	Apr-10	TBC	TBC	TBC	TBC	TBC	TBC	Amber
		0	0	0	0	0		

Corporate Items

			Other Corporate Items £	Capital Financing £	Total £	
Expenditure	Employees	APT and C Salaries	1,356,700	0	1,356,700	
		Indirect Employee Expenses	1,436,433	0	1,436,433	
		Wages	(301,167)	0	(301,167)	
		Sub Total	2,491,966	0	2,491,966	
	Premises	Rent and Rates	49,600	0	49,600	
		Repair Alteration and Maint	1,230,207	0	1,230,207	
		Water Services	1,800	0	1,800	
		Sub Total	1,281,607	0	1,281,607	
	Transport	Public Transport Car Allowance	40	0	40	
		Sub Total	40	0	40	
	Supplies and Services	Catering	2,300	0	2,300	
		Communication and Computing	35,000	0	35,000	
		Contribution to Funds	452,053	7	452,060	
		Equipt Furniture and Materials	106,200	0	106,200	
		Expenses	0	42,220	42,220	
		General Insurance Premiums	515	124	639	
		Grants and Subscriptions	120	0	120	
		Miscellaneous Expenses	338,178	(241,718)	96,460	
		Printing Stationery Gen Office	20,090	0	20,090	
		Services	425,444	37,717	463,161	
		Sub Total	1,379,900	(161,650)	1,218,250	
		Third Party Payments	Other Local Authorities	0	3,153,000	3,153,000
			Sub Total	0	3,153,000	3,153,000
	Support Services	Central Support Services	135,744	0	135,744	
		Other recharges	29,252	50,000	79,252	
		Sub Total	164,996	50,000	214,996	
	Capital Financing Outside NCS	Consolidated Loans and Investm	0	14,758,979	14,758,979	
Unsupported Borrowing		0	(1,822,000)	(1,822,000)		
Sub Total		0	12,936,979	12,936,979		
Sub Total	5,318,509	15,978,329	21,296,838			
Income	Others	Government Grants	(22,562,190)	0	(22,562,190)	
		Interest	(26,072)	(2,620,733)	(2,646,805)	
		Other Income	(58,517)	0	(58,517)	
		Recharges to Other Accounts	(7,483,475)	(2,758,370)	(10,241,845)	
	Sub Total	(30,130,254)	(5,379,103)	(35,509,357)		
Sub Total	(30,130,254)	(5,379,103)	(35,509,357)			
Total		(24,811,745)	10,599,226	(14,212,519)		

Corporate Items - Other Corporate Items

		Other Corporate Items £	Total £	
Expenditure	Employees	APT and C Salaries	1,356,700	1,356,700
		Indirect Employee Expenses	1,436,433	1,436,433
		Wages	(301,167)	(301,167)
		Sub Total	2,491,966	2,491,966
	Premises	Rent and Rates	49,600	49,600
		Repair Alteration and Maint	1,230,207	1,230,207
		Water Services	1,800	1,800
		Sub Total	1,281,607	1,281,607
	Transport	Public Transport Car Allowance	40	40
		Sub Total	40	40
	Supplies and Services	Catering	2,300	2,300
		Communication and Computing	35,000	35,000
		Contribution to Funds	452,053	452,053
		Equipt Furniture and Materials	106,200	106,200
		General Insurance Premiums	515	515
		Grants and Subscriptions	120	120
		Miscellaneous Expenses	338,178	338,178
		Printing Stationery Gen Office	20,090	20,090
		Services	425,444	425,444
		Sub Total	1,379,900	1,379,900
Support Services		Central Support Services	135,744	135,744
		Other recharges	29,252	29,252
	Sub Total	164,996	164,996	
Total	5,318,509	5,318,509		
Income	Others	Government Grants	(22,562,190)	(22,562,190)
		Interest	(26,072)	(26,072)
		Other Income	(58,517)	(58,517)
		Recharges to Other Accounts	(7,483,475)	(7,483,475)
		Sub Total	(30,130,254)	(30,130,254)
	Total	(30,130,254)	(30,130,254)	
Net Expenditure	(24,811,745)	(24,811,745)		

Corporate Items - Capital Financing

		Capital Financing £	Total £	
Expenditure	Supplies and Services	Contribution to Funds	7	7
		Expenses	42,220	42,220
		General Insurance Premiums	124	124
		Miscellaneous Expenses	(241,718)	(241,718)
		Services	37,717	37,717
		Sub Total	(161,650)	(161,650)
	Third Party Payments	Other Local Authorities	3,153,000	3,153,000
		Sub Total	3,153,000	3,153,000
	Support Services	Other recharges	50,000	50,000
		Sub Total	50,000	50,000
	Capital Financing Outside NCS	Consolidated Loans and Investm	14,758,979	14,758,979
		Unsupported Borrowing	(1,822,000)	(1,822,000)
		Sub Total	12,936,979	12,936,979
	Total		15,978,329	15,978,329
	Income	Others	Interest	(2,620,733)
Recharges to Other Accounts			(2,758,370)	(2,758,370)
Sub Total			(5,379,103)	(5,379,103)
Total		(5,379,103)	(5,379,103)	
Net Expenditure		10,599,226	10,599,226	

Details by Directorate:

Community Services

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DIRECTORATE: Community Services

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation) £000	Reduction/increase in previously agreed priorities £000	Adding Back Previously Agreed £000	Add New Priorities £000	Revised Target Budget £000	*DMT agreed movements - balance to nil £000
Adult Health and Social Care	71,916	(2,400)	1,400	1,800	72,716	
Public Protection services	1,971	(182)	182		1,971	
Leisure Culture and Sport	10,117	(250)	250	430	10,547	
Street services	22,781	(1,358)	1,137		22,560	
Safer Communities	1,549				1,549	
Service, Strategy and Regulation	3,160			(230)	2,930	
Community services suspense	0					
	111,495	(4,190)	2,969	2,000	112,274	0

*Key actions required to deliver within the Department's allocated budget:

	Lead Officer	Implementation costs			Revenue Savings			Efficiency Saving?	Potential Staff FTE's	Risk of Delivery	
		Start Date?	Revenue £000	Capital £000	2010/11 £000	2011/12 £000	2012/13 £000				
1	ALL AD'S	Apr-2010	potential redundancy costs	0	503	503	503	Yes	TBC	Amber	
2	Pam Marsden	Apr-2010	TBC	0	604	618	629	Yes	5	Amber	
3	Pam Marsden	Apr-2010	0	0	1000	1024	1055	Yes	0	Green	
4	Pam Marsden	Oct '10 / Jan '12	potential redundancy costs	0	176	710	1050	Yes	50	Amber	
5	Pam Marsden	Apr-2010	TBC	0	250	250	250	TBC	0	Amber	
6	Pam Marsden	Apr-2010	TBC	0	1350	1350	1350	TBC	0	Red	
7	Pam Marsden	Apr-2010	TBC	0	272	272	272	Yes	0	Amber	
8	Pam Marsden	Apr-2010	TBC	0	1410	1437	1465	TBC	0	Red	
9	James Coulton	Dec-2009	TBC	TBC	40	TBC	TBC	Yes	TBC	Amber	
10	James Coulton	Ongoing	0	TBC	Commercially sensitive			TBC	TBC	Green	
11	Malcolm Coe	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
Total of key Delivery Actions:					0	0	5605	6164	6574	55	

Extract from cabinet report 9th February 2010

6.5 Community Services

6.5.1 Context

6.5.1.1 The Department, which is responsible for the delivery of a large number of 'front-line' services, was established as part of the corporate restructure of the Council from 1 April 2009. The department covers five areas: **Adult Social Care, Safer Communities, Environmental Services, Culture, Leisure & Sport and Service, Strategy and Regulation.**

6.5.1.2 The adult social care service will be focusing on maintaining the service performance improvement it achieved in 2009/2010, and continuing to find opportunities to modernise the services it delivers where ever possible this will be done jointly with health colleagues. The other key focus for the service is to continue to help people to live independently and to increase the number of residents who have a personal budget.

6.5.1.3 The most significant current and future budget pressure facing the department is in adult social care. The increases in demographic growth, the growing numbers of older people with dementia, more complex care packages, and the requirement to help more adults to live independently in their own homes, have added to the pressures faced by the department. An improvement in the performance of this service to 'performing well' has lead to pressure on the budget because more people have been supported to live at home or received a personal budget to purchase their own care. The service is responsible for implementing 'Putting People First' and the cost of implementing this through personalisation is not yet well defined. Financial pressures on the Primary Care Trust around continuing health care spend presents the Local Authority with the risk of the potential transfer of some of these costs. Spend to meet more complex needs of people with a Learning Disability is also an area of increased financial pressure. Adult Social Care is also faced with ensuring the Care First system is effective.

6.5.1.4 Culture, Leisure and Sport have a significant part to play to enhance the vibrancy of the city and the quality of life for people, living, working or visiting Plymouth. The most significant project in this area is the delivery of the Life Centre and Leisure Related Projects Programme. This is a significant capital and revenue project and will help to improve the inadequate leisure facilities in the city and contribute to raising the levels of participation in sport, and narrowing the gap in health inequalities.

6.5.1.5 The World Cup Host City Bid for 2018 will provide another important focus for work in this area over the next year as the city works with the other host cities to help England win the bid to run the 2018 World Cup. We will be looking to minimise the cost of our contribution to this by

using existing resources in a targeted way, and working closely with all our partners.

- 6.5.1.6 Within Environmental services the key challenges are to reduce waste sent to landfill and increase recycling. The cost of waste disposal per tonne is going up annually and is influenced by landfill tax escalation and Landfill Allowance Trading Scheme (LATS) penalties.
- 6.5.1.7 As the city grows there are added pressures put on this front line service, and these will need to be managed within existing resources.
- 6.5.1.8 Key pressures within Safer Communities include some potential reduction in external funding streams to support community safety work. Alongside increasing pressures due to the economic climate including greater demand for financial advice services and increased risk of crime and social tensions.
- 6.5.1.9 Growth ambitions will see significant increase in diversity of population placing greater demands on accessibility and equality in service provision and on the need for good community cohesion within existing resources.

6.5.2 Progress on Corporate Improvement Priorities

6.5.2.1 The department is responsible for four CIPs as follows:

- **CIP3– Helping people to live independently**

Key successes were to increase the number of people receiving a personal budget to 200 and be assessed as 'performing well' in the annual performance assessment. Our key challenge is to maintain this performance and achieve better value for money as we modernise the service and find opportunities to integrate with health.

- **CIP 4 – Reducing inequalities between communities**

This year successes included providing advice work in response to the recession which helped people get over £6m in previously unclaimed benefits and tax credit. Our key challenge is to identify how we will contribute to the health inequalities issues across the city, and implement the locally working model across the city.

- **CIP 6 – Providing more and better culture/leisure activities**

Our key successes have been to secure planning permission and award the construction contract to build the Life Centre, and to be included as one of the host cities in England's bid to host the World Cup in 2018. Our key challenge will be to work towards the award of the leisure services operator contract.

- **CIP 10- Disposing of waste and increasing recycling**

Our key success has been to implement the rezoning of the waste collection service across the city and reduce the number of missed bin collections and complaints. Also to open the new improved Civic Amenity Site at Chelson Meadow. Our key challenges are to increase the recycling rate across the city and continue the procurement of a long term waste treatment facility.

6.5.3 Changes in resource allocation (revenue & capital)

6.5.3.1 The department's revenue budget is increasing overall and this will be targeted on adult social care and within culture, leisure and sport. We will have to ensure that the demands from adult social care services are carefully monitored and kept under control.

6.5.3.2 The main capital investment that will deliver significant progress against a number of corporate improvement priorities is the building of the Life Centre. Changes in funding grants and capital receipts have been kept under constant review and the overall capital programme has been prioritised and revised to ensure that all funding streams are realistic and achievable.

6.6.4 Budget Delivery Plans – what will the department do differently

6.6.4.1 As outlined in detail in our delivery plan our key actions will mainly focus on changing the way adult social care is delivered. It will be driving through change in service delivery through personalisation, integration with health and modernising services.

6.6.4.2 The focus in Culture, Leisure & Sport will be on the main project of the Life Centre and the procurement of the leisure services operator.

6.6.4.3 In particular there will be a focus on achieving savings from business support, administration and procurement to ensure the focus of the department remains on delivering front line services. There will be a focus on maintaining and improving other front line services within existing budgets.

Community Services

			Adult Health and Social Care £	Public Protection Services £	Culture Sport and Leisure £	Street Services £	Safer Communities £	Service, Strategy & Regulation £	Total £
Expenditure	Employees	Allowances	92,008	0	0	11,508	0	0	103,516
		APT and C Salaries	14,468,246	2,552,558	6,340,323	2,644,581	725,904	1,149,292	27,880,904
		Casual Staff	44,182	60,938	342,085	929,526	0	0	1,376,731
		Indirect Employee Expenses	119,091	60,118	65,268	148,961	2,183	328,724	724,345
		Occupational Therapists	796,253	0	0	0	0	0	796,253
		Teachers On Contract	0	0	33,021	0	0	0	33,021
		Vacancy Target	0	0	0	(17,000)	0	0	(17,000)
		Wages	4,206,805	473,012	1,039,946	9,313,107	0	0	15,032,870
		Sub Total	19,726,585	3,146,626	7,820,643	13,030,683	728,087	1,478,016	45,930,640
	Premises	Cleaning and Domestic Supplies	100,151	2,070	175,807	57,735	0	0	335,763
		Energy	169,124	71,611	568,898	366,472	0	0	1,176,105
		Fixtures and Fitting	6,825	0	7,400	0	0	0	14,225
		Insurances Premises	0	1,800	40,476	44,786	1	8,618	95,681
		Rent and Rates	147,151	76,452	637,492	352,002	6,750	10,000	1,229,847
		Repair Alteration and Maint	25,790	198,000	132,644	941,431	0	0	1,297,865
		Water Services	49,550	7,444	116,149	191,762	0	0	364,905
		Sub Total	498,591	357,377	1,678,866	1,954,188	6,751	18,618	4,514,391
	Transport	Contract Hire Operating Leases	447	9,900	15,205	1,994,926	0	250	2,020,728
		Direct Transport Costs	44,683	32,488	17,726	1,659,551	0	0	1,754,448
		Insurances Transport	864	0	4,996	368,420	0	2,362	376,642
		Public Transport Car Allowance	522,675	88,253	33,096	7,613	5,894	102,300	759,831
		Recharges of Transport Costs	150,027	79,000	10,261	2,476,237	0	0	2,715,525
		Sub Total	718,696	209,641	81,284	6,506,747	5,894	104,912	7,627,174
	Supplies and Services	Catering	320,702	955	3,490	613	362	4,320	330,442
		Clothing Uniform and Laundry	9,447	4,555	12,640	36,085	0	0	62,727
		Communication and Computing	88,258	22,512	73,994	17,166	8,324	125,564	335,818
		Contribution to Funds	2,000	7,207	174,090	246,059	1,149,614	254,590	1,833,560
Equipt Furniture and Materials		129,502	132,359	1,278,969	1,629,086	3,510	16,590	3,190,016	
Expenses		109,081	91,480	283,816	147,383	5,050	9,580	646,390	
General Insurance Premiums		21	5,084	33,727	43,043	67	21,454	103,396	
Grants and Subscriptions		118,042	40,500	169,263	56,819	407,428	5,000	797,052	
Landfill Tax		0	0	0	4,080,115	0	0	4,080,115	
Miscellaneous Expenses		(62,358)	(31,679)	166,849	(185,122)	(51,000)	(517,268)	(680,578)	
Printing Stationery Gen Office		126,574	34,700	94,162	34,815	13,519	18,896	322,666	
Services		50,577	50,550	312,770	1,776,218	4,100	19,000	2,213,215	
Sub Total		891,846	358,223	2,603,770	7,882,280	1,540,974	(42,274)	13,234,819	
Third Party Payments	DSD and In House Suppliers	3,347	0	35,956	1,925,847	0	0	1,965,150	
	Other Agency and Contracted Se	12,626,107	20,000	0	2,933,863	0	0	15,579,970	
	Private Contractors	51,888,448	30,000	2,754,074	377,802	0	0	55,050,324	

