

# Budget Book



2011 - 2012



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# Financial Strategy

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## **Background**

The Council has a strong track record of improving outcomes and delivering good value for money for local people. Over recent years we have managed to keep Council Tax rises below other Councils in England, at the same time as generating £60m of efficiency savings and improving or maintaining good performance across all our main services.

Tough financial times are ahead and we estimate that, as with all UK councils, we will need to find additional savings of £114m over the next four years.

Within the Financial Strategy we will need to plan for significant cost reductions in the context of an extremely tight financial settlement. However challenging this may be, it is also an opportunity to find new ways of doing things, and radically redefine our relationship with local communities.

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

The Financial Strategy for addressing these challenges takes its lead from the Council's strategic priorities, as set out in the Council Strategy and from feedback from public consultation, with significant levels of additional resources being proposed in relation to care of older and vulnerable adults.

The key elements of the Financial Strategy are:

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

## **1. Medium Term Financial Planning**

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

# Financial Strategy

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## **2. Management of Capital Resources**

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

## **3. Effective Management of Budgets**

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

# Financial Strategy

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## **4. Ensuring Good Practice and Probity**

- Recognise the statutory and corporate roles of the Chief Financial Officer in ensuring lawful and financially prudent decision making through membership of the Corporate Management Team.
- Maintain an Audit Committee.
- Report internal audit's plan and key reports to the Audit Committee.
- Provide an annual internal audit assessment of corporate control and risk.
- Maintain and implement a Procurement Strategy which seeks best value in spending, bearing in mind that considerations of quality, risk, sustainability, environmental impact, local economic development and equalities may all be relevant in addition to price.
- Assist Services in obtaining maximum revenue resources for each service (e.g. through grant applications/bids, partnership development, income maximisation).
- Require the continuing identification of efficiencies by, inter alia, expecting budgets to absorb the annual cost of increments and other initiatives.
- Develop IT systems designed to enhance the provision of financial management information to users.
- Maintain and work with Directorates to apply Financial Regulations and associated financial procedures in support of good practice in financial administration and corporate governance.
- Maintain an effective and efficient internal audit function, which works co-operatively with the Council's external auditor.
- Comply with the CIPFA Code of Practice for Treasury Management.
- Comply with accounting and audit standards contained in the relevant Code of Practice and CIPFA guidance.
- Maintain and develop a Risk Management Strategy including ensuring adequate insurance arrangements.

## **5. Efficient and Effective Financial Administration**

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

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

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

### **Relationship with Other Strategies**

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

# Council Strategy

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## GLOUCESTERSHIRE COUNTY COUNCIL

### Council Strategy and Budget 2011/12

#### Council Strategy

The Council Strategy sets out the overall strategic direction of the Council and our plans to make savings of £114m over the coming years. It includes:

- The vision and values of the Council;
- The overall aims and objectives;
- Our priorities for change;
- How performance will be measured.

Our plans are built on three clear values that will help to steer us through the years ahead. Applying these values will mean that the Council is not only smaller, but also more flexible and more responsive to local people's needs and expectations.

Our three key aims are:

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

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

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

In particular we are committed to a fundamental review of the way the Council operates, which will not only take out management and support staff and reduce back office costs, but will focus the Council on its core job of securing good outcomes for local people based on sound evidence of local people's needs.

A review is ongoing to redesign the Council's structure in order to reduce overall management costs by at least a third, reduce layers of management and minimise administrative and support costs.

- Protecting vulnerable people;  
Protecting vulnerable children, young people and adults is one of our most important areas of work. This area will account for a large proportion of our budget.
- Supporting active communities;  
We want to help communities do more for themselves and give them more control over local services like schools, children's centres, libraries and youth centres.
- Building a sustainable county.  
The Council is responsible for planning and delivering much of the infrastructure that keeps the county working and moving. We will prioritise those activities that keep the county up and running, that make Gloucestershire an attractive place to do business, and that directly protect the public from harm.

# Council Strategy

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## **Consultation**

During September 2010 the Council undertook a wide ranging discussion with members of the public, staff, elected members and partners about the dilemmas faced and the choices to be made given the new financial context. Called "Let's Talk", the discussion used a variety of methods to capture information and views. The results give some clear messages about priorities and these have influenced the Council Strategy.

In December 2010 and January 2011 further consultation was undertaken with the following:

- Public and business via a web based questionnaire;
- Key partners including Health, the Independent and Voluntary sectors;
- Trade Unions and professional associations;
- Staff;
- Schools, via the schools forum, open meetings and head teacher groups.

## **Council Tax and Budget 2011/12**

The Council's Band D Council Tax is £1,090.50, which is the same as in 2010/11. In accordance with Government proposals set out in the Comprehensive Spending Review Council Tax income foregone will be replaced by Government grant.

The 2011/12 budget of £396.156m represents a reduction of £8.4m or 2.08% from last year's adjusted figures. Despite the reduction the budget contains:

- £9.1m investment to meet costs of additional vulnerable adults.
- £6.6m to cover for increased costs due to inflation.
- Funding for £54.3m new capital investment on schools, roads and other services, and revenue provision for the Fire PFI.
- £5.9m for the costs of taking responsibility for the countywide concessionary fares scheme.

In terms of efficiencies, we are expecting to make savings of £36m in 2011/12, demonstrating the Council's continued commitment to get the most out of funds available and minimise service reductions.

The Capital Programme provides investment in the County totalling £379m over a five-year period from 2009/10 to 2013/14. The main investment is on schools and facilities for children (£200m) and Environment (£140m).

Total capital spend planned for 2011/12 is £92.9m, with the main spend planned for schools and facilities for children (£47.3m) and Environment (£32.5m). A further £4.3m is planned for Community Safety, £3.7m for Business Management, and £5.2m for Community and Adult Care.

# Revenue Budget

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## **Presentation of the Budget**

The following pages set out the Council's revenue expenditure and income budgets for 2011/12. Comparative figures are also shown for 2010/11.

A Capital Programme for the five years 2009/10 to 2013/14 is included.

## **Pay and Price Provision**

Within each 2011/12 service budget there is a provision of 2% for price inflation and a 1% increase relating to LGPS employers superannuation contributions. The budget also provides for 0.5% pay inflation, however this sum is held in central contingencies within Technical and Corporate budgets, due to a pay freeze. Allocations from the contingency will be made during the year as appropriate.

## **Medium Term Financial Plan (MTFP)**

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

To support the Council's planning process and inform financial decision making going forward, the Council has developed its Medium Term Financial Plan (MTFP) and has recently enhanced it with the "Meeting the Challenge" programme. This new development provides a sound decision making procedure to ensure prioritisation of proposals against the Council Strategy. The improved process has been used to understand, assess and manage funding allocations in the context of significantly limited resources going forward.



## Summary of Net Expenditure

	Original Budget 2010/11	Original Budget 2011/12	Original Budget 2012/13	Original Budget 2013/14
<b>Directorates</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children & Young People's	91,208	77,696	75,405	74,830
Community & Adult Care	173,768	175,181	175,238	172,913
Community Safety	27,166	25,337	25,687	21,618
Environment	66,234	67,873	66,671	67,639
Business Management & CESU	17,063	14,559	13,400	13,000
Corporate Recharges	(17,063)	(14,559)	(13,400)	(13,000)
Technical & Corporate Budgets	49,057	48,845	45,775	47,676
Building Our Future	(1,393)	-	-	-
	<b>406,040</b>	<b>394,932</b>	<b>388,776</b>	<b>384,676</b>
Contribution to/(from) reserves	-	-	-	-
Contribution to/(from) balances	1,224	1,224	1,224	1,224
<b>NET EXPENDITURE</b>	<b>407,264</b>	<b>396,156</b>	<b>390,000</b>	<b>385,900</b>
<u>Less:</u>				
Area Based Grant	46,837	-	-	-
Government Formula Grant	116,956	137,836	125,096	118,900
NHS funding to support social care and health	-	6,770	6,503	6,503
Council Tax Freeze Grant	-	6,092	6,092	-
Council Tax Collection Fund Surplus	1,684	1,516	-	-
<b>TOTAL NET EXPENDITURE TO BE MET FROM PRECEPTS</b>	<b>241,787</b>	<b>243,942</b>	<b>252,309</b>	<b>260,497</b>