Community Services

			Adult Health and Social Care £	Public Protection Services £	Culture Sport and Leisure £	Street Services £	Safer Communities £	Service, Strategy & Regulation £	Total £
Expenditure	Third Party Payments	Voluntary Organisations	4,074,600	0	0	1,018,613	0	0	5,093,213
		Sub Total	68,592,502	50,000	2,790,030	6,256,125	0	0	77,688,657
	Support Services	Central Support Services	717,396	0	44,909	489,814	0	152,674	1,404,793
		Other recharges	361,982	38,889	91,251	649,197	0	103,300	1,244,619
		Sub Total	1,079,378	38,889	136,160	1,139,011	0	255,974	2,649,412
	Depreciatn and Impairt Losses	Depreciatn and Impairt Losses	0	0	0	830,223	0	0	830,223
		Sub Total	0	0	0	830,223	0	0	830,223
	Capital Financing Outside NCS	Consolidated Loans and Investm	0	0	0	238,919	0	0	238,919
		Unsupported Borrowing	0	0	41,790	807,286	0	0	849,076
		Sub Total	0	0	41,790	1,046,205	0	0	1,087,995
Sub Total		91,507,598	4,160,756	15,152,543	38,645,462	2,281,706	1,815,246	153,563,311	
Income	Others	Fees and Charges	(12,292,305)	(1,903,689)	(1,303,104)	(2,373,499)	0	0	(17,872,597)
		Government Grants	(1,565,000)	0	(187,418)	(17,247)	(668,000)	0	(2,437,665)
		Licencing	0	(298,243)	(10,000)	0	0	0	(308,243)
		Other Grants Reimbursements	(4,138,922)	0	(1,641,472)	(27,000)	(65,000)	0	(5,872,394)
		Other Income	(652)	(1,076)	(31,285)	(571,624)	0	0	(604,637)
		Recharges to Other Accounts	(740,896)	0	(326,333)	(10,237,163)	0	(6,129)	(11,310,521)
		Rents	0	(3,245)	(254,834)	(379,993)	0	0	(638,072)
		Sales	(53,500)	(55,238)	(718,415)	(943,061)	0	(38,000)	(1,808,214)
		Sub Total	(18,791,275)	(2,261,491)	(4,472,861)	(14,549,587)	(733,000)	(44,129)	(40,852,343)
Sub Total		(18,791,275)	(2,261,491)	(4,472,861)	(14,549,587)	(733,000)	(44,129)	(40,852,343)	
Total		72,716,323	1,899,265	10,679,682	24,095,875	1,548,706	1,771,117	112,710,968	

Community Services - Adult Health and Social Care

		Adult HQ £	Learning Disability £	Mental Health&Subst ance Misuse £	Business Support Comm Care £	Access to Care £	Intermediate Care £	Physical Sensory Disabilities £	Supported Employment £	Adult Social Care Assumptions £	Commissioni ng Team 1 £	Occupational Therapy Services £	Commissioni ng Team 2 £	Total £	
Expenditure	Employees	Allowances	780	35,584	0	0	0	55,644	0	0	0	0	0	92,008	
	APT and C Salaries	766,014	3,891,824	2,000,992	1,607,909	2,154,473	1,473,459	832,306	0	0	214,289	1,134,784	392,196	14,468,246	
	Casual Staff	40,000	0	0	352	0	(204)	4,034	0	0	0	0	0	44,182	
	Indirect Employee Expenses	60,015	23,688	3,350	3,177	7,559	4,313	6,107	0	0	0	4,157	6,725	119,091	
	Occupational Therapists	41,535	0	0	0	0	0	0	0	0	0	754,718	0	796,253	
	Wages	0	181,481	0	0	0	194,325	1,943,438	0	0	0	1,887,561	0	4,206,805	
		Sub Total	908,344	4,132,577	2,004,342	1,611,438	2,162,032	1,671,893	2,841,529	0	0	214,289	3,781,220	398,921	19,726,585
	Premises	Cleaning and Domestic Supplies	0	45,768	0	17,133	13,185	100	20,679	0	0	3,286	0	0	100,151
		Energy	0	68,740	0	12,341	11,947	0	72,642	0	0	3,454	0	0	169,124
		Fixtures and Fitting	0	3,135	0	0	115	0	1,575	0	0	2,000	0	0	6,825
		Rent and Rates	0	21,550	12,360	69,001	0	0	3,240	0	0	41,000	0	0	147,151
		Repair Alteration and Maint	0	18,878	0	6,956	1,040	0	(1,084)	0	0	0	0	0	25,790
		Water Services	0	14,697	0	3,726	1,655	0	29,472	0	0	0	0	0	49,550
		Sub Total	0	172,768	12,360	109,157	27,942	100	126,524	0	0	49,740	0	0	498,591
	Transport	Contract Hire Operating Leases	260	187	0	0	0	0	0	0	0	0	0	0	447
		Direct Transport Costs	260	25,548	0	0	16,936	1,939	0	0	0	0	0	0	44,683
		Insurances Transport	0	864	0	0	0	0	0	0	0	0	0	0	864
		Public Transport Car Allowance	22,547	40,661	62,699	6,350	48,699	93,912	16,539	0	0	1,525	219,843	9,900	522,675
		Recharges of Transport Costs	0	102,455	0	0	41,460	6,112	0	0	0	0	0	0	150,027
		Sub Total	23,067	169,715	62,699	6,350	107,095	101,963	16,539	0	0	1,525	219,843	9,900	718,696
	Supplies and Services	Catering	1,660	56,365	0	85	10,818	170,520	80,154	0	0	0	0	1,100	320,702
		Clothing Uniform and Laundry	0	639	0	0	100	100	1,108	0	0	0	7,500	0	9,447
		Communication and Computing	4,560	3,411	363	46,057	700	1,500	1,705	0	0	0	624	29,338	88,258
		Contribution to Funds	0	0	0	0	0	0	0	0	0	0	0	2,000	2,000
		Equipt Furniture and Materials	4,552	33,773	0	28,485	9,844	9,257	40,353	0	0	0	2,238	1,000	129,502
	Expenses	58,179	18,495	3,641	0	5,190	3,898	11,662	0	0	0	5,116	2,900	109,081	
	General Insurance Premiums	0	21	0	0	0	0	0	0	0	0	0	0	21	
	Grants and Subscriptions	9,000	7,419	0	0	0	0	0	0	0	0	700	100,923	118,042	
	Miscellaneous Expenses	1,700	(88,523)	0	4,859	0	0	1,606	0	0	0	1,000	17,000	(62,358)	
	Printing Stationery Gen Office	49,063	11,618	0	42,001	576	7,550	3,682	0	0	0	2,971	9,113	126,574	
	Services	41,030	5,097	0	0	0	2,500	950	0	0	0	0	1,000	50,577	
	Sub Total	169,744	48,315	4,004	121,487	27,228	195,325	141,220	0	0	0	20,149	164,374	891,846	
Third Party Payments	DSD and In House Suppliers	0	0	0	0	0	0	0	0	0	0	3,347	0	3,347	
	Other Agency and Contracted Se	672,185	963,355	305,320	0	3,206,048	554,153	1,922	0	(1,320,000)	0	29,832	8,213,292	12,626,107	
	Private Contractors	0	16,682,939	3,123,557	0	2,313,249	18,675,152	125,205	0	0	10,236,714	731,632	0	51,888,448	
	Voluntary Organisations	456,041	257,411	630,848	0	339,391	133,257	152,711	880,000	0	169,075	578,409	477,457	4,074,600	
	Sub Total	1,128,226	17,903,705	4,059,725	0	5,858,688	19,362,562	279,838	880,000	(1,320,000)	10,405,789	1,343,220	8,690,749	68,592,502	
Support Services	Central Support Services	65,721	0	0	11,675	0	0	0	0	0	0	640,000	0	717,396	
	Other recharges	345,620	0	0	0	0	16,362	0	0	0	0	0	0	361,982	
	Sub Total	411,341	0	0	11,675	0	16,362	0	0	0	0	640,000	0	1,079,378	

Community Services - Adult Health and Social Care

		Adult HQ £	Learning Disability £	Mental Health&Subst ance Misuse £	Business Support Comm Care £	Access to Care £	Intermediate Care £	Physical Sensory Disabilities £	Supported Employment £	Adult Social Care Assumptions £	Commissioni ng Team 1 £	Occupational Therapy Services £	Commissioni ng Team 2 £	Total £
Expenditure	Total	2,640,722	22,427,080	6,143,130	1,860,107	8,182,985	21,348,205	3,405,650	880,000	(1,320,000)	10,671,343	6,004,432	9,263,944	91,507,598
Income	Others													
	Fees and Charges	0	(1,058,838)	(247,108)	0	(1,018,387)	(7,858,421)	0	0	0	(2,097,921)	(11,630)	0	(12,292,305)
	Government Grants	(1,243,000)	0	0	0	0	0	0	0	0	0	0	(322,000)	(1,565,000)
	Other Grants Reimbursements	0	(2,548,223)	(243,827)	(136,870)	(99,885)	(439,141)	0	0	0	(30,976)	(640,000)	0	(4,138,922)
	Other Income	0	(192)	0	0	0	0	(460)	0	0	0	0	0	(652)
	Recharges to Other Accounts	(16,362)	0	(5,570)	(6,621)	(72,343)	0	0	0	0	0	(640,000)	0	(740,896)
	Sales	0	(2,955)	0	0	(2,800)	(46,683)	(1,062)	0	0	0	0	0	(53,500)
	Sub Total	(1,259,362)	(3,610,208)	(496,505)	(143,491)	(1,193,415)	(8,344,245)	(1,522)	0	0	(2,128,897)	(1,291,630)	(322,000)	(18,791,275)
	Total	(1,259,362)	(3,610,208)	(496,505)	(143,491)	(1,193,415)	(8,344,245)	(1,522)	0	0	(2,128,897)	(1,291,630)	(322,000)	(18,791,275)
Net Expenditure		1,381,360	18,816,872	5,646,625	1,716,616	6,989,570	13,003,960	3,404,128	880,000	(1,320,000)	8,542,446	4,712,802	8,941,944	72,716,323

Community Services - Public Protection Services

			PPS Management £	PPS Technical Support £	Trading Standards £	Food Standards and Safety £	Bereavement Services £	Safety Health and Licensing £	Neighbourho od & Enviro quality £	Enviro Protection & Monitoring £	Total £	
Expenditure	Employees	APT and C Salaries	121,053	242,056	467,140	374,962	164,535	349,821	430,380	402,611	2,552,558	
		Casual Staff	46,938	0	0	0	14,000	0	0	0	0	60,938
		Indirect Employee Expenses	1,895	1,514	6,992	6,886	10,682	9,927	7,129	15,093	0	60,118
		Wages	0	0	0	0	473,012	0	0	0	0	473,012
		Sub Total	169,886	243,570	474,132	381,848	662,229	359,748	437,509	417,704	417,704	3,146,626
	Premises	Cleaning and Domestic Supplies	0	0	0	0	2,070	0	0	0	0	2,070
		Energy	0	0	0	0	70,539	0	0	1,072	0	71,611
		Insurances Premises	244	0	132	0	1,348	0	76	0	0	1,800
		Rent and Rates	0	0	0	1,078	71,740	3,500	0	134	0	76,452
		Repair Alteration and Maint	0	0	0	0	198,000	0	0	0	0	198,000
		Water Services	0	0	0	0	7,444	0	0	0	0	7,444
		Sub Total	244	0	132	1,078	351,141	3,500	76	1,206	1,206	357,377
		Transport	Contract Hire Operating Leases	300	100	3,000	0	5,000	0	1,500	0	0
	Direct Transport Costs		0	0	0	0	25,488	0	7,000	0	0	32,488
	Public Transport Car Allowance		10,334	400	15,905	17,200	2,180	17,634	5,100	19,500	0	88,253
	Recharges of Transport Costs		0	0	0	0	25,000	0	54,000	0	0	79,000
	Sub Total		10,634	500	18,905	17,200	57,668	17,634	67,600	19,500	19,500	209,641
	Supplies and Services	Catering	600	0	75	130	0	75	75	75	0	955
		Clothing Uniform and Laundry	0	0	175	650	2,800	100	700	130	0	4,555
		Communication and Computing	0	7,000	0	0	1,200	0	0	14,312	0	22,512
		Contribution to Funds	6,507	0	5	0	661	0	34	0	0	7,207
		Equip Furniture and Materials	20,177	800	7,095	2,400	37,387	11,250	18,800	34,450	0	132,359
		Expenses	8,500	1,500	2,300	500	73,365	2,000	1,700	1,615	0	91,480
		General Insurance Premiums	4,340	0	0	0	0	312	19	413	0	5,084
		Grants and Subscriptions	24,000	0	0	0	16,500	0	0	0	0	40,500
		Miscellaneous Expenses	3,881	0	200	400	(36,760)	200	200	200	0	(31,679)
		Printing Stationery Gen Office	0	18,000	500	2,000	11,500	2,700	0	0	0	34,700
Services		115	0	8,500	32,200	8,235	500	1,000	0	0	50,550	
Sub Total	68,120	27,300	18,850	38,280	114,888	17,137	22,528	51,120	51,120	358,223		
Third Party Payments	Other Agency and Contracted Se	0	0	0	0	0	0	20,000	0	0	20,000	
	Private Contractors	0	0	0	0	0	5,000	25,000	0	0	30,000	
	Sub Total	0	0	0	0	0	5,000	45,000	0	0	50,000	
Support Services	Other recharges	3,495	4,000	4,000	4,000	11,394	4,000	4,000	4,000	4,000	38,889	
	Sub Total	3,495	4,000	4,000	4,000	11,394	4,000	4,000	4,000	4,000	38,889	
Total		252,379	275,370	516,019	442,406	1,197,320	407,019	576,713	493,530	493,530	4,160,756	
Income	Others	Fees and Charges	0	0	(4,120)	(7,210)	(1,720,154)	(32,635)	(132,870)	(6,700)	(1,903,689)	
		Licencing	0	0	0	(173)	0	(265,925)	(2,995)	(29,150)	(298,243)	
		Other Income	0	0	(1,076)	0	0	0	0	0	(1,076)	
		Rents	0	0	0	0	(3,245)	0	0	0	(3,245)	
		Sales	0	0	0	0	(55,238)	0	0	0	(55,238)	

Community Services - Public Protection Services

			PPS Management £	PPS Technical Support £	Trading Standards £	Food Standards and Safety £	Bereavement Services £	Safety Health and Licensing £	Neighbourho od & Enviro quality £	Enviro Protection & Monitoring £	Total £
Income	Others	Sub Total	0	0	(5,196)	(7,383)	(1,778,637)	(298,560)	(135,865)	(35,850)	(2,261,491)
	Total		0	0	(5,196)	(7,383)	(1,778,637)	(298,560)	(135,865)	(35,850)	(2,261,491)
Net Expenditure			252,379	275,370	510,823	435,023	(581,317)	108,459	440,848	457,680	1,899,265

Community Services - Culture Sport and Leisure

		Leisure Departmental £	Theatre and Entertainmen ts £	Library Service £	Museum Services £	Events & Tourist Information £	Cultural Development £	Sport & Leisure Development £	Plymouth Leisure £	Mount Edgcombe £	Total £		
Expenditure	Employees	APT and C Salaries	92,996	0	3,031,179	1,708,569	212,747	68,969	458,508	332,334	435,021	6,340,323	
		Casual Staff	0	0	47,221	0	0	0	20,000	84,611	190,253	342,085	
		Indirect Employee Expenses	312	0	20,203	14,276	538	383	9,412	14,644	5,500	65,268	
		Teachers On Contract	0	0	0	33,021	0	0	0	0	0	33,021	
		Wages	0	0	0	25,689	1,588	0	0	924,629	88,040	1,039,946	
		Sub Total	93,308	0	3,098,603	1,781,555	214,873	69,352	487,920	1,356,218	718,814	7,820,643	
	Premises	Cleaning and Domestic Supplies	0	0	101,042	35,851	5,634	0	4,830	20,820	7,630	175,807	
		Energy	0	0	59,326	36,881	12,048	0	35,699	403,744	21,200	568,898	
		Fixtures and Fitting	0	0	7,400	0	0	0	0	0	0	7,400	
		Insurances Premises	29	0	10,426	4,163	1,223	0	6,187	9,069	9,379	40,476	
		Rent and Rates	0	0	229,009	156,486	22,371	0	69,962	153,864	5,800	637,492	
		Repair Alteration and Maint	120	0	8,600	5,480	200	0	17,000	37,709	63,535	132,644	
		Water Services	0	0	6,218	3,332	207	0	192	83,190	23,010	116,149	
		Sub Total	149	0	422,021	242,193	41,683	0	133,870	708,396	130,554	1,678,866	
		Transport	Contract Hire Operating Leases	385	0	8,800	5,310	40	0	300	0	370	15,205
			Direct Transport Costs	0	0	2,316	2,638	500	0	1,272	0	11,000	17,726
	Insurances Transport		0	0	0	812	0	0	11	0	4,173	4,996	
	Public Transport Car Allowance		4,085	0	7,961	9,531	1,175	1,050	4,108	386	4,800	33,096	
	Recharges of Transport Costs		0	0	10,261	0	0	0	0	0	0	10,261	
	Sub Total		4,470	0	29,338	18,291	1,715	1,050	5,691	386	20,343	81,284	
	Supplies and Services	Catering	90	0	450	200	0	0	2,500	0	250	3,490	
Clothing Uniform and Laundry		0	0	4,230	1,760	0	0	800	3,850	2,000	12,640		
Communication and Computing		2,793	0	26,946	16,080	6,631	0	7,756	3,048	10,740	73,994		
Contribution to Funds		101,049	0	5,324	2,135	5,566	0	13,986	19,686	26,344	174,090		
Equipt Furniture and Materials		5,540	0	649,280	146,915	100,576	0	41,661	121,491	213,506	1,278,969		
Expenses		20,400	0	14,097	63,954	76,357	400	10,858	22,485	75,265	283,816		
General Insurance Premiums		3,745	0	1,812	21,961	302	0	277	2,202	3,428	33,727		
Grants and Subscriptions		48,766	0	5,100	26,147	200	500	88,550	0	0	169,263		
Miscellaneous Expenses		0	0	(40,000)	0	6,849	0	0	200,000	0	166,849		
Printing Stationery Gen Office		9,650	0	38,277	18,553	5,441	550	4,100	14,600	2,991	94,162		
Services		93,997	0	13,105	33,020	81,616	120	46,317	31,900	12,695	312,770		
Sub Total		286,030	0	718,621	330,725	283,538	1,570	216,805	419,262	347,219	2,603,770		
Third Party Payments		DSD and In House Suppliers	0	0	6,030	10,000	19,836	0	0	90	0	35,956	
	Private Contractors	15,000	2,340,000	0	0	0	211,656	0	187,418	0	2,754,074		
	Sub Total	15,000	2,340,000	6,030	10,000	19,836	211,656	0	187,508	0	2,790,030		
Support Services	Central Support Services	0	0	44,909	0	0	0	0	0	0	44,909		
	Other recharges	0	0	0	8,800	0	0	18,051	64,400	0	91,251		
	Sub Total	0	0	44,909	8,800	0	0	18,051	64,400	0	136,160		
Capital Financing Outside NCS	Unsupported Borrowing	0	0	0	0	0	0	0	12,640	29,150	41,790		
	Sub Total	0	0	0	0	0	0	0	12,640	29,150	41,790		

Community Services - Culture Sport and Leisure

		Leisure Departmental £	Theatre and Entertainmen ts £	Library Service £	Museum Services £	Events & Tourist Information £	Cultural Development £	Sport & Leisure Development £	Plymouth Leisure £	Mount Edgcumbe £	Total £
Expenditure	Total	398,957	2,340,000	4,319,522	2,391,564	561,645	283,628	862,337	2,748,810	1,246,080	15,152,543
Income	Others										
	Fees and Charges	0	0	(118,705)	(55,743)	(44,638)	0	(241,183)	(793,835)	(49,000)	(1,303,104)
	Government Grants	0	0	0	0	0	0	0	(187,418)	0	(187,418)
	Licencing	0	0	0	0	0	0	0	0	(10,000)	(10,000)
	Other Grants Reimbursements	0	0	(482,825)	(742,766)	(12,000)	0	(58,330)	(73,551)	(272,000)	(1,641,472)
	Other Income	0	0	0	0	0	0	0	(11,985)	(19,300)	(31,285)
	Recharges to Other Accounts	(18,000)	(82,000)	(86,076)	(3,500)	0	(31,000)	(105,708)	(49)	0	(326,333)
	Rents	0	0	(7,250)	0	(66,755)	0	(30,750)	1	(150,080)	(254,834)
	Sales	0	0	(75,055)	(21,150)	(55,010)	0	0	(13,500)	(553,700)	(718,415)
	Sub Total	(18,000)	(82,000)	(769,911)	(823,159)	(178,403)	(31,000)	(435,971)	(1,080,337)	(1,054,080)	(4,472,861)
	Total	(18,000)	(82,000)	(769,911)	(823,159)	(178,403)	(31,000)	(435,971)	(1,080,337)	(1,054,080)	(4,472,861)
Net Expenditure		380,957	2,258,000	3,549,611	1,568,405	383,242	252,628	426,366	1,668,473	192,000	10,679,682

Community Services - Street Services

		Waste Disposal £	Parks £	Waste Collection Street Scene £	Grounds Maintenance £	Highways Operations £	Prince Rock Waste Station £	Fleet and Garage £	Total £		
Expenditure	Employees	Allowances	0	900	4,772	5,836	0	0	11,508		
		APT and C Salaries	1,002,735	378,200	742,004	225,222	0	26,937	269,483	2,644,581	
		Casual Staff	186,324	0	502,157	230,724	0	10,321	0	929,526	
		Indirect Employee Expenses	34,528	4,796	72,167	26,069	0	3,335	8,066	148,961	
		Vacancy Target	(17,000)	0	0	0	0	0	0	(17,000)	
		Wages	953,882	103,249	5,239,615	2,595,245	0	68,296	352,820	9,313,107	
		Sub Total	2,160,469	487,145	6,560,715	3,083,096	0	108,889	630,369	13,030,683	
	Premises	Cleaning and Domestic Supplies	7,690	20,686	5,702	8,972	0	13,685	1,000	57,735	
		Energy	253,177	52,082	(11,449)	14,160	0	0	58,502	366,472	
		Insurances Premises	5,863	30,116	2,980	1,227	163	695	3,742	44,786	
		Rent and Rates	101,190	37,527	55,057	29,033	0	0	129,195	352,002	
		Repair Alteration and Maint	160,509	677,638	52,310	12,442	0	7,832	30,700	941,431	
		Water Services	43,485	45,856	94,852	2,303	0	0	5,266	191,762	
			Sub Total	571,914	863,905	199,452	68,137	163	22,212	228,405	1,954,188
		Transport	Contract Hire Operating Leases	336,746	21,861	197,894	113,000	0	53,803	1,271,622	1,994,926
	Direct Transport Costs		155,922	7,116	935,573	233,694	0	6,992	320,254	1,659,551	
	Insurances Transport		25,675	314	0	0	0	0	342,431	368,420	
	Public Transport Car Allowance		3,184	843	3,586	0	0	0	0	7,613	
	Recharges of Transport Costs		4,345	26,745	1,635,479	791,716	0	0	17,952	2,476,237	
			Sub Total	525,872	56,879	2,772,532	1,138,410	0	60,795	1,952,259	6,506,747
	Supplies and Services	Catering	600	13	0	0	0	0	0	613	
Clothing Uniform and Laundry		6,162	0	18,878	9,345	0	0	1,700	36,085		
Communication and Computing		4,832	2,098	9,559	(323)	0	0	1,000	17,166		
Contribution to Funds		53,810	190,215	825	229	16	222	742	246,059		
Equip Furniture and Materials		199,054	143,211	493,255	99,815	0	5,600	688,151	1,629,086		
Expenses		133,073	4,470	4,327	0	0	4,369	1,144	147,383		
General Insurance Premiums		16,277	25,388	802	128	77	190	181	43,043		
Grants and Subscriptions		12,334	41,802	2,616	0	0	0	67	56,819		
Landfill Tax		4,080,115	0	0	0	0	0	0	4,080,115		
Miscellaneous Expenses		(184,572)	0	0	(550)	0	0	0	(185,122)		
Printing Stationery Gen Office		11,396	9,197	11,581	275	0	250	2,116	34,815		
Services		951,620	39,070	599,843	76,739	0	106,046	2,900	1,776,218		
		Sub Total	5,284,701	455,464	1,141,686	185,658	93	116,677	698,001	7,882,280	
Third Party Payments		DSD and In House Suppliers	12,000	1,910,309	3,538	0	0	0	0	1,925,847	
	Other Agency and Contracted Se	2,921,735	0	7,500	4,628	0	0	0	2,933,863		
	Private Contractors	0	100,000	76,908	72,893	0	0	128,001	377,802		
	Voluntary Organisations	1,018,613	0	0	0	0	0	0	1,018,613		
		Sub Total	3,952,348	2,010,309	87,946	77,521	0	0	128,001	6,256,125	
Support Services	Central Support Services	0	0	293,174	106,156	0	0	90,484	489,814		
	Other recharges	35,709	75,439	179,268	45,216	0	0	313,565	649,197		

Community Services - Street Services

		Waste Disposal £	Parks £	Waste Collection Street Scene £	Grounds Maintenance £	Highways Operations £	Prince Rock Waste Station £	Fleet and Garage £	Total £	
Expenditure	Support Services									
		Sub Total	35,709	75,439	472,442	151,372	0	0	404,049	1,139,011
	Depreciatn and Impairt Losses									
		Depreciatn and Impairt Losses	0	0	0	0	0	0	830,223	830,223
		Sub Total	0	0	0	0	0	0	830,223	830,223
Capital Financing Outside NCS										
		Consolidated Loans and Investm	0	0	48,564	72,066	0	3,250	115,039	238,919
		Unsupported Borrowing	141,000	0	153,829	1,489	0	0	510,968	807,286
	Sub Total	141,000	0	202,393	73,555	0	3,250	626,007	1,046,205	
	Total	12,672,013	3,949,141	11,437,166	4,777,749	256	311,823	5,497,314	38,645,462	
Income	Others	Fees and Charges	(692,140)	(57,648)	(1,207,118)	(127,759)	0	(288,834)	0	(2,373,499)
		Government Grants	0	0	0	(17,247)	0	0	0	(17,247)
		Other Grants Reimbursements	0	(17,000)	(10,000)	0	0	0	0	(27,000)
		Other Income	0	0	(75,000)	(411,624)	0	0	(85,000)	(571,624)
		Recharges to Other Accounts	(559,140)	(212,302)	(718,835)	(3,854,042)	0	(148,928)	(4,743,916)	(10,237,163)
		Rents	(127,693)	(252,200)	(100)	0	0	0	0	(379,993)
		Sales	(925,000)	0	(250)	(2,811)	0	(15,000)	0	(943,061)
		Sub Total	(2,303,973)	(539,150)	(2,011,303)	(4,413,483)	0	(452,762)	(4,828,916)	(14,549,587)
	Total	(2,303,973)	(539,150)	(2,011,303)	(4,413,483)	0	(452,762)	(4,828,916)	(14,549,587)	
Net Expenditure		10,368,040	3,409,991	9,425,863	364,266	256	(140,939)	668,398	24,095,875	

Community Services - Safer Communities

			Community Safety £	Social Inclusion £	Management and support £	Total £
Expenditure	Employees	APT and C Salaries	210,099	400,208	115,597	725,904
		Indirect Employee Expenses	812	1,194	177	2,183
		Sub Total	210,911	401,402	115,774	728,087
	Premises	Insurances Premises	1	0	0	1
		Rent and Rates	6,750	0	0	6,750
		Sub Total	6,751	0	0	6,751
	Transport	Public Transport Car Allowance	2,623	2,193	1,078	5,894
		Sub Total	2,623	2,193	1,078	5,894
	Supplies and Services	Catering	62	0	300	362
		Communication and Computing	1,924	6,000	400	8,324
		Contribution to Funds	381,414	768,200	0	1,149,614
		Equipt Furniture and Materials	2,300	910	300	3,510
		Expenses	3,000	800	1,250	5,050
		General Insurance Premiums	67	0	0	67
		Grants and Subscriptions	27,704	379,724	0	407,428
		Miscellaneous Expenses	(40,000)	(11,000)	0	(51,000)
		Printing Stationery Gen Office	5,155	7,650	714	13,519
		Services	0	4,100	0	4,100
		Sub Total	381,626	1,156,384	2,964	1,540,974
		Total	601,911	1,559,979	119,816	2,281,706
Income	Others	Government Grants	0	(668,000)	0	(668,000)
		Other Grants Reimbursements	(65,000)	0	0	(65,000)
		Sub Total	(65,000)	(668,000)	0	(733,000)
Total	(65,000)	(668,000)	0	(733,000)		
Net Expenditure		536,911	891,979	119,816	1,548,706	

Community Services - Service, Strategy & Regulation

			Management £	Business Support £	Training ASC £	Total £
Expenditure	Employees	APT and C Salaries	181,949	585,216	382,127	1,149,292
		Indirect Employee Expenses	0	104,316	224,408	328,724
		Sub Total	181,949	689,532	606,535	1,478,016
	Premises	Insurances Premises	0	8,618	0	8,618
		Rent and Rates	0	0	10,000	10,000
		Sub Total	0	8,618	10,000	18,618
	Transport	Contract Hire Operating Leases	0	250	0	250
		Insurances Transport	0	2,362	0	2,362
		Public Transport Car Allowance	75,750	6,450	20,100	102,300
		Sub Total	75,750	9,062	20,100	104,912
	Supplies and Services	Catering	1,240	3,080	0	4,320
		Communication and Computing	1,974	122,595	995	125,564
		Contribution to Funds	135,000	92,292	27,298	254,590
		Equipt Furniture and Materials	0	15,090	1,500	16,590
		Expenses	4,100	5,480	0	9,580
		General Insurance Premiums	0	21,454	0	21,454
		Grants and Subscriptions	1,500	3,500	0	5,000
		Miscellaneous Expenses	0	(52,268)	(465,000)	(517,268)
		Printing Stationery Gen Office	1,710	15,686	1,500	18,896
		Services	500	18,500	0	19,000
		Sub Total	146,024	245,409	(433,707)	(42,274)
		Support Services	Central Support Services	0	152,674	0
	Other recharges		0	103,300	0	103,300
	Sub Total		0	255,974	0	255,974
	Total	403,723	1,208,595	202,928	1,815,246	
	Income	Others	Recharges to Other Accounts	0	(6,129)	0
Sales			0	0	(38,000)	(38,000)
Sub Total			0	(6,129)	(38,000)	(44,129)
Total		0	(6,129)	(38,000)	(44,129)	
Net Expenditure	403,723	1,202,466	164,928	1,771,117		

**Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 - 2014/2015
6 Year Sub Programme**

Community & Neighbourhood

Service	Sub Programme	Latest Forecast 2009/2010 £	Latest Forecast 2010/2011 £	Latest Forecast 2011/2012 £	Latest Forecast 2012/2013 £	Latest Forecast 2013/2014 £	Latest Forecast 2014/2015 £	Total Programme 09/10 - 14/15 £
Environmental Services	Environmental & Regulatory	-	-	1,092,500	-	-	-	1,092,500
	Parks	151,377	223,080	-	-	-	-	374,457
	Vehicle Purchases	584,361	-	-	-	-	-	584,361
Culture, Sport & Leisure	Life Centre Programme/Central Park	3,096,173	28,262,000	12,149,250	270,561	-	-	43,777,984
	Libraries	829,396	17,000	-	-	-	-	846,396
	Mount Edgcumbe	307,011	-	-	-	-	-	307,011
	Museums	60,407	-	-	-	-	-	60,407
	Leisure Pools	1,026,560	600,000	-	-	-	-	1,626,560
Adult Health & Social Care	Community Care	576,398	135,000	-	-	-	-	711,398
Community & Neighbourhood Total		6,631,683	29,237,080	13,241,750	270,561	-	-	49,381,074

Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 -
6 Year Detail

Community & Neighbourhood

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
Environmental Services	Environmental & Regulatory	Mercury abatement equipment in Crematoria	-	-	1,092,500	-	-	-	1,092,500
	Parks	Alexandra Park new play equipment	18,401	-	-	-	-	-	18,401
		Alexandra Park specialist wall repairs	25,040	-	-	-	-	-	25,040
		Beaumont Park Play Facilities (05/00340)	-	33,787	-	-	-	-	33,787
		Ernesettle Green 04/01848	16,547	-	-	-	-	-	16,547
		Health & Safety Repairs 07/08	43,832	-	-	-	-	-	43,832
		Hemerdon Heights 05/00950	-	33,190	-	-	-	-	33,190
		Hoe Park improvements	-	6,600	-	-	-	-	6,600
		Patna Place 04/01020	720	18,420	-	-	-	-	19,140
		Springhill Play Facilities	-	131,083	-	-	-	-	131,083
		Tothill Park 06/01297	22,479	-	-	-	-	-	22,479
		Trefusis Park play area upgrade	23,783	-	-	-	-	-	23,783
		Woodford Playground 04/00264	575	-	-	-	-	-	575
		Vehicle Purchases	Purchase of Light Goods Vehicles 2007-09	569,001	-	-	-	-	-
	Tracker in Refuse Fleet Vehicles		15,360	-	-	-	-	-	15,360
Culture, Sport & Leisure	Life Centre Programme/Central Park	Life Centre - Build - Constructions	1,502,718	-	-	-	-	1,502,718	
		Life Centre - Design	581,780	-	-	-	-	581,780	
		Life Centre - Ice Provision	30,000	-	-	-	-	30,000	
		Life Centre - Masterplanning	14,500	-	-	-	-	14,500	
		Life Centre - PCC Costs	194,417	-	-	-	-	194,417	
		Life Centre - Pre Contract & EC Harris	381,876	-	-	-	-	381,876	
		Life Centre - Prior Year Code	-	28,262,000	12,149,250	270,561	-	-	40,681,811
		Life Centre - Transport Consultancy	390,882	-	-	-	-	-	390,882
	Libraries	Devonport Library (Book Purchase, linked to)	(94,974)	-	-	-	-	-	(94,974)
		Devonport Library (St Aubyn's Church)	924,370	17,000	-	-	-	-	941,370
	Mount Edgcumbe	Mount Edgcumbe - Refurbishment of Outbuilding	307,011	-	-	-	-	307,011	
	Museums	Museum Ground Floor Development	60,407	-	-	-	-	60,407	
	Leisure Pools	Swimming Pool (North of City)	600,000	600,000	-	-	-	-	1,200,000
		Tinside Pool Redevelopment	426,560	-	-	-	-	-	426,560
	Adult Health & Social Care	Community Care	ASC Grant - Major Adaptations	270,000	135,000	-	-	-	405,000
Extra Care Housing Fund 2004/05 - Partnership with Registered Social Landlord (RSL) to build extra care housing in Cattedown			1,500	-	-	-	-	1,500	
Learning Disability Development Fund (LLDF) 2007/2008			29,898	-	-	-	-	-	29,898
Mental Health Grant			275,000	-	-	-	-	-	275,000
Community & Neighbourhood Total			6,631,683	29,237,080	13,241,750	270,561	-	-	49,381,074

Details by Directorate:

Corporate Support

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DIRECTORATE: Corporate Support

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation) £000	Impact of Stock transfer £000	Reduction/increase in previously agreed £000	Adding Back Previously Agreed £000	Add New Priorities £000	Revised Target Budget £000
Departmental Management	180					180
Finance, Assets & Efficiencies	16,512	(1,122)	(66)	40		15,364
HR Organisational Development	3,133	(179)				2,954
ICT information systems	6,685	(712)	(100)	100		5,973
Customer Services	2,132	(64)				2,068
Democracy and Governance	5,992	(173)	(250)	150	100	5,819
	34,636	(2,250)	(416)	290	100	32,360

*Key actions required to deliver within the Department's allocated budget:

	Lead Officer	Start Date?	Implementation costs		Revenue Savings			Efficiency Saving?	Risk of Delivery
			Revenue £000	Capital £000	2010/11 £000	2011/12 £000	2012/13 £000		
1	Tim Howes	Feb-2010	Potential Redund Costs	0	60	100	100	Yes	Amber
2	Malcolm Coe	Apr-2010	0	0	50	80	100	Yes	Amber
3	JP Sanders	Apr-2010	Potential Redund Costs	0	100	150	150	Yes	Amber
4	Malcolm Coe	Feb-2010	Potential Redund Costs	0	200	300	300	Yes	Green
5	Mark Grimley	Aug-2010	0	0	50	80	80	Yes	Amber
6	Neville Canon	Mar-2010	TBC	TBC	TBC	TBC	TBC	Yes	Red
7	Tim Howes	Apr-2010	Potential Redund Costs	TBC	TBC	TBC	TBC	Yes	Amber
8	JP Sanders	Sep-2010	TBC	TBC	TBC	TBC	TBC	Yes	Red
			0	0	460	710	730		

Extract from cabinet report 9th February 2010

6.8 Corporate Support & Chief Executives

6.8.1 Context

6.8.1.1 The Corporate Support Department was established as part of the corporate restructure of the Council from 1 April 2009. The department covers five areas: **Customer Services and Business Transformation, Democracy and Governance, Finance, Assets and Efficiencies, Human Resources and Organisational Development** and **ICT**. The department is a mixture of 'front-line' services and the majority of 'back-office' functions for the Council.

6.8.1.2 The two key pressures from external customers are the increasing applications for benefits in the current economic climate and the increasing number of looked after children leading to increased pressure on Legal Services taking cases through the courts. A key internal pressure is supporting the Council's ambitious programme for the City and itself. By its nature Corporate Support has an input into everything the Council does in some way.

6.8.1.3 The department is looking to manage the above and improve its services to all its customers whilst operating with a reduced budget for 2010/11 and beyond. We are progressively restructuring the department to ensure we have the right focus for the future.

6.8.2 Progress on Corporate Improvement Priorities

6.8.2.1 The department is responsible directly for three CIPs as follows:

- **CIP1 – improving customer service**
Our key success was achieving Customer Service Accreditation. Our key challenge is to ensure a consistent high quality service to all our customers from across the Council.
- **CIP 13 – Supporting Council Staff to perform better**
Our key success was the completion of the JE process and appeals. Our key challenge is to really embed a robust competency framework
- **CIP 14 – Providing better Value for Money**
Our key success has been the progressive roll out of the Council's Accommodation Strategy, improving our use of our Accommodation. We are also achieving national recognition for our commitment and progress with partners on reducing the City's Carbon footprint. Our key challenge is to achieve the very challenging targets set by National Government for Value for money as an organisation.

6.8.2.2 The department also significantly supports the remaining eleven CIPs.

6.8.3 Changes in resource allocation (revenue & capital)

6.8.3.1 The department's revenue budget is reducing overall but we have ensured that the reduction will not impact on our external customers. In terms of accessing additional resources the focus for the department will be on submitting 'invest to save' business cases to access capital funds if and only if revenue costs are reduced in the future and the project helps to improve services. The focus of these business cases in the first instance will be around investment in IT and investment in our estate to reduce the number of buildings we use linked to our Accommodation strategy.

6.8.3.2 The department will need to carefully prioritise its scarce resources to ensure it can support all the Council's Corporate Improvement Priorities and the achievement of the delivery plans outlined in this document. The department will continue to work closely with the restructured Chief Executive's department as the corporate centre of the organisation.

6.8.4 Budget Delivery Plans – what will the department do differently

6.8.4.1 As outlined in detail in our delivery plan our key actions will reduce the number of posts in the department by at least 20 FTE's. This is continuing a trend in recent years of reducing posts across the Corporate Centre. The significant reduction in 2009/10 was a combination of planned post reductions and TUPE transfer associated with stock transfer. It is highly likely that the structure for the department will reduce still further in future years. We will need to consider carefully opportunities for partnership working with either the public or private sector to maximise economies of scale and performance in the future.

6.8.4.2 The Chief Executives Unit has also been substantially restructured with many services areas now within Corporate Support or Community Services. The service areas now include corporate policy and performance management, partnership support (Local Strategic Partnership) and communications. The main priorities for this service are to ensure effective performance monitoring and performance management across the Council and supporting, driving and coordinating the significant transformation agenda within the Local Strategic Partnership and the Council that will be required over the next few years.

6.8.5 Progress on Corporate Improvement Priorities

6.8.5.1 The department is responsible directly for the following CIP:

- **CIP2- Customer Engagement**

The "You Said, We Did" pilot campaign was carried out in September with similar messages used to promote corporate priority setting in November at events in Drake Circus and through Area Committees. We have compiled and published the Place Survey 2008 with results fed into review of priorities. Publication of "How we consult with you", Plymouth's statement of Community Involvement and Compact Code of Practice, which sets standards for consultation with residents for the Council and our partners has been completed and engagement and consultation values have been built into corporate competency framework ensuring that all staff become aware of good practice in terms of gathering feedback from the public and using it to develop services.

6.8.6 Changes in resource allocation

The budget across Chief Executives is reducing. The focus for the team is to drive change across the Council and partnerships, the budget delivery plans for Chief Executives includes a restructuring across policy and partnership support both within Chief Executives the Council and across a range of partnerships which the Council is engaged in. Improving coordination of communication, performance management and partnership management while reducing the cost of supporting partnership arrangements.

Corporate Support

		Departmental Management £	Finance, Assets & Efficiencies £	HR Organisational Development £	ICT information Systems £	Customer Services £	Democracy and Governance £	Total £	
Expenditure	Employees	Allowances	0	0	0	0	1,075,732	1,075,732	
		APT and C Salaries	175,216	12,271,971	3,183,752	2,808,610	2,204,241	3,744,702	24,388,492
		Casual Staff	0	7,226	0	0	0	103,407	110,633
		Indirect Employee Expenses	657	174,859	580,860	58,235	23,756	54,408	892,775
		Wages	0	3,180,961	0	0	0	14,391	3,195,352
		Sub Total	175,873	15,635,017	3,764,612	2,866,845	2,227,997	4,992,640	29,662,984
	Premises	Cleaning and Domestic Supplies	0	760,435	0	0	0	29,649	790,084
		Energy	0	844,492	0	0	0	24,905	869,397
		Insurances Premises	0	58,152	69	3,294	0	1,773	63,288
		Rent and Rates	0	1,944,496	0	0	0	221,007	2,165,503
		Repair Alteration and Maint	0	1,838,310	0	0	0	49,027	1,887,337
		Water Services	0	114,588	0	0	0	1,429	116,017
		Sub Total	0	5,560,473	69	3,294	0	327,790	5,891,626
	Transport	Contract Hire Operating Leases	0	30,350	0	1,500	0	2,040	33,890
		Direct Transport Costs	0	16,350	0	1,800	0	9,528	27,678
		Insurances Transport	0	0	0	0	0	864	864
		Public Transport Car Allowance	0	122,240	21,756	24,612	1,722	12,008	182,338
		Recharges of Transport Costs	0	51,790	0	21,000	0	0	72,790
		Sub Total	0	220,730	21,756	48,912	1,722	24,440	317,560
	Supplies and Services	Catering	0	3,538	600	755	0	6,168	11,061
		Clothing Uniform and Laundry	0	8,015	300	0	0	3,215	11,530
		Communication and Computing	0	1,002,441	38,483	4,162,448	6,206	157,831	5,367,409
		Contribution to Funds	0	383,894	3,866	3,946	0	1,947	393,653
		Equipt Furniture and Materials	0	942,432	8,442	10,538	6,700	58,457	1,026,569
		Expenses	3,500	420,786	1,800	10,000	1,000	545,970	983,056
		General Insurance Premiums	0	24,408	3,885	21,336	0	3,390	53,019
		Grants and Subscriptions	0	81,130	8,500	12,040	1,700	117,225	220,595
		Miscellaneous Expenses	0	180,284	0	0	0	113,437	293,721
		Printing Stationery Gen Office	132	519,615	77,753	8,513	9,764	127,175	742,952
		Services	500	761,393	3,000	7,697	250	339,995	1,112,835
		Sub Total	4,132	4,327,936	146,629	4,237,273	25,620	1,474,810	10,216,400
	Third Party Payments	DSD and In House Suppliers	0	107,088	0	0	0	300	107,388
		Other Agency and Contracted Se	0	679,029	24,188	0	0	7,090	710,307
		Private Contractors	0	286,194	0	0	0	81,000	367,194
		Sub Total	0	1,072,311	24,188	0	0	88,390	1,184,889
	Transfer Payments	Council Tax Benefit	0	20,438,000	0	0	0	0	20,438,000
		Other Transfer Services	0	260,095	0	0	0	0	260,095
		Rent Allowances	0	82,670,964	0	0	0	0	82,670,964
		Rent Rebate HRA	0	20,000	0	0	0	0	20,000
		Rent Rebate Non HRA	0	315,000	0	0	0	0	315,000

Corporate Support

			Departmental Management £	Finance, Assets & Efficiencies £	HR Organisational Development £	ICT information Systems £	Customer Services £	Democracy and Governance £	Total £	
Expenditure	Transfer Payments	Sub Total	0	103,704,059	0	0	0	0	103,704,059	
	Support Services	Central Support Services	0	190,316	0	0	0	0	190,316	
		Other recharges	0	212,925	75,036	0	29,906	0	317,867	
		Sub Total	0	403,241	75,036	0	29,906	0	508,183	
	Depreciatn and Impair Losses	Depreciatn and Impair Losses	0	400,930	0	0	0	0	400,930	
		Sub Total	0	400,930	0	0	0	0	400,930	
	Capital Financing Outside NCS	Consolidated Loans and Investm	0	80,451	0	0	0	33,885	114,336	
		Unsupported Borrowing	0	27,271	0	0	0	11,444	38,715	
		Sub Total	0	107,722	0	0	0	45,329	153,051	
	Sub Total		180,005	131,432,419	4,032,290	7,156,324	2,285,245	6,953,399	152,039,682	
	Income	Others	Fees and Charges	0	(1,385,259)	(69,079)	(54,550)	(5,125)	(389,326)	(1,903,339)
			Government Grants	0	(103,530,229)	0	0	0	0	(103,530,229)
Licencing			0	0	0	0	0	(5,500)	(5,500)	
Other Grants Reimbursements			0	(805,748)	(560,464)	0	0	(84,440)	(1,450,652)	
Other Income			0	(3,175,948)	(37,440)	(410,000)	0	(114,770)	(3,738,158)	
Recharges to Other Accounts			0	(6,405,729)	(410,972)	(700,413)	0	(451,141)	(7,968,255)	
Rents			0	(624,420)	0	0	0	(23,250)	(647,670)	
Sales			0	(1,000)	0	0	0	(2,500)	(3,500)	
Sub Total		0	(115,928,333)	(1,077,955)	(1,164,963)	(5,125)	(1,070,927)	(119,247,303)		
Sub Total		0	(115,928,333)	(1,077,955)	(1,164,963)	(5,125)	(1,070,927)	(119,247,303)		
Total		180,005	15,504,086	2,954,335	5,991,361	2,280,120	5,882,472	32,792,379		