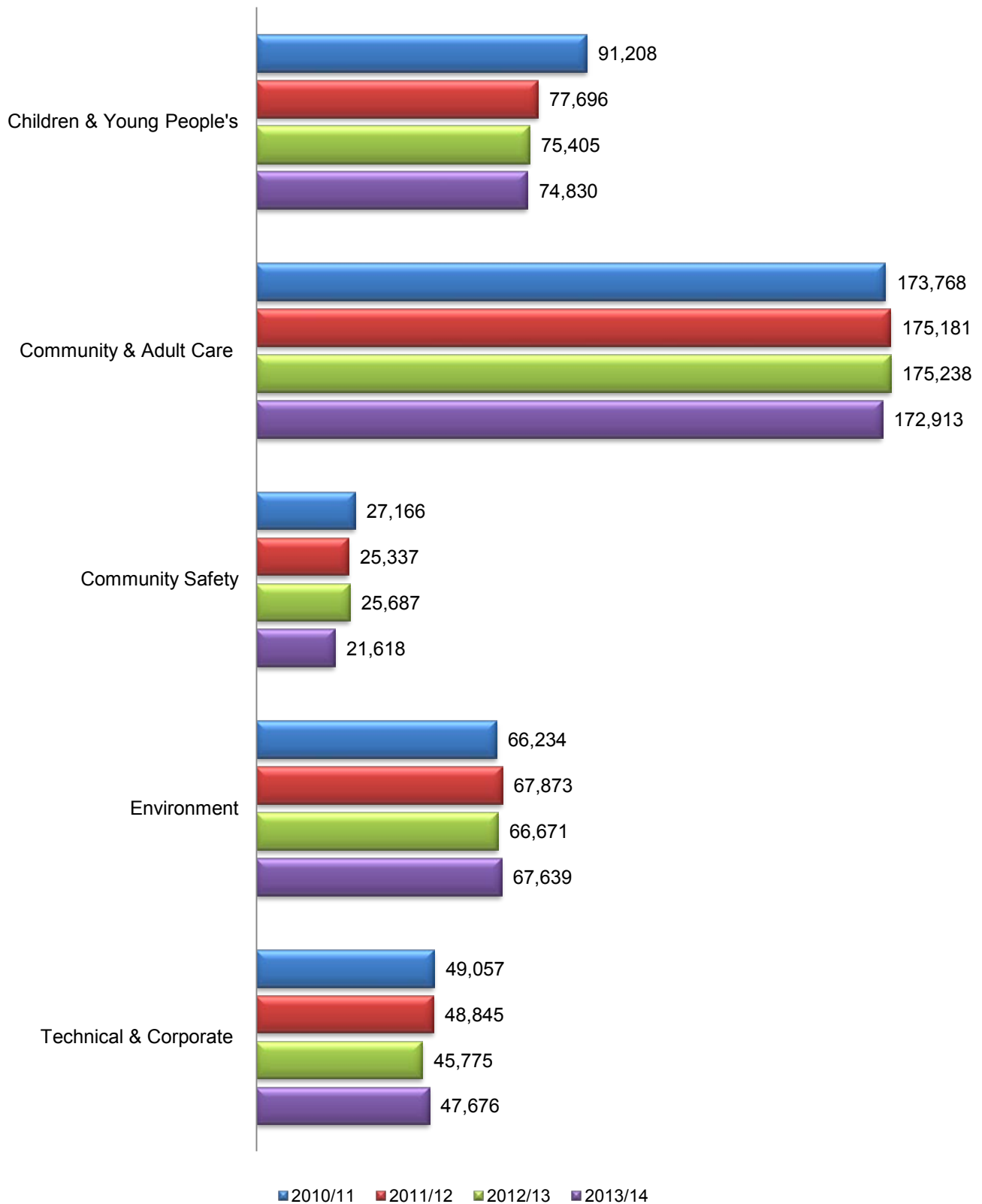
### SUMMARY OF PRECEPTS AND BALANCES

General Fund Balance at 1st April	11,750	12,974	14,198	15,422
Precept Income	241,787	243,942	252,309	260,497
	<b>253,537</b>	<b>256,916</b>	<b>266,507</b>	<b>275,919</b>
<u>Less:</u>				
Net Expenditure/Reduction in Balances	240,563	242,718	251,085	259,273
<b>General Fund Balance at 31st March</b>	<b>12,974</b>	<b>14,198</b>	<b>15,422</b>	<b>16,646</b>

Figures after 2011/12 are estimates subject to change.

## Comparison of Original Budgets

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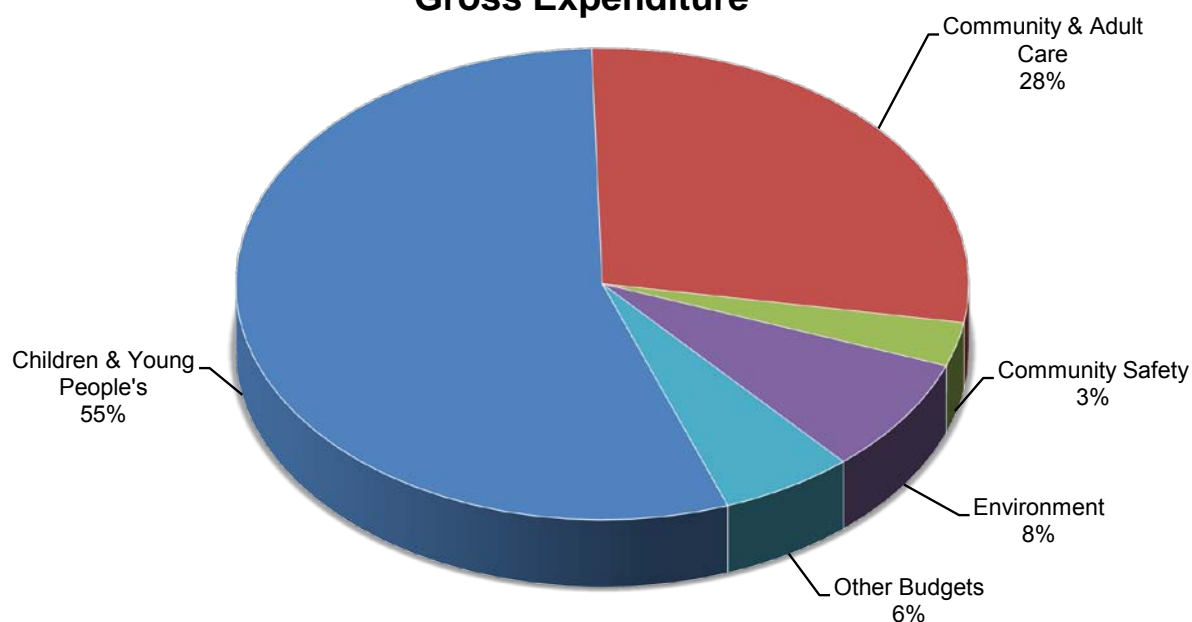
# Projected Gross Expenditure, Income and Net Expenditure 2011/12

	Gross Expenditure	Specific Grants	Other Income	Projected Net Expenditure
Directorates	£'000	£'000	£'000	£'000
Children & Young People's	515,124	(430,544)	(6,884)	77,696
Community & Adult Care	262,818	(14,094)	(73,543)	175,181
Community Safety	28,209	(654)	(2,218)	25,337
Environment	74,189	(293)	(6,023)	67,873
Business Management & CESU	17,320	(25)	(2,736)	14,559
Corporate Recharges	(14,559)	-	-	(14,559)
Technical & Corporate (T&C)	50,762	-	(1,917)	48,845
Contribution to Balances	1,224	-	-	1,224
<b>TOTAL NET EXPENDITURE</b>	<b>935,087</b>	<b>(445,610)</b>	<b>(93,321)</b>	<b>396,156</b>

Less:

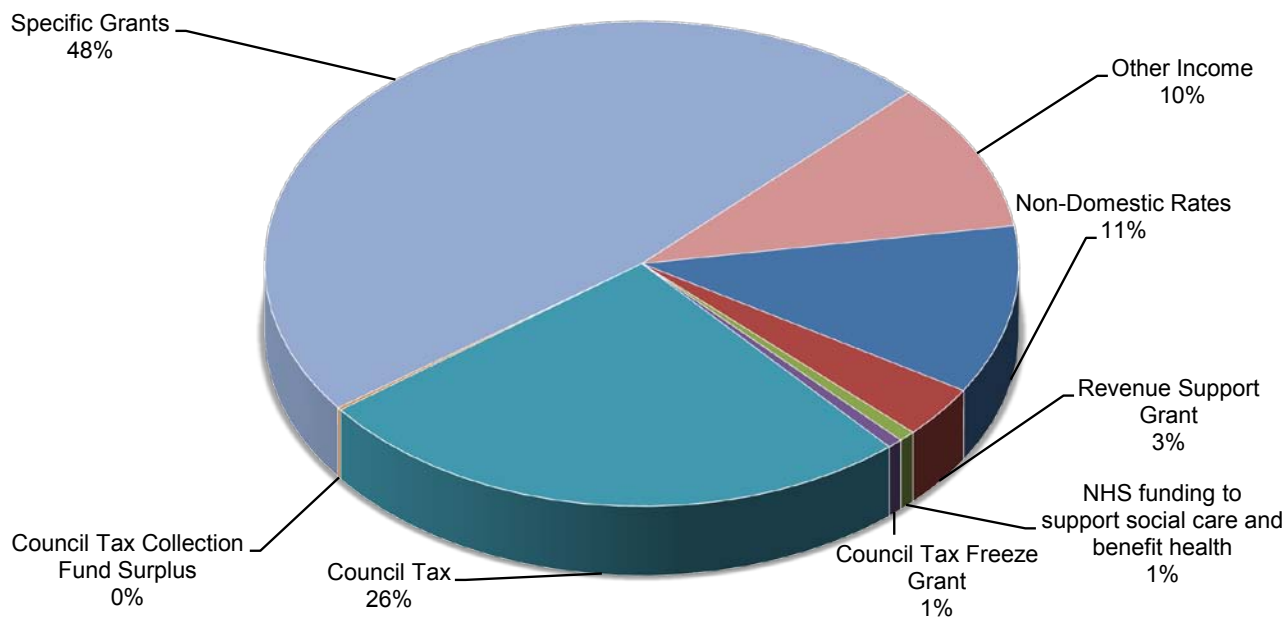
National Non-Domestic Rate Income	105,290
Revenue Support Grant	32,546
NHS funding to support social care and benefit health	6,770
Council Tax Freeze Grant	6,092
Council Tax Collection Fund Surplus	1,516
<b>TOTAL NET EXPENDITURE TO BE MET FROM PRECEPTS</b>	<b>243,942</b>

## Gross Expenditure



	£'000
Children & Young People's	515,124
Community & Adult Care	262,818
Community Safety	28,209
Environment	74,189
Other Budgets	54,747
	<b>935,087</b>

## Sources of Income 2011/12



	£'000
Non-Domestic Rates	105,290
Revenue Support Grant	32,546
NHS funding to support social care and benefit health	6,770
Council Tax Freeze Grant	6,092
Council Tax	243,942
Council Tax Collection Fund Surplus	1,516
Specific Grants	445,610
Other Income	93,321
	<b>935,087</b>

## Budgeted Net Expenditure 2011/12

	2010/11 Original Net Expenditure as Budget Book £'000	2010/11 Approved Permanent Budget Transfers £'000	2010/11 Corporate Budget Adjustments For MTFS £'000	2010/11 ABG Adjustments for MTFS (Incl Mid Year Cuts) £'000	2010/11 Base Budget as Reported in 2010/11 MTFS £'000	2011/12 Pay & Price Inflation £'000	2011/12 Commitments/ Growth £'000	2011/12 Savings £'000	2011/12 Approved MTFS Budget £'000	2011/12 Corporate Budget Adjustments £'000	2011/12 BUDGETED NET EXPENDITURE £'000
<b>DIRECTORATES</b>											
Children & Young People's	91,208	(461)	(9,192)	(1,929)	79,626	981	1,344	(13,730)	68,221	9,475	77,696
Community & Adult Care	173,768	(377)	(9,187)	(294)	163,910	2,583	9,896	(9,413)	166,976	8,205	175,181
Community Safety (includes Police)	27,166	(63)	(2,180)	(60)	24,863	63	580	(1,896)	23,610	1,727	25,337
Environment	66,234	(195)	(3,482)	(240)	62,317	993	7,150	(5,930)	64,530	3,343	67,873
Business Management & Chief Executive's Support Unit	17,063	(152)	(38)	(147)	16,726	76	-	(2,281)	14,521	38	14,559
Corporate Costs	(17,063)	-	15,298	1,765	-	-	-	-	-	(14,559)	(14,559)
Technical & Corporate Budgets	49,057	(145)	8,781	(1,779)	55,914	1,904	2,200	(2,944)	57,074	(8,229)	48,845
Contribution to Balances	1,224	-	-	-	1,224	-	-	-	1,224	-	1,224
Building Our Future	(1,393)	1,393	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>407,264</b>	<b>-</b>	<b>-</b>	<b>(2,684)</b>	<b>404,580</b>	<b>6,600</b>	<b>21,170</b>	<b>(36,194)</b>	<b>396,156</b>	<b>-</b>	<b>396,156</b>

## Subjective Analysis of Expenditure 2011/12

	Children & Young People's	Community & Adult Care	Environment	Community Safety	Business Management	CESU	Technical & Corporate	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employee Costs	327,988	38,421	12,144	19,038	19,394	2,144	1,662	<b>420,791</b>
Premises Costs	6,987	2,638	4,590	1,444	280	2	3,005	<b>18,946</b>
Transport Costs	16,609	2,230	282	763	223	26	76	<b>20,209</b>
Supplies & Services Costs	24,921	9,202	7,217	3,127	3,632	491	12,410	<b>61,000</b>
Third Party Payments	26,744	189,473	49,709	2,143	10	224	538	<b>268,841</b>
Transfer Payments	49	12	-	-	-	-	-	<b>61</b>
Support Services	9,522	7,758	2,737	906	(12,107)	(2,452)	(5,946)	<b>418</b>
Internal Transfers	27,905	(1,010)	(2,494)	134	(8,918)	(137)	(341)	<b>15,139</b>
Reserve Movement & General Fund	(130)	-	-	-	(51)	-	23,124	<b>22,943</b>
Depreciation & Impairment	-	-	-	-	-	-	-	<b>-</b>
Capital Financing Costs	-	-	4	-	-	-	17,458	<b>17,462</b>
Grant funded expenditure to be allocated	37,274	14,094	-	654	-	-	-	<b>52,022</b>
Schools Budget to be allocated	37,255	-	-	-	-	-	-	<b>37,255</b>
<b>Total Gross Expenditure</b>	<b>515,124</b>	<b>262,818</b>	<b>74,189</b>	<b>28,209</b>	<b>2,463</b>	<b>298</b>	<b>51,986</b>	<b>935,087</b>
Grant Income	(430,544)	(14,094)	(293)	(654)	-	(25)	-	<b>(445,610)</b>
Non Grant Income	(6,884)	(73,543)	(6,023)	(2,218)	(2,463)	(273)	(1,917)	<b>(93,321)</b>
<b>Total Net Expenditure</b>	<b>77,696</b>	<b>175,181</b>	<b>67,873</b>	<b>25,337</b>	<b>-</b>	<b>-</b>	<b>50,069</b>	<b>396,156</b>
National Non-Domestic Rates								<b>(105,290)</b>
Revenue Support Grant								<b>(32,546)</b>
NHS funding to support social care and benefit health								<b>(6,770)</b>
Council Tax Freeze Grant								<b>(6,092)</b>
Council Tax Collection Fund Surplus								<b>(1,516)</b>
<b>Net Expenditure to be met from Precepts</b>								<b>243,942</b>

## Subjective Analysis of Expenditure by SeRCOP 2011/12

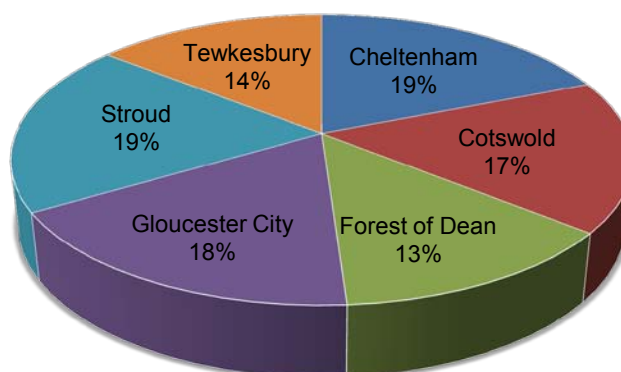
	Central Services	Court Services	Cultural, Environmental, Planning & Development Services	Children's & Education Services	Fire Services	Highways & Transport Services	Housing Services	Adult Social Care	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employee Costs	26,484	-	9,644	328,392	15,714	8,260	-	32,297	420,791
Premises Costs	3,035	-	3,082	6,987	1,267	2,573	395	1,607	18,946
Transport Costs	367	-	289	16,613	666	149	-	2,125	20,209
Supplies & Services Costs	17,912	-	6,630	25,538	2,135	1,962	-	6,823	61,000
Third Party Payments	702	-	22,708	26,744	13	29,921	-	188,753	268,841
Transfer Payments	8	-	-	49	-	-	-	4	61
Support Services	(20,242)	-	189	9,523	452	2,737	-	7,759	418
Internal Transfers	(9,353)	-	(7)	27,651	-	(2,505)	-	(647)	15,139
Reserve Movement & General Fund	23,072	-	-	(129)	-	-	-	-	22,943
Depreciation & Impairment	-	-	-	-	-	-	-	-	-
Capital Financing Costs	17,458	-	-	-	-	4	-	-	17,462
Grant funded expenditure to be allocated	-	-	502	40,035	152	-	-	11,333	52,022
Schools Budget to be allocated	-	-	-	37,255	-	-	-	-	37,255
<b>Total Gross Expenditure</b>	<b>59,443</b>	<b>-</b>	<b>43,037</b>	<b>518,658</b>	<b>20,399</b>	<b>43,101</b>	<b>395</b>	<b>250,054</b>	<b>935,087</b>
Grant Income	(25)	-	(674)	(433,304)	(152)	(122)	-	(11,333)	(445,610)
Non Grant Income	(5,537)	-	(3,917)	(7,382)	(482)	(3,750)	(290)	(71,963)	(93,321)
<b>Total Net Expenditure</b>	<b>53,881</b>	<b>-</b>	<b>38,446</b>	<b>77,972</b>	<b>19,765</b>	<b>39,229</b>	<b>105</b>	<b>166,758</b>	<b>396,156</b>

# Council Tax Information

The Council Tax set for the year 2011/12 is detailed as follows, together with an analysis of the Precepts on each District Council:

	<b>£'000</b>	<b>£'000</b>
Budget Requirement		396,156
<u>Less:</u>		
Formula Grant	137,836	
General Grants	12,862	
Collection Fund Surplus	<u>1,516</u>	
		<u>152,214</u>
<b>Precept 2011/12</b>		<b>243,942</b>

## District Council Precepts



	<b>£</b>
Cheltenham	46,153,122
Cotswold	41,293,745
Forest of Dean	31,898,128
Gloucester City	42,683,806
Stroud	47,130,701
Tewkesbury	34,782,381
	<u>243,941,883</u>

The Council Tax Bands are as follows:

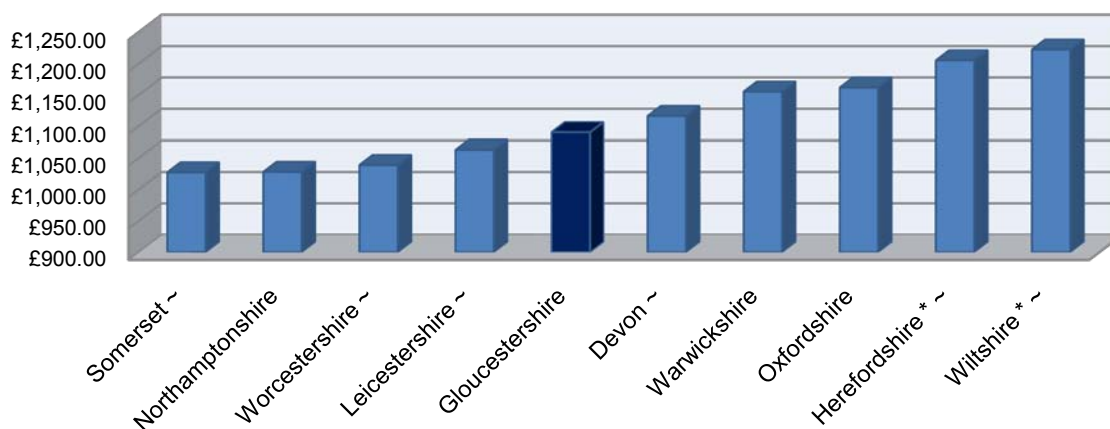
Valuation Band	2010/11 £	2011/12 £
A	727.00	727.00
B	848.17	848.17
C	969.33	969.33
D	1,090.50	1,090.50
E	1,332.83	1,332.83
F	1,575.17	1,575.17
G	1,817.50	1,817.50
H	2,181.00	2,181.00



# Council Tax Information

## Council Tax Comparison 2011/12

### Council Tax Band D



County	Council Tax Band D
Somerset ~	£1,027.30
Northamptonshire	£1,028.11
Worcestershire ~	£1,039.06
Leicestershire ~	£1,063.00
Gloucestershire	£1,090.50
Devon ~	£1,116.36
Warwickshire	£1,155.25
Oxfordshire	£1,161.71
Herefordshire * ~	£1,205.09
Wiltshire * ~	£1,222.43

\* Unitary Councils

~ Counties with Combined Fire & Rescue Services (CFR)

Since 2004/05 council tax payers in English counties with CFRs, have been charged for Fire and Rescue services by the CFR. As a result, the council tax figures for counties with CFRs are not directly comparable with those without CFRs.

# Formula Grant 2011/12

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2011/12 is the first year of a two year settlement from Central Government. There have been significant changes to the way Formula Grant is calculated with many grants previously paid as specific grant now being rolled into Formula Grant. As a result 2010/11 figures have been restated to make them comparable.

The headline figures for Gloucestershire are:

Formula Grant	2010/11 (restated)	£159.9m	
	<b>2011/12</b>	<b>£137.8m</b>	<b>(-13.8%)</b>
	2012/13 (provisional)	£125.1m	(-9.2%)

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

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

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

The allocations for Gloucestershire are set out below:

	<b>2011/12</b>	<b>Provisional 2012/13</b>
	<b><u>£m</u></b>	<b><u>£m</u></b>
Relative Needs	129.796	121.372
Relative Resources	(71.664)	(64.762)
Central Allocation	62.587	56.856
Damping Adjustment	(1.952)	(7.070)
Grants rolled in using tailored distribution	19.069	18.701
<b>Formula Grant</b>	<b>137.836</b>	<b>125.097</b>

# Summary of Staffing Levels

## ESTIMATED STAFFING 2011/12

The following figures reflect the current organisation structure within the Council. During 2011/12 a new operating model will be adopted by the Council, which will result in significant changes to the staffing numbers and the associated costs.