General Fund Revenue Budget 2010/11

Corporate Support - Departmental Management

		Director for Corporate Support £	Total £	
Expenditure	Employees	APT and C Salaries	175,216	175,216
		Indirect Employee Expenses	657	657
		Sub Total	175,873	175,873
	Supplies and Services	Expenses	3,500	3,500
		Printing Stationery Gen Office	132	132
		Services	500	500
		Sub Total	4,132	4,132
	Total		180,005	180,005
	Net Expenditure		180,005	180,005

General Fund Revenue Budget 2010/11

Corporate Support - Finance, Assets & Efficiencies

			F, A & E management & support £	Finance £	Audit services £	Capital & Assets £	VFM & Efficiencies £	Total £	
Expenditure	Employees	APT and C Salaries	(209,686)	3,705,553	0	2,521,624	6,254,480	12,271,971	
		Casual Staff	0	0	0	5,000	2,226	7,226	
		Indirect Employee Expenses	202	44,232	0	91,090	39,335	174,859	
		Wages	0	0	0	2,985,245	195,716	3,180,961	
		Sub Total	(209,484)	3,749,785	0	5,602,959	6,491,757	15,635,017	
	Premises	Cleaning and Domestic Supplies	0	0	0	760,435	0	760,435	
		Energy	0	0	0	844,492	0	844,492	
		Insurances Premises	136	0	0	57,605	411	58,152	
		Rent and Rates	0	0	0	1,944,496	0	1,944,496	
		Repair Alteration and Maint	0	0	0	1,838,310	0	1,838,310	
		Water Services	0	0	0	114,588	0	114,588	
		Sub Total	136	0	0	5,559,926	411	5,560,473	
		Transport	Contract Hire Operating Leases	0	550	0	27,800	2,000	30,350
			Direct Transport Costs	0	114	0	9,636	6,600	16,350
	Public Transport Car Allowance		0	36,128	2,646	43,176	40,290	122,240	
	Recharges of Transport Costs		0	0	0	34,590	17,200	51,790	
	Sub Total		0	36,792	2,646	115,202	66,090	220,730	
	Supplies and Services	Catering	0	1,275	0	1,763	500	3,538	
		Clothing Uniform and Laundry	0	0	0	6,415	1,600	8,015	
		Communication and Computing	0	11,274	0	28,026	963,141	1,002,441	
		Contribution to Funds	2,199	0	0	116,576	265,119	383,894	
		Equipt Furniture and Materials	0	8,389	0	307,608	626,435	942,432	
		Expenses	0	10,481	0	18,860	391,445	420,786	
		General Insurance Premiums	5,816	0	0	13,987	4,605	24,408	
		Grants and Subscriptions	0	10,240	0	58,140	12,750	81,130	
		Miscellaneous Expenses	0	450	0	175,334	4,500	180,284	
		Printing Stationery Gen Office	0	22,933	0	43,460	453,222	519,615	
		Services	0	27,200	460,154	142,132	131,907	761,393	
		Sub Total	8,015	92,242	460,154	912,301	2,855,224	4,327,936	
Third Party Payments		DSD and In House Suppliers	0	0	0	19,088	88,000	107,088	
	Other Agency and Contracted Se	0	0	521,999	0	157,030	679,029		
	Private Contractors	0	0	0	32,160	254,034	286,194		
	Sub Total	0	0	521,999	51,248	499,064	1,072,311		
Transfer Payments	Council Tax Benefit	0	0	0	0	20,438,000	20,438,000		
	Other Transfer Services	0	0	0	50,000	210,095	260,095		
	Rent Allowances	0	0	0	0	82,670,964	82,670,964		
	Rent Rebate HRA	0	0	0	0	20,000	20,000		
	Rent Rebate Non HRA	0	0	0	0	315,000	315,000		
	Sub Total	0	0	0	50,000	103,654,059	103,704,059		
Support Services	Central Support Services	0	0	0	190,316	0	190,316		

General Fund Revenue Budget 2010/11

Corporate Support - Finance, Assets & Efficiencies

			F, A & E management & support £	Finance £	Audit services £	Capital & Assets £	VFM & Efficiencies £	Total £	
Expenditure	Support Services	Other recharges	0	0	0	152,781	60,144	212,925	
		Sub Total	0	0	0	343,097	60,144	403,241	
	Depreciatn and Impairt Losses	Depreciatn and Impairt Losses	0	0	0	400,930	0	400,930	
		Sub Total	0	0	0	400,930	0	400,930	
	Capital Financing Outside NCS	Consolidated Loans and Investm	0	0	0	80,451	0	80,451	
		Unsupported Borrowing	0	0	0	27,271	0	27,271	
		Sub Total	0	0	0	107,722	0	107,722	
	Total		(201,333)	3,878,819	984,799	13,143,385	113,626,749	131,432,419	
	Income	Others	Fees and Charges	0	(45,000)	0	(720,859)	(619,400)	(1,385,259)
			Government Grants	0	0	0	0	(103,530,229)	(103,530,229)
Other Grants Reimbursements			0	(371,903)	0	0	(433,845)	(805,748)	
Other Income			0	0	0	(10,000)	(3,165,948)	(3,175,948)	
Recharges to Other Accounts			0	(102,405)	0	(4,170,977)	(2,132,347)	(6,405,729)	
Rents			0	0	0	(624,420)	0	(624,420)	
Sales			0	0	0	0	(1,000)	(1,000)	
Sub Total			0	(519,308)	0	(5,526,256)	(109,882,769)	(115,928,333)	
Total		0	(519,308)	0	(5,526,256)	(109,882,769)	(115,928,333)		
Net Expenditure		(201,333)	3,359,511	984,799	7,617,129	3,743,980	15,504,086		

General Fund Revenue Budget 2010/11

Corporate Support - HR Organisational Development

		Human Resources Manager £	Adverts £	Major Projects £	Total £	
Expenditure	Employees	APT and C Salaries	3,183,752	0	0	3,183,752
		Indirect Employee Expenses	320,683	260,000	177	580,860
		Sub Total	3,504,435	260,000	177	3,764,612
	Premises	Insurances Premises	69	0	0	69
		Sub Total	69	0	0	69
	Transport	Public Transport Car Allowance	21,756	0	0	21,756
		Sub Total	21,756	0	0	21,756
	Supplies and Services	Catering	600	0	0	600
		Clothing Uniform and Laundry	300	0	0	300
		Communication and Computing	38,483	0	0	38,483
		Contribution to Funds	3,866	0	0	3,866
		Equipt Furniture and Materials	8,442	0	0	8,442
		Expenses	1,800	0	0	1,800
		General Insurance Premiums	3,885	0	0	3,885
		Grants and Subscriptions	8,500	0	0	8,500
		Printing Stationery Gen Office	57,753	20,000	0	77,753
		Services	3,000	0	0	3,000
		Sub Total	126,629	20,000	0	146,629
	Third Party Payments	Other Agency and Contracted Se	24,188	0	0	24,188
		Sub Total	24,188	0	0	24,188
	Support Services	Other recharges	75,036	0	0	75,036
		Sub Total	75,036	0	0	75,036
	Total		3,752,113	280,000	177	4,032,290
Income	Others	Fees and Charges	(69,079)	0	0	(69,079)
		Other Grants Reimbursements	(560,464)	0	0	(560,464)
		Other Income	(37,440)	0	0	(37,440)
		Recharges to Other Accounts	(130,972)	(280,000)	0	(410,972)
	Sub Total	(797,955)	(280,000)	0	(1,077,955)	
Total		(797,955)	(280,000)	0	(1,077,955)	
Net Expenditure		2,954,158	0	177	2,954,335	

General Fund Revenue Budget 2010/11

Corporate Support - ICT information Systems

		Strategy and Programme £	Infrastructure £	Business Improvement £	Applications £	Total £	
Expenditure	Employees	APT and C Salaries	364,760	1,286,596	359,637	797,617	2,808,610
		Indirect Employee Expenses	860	16,724	38,691	1,960	58,235
		Sub Total	365,620	1,303,320	398,328	799,577	2,866,845
	Premises	Insurances Premises	0	1,515	1,779	0	3,294
		Sub Total	0	1,515	1,779	0	3,294
	Transport	Contract Hire Operating Leases	0	0	1,500	0	1,500
		Direct Transport Costs	0	0	1,800	0	1,800
		Public Transport Car Allowance	0	0	24,612	0	24,612
		Recharges of Transport Costs	0	0	21,000	0	21,000
		Sub Total	0	0	48,912	0	48,912
	Supplies and Services	Catering	0	0	755	0	755
		Communication and Computing	0	2,532,298	412	1,629,738	4,162,448
		Contribution to Funds	0	830	3,116	0	3,946
		Equipt Furniture and Materials	0	2,750	7,788	0	10,538
		Expenses	0	0	10,000	0	10,000
		General Insurance Premiums	0	1,838	19,498	0	21,336
		Grants and Subscriptions	0	0	12,040	0	12,040
		Printing Stationery Gen Office	0	0	8,513	0	8,513
		Services	0	0	110	7,587	7,697
		Sub Total	0	2,537,716	62,232	1,637,325	4,237,273
Total	365,620	3,842,551	511,251	2,436,902	7,156,324		
Income	Others	Fees and Charges	0	(53,550)	(1,000)	0	(54,550)
		Other Income	(410,000)	0	0	0	(410,000)
		Recharges to Other Accounts	0	(513,900)	(175,000)	(11,513)	(700,413)
		Sub Total	(410,000)	(567,450)	(176,000)	(11,513)	(1,164,963)
Total	(410,000)	(567,450)	(176,000)	(11,513)	(1,164,963)		
Net Expenditure	(44,380)	3,275,101	335,251	2,425,389	5,991,361		

General Fund Revenue Budget 2010/11

Corporate Support - Customer Services

			Customer Services £	Total £
Expenditure	Employees	APT and C Salaries	2,204,241	2,204,241
		Indirect Employee Expenses	23,756	23,756
		Sub Total	2,227,997	2,227,997
	Transport	Public Transport Car Allowance	1,722	1,722
		Sub Total	1,722	1,722
	Supplies and Services	Communication and Computing	6,206	6,206
		Equipt Furniture and Materials	6,700	6,700
		Expenses	1,000	1,000
		Grants and Subscriptions	1,700	1,700
		Printing Stationery Gen Office	9,764	9,764
		Services	250	250
		Sub Total	25,620	25,620
		Support Services	Other recharges	29,906
		Sub Total	29,906	29,906
		Total	2,285,245	2,285,245
Income	Others	Fees and Charges	(5,125)	(5,125)
		Sub Total	(5,125)	(5,125)
	Total	(5,125)	(5,125)	
Net Expenditure			2,280,120	2,280,120

General Fund Revenue Budget 2010/11

Corporate Support - Democracy and Governance

		Legal £	Democracy £	Insurance and Risk £	D and G Management and Support £	Total £		
Expenditure	Employees	Allowances	0	1,075,732	0	0	1,075,732	
		APT and C Salaries	2,316,284	1,143,978	244,954	39,486	3,744,702	
		Casual Staff	0	103,407	0	0	103,407	
		Indirect Employee Expenses	44,665	8,198	545	1,000	54,408	
		Wages	0	14,391	0	0	14,391	
		Sub Total	2,360,949	2,345,706	245,499	40,486	4,992,640	
	Premises	Cleaning and Domestic Supplies	2,199	27,450	0	0	29,649	
		Energy	1,072	23,833	0	0	24,905	
		Insurances Premises	55	1,718	0	0	1,773	
		Rent and Rates	186,478	34,529	0	0	221,007	
		Repair Alteration and Maint	1,050	47,977	0	0	49,027	
		Water Services	0	1,429	0	0	1,429	
			Sub Total	190,854	136,936	0	0	327,790
		Transport	Contract Hire Operating Leases	0	2,040	0	0	2,040
	Direct Transport Costs		0	9,528	0	0	9,528	
	Insurances Transport		0	864	0	0	864	
	Public Transport Car Allowance		7,252	2,245	2,511	0	12,008	
			Sub Total	7,252	14,677	2,511	0	24,440
	Supplies and Services	Catering	0	5,918	250	0	6,168	
		Clothing Uniform and Laundry	0	3,215	0	0	3,215	
		Communication and Computing	19,137	138,410	284	0	157,831	
		Contribution to Funds	1,491	456	0	0	1,947	
		Equipt Furniture and Materials	44,343	14,114	0	0	58,457	
		Expenses	498,770	23,128	24,072	0	545,970	
		General Insurance Premiums	3,390	0	0	0	3,390	
		Grants and Subscriptions	550	116,175	500	0	117,225	
		Miscellaneous Expenses	0	113,437	0	0	113,437	
Printing Stationery Gen Office		18,990	106,594	1,591	0	127,175		
Services		325,801	13,994	200	0	339,995		
		Sub Total	912,472	535,441	26,897	0	1,474,810	
Third Party Payments		DSD and In House Suppliers	0	300	0	0	300	
	Other Agency and Contracted Se	5,000	2,090	0	0	7,090		
	Private Contractors	81,000	0	0	0	81,000		
		Sub Total	86,000	2,390	0	0	88,390	
Capital Financing Outside NCS	Consolidated Loans and Investm	33,885	0	0	0	33,885		
	Unsupported Borrowing	11,444	0	0	0	11,444		
		Sub Total	45,329	0	0	0	45,329	
	Total	3,602,856	3,035,150	274,907	40,486	6,953,399		
Income	Others	Fees and Charges	(40,000)	(349,326)	0	0	(389,326)	
		Licencing	0	(5,500)	0	0	(5,500)	

General Fund Revenue Budget 2010/11

Corporate Support - Democracy and Governance

		Legal £	Democracy £	Insurance and Risk £	D and G Management and Support £	Total £	
Income	Others	Other Grants Reimbursements	(35,440)	(7,000)	(42,000)	0	(84,440)
		Other Income	(106,070)	0	(8,700)	0	(114,770)
		Recharges to Other Accounts	(329,017)	0	(122,124)	0	(451,141)
		Rents	0	(23,250)	0	0	(23,250)
		Sales	0	(2,500)	0	0	(2,500)
		Sub Total	(510,527)	(387,576)	(172,824)	0	(1,070,927)
	Total	(510,527)	(387,576)	(172,824)	0	(1,070,927)	
Net Expenditure		3,092,329	2,647,574	102,083	40,486	5,882,472	

**Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 - 2014/2015
6 Year Sub Programme**

Corporate Support

Service	Sub Programme	Latest Forecast 2009/2010 £	Latest Forecast 2010/2011 £	Latest Forecast 2011/2012 £	Latest Forecast 2012/2013 £	Latest Forecast 2013/2014 £	Latest Forecast 2014/2015 £	Total Programme 09/10 - 14/15 £
Information Systems	Information Systems	1,087,495	500,000	500,000	500,000	500,000	-	3,087,495
Legal Services	Legal Services	2,497	-	-	-	-	-	2,497
Economic Development	Corporate Real Estate	1,351,696	-	500,000	-	-	-	1,851,696
Corporate Items	Capitalisation	7,800,000	-	-	-	-	-	7,800,000
Corporate Support Total		10,241,688	500,000	1,000,000	500,000	500,000	-	12,741,688

Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 -
6 Year Detail

Corporate Support

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
Information Systems	Information Systems	Communications CI Programme	130,000	-	-	-	-	-	130,000
		Core Infrastructure CI Programme	320,000	-	-	-	-	-	320,000
		Corporate Reporting	86,827	-	-	-	-	-	86,827
		Document Management System/Sharepoint	247,150	-	-	-	-	-	247,150
		ICT Infrastructure Sustainability Programme	-	500,000	500,000	500,000	500,000	-	2,000,000
		Network	98,000	-	-	-	-	-	98,000
		Operational CI Programme	50,000	-	-	-	-	-	50,000
		Proximity Management	71,257	-	-	-	-	-	71,257
		Server Sustainability	76,678	-	-	-	-	-	76,678
		Virtualisation Project	7,583	-	-	-	-	7,583	
Legal Services	Legal Services	Civica @uthority Legal Case Management System	2,497	-	-	-	-	2,497	
Economic Development	Corporate Real Estate	- St Andrews Court & associated moves '05/06	17,932	-	-	-	-	-	17,932
		Devonport Guildhall	1,227,187	-	-	-	-	-	1,227,187
		Guild Hall Tower	12,015	-	-	-	-	-	12,015
		Stonehouse Town Wall	25,985	-	-	-	-	-	25,985
		Windsor House (Acquisition)	-	-	500,000	-	-	-	500,000
		Windsor House Improvements	68,577	-	-	-	-	-	68,577
Corporate Items	Capitalisation	Capitalisation Direction	7,800,000	-	-	-	-	7,800,000	
Corporate Support Total			10,241,688	500,000	1,000,000	500,000	500,000	-	12,741,688

Details by Directorate:

Development & Regeneration

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DIRECTORATE: Development Total

2010/11 Revenue Budget DELIVERY PLAN/CONTRACT

	2010/11 Base Budget (Inc Corp inflation) £000	Impact of Stock transfer £000	Reduction in previously agreed priorities £000	Adding Back Previously Agreed £000	Add New Priorities £000	Revised Target Budget £000
Planning Services	1,517		0	(60)		1,457
Strategic Housing	3,314	97	(150)	100		3,361
Business Support	628		0			628
Transport & Highways	11,346		739	(713)	550	11,922
Waste project	1,921		(1,500)		50	471
Economic development	(1,901)	(159)			390	(1,670)
	16,824	(62)	(911)	(673)	990	16,168

		Implementation costs			Revenue Savings			Efficiency Saving?	Risk of Delivery	
		Lead Officer	Start Date?	Revenue £000	Capital £000	2010/11 £000	2011/12 £000			2012/13 £000
*Key actions required to deliver within the Department's allocated budget:										
1	Review of admin across the council (anticipated savings in this department)	ALL AD'S	Apr-2010	potential redundancy costs	0	TBC	TBC	TBC	Yes	Green
2	General efficiencies across the department incl reductions in consultancy, services & supplies and business support	Gill Peele	Apr-2010	potential redundancy costs	0	342	342	342	Yes	Amber
3	Streamlining of the LDF through merging of the remaining Area Action Plans and Development Plan Documents and reprogramming of the Core Strategy	Paul Barnard	Apr-2010	0	0	133	150	51	Yes	Green
4	Implement improvements to the Planning Application Service by introducing a development enquiry service	Paul Barnard	Apr-2010	0	0	55	55	55	No	Green
5	Rationalisation of the existing on street car parking charging regime, with the combination of ongoing improvements to parking provision, and increasing hourly rates	Clive Perkin	Apr-2010	0	0	85	110	120	No	Red
6	Rationalisation of the existing off street car parking charging regime, together with a package of investment and service improvements	Clive Perkin	Apr-2010	0	0	110	130	150	No	Red
7	General savings across all revenue budgets within Strategy, Sustainable transport and Network Management & car parking back office	Clive Perkin	Apr-2010	TBC	0	178	178	178	Yes	Green
8	Introduce mobile CCTV Enforcement to reduce bus lane and school vicinity parking offences	Clive Perkin	Apr-2010	30	0	20	50	50	Yes	Amber
9	Following Stock Transfer further clarity on the retained housing service via an initial review has realised some efficiencies, including increasing external funding and income and refocusing services on areas of need - further reviews will release expected efficiencies throughout the year.	Stuart Palmer	Apr-2010	0	0	202	202	202	No	Amber
				30	0	1,125	1,217	1,148		

Extract from cabinet report 9th February 2010

6.7 Development & Regeneration

6.7.1 Context

6.7.1.1 The development and regeneration department was established in its current form as part of the councils management restructure. The department remains responsible for planning services, strategic housing, transport and property and economic development. The City Council has set out a strong growth agenda for Plymouth over the next 20 years, that will involve growing the City's population by 50,000, creating 40,000 new jobs and building 30,000 new homes. The Department provides strategic leadership on place making and the population, housing and economic growth in Plymouth, and must secure inward investment, if we are to become one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

6.7.1.2 The biggest challenge for the department is how we can continue to deliver quality front line services as well as fund the planning and delivery for the growth of the City. The department was recently reshaped to include our newly formed retained Strategic Housing service following stock transfer, and to recognise the need to create a greater resourced Economic Development Service.

6.7.1.3 The recession is having a considerable impact on the levels of departmental income, for example, reductions in commercial rents, reduced car parking income and reduced numbers of planning applications. For service areas such as planning, we have downsized our activities accordingly, but for commercial income, reductions are largely outside of our control.

6.7.1.4 The recessionary pressures have also impact on increased demand for housing advice and Homelessness services, and access to good quality private and affordable housing, together with increasing demands for adapted homes for those with disabilities and the elderly.

6.7.1.5 The higher than expected up take of concessionary bus fares means that our funding allocation from Central Government for this initiative has added additional pressure to the department's budget.

6.7..2 Progress on Corporate Improvement Priorities

- **CIP 5 Providing better and more affordable housing**

We have exceeded our 09/10 LAA target of affordable housing, and in finalising stock transfer we have secured funding to invest in improving the quality of 15,000 homes now transferred to Plymouth Community Homes. This is a major step towards achieving CIP 5.

We still intend to develop a Local Housing Company, and this will form the key project for a renewed CIP 5, together with our need to tackle Private Sector Housing quality and maintaining delivery of new affordable homes.

- **CIP11 Improving access across the City**

Progress continues to be made in meeting the respective milestones on accessibility. The revised Derriford Hospital Accessibility Action Plan is ready for LSP adoption. The Public Transport Delivery Plan and Sustainable Schools Transport Strategy are completed in draft format. The Real Time Passenger Information has been successfully extended with 22 new sites along the Northern Corridor. The majority of Northern Corridor schemes are currently under way. The draft interim Network Management Plan is also due for completion, which will help inform the emerging local transport plan (LTP3).

- **CIP12 Delivering sustainable growth**

The City has excellent strategic documents setting out the framework for growth. Work is ongoing to design new structural and governance arrangements to better prioritise growth and regeneration initiatives and streamline the large number of often duplicating partnerships and groups.

Delivery of the City's growth agenda is still broadly on track despite the impact of the recession, through support for the Urban Enterprise Programme and our support for the continuing implementation of both the Recession Action Plan and the Market Recovery Action Plan.

Job creation and housing delivery initiatives are all on schedule. Delivery of strategic infrastructure is on track with planning permission granted for the Eastern Corridor Community Infrastructure Scheme. Funding has been secured for the East End Community Infrastructure Fund Scheme with initial pre-works undertaken.

Master planning for Central Park has had to be re-programmed following clarification of funding and the need for further detailed design work. Delivery of growth programmes has been affected by the Government's decision to remove £2.4 Million of previously approved New Growth Points funding which has resulted in the re-phasing of several infrastructure projects.

6.7.3 Changes in resource allocation (revenue & capital)

- 6.7.3.1 Additional revenue resources allocated to the Development & Regeneration Department will in part off-set reductions in income due to recessionary pressures, support the development of an enhanced economic development service and add focus and attention to project delivery.
- 6.7.3.2 An additional £150,000 has been allocated to Economic Development Service from within the department's resources to fund additional capacity, supporting initiatives to drive our economic performance in high priority sectors and enhance job creation in higher value, higher skilled jobs. This will be through the development of the Economy and Enterprise Programme Board working in close co-operation with the Plymouth City Development Company and other key partners across the City.
- 6.7.3.3 We have secured up to £20m for affordable housing this year, which will deliver new homes over the next 12 months and more. As part of the single conversation we have a commitment from the HCA to invest in a major regeneration project in North Prospect to £44m over 10 years.

6.7.4 Budget Delivery Plans – what will the department do differently

- 6.7.4.1 The department will be addressing a package of measures that combine income maximisation with further general efficiencies. Both the Planning Services and Transport Policy and Strategy have been subject to value for money reductions in previous years so there is generally little manoeuvrability, but by changing the shape of the department, we expect to achieve economies of scale by amalgamating resources across all service areas.
- 6.7.4.2 Parking Services have seen a 10% reduction in income nationally. The parking income has historically had limited investment capacity and a funding gap in the trading account. There will be action taken to rationalise both the existing on and off street car parking charging regime, and with the combination of ongoing improvements to parking provision, increase charges in target areas.
- 6.7.4.3 We will be implementing an improved Planning Application Service by introducing a Development Enquiry Service whereby pre application advice will be charged for depending on the scale of the application. We will also streamline the Local Development framework through the merging the remaining Area Action Plans and Development Plan Documents, and reprogramming the Core Strategy review.

6.7.4.4 Following Stock Transfer further clarity on the retained housing service via an initial review has realised some efficiencies. We are re-focussing neighbourhood management and have also initiated a peer challenge of our Private Sector Housing Service. We will undertake a strategic review of Homelessness and Housing Options later in the year. These could potentially release efficiencies, and we also aim to maximise income and external grant funding to meet some of the gaps in the service.

Development and Regeneration

			Planning Services £	Strategic Housing £	Business Support £	Transport and Highways £	Waste Management Project Team £	Economic Development £	Total £	
Expenditure	Employees	APT and C Salaries	2,656,820	3,617,792	460,565	2,075,873	360,336	1,277,673	10,449,059	
		Casual Staff	4,000	0	0	22,187	0	3,036	29,223	
		Indirect Employee Expenses	51,913	46,995	2,136	14,444	3,597	15,653	134,738	
		Vacancy Target	0	0	0	(121,495)	0	0	(121,495)	
		Wages	0	0	0	38,495	0	0	38,495	
		Sub Total	2,712,733	3,664,787	462,701	2,029,504	363,933	1,296,362	10,530,020	
	Premises	Cleaning and Domestic Supplies	0	12,255	0	18,544	0	68,575	99,374	
		Energy	0	23,857	0	1,443,359	0	106,922	1,574,138	
		Fixtures and Fitting	0	1,930	0	0	0	0	1,930	
		Insurances Premises	587	167	0	11,083	364	77,997	90,198	
		Rent and Rates	1,000	140,476	0	210,131	15,000	718,314	1,084,921	
		Repair Alteration and Maint	0	93,269	0	106,742	0	90,920	290,931	
		Water Services	0	8,863	0	6,126	0	14,976	29,965	
		Sub Total	1,587	280,817	0	1,795,985	15,364	1,077,704	3,171,457	
		Transport	Contract Hire Operating Leases	1,150	0	0	0	2,000	0	3,150
			Direct Transport Costs	0	0	0	7,472	188	0	7,660
	Insurances Transport		375	0	0	5,247	0	0	5,622	
	Public Transport Car Allowance		60,269	74,830	3,430	11,781	11,700	12,228	174,238	
	Recharges of Transport Costs		3,500	0	0	91,305	0	0	94,805	
	Sub Total		65,294	74,830	3,430	115,805	13,888	12,228	285,475	
	Supplies and Services	Catering	3,200	1,170	225	3,000	1,000	1,011	9,606	
		Clothing Uniform and Laundry	400	100	0	360	0	0	860	
		Communication and Computing	25,114	43,148	2,800	67,631	1,900	19,387	159,980	
		Concessionary Fares	0	0	0	5,862,377	0	0	5,862,377	
		Contribution to Funds	6,574	19	15,000	807,043	197	505,357	1,334,190	
		Equipt Furniture and Materials	8,366	28,277	3,247	64,766	6,795	30,781	142,232	
		Expenses	58,308	70,075	1,550	78,097	14,875	51,974	274,879	
		General Insurance Premiums	2,996	4,589	0	75,394	0	10,300	93,279	
		Grants and Subscriptions	7,550	530,574	0	1,553,801	0	532,917	2,624,842	
		Miscellaneous Expenses	18,875	1,767	0	(214,813)	0	103,216	(90,955)	
		Printing Stationery Gen Office	71,595	45,906	1,200	28,371	6,500	10,743	164,315	
		Services	250,196	177,832	10,422	156,200	665,750	362,083	1,622,483	
		Sub Total	453,174	903,457	34,444	8,482,227	697,017	1,627,769	12,198,088	
Third Party Payments		DSD and In House Suppliers	1,300	0	0	622,196	0	46,148	669,644	
	Other Agency and Contracted Se	700	0	0	4,985,289	0	16,000	5,001,989		
	Other Local Authorities	0	0	0	164,727	0	0	164,727		
	Private Contractors	0	0	0	1,523,483	0	0	1,523,483		
	Voluntary Organisations	0	2,000	0	25,290	0	0	27,290		
	Sub Total	2,000	2,000	0	7,320,985	0	62,148	7,387,133		

Development and Regeneration

			Planning Services £	Strategic Housing £	Business Support £	Transport and Highways £	Waste Management Project Team £	Economic Development £	Total £
Expenditure	Transfer Payments	Other Transfer Services	0	(50,000)	0	0	0	522,000	472,000
		Rent Rebate Non HRA	0	52,184	0	0	0	0	52,184
		Sub Total	0	2,184	0	0	0	522,000	524,184
	Support Services	Central Support Services	0	138,137	0	0	0	0	138,137
		Other recharges	0	35,000	0	271,724	0	0	306,724
		Sub Total	0	173,137	0	271,724	0	0	444,861
	Capital Financing Outside NCS	Consolidated Loans and Investm	0	0	0	20,290	0	0	20,290
		Sub Total	0	0	0	20,290	0	0	20,290
	Sub Total		3,234,788	5,101,212	500,575	20,036,520	1,090,202	4,598,211	34,561,508
	Income	Others	Fees and Charges	(1,517,883)	(20,750)	0	(311,391)	0	(198,110)
Government Grants			(440,000)	(636,787)	0	(1,269,659)	0	(100,000)	(2,446,446)
Interest			0	(865)	0	0	0	(28,150)	(29,015)
Licencing			0	0	0	(171,750)	0	(10,200)	(181,950)
Other Grants Reimbursements			(47,740)	(10,883)	0	(3,499)	(522,000)	(40,000)	(624,122)
Other Income			(79,736)	(498,288)	(460,674)	(1,690,000)	0	(318,598)	(3,047,296)
Recharges to Other Accounts			0	(596,693)	0	(3,453,437)	(47,160)	(454,252)	(4,551,542)
Rents			0	(220,840)	0	(473,038)	0	(4,744,314)	(5,438,192)
Sales			0	0	0	(800)	0	(600)	(1,400)
Sub Total			(2,085,359)	(1,985,106)	(460,674)	(7,373,574)	(569,160)	(5,894,224)	(18,368,097)
Sub Total		(2,085,359)	(1,985,106)	(460,674)	(7,373,574)	(569,160)	(5,894,224)	(18,368,097)	
Total		1,149,429	3,116,106	39,901	12,662,946	521,042	(1,296,013)	16,193,411	