	Estimated FTE	Estimated Cost £'000
<b>CHILDREN &amp; YOUNG PEOPLE'S</b>		
C & Y People	605.7	22,245
Commissioning & Partnerships	256.4	8,604
Executive	6.8	544
Learning & Development	345.1	12,867
Schools*	6,487.0	225,507
	<b>7,701.0</b>	<b>269,767</b>
<b>COMMUNITY &amp; ADULT CARE</b>		
Care Provision	624.2	16,094
Commissioning & Performance	105.0	3,452
Executive	29.8	1,272
Libraries	189.4	5,186
Operations & Development	412.4	13,616
Operations & Development TCS	12.9	601
Support Services	50.4	1,243
	<b>1,424.1</b>	<b>41,464</b>
<b>COMMUNITY SAFETY</b>		
Fire & Rescue Service	588.3	13,347
Emergency Management Services	10.6	417
Coroners & Registration	40.5	1,246
Trading Standards	43.0	1,695
	<b>682.4</b>	<b>16,705</b>
<b>ENVIRONMENT</b>		
Executive	6.0	371
Traffic Management	213.6	7,898
WMPED	121.2	4,447
	<b>340.8</b>	<b>12,716</b>
<b>BUSINESS MGMT &amp; CESU</b>		
Chief Executive Support Unit	59.5	2,612
Meeting The Challenge	12.1	668
Finance & Operations	166.6	6,487
Business Change	247.6	8,606
Legal Services & Democratic Support	64.6	2,520
Procurement	7.7	367
	<b>558.1</b>	<b>21,260</b>
<b>TOTALS</b>	<b>10,706.4</b>	<b>361,912</b>

\* Figures include Foundation Schools and Children's Centres which were excluded in previous years. However Schools that do not use the Council payroll and proposed Academies have been excluded.

# Children & Young People's Directorate

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<b><u>SUMMARY OF SERVICES</u></b>	<b>Original Budget 2010/11 £'000</b>	<b>Original Budget 2011/12 £'000</b>
Group Director CYPS	5,680	2,696
Services for Children & Young People	32,579	45,210
Young People's Services	7,049	7,942
Learning & Development	17,797	24,220
Commissioning & Partnerships	56,121	50,974
Centrally Controlled Budgets	11,351	11,635
Schools	319,066	364,223
Grants	(358,435)	(429,204)
<b>TOTAL NET EXPENDITURE</b>	<b>91,208</b>	<b>77,696</b>

Note: All references to "Schools" refer to Delegated School Budgets under LMS

# Children & Young People's Directorate

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## ANALYSIS OF 2010/11 TO 2011/12 BUDGETS

NON DEDICATED SCHOOLS GRANT	£'000	£'000
2010/11 ORIGINAL BUDGET		91,208
1 <b>ADJUSTMENTS</b>		
Permanent virements between Directorates	(461)	
Corporate recharges (old 2010/11 figure)	(9,192)	
Corporate recharges (new 2011/12 figure)	9,475	
Further ABG allocations (April 2010)	487	
Mid Year ABG reductions (June 2010)	(2,416)	(2,107)
		<b>89,101</b>
2 <b>INFLATION</b>		
Pay and Price		981
3 <b>COMMITMENTS</b>		
None		-
		<b>90,082</b>
<i>Add</i>		
4 <b>APPROVED GROWTH</b>		1,344
<i>Less</i>		
5 <b>APPROVED SAVINGS</b>		(13,730)
<b>2011/12 BUDGETED NET EXPENDITURE</b>		<b>77,696</b>

# Children & Young People's Directorate

## NOTES

<b>4</b>	<b>APPROVED GROWTH</b>	<b>£'000</b>	<b>£'000</b>
	<b>NON DEDICATED SCHOOLS GRANT</b>		
	<b>Commissioning &amp; Partnerships</b>		
	Provision of Young People's Services across Districts	300	
	Redesign of Young People's Services - transition funding	44	
	Home to School Transport - support to low income families and super inflation	1,000	
			<b>1,344</b>
<b>5</b>	<b>APPROVED SAVINGS</b>	<b>£'000</b>	<b>£'000</b>
	<b>NON DEDICATED SCHOOLS GRANT</b>		
	<b>Services for Children &amp; Young People</b>		
	Removal of one-off contingency for vulnerable children	(1,000)	
	Services for vulnerable young children and people - 'Right First Time' programme	(800)	
	<b>Commissioning &amp; Partnerships</b>		
	Home to School Transport - reduction in discretionary entitlements for new pupils	(200)	
	<b>Learning &amp; Development</b>		
	School Improvement - Restructure of service to focus on statutory core responsibilities	(600)	
	Building Schools for the Future - cancellation of national programme	(1,000)	
	<b>Young People's Support</b>		
	Redesign of Young People's Services	(1,400)	
	<b>General Service Wide Savings</b>		
	Full year effect of BOF headcount reductions	(840)	
	Reductions in Area Based Grant	(7,190)	
	Apportionment of grants to overheads	(700)	
			<b>(13,730)</b>

# Children & Young People's Directorate

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## DEDICATED SCHOOLS GRANT

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

A number of previously separate specific grants have been mainstreamed into the DSG in 2011/12.

	£'000	£'000
<b>Dedicated Schools Grant (DSG) 2010/11</b>		<b>326,494</b>
<b><u>Commitments and Savings</u></b>		
<b><u>Commitments for Grants within the GFU allocated into School Funding Formula</u></b>		
School Standards Grant	14,989	
SSG (Personalisation)	3,090	
School Development Grant	12,651	
Extended School Sustainability	2,093	
Extended School Subsidy	1,611	
National Strategies Primary	1,450	
National Strategies Secondary	944	
	<hr/>	<b>36,828</b>
<b><u>Commitments for Grants within the GFU to be topsliced</u></b>		
Diplomas	426	
Specialist Schools	6,994	
ASTs	1,217	
EMAG	305	
Lunch Grant	331	
1-2-1 tuition	2,635	
	<hr/>	<b>11,908</b>
<b><u>Other Commitments</u></b>		
Special School Places Growth	450	
Statemnting hours increases in school budgets	100	
Statemnting contingency increase	100	
Intervention for schools in or at risk of deficit	500	
Nursery Education Funding	983	
Core Safeguarding Training	60	
	<hr/>	<b>2,193</b>
<b><u>Savings</u></b>		
Demographic savings in mainstream school budgets	(1,241)	
Outreach	(53)	
Net impact of school structure changes	(375)	
Uncommitted permanent DSG from 2010/11	(495)	
DSG pupil numbers contingency saving	(93)	
2010/11 commitments not repeated	(940)	
Broadband	(527)	
	<hr/>	<b>(3,724)</b>
<b>Application of -1.5% Minimum Funding Guarantee (MFG)</b>		<b>(4,542)</b>
<b>Headroom allocation to schools</b>		<b>3,937</b>
<b>ESTIMATED DSG 2011/12</b>		<b>373,094</b>

# Children & Young People's Directorate

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## Performance Information

The current Children and Young People's Plan covers the period 2009 to 2012. It is based on the needs analysis and priorities that were developed in collaboration with all partners in the Gloucestershire Children Partnership (GCP), children and young people in Gloucestershire, parents, carers and community groups.

The priorities for 2011/12 remain, as at the outset of the Plan in 2009, the four groups of the most vulnerable children and young people.

- Children and young people in need of child protection.
- Children and young people with disabilities.
- Children in care, and those leaving care.
- Children living in poverty.

Three themes are addressed in each 'Action Card' directly linked to the four groups of the most vulnerable CYP:

- Healthy and Safe.
- Able to Learn.
- Barriers of Ethnicity and English as a Second Language.

Each Action Card contains performance indicators that are reviewed quarterly and refreshed annually. A refresh of the Action Cards for delivery in 2011/12 will be completed for April 2011. Each Action Card shows how investing in prevention and early and sustained intervention with a clear purpose is central to all the plans.

Key areas of supporting activity that are integral to achieving the strategic objectives of prevention and early intervention are:

- Participation of children and young people in service planning and delivery.
- Developing the children and young people's workforce.
- Using resources efficiently across the GCP.
- Using robust data and information to commission and de-commission.
- Improving access through integrated working with multi-agency teams in 'Locality Hubs'.



# Children & Young People's Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net Expenditure £'000	Expenditure £'000	Income £'000	Net Expenditure £'000
<b><u>GROUP DIRECTOR CYPs</u></b>	<b><u>5,713</u></b>	<b><u>(33)</u></b>	<b><u>5,680</u></b>	<b><u>2,951</u></b>	<b><u>(255)</u></b>	<b><u>2,696</u></b>
<b><u>SERVICES FOR CHILDREN &amp; YOUNG PEOPLE</u></b>						
Director of C&YP's Services	777	-	777	388	-	388
Head of CWD & SEN Services	5,420	(316)	5,104	13,201	(1,537)	11,664
Head of Social Care	-	-	-	8,752	(17)	8,735
Head of Children in Care	-	-	-	20,129	-	20,129
Head of Localities Services	-	-	-	4,375	(81)	4,294
Head of Vulnerable Children	16,077	(127)	15,950	-	-	-
Head of Corporate Parenting	10,748	-	10,748	-	-	-
	<b><u>33,022</u></b>	<b><u>(443)</u></b>	<b><u>32,579</u></b>	<b><u>46,845</u></b>	<b><u>(1,635)</u></b>	<b><u>45,210</u></b>
<b><u>YOUNG PEOPLE'S SERVICES</u></b>						
Associate Director of Young People's Support	2,327	(201)	2,126	2,463	(338)	2,125
Head of Youth Offending Service	2,071	(336)	1,735	2,938	(390)	2,548
Operations Manager Youth Work	4,364	(1,176)	3,188	4,474	(1,205)	3,269
	<b><u>8,762</u></b>	<b><u>(1,713)</u></b>	<b><u>7,049</u></b>	<b><u>9,875</u></b>	<b><u>(1,933)</u></b>	<b><u>7,942</u></b>
Balance Carried Forward (page total CYP 6)	<b><u>47,497</u></b>	<b><u>(2,189)</u></b>	<b><u>45,308</u></b>	<b><u>59,671</u></b>	<b><u>(3,823)</u></b>	<b><u>55,848</u></b>

# Children & Young People's Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net Expenditure £'000	Expenditure £'000	Income £'000	Net Expenditure £'000
Balance Brought Forward (page total CYP 6)	47,497	(2,189)	45,308	59,671	(3,823)	55,848
<b><u>LEARNING &amp; DEVELOPMENT</u></b>						
Director Learning & Development	9,561	-	9,561	167	-	167
Head of Quality	-	-	-	1,764	(127)	1,637
Head of Quality Assurance	-	-	-	4,046	-	4,046
Head of Targeted Intervention	-	-	-	18,370	-	18,370
Improvement	5,853	(115)	5,738	-	-	-
Quality	2,663	(165)	2,498	-	-	-
	18,077	(280)	17,797	24,347	(127)	24,220
<b><u>COMMISSIONING &amp; PARTNERSHIPS</u></b>						
Director Commissioning & Partnerships	110	-	110	642	-	642
Head of Commissioning for Learning	-	-	-	16,729	(447)	16,282
Head of Commissioning	-	-	-	7,590	(52)	7,538
Head of Development	-	-	-	24,886	(471)	24,415
Head of Service	-	-	-	676	-	676
Head of Business Development	4,932	(820)	4,112	3,385	(1,964)	1,421
Access & Support Services	30,373	(3,091)	27,282	-	-	-
Commissioning	8,471	(191)	8,280	-	-	-
Individual Commissioning	17,737	(1,400)	16,337	-	-	-
	61,623	(5,502)	56,121	53,908	(2,934)	50,974
<b><u>GRANTS</u></b>						
Specific Grants (breakdown as per page CYP8)	77,199	(435,634)	(358,435)	1,340	(430,544)	(429,204)
<b><u>CENTRALLY CONTROLLED BUDGETS</u></b>						
Corporate recharges & capital maintenance	11,351	-	11,351	11,635	-	11,635
<b><u>FURTHER EDUCATION</u></b>						
Further Education (funded by YPLA)	42,919	(42,919)	-	-	-	-
<b><u>SCHOOLS</u></b>						
	319,066	-	319,066	364,223	-	364,223
<b>Total Children and Young People's Directorate</b>	<b>577,732</b>	<b>(486,524)</b>	<b>91,208</b>	<b>515,124</b>	<b>(437,428)</b>	<b>77,696</b>

# Children & Young People's Directorate

		Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>GRANT INCOME SUMMARY</u></b>			
<b>SPECIFIC GRANTS</b>	<b>Issued by</b>		
Early Intervention Grant	DfE	-	(19,258)
Youth Offending Teams Grant (Youth Justice Board)	HO	(926)	(791)
Community Safety Fund	HO	-	(85)
Unaccompanied Asylum Seeking Children	HO	(450)	(1,115)
Teacher Development Agency	DfE	(346)	(267)
School Standards Grant (including Personalisation) #	DfE	(18,065)	-
Standards Fund #	DfE	(37,251)	-
Sure Start, Early Years & Childcare *	DfE	(17,348)	-
Contact Point *	DfE	(134)	-
Targeted Mental Health In Schools *	DfE	(160)	-
Youth Opportunity Fund *	DfE	(291)	-
Think Family Grant *	DfE	(743)	-
Higher Education Funding Council (HEFC) Payments	DIUS	(255)	-
Parenting Support Strategy Grant	DfE	(300)	-
Fair Playbuilder (revenue)	DfE	(18)	-
January Guarantee	DfE	(41)	-
14-19 Prospectus/CAP	DfE	(11)	-
		<b>(76,339)</b>	<b>(21,516)</b>
Further Education Funding (Young Peoples Learning Agency) ~	DfE	(42,919)	-
Pupil Premium Grant	DfE	-	(3,829)
Sixth Form Funding (Young Peoples Learning Agency)	DfE	(32,801)	(32,105)
Dedicated Schools Grant	DfE	(326,494)	(373,094)
		<b>(478,553)</b>	<b>(430,544)</b>

# These specific grant streams have been pooled into the Dedicated Schools Grant for 2011-12

\* These specific grant streams have been pooled into the Early Intervention Grant for 2011-12

~ The YPLA funding for Further Education is now paid direct to FE Colleges in 2011-12

# Children & Young People's Directorate

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	Estimated FTE 2011/12	Estimated Pay Costs 2011/12 £'000
<b>STAFFING SUMMARY</b>		
Services for C & Y People	605.7	22,245
Commissioning & Partnerships	256.4	8,604
Executive	6.8	544
Learning & Development (includes Young People's Support)	345.1	12,867
Schools (see note 1)	6,487.0	225,507
<b>TOTAL STAFFING</b>	<b>7,701.0</b>	<b>269,767</b>

\* Figures include Foundation Schools and Children's Centres which were excluded in previous years. However Schools that do not use the Council payroll and proposed Academies have been excluded.

# Community & Adult Care Directorate

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<b><u>SUMMARY OF SERVICES</u></b>	<b>Original Budget 2010/11 £'000</b>	<b>Original Budget 2011/12 £'000</b>
Adult Social Care	155,873	156,533
Archives	931	957
Libraries	6,264	5,152
Customer Services	1,735	1,732
Lifelong Learning	793	277
Equalities	187	122
Safeguarding	173	1,952
Centrally Controlled Budgets	9,186	8,205
To be allocated	(1,374)	251
<b>TOTAL NET EXPENDITURE</b>	<b>173,768</b>	<b>175,181</b>

# Community & Adult Care Directorate

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## ANALYSIS OF 2010/11 TO 2011/12 BUDGETS

	£'000	£'000
<b>2010/11 ORIGINAL BUDGET</b>		<b>173,768</b>
<b>1 ADJUSTMENTS</b>		
Permanent virements between Directorates	(377)	
Corporate recharges (old 2010/11 figure)	(9,187)	
Corporate recharges (new 2011/12 figure)	8,205	
Mid Year ABG reductions (June 2010)	(294)	(1,653)
		<b>172,115</b>
<b>2 INFLATION</b>		
Pay and Price		<b>2,583</b>
<b>3 COMMITMENTS</b>		
None		-
		<b>174,698</b>
<i>Add</i>		
<b>4 APPROVED GROWTH</b>		<b>9,896</b>
<i>Less</i>		
<b>5 APPROVED SAVINGS</b>		<b>(9,413)</b>
<b>2011/12 BUDGETED NET EXPENDITURE</b>		<b>175,181</b>

# Community & Adult Care Directorate

## NOTES

4	APPROVED GROWTH	£'000	£'000
	<b>Adult Social Care</b>		
	Demographic Growth and additional investments in Adult Services	9,123	
	Specific Grants to Formula Grant	123	
	<b>Libraries *</b>		
	Reinvestment and set up costs for the community offer	650	
			<b>9,896</b>