Development and Regeneration - Planning Services

		Buildings Regulations Service £	Employment Development £	Head of Service and Support £	Development Control £	Development Planning Team £	Planning Delivery Programmes £	Total £	
Expenditure	Employees	APT and C Salaries	479,438	0	200,812	926,371	1,050,199	0	2,656,820
		Casual Staff	4,000	0	0	0	0	0	4,000
		Indirect Employee Expenses	9,367	0	6,476	15,831	20,109	130	51,913
		Sub Total	492,805	0	207,288	942,202	1,070,308	130	2,712,733
	Premises	Insurances Premises	0	549	38	0	0	0	587
		Rent and Rates	300	0	0	0	700	0	1,000
		Sub Total	300	549	38	0	700	0	1,587
	Transport	Contract Hire Operating Leases	1,000	0	150	0	0	0	1,150
		Insurances Transport	0	0	0	0	375	0	375
		Public Transport Car Allowance	26,028	0	4,700	17,900	11,641	0	60,269
		Recharges of Transport Costs	0	0	3,500	0	0	0	3,500
		Sub Total	27,028	0	8,350	17,900	12,016	0	65,294
	Supplies and Services	Catering	1,000	0	500	0	1,700	0	3,200
		Clothing Uniform and Laundry	400	0	0	0	0	0	400
		Communication and Computing	1,421	0	19,891	302	3,500	0	25,114
		Contribution to Funds	0	256	818	0	5,500	0	6,574
		Equipmt Furniture and Materials	2,116	0	5,000	850	400	0	8,366
		Expenses	450	0	1,900	41,603	14,355	0	58,308
		General Insurance Premiums	0	0	2,942	0	54	0	2,996
		Grants and Subscriptions	6,000	0	1,000	200	350	0	7,550
		Miscellaneous Expenses	0	0	18,875	0	0	0	18,875
		Printing Stationery Gen Office	13,800	0	12,138	12,354	33,303	0	71,595
		Services	1,500	0	500	0	248,196	0	250,196
		Sub Total	26,687	256	63,564	55,309	307,358	0	453,174
	Third Party Payments	DSD and In House Suppliers	1,300	0	0	0	0	0	1,300
		Other Agency and Contracted Se	700	0	0	0	0	0	700
		Sub Total	2,000	0	0	0	0	0	2,000
Total	548,820	805	279,240	1,015,411	1,390,382	130	3,234,788		
Income	Others	Fees and Charges	(602,354)	0	0	(855,529)	0	(60,000)	(1,517,883)
		Government Grants	0	0	(440,000)	0	0	0	(440,000)
		Other Grants Reimbursements	0	0	0	0	(47,740)	0	(47,740)
		Other Income	0	0	0	0	0	(79,736)	(79,736)
	Sub Total	(602,354)	0	(440,000)	(855,529)	(47,740)	(139,736)	(2,085,359)	
Total	(602,354)	0	(440,000)	(855,529)	(47,740)	(139,736)	(2,085,359)		
Net Expenditure	(53,534)	805	(160,760)	159,882	1,342,642	(139,606)	1,149,429		

Development and Regeneration - Strategic Housing

		Renewal and Strategy £	Housing Operations £	Housing Support £	Total £		
Expenditure	Employees	APT and C Salaries	1,662,219	1,809,581	145,992	3,617,792	
		Indirect Employee Expenses	23,766	22,791	438	46,995	
		Sub Total	1,685,985	1,832,372	146,430	3,664,787	
	Premises	Cleaning and Domestic Supplies	4,700	7,555	0	12,255	
		Energy	957	22,900	0	23,857	
		Fixtures and Fitting	1,930	0	0	1,930	
		Insurances Premises	165	3	(1)	167	
		Rent and Rates	5,701	134,775	0	140,476	
		Repair Alteration and Maint	22,179	71,090	0	93,269	
		Water Services	3,666	5,197	0	8,863	
		Sub Total	39,298	241,520	(1)	280,817	
		Transport	Public Transport Car Allowance	18,554	56,276	0	74,830
			Sub Total	18,554	56,276	0	74,830
	Supplies and Services	Catering	1,020	150	0	1,170	
		Clothing Uniform and Laundry	0	100	0	100	
		Communication and Computing	27,313	15,835	0	43,148	
		Contribution to Funds	17	2	0	19	
		Equipt Furniture and Materials	3,582	24,695	0	28,277	
		Expenses	24,535	45,540	0	70,075	
		General Insurance Premiums	9	4,580	0	4,589	
		Grants and Subscriptions	85,602	444,972	0	530,574	
		Miscellaneous Expenses	24,043	(22,276)	0	1,767	
		Printing Stationery Gen Office	29,351	16,555	0	45,906	
		Services	41,069	136,763	0	177,832	
		Sub Total	236,541	666,916	0	903,457	
		Third Party Payments	Voluntary Organisations	0	2,000	0	2,000
	Sub Total		0	2,000	0	2,000	
	Transfer Payments	Other Transfer Services	0	(50,000)	0	(50,000)	
		Rent Rebate Non HRA	0	52,184	0	52,184	
		Sub Total	0	2,184	0	2,184	
	Support Services	Central Support Services	0	0	138,137	138,137	
		Other recharges	0	55,000	(20,000)	35,000	
		Sub Total	0	55,000	118,137	173,137	
Total	1,980,378	2,856,268	264,566	5,101,212			
Income	Others	Fees and Charges	(20,750)	0	0	(20,750)	
		Government Grants	0	(636,787)	0	(636,787)	
		Interest	(865)	0	0	(865)	
		Other Grants Reimbursements	(10,883)	0	0	(10,883)	
		Other Income	(168,473)	(329,815)	0	(498,288)	
		Recharges to Other Accounts	(298,382)	(50,000)	(248,311)	(596,693)	

Development and Regeneration - Strategic Housing

		Renewal and Strategy £	Housing Operations £	Housing Support £	Total £
Income	Others				
	Rents	(30,989)	(189,851)	0	(220,840)
	Sub Total	(530,342)	(1,206,453)	(248,311)	(1,985,106)
	Total	(530,342)	(1,206,453)	(248,311)	(1,985,106)
Net Expenditure		1,450,036	1,649,815	16,255	3,116,106

Development and Regeneration - Business Support

			Business Support £	Total £
Expenditure	Employees	APT and C Salaries	460,565	460,565
		Indirect Employee Expenses	2,136	2,136
		Sub Total	462,701	462,701
	Transport	Public Transport Car Allowance	3,430	3,430
		Sub Total	3,430	3,430
	Supplies and Services	Catering	225	225
		Communication and Computing	2,800	2,800
		Contribution to Funds	15,000	15,000
		Equipt Furniture and Materials	3,247	3,247
		Expenses	1,550	1,550
		Printing Stationery Gen Office	1,200	1,200
		Services	10,422	10,422
		Sub Total	34,444	34,444
		Total	500,575	500,575
Income	Others	Other Income	(460,674)	(460,674)
		Sub Total	(460,674)	(460,674)
	Total	(460,674)	(460,674)	
Net Expenditure			39,901	39,901

Development and Regeneration - Transport and Highways

		Transportation Strategy £	Network Management £	Support service and QA £	Road Safety £	Other Activities £	Transport and Environment Proj £	AD Development TIE £	Total £		
Expenditure	Employees	APT and C Salaries	946,190	292,963	0	516,745	195,146	0	124,829	2,075,873	
		Casual Staff	16,600	0	0	5,587	0	0	0	22,187	
		Indirect Employee Expenses	2,184	594	7,951	1,129	710	0	1,876	14,444	
		Vacancy Target	0	0	0	0	0	0	(121,495)	(121,495)	
		Wages	0	0	0	2,944	35,551	0	0	38,495	
		Sub Total	964,974	293,557	7,951	526,405	231,407	0	5,210	2,029,504	
	Premises	Cleaning and Domestic Supplies	0	0	0	0	18,544	0	0	18,544	
		Energy	0	1,427,031	0	11,470	4,858	0	0	1,443,359	
		Insurances Premises	83	21	172	379	10,428	0	0	11,083	
		Rent and Rates	0	27,571	0	96,930	85,630	0	0	210,131	
		Repair Alteration and Maint	0	9,848	0	39,695	57,199	0	0	106,742	
		Water Services	0	0	0	4,605	1,521	0	0	6,126	
			Sub Total	83	1,464,471	172	153,079	178,180	0	0	1,795,985
		Transport	Direct Transport Costs	2,316	780	0	3,076	1,300	0	0	7,472
	Insurances Transport		0	0	0	5,247	0	0	0	5,247	
	Public Transport Car Allowance		5,937	0	1,351	3,993	500	0	0	11,781	
	Recharges of Transport Costs		0	73,747	0	11,358	6,200	0	0	91,305	
			Sub Total	8,253	74,527	1,351	23,674	8,000	0	0	115,805
	Supplies and Services	Catering	0	0	0	3,000	0	0	0	3,000	
		Clothing Uniform and Laundry	0	0	30	0	330	0	0	360	
		Communication and Computing	5,252	0	10,239	10,949	28,239	0	12,952	67,631	
		Concessionary Fares	0	0	0	5,862,377	0	0	0	5,862,377	
		Contribution to Funds	45	690,695	63,849	2,706	49,748	0	0	807,043	
		Equipmt Furniture and Materials	34,992	0	2,441	26,333	1,000	0	0	64,766	
		Expenses	1,450	0	5,416	71,231	0	0	0	78,097	
		General Insurance Premiums	37	66,235	8,316	305	501	0	0	75,394	
		Grants and Subscriptions	550,000	2,450	0	999,316	2,035	0	0	1,553,801	
Miscellaneous Expenses		0	0	0	0	0	0	(214,813)	(214,813)		
Printing Stationery Gen Office		207	9,612	9,622	8,930	0	0	0	28,371		
Services		64,892	0	0	3,972	87,336	0	0	156,200		
		Sub Total	656,875	768,992	99,913	6,989,119	169,189	0	(201,861)	8,482,227	
Third Party Payments		DSD and In House Suppliers	0	574,736	0	10,491	36,969	0	0	622,196	
	Other Agency and Contracted Se	187,900	4,741,490	0	43,946	0	11,953	0	4,985,289		
	Other Local Authorities	0	0	0	0	0	0	164,727	164,727		
	Private Contractors	1,470,268	0	0	53,215	0	0	0	1,523,483		
	Voluntary Organisations	0	0	0	25,290	0	0	0	25,290		
		Sub Total	1,658,168	5,316,226	0	132,942	36,969	11,953	164,727	7,320,985	
Support Services	Other recharges	0	240,964	0	0	17,500	13,260	0	271,724		
	Sub Total	0	240,964	0	0	17,500	13,260	0	271,724		
Capital Financing Outside NCS	Consolidated Loans and Investm	0	20,290	0	0	0	0	0	20,290		

Development and Regeneration - Transport and Highways

			Transportatio n Strategy £	Network Management £	Support service and QA £	Road Safety £	Other Activities £	Transport and Environment Proj £	AD Development TIE £	Total £
Expenditure	Capital Financing Outside NCS	Sub Total	0	20,290	0	0	0	0	0	20,290
	Total		3,288,353	8,179,027	109,387	7,825,219	641,245	25,213	(31,924)	20,036,520
Income	Others	Fees and Charges	(19,500)	(108,000)	0	(93,086)	(90,805)	0	0	(311,391)
		Government Grants	(151,000)	0	0	(1,118,659)	0	0	0	(1,269,659)
		Licencing	0	(171,750)	0	0	0	0	0	(171,750)
		Other Grants Reimbursements	0	0	0	(3,499)	0	0	0	(3,499)
		Other Income	(1,644,000)	(15,000)	0	(31,000)	0	0	0	(1,690,000)
		Recharges to Other Accounts	(620,000)	(220,650)	0	(2,529,892)	(82,895)	0	0	(3,453,437)
		Rents	0	(6,770)	0	(5,220)	(461,048)	0	0	(473,038)
		Sales	0	0	0	(800)	0	0	0	(800)
		Sub Total	(2,434,500)	(522,170)	0	(3,782,156)	(634,748)	0	0	(7,373,574)
	Total		(2,434,500)	(522,170)	0	(3,782,156)	(634,748)	0	0	(7,373,574)
Net Expenditure			853,853	7,656,857	109,387	4,043,063	6,497	25,213	(31,924)	12,662,946

Development and Regeneration - Waste Management Project Team

		Waste Management Project Team £	Total £	
Expenditure	Employees	APT and C Salaries	360,336	360,336
		Indirect Employee Expenses	3,597	3,597
		Sub Total	363,933	363,933
	Premises	Insurances Premises	364	364
		Rent and Rates	15,000	15,000
		Sub Total	15,364	15,364
	Transport	Contract Hire Operating Leases	2,000	2,000
		Direct Transport Costs	188	188
		Public Transport Car Allowance	11,700	11,700
		Sub Total	13,888	13,888
	Supplies and Services	Catering	1,000	1,000
		Communication and Computing	1,900	1,900
		Contribution to Funds	197	197
		Equipt Furniture and Materials	6,795	6,795
		Expenses	14,875	14,875
Printing Stationery Gen Office		6,500	6,500	
Services		665,750	665,750	
Sub Total		697,017	697,017	
Total	1,090,202	1,090,202		
Income	Others	Other Grants Reimbursements	(522,000)	(522,000)
		Recharges to Other Accounts	(47,160)	(47,160)
		Sub Total	(569,160)	(569,160)
Total	(569,160)	(569,160)		
Net Expenditure	521,042	521,042		

Development and Regeneration - Economic Development

		Management & Support £	City Centre Management £	Commercial Development & Capit £	Economic Development £	Total £	
Expenditure	Employees	APT and C Salaries	115,776	169,708	649,136	343,053	1,277,673
		Casual Staff	0	3,036	0	0	3,036
		Indirect Employee Expenses	2,177	7,434	3,055	2,987	15,653
		Sub Total	117,953	180,178	652,191	346,040	1,296,362
	Premises	Cleaning and Domestic Supplies	0	0	68,575	0	68,575
		Energy	0	10,905	96,017	0	106,922
		Insurances Premises	240	35	70,732	6,990	77,997
		Rent and Rates	0	5,344	711,521	1,449	718,314
		Repair Alteration and Maint	0	37,700	53,220	0	90,920
		Water Services	0	0	14,976	0	14,976
		Sub Total	240	53,984	1,015,041	8,439	1,077,704
		Transport	Public Transport Car Allowance	0	320	6,905	5,003
	Sub Total		0	320	6,905	5,003	12,228
	Supplies and Services	Catering	0	0	661	350	1,011
		Communication and Computing	0	250	17,614	1,523	19,387
		Contribution to Funds	15	19	139,292	366,031	505,357
		Equipt Furniture and Materials	0	3,076	26,472	1,233	30,781
		Expenses	0	763	47,330	3,881	51,974
		General Insurance Premiums	2,203	0	7,865	232	10,300
		Grants and Subscriptions	0	0	529,917	3,000	532,917
		Miscellaneous Expenses	0	103,216	0	0	103,216
		Printing Stationery Gen Office	0	2,456	5,850	2,437	10,743
		Services	0	0	67,510	294,573	362,083
		Sub Total	2,218	109,780	842,511	673,260	1,627,769
	Third Party Payments	DSD and In House Suppliers	0	0	46,148	0	46,148
		Other Agency and Contracted Se	0	0	0	16,000	16,000
		Sub Total	0	0	46,148	16,000	62,148
Transfer Payments	Other Transfer Services	0	0	522,000	0	522,000	
	Sub Total	0	0	522,000	0	522,000	
Total		120,411	344,262	3,084,796	1,048,742	4,598,211	
Income	Others	Fees and Charges	0	(146,410)	(51,410)	(290)	(198,110)
		Government Grants	0	0	0	(100,000)	(100,000)
		Interest	0	0	0	(28,150)	(28,150)
		Licencing	0	(10,200)	0	0	(10,200)
		Other Grants Reimbursements	(40,000)	0	0	0	(40,000)
		Other Income	0	0	(95,282)	(223,316)	(318,598)
		Recharges to Other Accounts	0	(18,289)	(135,961)	(300,002)	(454,252)
		Rents	0	0	(4,744,314)	0	(4,744,314)
		Sales	0	0	(600)	0	(600)
		Sub Total	(40,000)	(174,899)	(5,027,567)	(651,758)	(5,894,224)

Development and Regeneration - Economic Development

		Management & Support £	City Centre Management £	Commercial Development & Capit £	Economic Development £	Total £
Income	Total	(40,000)	(174,899)	(5,027,567)	(651,758)	(5,894,224)
Net Expenditure		80,411	169,363	(1,942,771)	396,984	(1,296,013)

**Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 - 2014/2015
6 Year Sub Programme**

Development & Regeneration

Service	Sub Programme	Latest Forecast 2009/2010	Latest Forecast 2010/2011	Latest Forecast 2011/2012	Latest Forecast 2012/2013	Latest Forecast 2013/2014	Latest Forecast 2014/2015	Total Programme 09/10 - 14/15
		£	£	£	£	£	£	£
Local Transport Plan	Capital Maintenance	1,356,150	-	-	-	-	-	1,356,150
	Demand Management	793,061	-	-	-	-	-	793,061
	Local Transport Schemes	82,949	4,801,615	5,600,250	6,085,000	6,525,000	6,656,000	29,750,814
	Northern Corridor - A386	735,843	6,000	249,000	-	-	-	990,843
	Public Transport	2,112,310	-	-	-	-	-	2,112,310
	Road Safety	202,726	-	-	-	-	-	202,726
	Safety Camera Partnership	97,748	78,000	-	-	-	-	175,748
Transport - Non LTP	Walking & Cycling	794,943	-	-	-	-	-	794,943
	A38 Junction Imps	50,000	350,000	-	-	-	-	400,000
	Eastern Corridor	2,523,629	13,008,385	4,859,750	-	-	1,000,000	21,391,764
	West End	2,927,625	-	-	-	-	-	2,927,625
Transport - Development Projects								
	Alleygates	22,060	-	-	-	-	-	22,060
	Barbican Landing Stage	12,302	-	-	-	-	-	12,302
	Cumberland Gardens	370,000	17,717	-	-	-	-	387,717
	Devonport Heritage Trail	91,000	-	-	-	-	-	91,000
	Devonport Street Lighting	372,954	-	-	-	-	-	372,954
	Granby Green	54,095	-	-	-	-	-	54,095
North Stonehouse	-	80,000	-	-	-	-	80,000	
Stonehouse Regeneration	182,410	-	-	-	-	-	182,410	
Planning	Planning	163,576	80,000	52,000	34,000	10,000	-	339,576
Economic Development	Commercial Developments	1,036,150	226,690	-	-	-	-	1,262,840
Strategic Housing	Disabled Adaptations	-	588,000	-	-	-	-	588,000
	HECA Programme Private Sector	417,717	150,000	-	-	-	-	567,717
	Misc Schemes	100,000	-	-	-	-	-	100,000
	Partnership & Affordable Housing	294,103	-	-	-	-	-	294,103
	Private Sector Grants	2,179,880	1,573,670	-	-	-	-	3,753,550
	Private Sector Regeneration	315,663	-	-	-	-	-	315,663
Development Projects	Devonport Park	874,731	2,315,120	200,000	-	-	-	3,389,851
Strategic Waste Projects	Recycling	-	851,725	-	-	-	-	851,725
	Waste	3,023,749	4,811,094	2,588,197	102,185	-	-	10,525,225
Development & Regeneration Total		21,187,373	28,938,016	13,549,197	6,221,185	6,535,000	7,656,000	84,086,772

Plymouth City Council Capital Programme
Medium Term Financial Programme 2009/2010 -
6 Year Detail

Development & Regeneration

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
Local Transport Plan	Capital Maintenance	Annual Structural Maintenance	408,872	-	-	-	-	-	408,872
		Deteriorated Street Lighting Columns Replacement	350,228	-	-	-	-	-	350,228
		Embankment Road Drainage	20,000	-	-	-	-	-	20,000
		Longbrook street , Church Row Lane and Tameraton Foliot Culvert strengthening	150,000	-	-	-	-	-	150,000
		Patching Works Various	320,000	-	-	-	-	-	320,000
		Plymouth Road / Skew Bridge	50,000	-	-	-	-	-	50,000
		Response to Conditional Surveys	57,050	-	-	-	-	-	57,050
	Demand Management	Air Quality Monitoring	33,320	-	-	-	-	-	33,320
		Charles Cross, Drake Circus congestion relief scheme	92,000	-	-	-	-	-	92,000
		Citywide Controlled Parking Zones	19,000	-	-	-	-	-	19,000
		Enforcement at Bus Stops	50,000	-	-	-	-	-	50,000
		Ferry Road - high friction surfacing & chevron signing	9,969	-	-	-	-	-	9,969
		Improved facilities for motorcycles	5,000	-	-	-	-	-	5,000
		Motorcycle Parking Improvements - Parking Bays	25,154	-	-	-	-	-	25,154
		Off street Ped.Ticket machines and waterproofing	318,635	-	-	-	-	-	318,635
		Outland Road (right hand turns)	20,000	-	-	-	-	-	20,000
		Plymgo travel Planning Website	83,000	-	-	-	-	-	83,000
		Plympton St Maurice 20 mph zone	13,765	-	-	-	-	-	13,765
		Post implementation (incl. Stage 3 & 4 safety audits)	30,000	-	-	-	-	-	30,000
		Signs & Lines on the Transport Network	50,000	-	-	-	-	-	50,000
		St Budeaux Controlled Parking Zone	18,218	-	-	-	-	-	18,218
		TRO Reviews	25,000	-	-	-	-	-	25,000
	Local Transport Schemes	Balance of LTP programme SCP funding Allocation	82,949	4,801,615	5,600,250	6,085,000	6,525,000	6,656,000	29,750,814
	Northern Corridor - A386	A386 Park & Ride Building	8,000	-	-	-	-	-	8,000
		George Park & Ride Car Park extension (300spaces)	350,001	-	-	-	-	-	350,001
		Land compensation	264,843	-	225,000	-	-	-	489,843
		Landscaping	89,999	6,000	-	-	-	-	95,999
		Legal Fees	17,000	-	18,000	-	-	-	35,000
		Project Management Fees	6,000	-	6,000	-	-	-	12,000
	Public Transport	Mobihubs & Associated Technology	130,000	-	-	-	-	-	130,000
		"Kickstart"Measures to improve reliability, frequency & quality of Public Transport Services	205,000	-	-	-	-	-	205,000
		Bus Boarder Programme Phase 2	85,000	-	-	-	-	-	85,000
		Bus Stop Flags and Poles Contract Phase 2	80,000	-	-	-	-	-	80,000
Commercial Wharf/Mayflower Steps		36,536	-	-	-	-	-	36,536	
Concessionary Fares Pass Reissue (Back Office Imps)		86,740	-	-	-	-	-	86,740	
Contribution towards SWPTI Regional Delivery of Traveline		10,692	-	-	-	-	-	10,692	

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		Cremyll Terminus Improvements	31,711	-	-	-	-	-	31,711
		Cycle lockers at public transport interchanges	14,500	-	-	-	-	-	14,500
		Derriford Hospital Bus Priority	264,424	-	-	-	-	-	264,424
		Introduction of Pay to Park & Off Bus Ticketing	365,500	-	-	-	-	-	365,500
		ITRACE - Development of a Travel Management System	12,542	-	-	-	-	-	12,542
		ITS and UTMC improvements on A386, Outland Road, Manadon Interchange, Mannamead Road, Mutley Plain and North Hill - Common database & cameras	198,432	-	-	-	-	-	198,432
		LTP2 Contribution towards SWPTI Regional Delivery of Traveline	50,000	-	-	-	-	-	50,000
		Public Transport network interventions - P.I.P's	35,000	-	-	-	-	-	35,000
		Public Transport ride quality improvements	40,000	-	-	-	-	-	40,000
		Tavistock Rd Bus & Cycle lanes	360,000	-	-	-	-	-	360,000
		Urban Bus Challenge - Community Hire	40,074	-	-	-	-	-	40,074
		Urban Bus Challenge - Tamar Communities	3,624	-	-	-	-	-	3,624
		Wolseley Rd., Beacon Park & Alexandra Rd Traf Sig Design	10,000	-	-	-	-	-	10,000
		Woolwell Roundabout, Woolwell Road Bus Lane - Tesco S106	52,535	-	-	-	-	-	52,535
	Road Safety	Hyde Park LSS/Pedestrian Imps	65,000	-	-	-	-	-	65,000
		Network Safety Audit - Various schemes to overcome identified hazards	95,000	-	-	-	-	-	95,000
		Pedestrian conflicts at signals, mass action scheme - MOVE TO 1879	10,000	-	-	-	-	-	10,000
		Provision of refuge island on Mount Gould Rd	7,726	-	-	-	-	-	7,726
		St Marys Bridge - Signals (Phase 2)	25,000	-	-	-	-	-	25,000
	Safety Camera Partnership	Elburton Road VAS Signs and Speed Cameras	18,748	-	-	-	-	-	18,748
		Safety Camera Partnership - Plymouth Element:	79,000	78,000	-	-	-	-	157,000
	Walking & Cycling	Albert Road at Dockland Gate	12,000	-	-	-	-	-	12,000
		Albert Road/Park Avenue - traffic signal upgrades	18,421	-	-	-	-	-	18,421
		Alexandra Road/Lipson Road(West) - Ped stage at signals	9,927	-	-	-	-	-	9,927
		Arcadia - new footway/pedestrian link (Preliminary Design)	20,000	-	-	-	-	-	20,000
		Beacon Park Rd Traffic Calming - ped imp	22,562	-	-	-	-	-	22,562
		Belliver Footway and pedestrian crossing imp	19,152	-	-	-	-	-	19,152
		Buckwell Street/Vauxhall Street ped imp	16,722	-	-	-	-	-	16,722
		Constantine Street new Footway Link	6,922	-	-	-	-	-	6,922
		Cycle Accessibility Improvements	12,500	-	-	-	-	-	12,500
		Devonport High School For Boys	37,300	-	-	-	-	-	37,300
		East Ham Drive Traffic calming and ped works	17,131	-	-	-	-	-	17,131
		Ham Drive/Honicknowle Lane - Ped stage at signals	32,103	-	-	-	-	-	32,103
		Lipson Vale Primary School	25,000	-	-	-	-	-	25,000
		Mannamead Road Refuge Islands	55,000	-	-	-	-	-	55,000

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		Oreston Road Footway	32,000	-	-	-	-	-	32,000
		Plymouth Road at Dingle Road - new footway / pedestrian link	30,000	-	-	-	-	-	30,000
		Pottery Quay Zebra crossing	18,035	-	-	-	-	-	18,035
		Remedial Works for Existing Cycle Schemes	25,000	-	-	-	-	-	25,000
		Ridgeway / Mudge Way/Moorland Road - 20mph zone near schools	50,000	-	-	-	-	-	50,000
		Ridgeway Shopping Centre - footway improvements (Phase 2)	156,700	-	-	-	-	-	156,700
		School 20 mph zones	10,000	-	-	-	-	-	10,000
		School Keep Clear Traffic Order & Signing - all schools	15,000	-	-	-	-	-	15,000
		School Travel Plans Minor Imps	20,000	-	-	-	-	-	20,000
		Street Lighting of Pedestrian Routes	30,000	-	-	-	-	-	30,000
		Underlane / Furzehatt Rd new footway / pedestrian link	15,000	-	-	-	-	-	15,000
		Underwood Road - new footway/pedestrian link	31,000	-	-	-	-	-	31,000
		Victoria Road - on road cycleway (phase 2)	30,500	-	-	-	-	-	30,500
		West Ham Drive Traffic calming and ped works	26,968	-	-	-	-	-	26,968
Transport - Non LTP	A38 Junction Imps	A38 junction improvements (Northern Corridor Major Scheme impms)	50,000	350,000	-	-	-	-	400,000
	Eastern Corridor	East End Community Transport Improvement Scheme	1,577,224	12,659,385	4,859,750	-	-	-	19,096,359
		Eastern Corridor	946,405	349,000	-	-	-	1,000,000	2,295,405
	West End	West End	2,927,625	-	-	-	-	-	2,927,625
Transport - Development Projects	Alleygates	Alleygates	22,060	-	-	-	-	-	22,060
	Barbican Landing Stage	Barbican Landing Stage Construction	12,302	-	-	-	-	-	12,302
	Cumberland Gardens	Cumberland Gardens	370,000	17,717	-	-	-	-	387,717
	Devonport Heritage Trail	Devonport Heritage Trail	91,000	-	-	-	-	-	91,000
	Devonport Street Lighting	Devonport Street Lighting renewal	372,954	-	-	-	-	-	372,954
	Granby Green	Granby Green	54,095	-	-	-	-	-	54,095
	North Stonehouse	North Stonehouse Neighbourhood Project	-	80,000	-	-	-	-	80,000
	Stonehouse Regeneration	CCTV Richmond Walk	182,410	-	-	-	-	-	182,410
Planning	Planning	Housing & Planning Delivery Grant expenditure on Planning services	58,846	-	-	-	-	-	58,846
		Stepping Stones to Nature	104,730	80,000	52,000	34,000	10,000	-	280,730
Economic Development	Commercial Developments	Airport "airside" works	544,150	-	-	-	-	-	544,150
		Stonehouse Compulsory Purchase Order Scheme - Royal William Yard - Noise Compensation	492,000	226,690	-	-	-	-	718,690
Strategic Housing	Disabled Adaptations	Disabled Adaptations	-	588,000	-	-	-	-	588,000
	HECA Programme Private Sector	Energy Conservation - Healthy Homes	73,440	-	-	-	-	-	73,440
		HEES - Private Sector	344,277	150,000	-	-	-	-	494,277
	Misc Schemes	Private Sector Stock Condition Survey	100,000	-	-	-	-	-	100,000
	Partnership & Affordable Housing	2009/10 Affordable Housing Programme	200,000	-	-	-	-	-	200,000

Service	Sub Programme	Details	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Latest Forecast	Total
			2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Programme 09/10 - 14/15
			£	£	£	£	£	£	£
		CPO Capital Recycling Programme	63,309	-	-	-	-	-	63,309
		Enforced Sale Action	5,000	-	-	-	-	-	5,000
		Living Over the Shops (LOTS)	25,794	-	-	-	-	-	25,794
	Private Sector Grants	Capitalised Salaries - Renovation Grants	-	185,832	-	-	-	-	185,832
		Decent Homes Grant	657,882	332,529	-	-	-	-	990,411
		Disabled Facilities 1996 Act, GF, HouseR	1,267,628	807,333	-	-	-	-	2,074,961
		Enforcement Action	12,000	-	-	-	-	-	12,000
		Regeneration Team	242,370	247,976	-	-	-	-	490,346
	Private Sector Regeneration	Efford - Community Development	5,000	-	-	-	-	-	5,000
		Efford - Forward Plan - Evaluation	15,000	-	-	-	-	-	15,000
		Efford - Forward Plan - Green Spaces	235,000	-	-	-	-	-	235,000
		Efford - Forward Plan - Health	17,092	-	-	-	-	-	17,092
		Efford - Forward Plan - Skills	29,810	-	-	-	-	-	29,810
		Efford - Forward Plan - Youth	8,000	-	-	-	-	-	8,000
		Health Initiatives	5,761	-	-	-	-	-	5,761
Development Projects	Devonport Park	Devonport Peoples Park - (To include design Fees)	600,206	2,315,120	200,000	-	-	-	3,115,326
		Devonport Peoples Park - Childrens Playground	191,984	-	-	-	-	-	191,984
		Devonport Peoples Park - Park Lodge	7,545	-	-	-	-	-	7,545
		Devonport Peoples Park - Road Crossings	68,127	-	-	-	-	-	68,127
		Devonport Peoples Park - Rose Garden	6,869	-	-	-	-	-	6,869
Strategic Waste Projects	Recycling	MRF Upgrade	-	851,725	-	-	-	-	851,725
	Waste	Chelson Meadow Capping phase 2	2,823,633	3,609,911	968,030	102,185	-	-	7,503,759
		Chelson Meadow CARC Reconfiguration and storm damage	27,000	-	-	-	-	-	27,000
		Leachate treatment & storage upgrade	173,116	1,201,183	1,620,167	-	-	-	2,994,466
Development & Regeneration Total			21,187,373	28,938,016	13,549,197	6,221,185	6,535,000	7,656,000	84,086,772