5	APPROVED SAVINGS	£'000	£'000
	<b>Adult Social Care</b>		
	Free personal care (national cancellation of proposals)	(1,200)	
	Improved commissioning of services	(1,500)	
	Controls and service redesign	(2,100)	
	Closure of in-house day services	(500)	
	Restructuring - Joining up of NHS and Council Services	(550)	
	Changes to charging and improved debt recovery processes	(800)	
	Minor ABG grant reduction	(33)	
	<b>Libraries</b>		
	Libraries Strategy - service redesign	(1,300)	
	<b>Lifelong Learning</b>		
	More provision by external funding	(250)	
	<b>Equalities</b>		
	Review of teams role and support to external bodies	(60)	
	<b>Building Our Future Savings</b>		
	Full year effect of BOF headcount reductions	(1,120)	
			<b>(9,413)</b>

\* An additional £150,000 one off investment is available in 2011/12

# Community & Adult Care Directorate

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## Performance Information

### Supporting Communities and Vulnerable People

#### Service Aims

- The way we look at social care is changing dramatically. We have begun to give people much more choice about the support they receive including, when possible, giving people direct control of the money we are providing. We need to make best use of available resources, and that means putting power directly in the hands of those receiving care to make good choices about what support they receive.
- We also want to promote better working at a local level by encouraging closer working between different professionals and further integration with partners in order to provide a more seamless service.

#### Performance

Sustained improvement in Adult Social Care was recognised by the Care Quality Commission (CQC) who graded us as 'performing well' in their latest assessment. Amongst achievements acknowledged are:

- The work around performance management tools and training for staff and LINKs.
- The development of mechanisms for consultation with the community to shape services.
- The work of the quality improvement team in improving and protecting service users using regulated care services.
- The high level of engagement to involve service users, carers and the people of Gloucester in shaping services.
- The appointment of dementia care advisors which has improved the support to service users and carers.
- The development of the Gloucester Safeguarding Adults Board.
- The progress made since the service inspection in 2008 and the work to date to develop quality assurance processes.

Other achievements:

- Gloucestershire was the top performing council in our comparator group for NI 8 - Adult Participation in Sport and Active Recreation.
- Gloucestershire County Council's Community Short Term Enablement Programmes Team (STEPS) was nominated runners up in "The International Dementia Excellence Awards 2010", for improving the lives of people with dementia.
- The care provided by NHS Gloucestershire and the County Council for stroke victims has been assessed overall as being among the "best performing" in the country by a Care Quality Commission (CQC) report.



# Community & Adult Care Directorate

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## Performance Information

### Plans and targets for the year ahead

- Join up Council and NHS front-line services to reduce management costs and overheads and remove artificial boundaries for service users.
- Look to the voluntary and community sector to continue to provide a broad range of services but we will focus our funding where there is clear evidence that people are in need.
- Introduce fairer charging for those who can afford to pay and want to buy extra support.
- Drive down costs through smarter 'shopping', making more use of providers in the independent sector.
- Increase the number of people who receive personal budgets and are in charge of their own social care.
- Put a bigger emphasis on helping older people back to independence and recovery, recognising that many can return to full independence following a relatively short period of support.
- Reduce the emphasis on traditional day centres. Where demand is already going down, we anticipate a number of centres will cease to be viable over the coming years, but we will make sure we fully involve users in all decisions about the future of their centre.
- Joining up with other councils to develop and deliver care models that better meet people's needs including the development of a wider range of housing options to avoid the necessity for people to move into residential care.
- Help people to stay active and healthy so that they can remain independent and enjoy a good quality of life into old age.
- Provision of the library service is being reviewed. The principles of action will be to:
  - Provide a comprehensive service delivered through a county network of 3 tiers of libraries and the virtual library.
  - Support people to provide locally tailored community run libraries.
  - Bring efficiencies through co-location and the use of technology.
  - Establish a standard of library service provision that can be sustained.

## Community & Adult Care Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<b><u>OPERATIONS &amp; DEVELOPMENT</u></b>						
Joint Director of Operations & Development *	4,568	(1,804)	2,764	3,831	(1,062)	2,769
General Manager - Gloucester- OPPD	26,450	(10,438)	16,012	27,417	(10,637)	16,780
General Manager - Forest- OPPD	15,307	(5,158)	10,149	15,926	(5,257)	10,669
General Manager - Cotswolds- OPPD	18,470	(7,167)	11,303	17,534	(7,512)	10,022
General Manager - Stroud- OPPD	19,944	(7,149)	12,795	19,999	(7,075)	12,924
General Manager - Cheltenham- OPPD	19,276	(7,796)	11,480	19,500	(7,945)	11,555
General Manager - Tewkesbury- OPPD	9,501	(2,863)	6,638	14,745	(3,526)	11,219
General Manager - LD **	41,253	(9,170)	32,083	-	-	-
Assistant Director - Community STEPS ***	10,647	(599)	10,048	-	-	-
Telecare Project	855	(173)	682	815	(173)	642
	<b><u>166,271</u></b>	<b><u>(52,317)</u></b>	<b><u>113,954</u></b>	<b><u>119,767</u></b>	<b><u>(43,187)</u></b>	<b><u>76,580</u></b>
<b><u>STRATEGIC COMMISSIONING &amp; PERFORMANCE</u></b>						
Director of Strategic Commissioning & Performance	658	(22)	636	569	(22)	547
Joint Commissioning Manager OP/PD	356	(38)	318	356	(38)	318
Joint Commissioning Manager LD **	12,146	(8,094)	4,052	60,538	(16,975)	43,563
Joint Commissioning Manager MH	6,474	(390)	6,084	6,746	(390)	6,356
Strategic Commissioning Manager ****	23,001	(568)	22,433	21,138	(568)	20,570
Strategic Planning and Policy Team	1,382	-	1,382	1,172	-	1,172
Performance & Information Manager	585	-	585	449	-	449
Admin Services Manager	1,657	(90)	1,567	1,036	(90)	946
Lifelong Learning	1,293	(500)	793	777	(500)	277
	<b><u>47,552</u></b>	<b><u>(9,702)</u></b>	<b><u>37,850</u></b>	<b><u>92,781</u></b>	<b><u>(18,583)</u></b>	<b><u>74,198</u></b>
<b><u>CARE PROVISION</u></b>						
Head of Care Provision ***	14,694	(9,832)	4,862	16,717	(10,685)	6,032
	<b><u>14,694</u></b>	<b><u>(9,832)</u></b>	<b><u>4,862</u></b>	<b><u>16,717</u></b>	<b><u>(10,685)</u></b>	<b><u>6,032</u></b>
Balance Carried Forward (page total CAC 6)	<b><u>228,517</u></b>	<b><u>(71,851)</u></b>	<b><u>156,666</u></b>	<b><u>229,265</u></b>	<b><u>(72,455)</u></b>	<b><u>156,810</u></b>

\* Includes additional investment of £3.173m to reduce health and social care costs

\*\* LD budgets previously under General Manager - LD budgets are now shown under Joint Commissioning Manager LD within Strategic Commissioning & Performance

\*\*\* Community STEPS budgets previously under Assistant Director - Community STEPS are now shown under Care Provision

\*\*\*\* Commissioning & Contracts team are responsible for Supporting People related expenditure which transfers into Revenue Support Grant in 2011/12.

## Community & Adult Care Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total CAC 6)	<u>228,517</u>	<u>(71,851)</u>	<u>156,666</u>	<u>229,265</u>	<u>(72,455)</u>	<u>156,810</u>
<b><u>ARCHIVES</u></b>						
Archives	1,087	(156)	931	1,113	(156)	957
	<u>1,087</u>	<u>(156)</u>	<u>931</u>	<u>1,113</u>	<u>(156)</u>	<u>957</u>
<b><u>LIBRARIES</u></b>						
Libraries	6,973	(709)	6,264	5,914	(762)	5,152
	<u>6,973</u>	<u>(709)</u>	<u>6,264</u>	<u>5,914</u>	<u>(762)</u>	<u>5,152</u>
In addition to the above budget for 2011-12 there will be £150,000 of additional funding for one year only. The net budget of £5.152m includes an element of funding to assist in the setting up of Community Run libraries.						
<b><u>CUSTOMER SERVICES</u></b>						
Head of Customer Services	1,897	(162)	1,735	1,894	(162)	1,732
	<u>1,897</u>	<u>(162)</u>	<u>1,735</u>	<u>1,894</u>	<u>(162)</u>	<u>1,732</u>
<b><u>EQUALITIES</u></b>						
Equalities	187	-	187	122	-	122
	<u>187</u>	<u>-</u>	<u>187</u>	<u>122</u>	<u>-</u>	<u>122</u>
<b><u>SAFEGUARDING</u></b>						
Head of Safeguarding	173	-	173	270	-	270
Head of Carers	-	-	-	1,690	(8)	1,682
	<u>173</u>	<u>-</u>	<u>173</u>	<u>1,960</u>	<u>(8)</u>	<u>1,952</u>
<b><u>CENTRALLY CONTROLLED BUDGETS</u></b>						
Corporate Recharges	9,186	-	9,186	8,205	-	8,205
	<u>9,186</u>	<u>-</u>	<u>9,186</u>	<u>8,205</u>	<u>-</u>	<u>8,205</u>
<b><u>TO BE ALLOCATED</u></b>						
To be allocated	(1,374)	-	(1,374)	251	-	251
	<u>(1,374)</u>	<u>-</u>	<u>(1,374)</u>	<u>251</u>	<u>-</u>	<u>251</u>
<b>Total Community and Adult Care Directorate</b>	<b>246,646</b>	<b>(72,878)</b>	<b>173,768</b>	<b>248,724</b>	<b>(73,543)</b>	<b>175,181</b>

# Community & Adult Care Directorate

		Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>GRANT INCOME SUMMARY</u></b>			
<b>SPECIFIC GRANTS</b>	<b>Issued By</b>		
Adult and Community Learning from Skills Funding Agency *	SFA	(2,753)	(2,735)
AIDS Support #	DH	(123)	-
Arts Council Grant	NL	(64)	(26)
Learning Disability Campus Closure Programme	DH	(1,130)	-
Minor Repairs & Adaptations "Handyperson"	CLG	(220)	-
Social Care Reform	DH	(2,461)	-
Stroke Strategy	DH	(114)	-
Workstep	DWP	(787)	-
Learning Disability & Health Reform Grant	DH	-	(11,333)
		<b>(7,652)</b>	<b>(14,094)</b>

\* 2011/12 is a provisional figure

# This grant stream was transferred into RSG for 2011/12

Note: Specific grant income is in addition to the income and expenditure figures shown in Operations & Development and Strategic Commissioning & Performance on page CAC 6.  
Please note that they are not included in these pages but form a part of the overall budget.

# Community & Adult Care Directorate

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<b>STAFFING SUMMARY</b>	<b>Estimated FTE 2011/12</b>	<b>Estimated Pay Costs 2011/12 £'000</b>
Care Provision	624.2	16,094
Commissioning & Performance	105.0	3,452
Executive	29.8	1,272
Libraries	189.4	5,186
Operations & Development	412.4	13,616
Operations & Development TCS	12.9	601
Support Services	50.4	1,243
<b>TOTAL STAFFING</b>	<b>1,424.1</b>	<b>41,464</b>

# Community Safety Directorate

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<b><u>SUMMARY OF SERVICES</u></b>	<b>Original Budget 2010/11 £'000</b>	<b>Original Budget 2011/12 £'000</b>
Fire and Rescue Service	20,199	19,765
Trading Standards	2,076	1,717
Registration Service	642	419
Coroners Service	889	1,000
Community Safety Team	829	151
Emergency Management Service	406	160
Funding Additional Police Officers	2,125	2,125
<b>TOTAL NET EXPENDITURE</b>	<b>27,166</b>	<b>25,337</b>

# Community Safety Directorate

ANALYSIS OF 2010/11 TO 2011/12 BUDGETS		£'000	£'000
<b>2010/11 ORIGINAL BUDGET</b>			<b>27,166</b>
<b>1</b>	<b>ADJUSTMENTS</b>		
	Permanent virements between Directorates	(63)	
	Corporate recharges (old 2010/11 figure)	(2,180)	
	Corporate recharges (new 2011/12 figure)	1,727	
	Mid-year ABG reductions	(60)	(576)
			<b>26,590</b>
<b>2</b>	<b>INFLATION</b>		
	Pay and Price		63
<b>3</b>	<b>COMMITMENTS</b>		
	None		-
			<b>26,653</b>
<i>Add</i>			
<b>4</b>	<b>APPROVED GROWTH</b>		580
<i>Less</i>			
<b>5</b>	<b>APPROVED SAVINGS</b>		(1,896)
<b>2011/12 BUDGETED NET EXPENDITURE</b>			<b>25,337</b>

# Community Safety Directorate

## NOTES

4	APPROVED GROWTH	£'000	£'000
	<b>Fire and Rescue Service</b>		
	PFI Projects - Three Fire stations and a Life Skills Centre	300	
	<b>Trading Standards</b>		
	To provide additional funds to mitigate against first year savings	110	
	Specific Grant Funding transferred to RSG - Animal movement licences	110	
	<b>Community Safety Team</b>		
	Funding required to mitigate ABG reductions already actioned in 2010/11	60	
			<b>580</b>

5	APPROVED SAVINGS	£'000	£'000
	<b>Fire and Rescue Service</b>		
	Deletion of "PFI Community Safety Project" Programme Budget	(400)	
	<b>Trading Standards</b>		
	Trading Standards re-structuring and downsizing to meet MTC savings	(440)	
	Full year effect of BOF headcount reductions	(45)	
	<b>Registration Service</b>		
	Efficiency savings through premises reduction and increased income	(102)	
	<b>Community Safety Team</b>		
	Removal of ABG funding and reductions within the Community Safety Team	(709)	
	<b>Emergency Management Service</b>		
	Redesign and merging of Emergency Management Service and Gloucestershire Fire & Rescue Service	(200)	
			<b>(1,896)</b>



# Community Safety Directorate

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## Performance Information

### **FIRE AND RESCUE SERVICE**

Working together for a safer Gloucestershire.

#### **Service Aims**

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

#### **Performance**

- The review of administrative functions was expanded to a functional review of Headquarters which is currently being implemented.
- The project to build new community fire stations for Gloucester and Cheltenham and a Life Skills Centre have progressed to the appointment of a preferred contractor. Sites for the new premises have been identified and outline planning approved.
- Deaths caused by fire in the County during 2009/10 were zero as at January 2010. Injuries in fires increased slightly although Gloucestershire's figures still compared favourably with national trends. We performed well in the reduction of accidental and arson related fires across the County.
- Gloucestershire Fire & Rescue Service (GFRS) continued to be amongst the lowest spending Fire and Rescue Services in the Country.

#### **Plans and targets for the year ahead**

- Implementation of the functional review of headquarters in order to create a leaner, more robust structure capable of supporting GFRS Operations with fewer resources.
- GFRS will be moving, developing and consulting on our Integrated Risk Management Plan for 2012/15 which will look at how we rationalise the Service to meet the reducing finances available but maintain and improve services.
- Construction work will take place on the new Community Fire Stations and Life Skills Centre project.

# Community Safety Directorate

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## Performance Information

### **TRADING STANDARDS**

#### **Service Aims**

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

#### **Performance**

Current indicators:

- Number of business and consumer enquiries/requests received (2009/10 = 10,585).
- Net cost per enquiry (new indicator).
- Cost of service per 1000 population (2009/10 = £3,476).
- Activities achieving positive outcome (currently 80% positive outcomes - 3rd quarter 2010/11).
- Percentage of businesses satisfied with service, was NI 182 (2009/10 = 79%).

#### **Plans and targets for the year ahead**

Develop further intelligence led service delivery with our priorities being:

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

# **Community Safety Directorate**

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## **Performance Information**

### **REGISTRATION SERVICE**

#### **Service Aims**

- To carry out marriages, civil partnerships and other ceremonies.
- To register births, deaths, marriages, and civil partnerships.
- To provide citizenship ceremonies and award nationality certificates.
- To provide copy certificates for births, deaths, marriages, and civil partnerships.
- To provide a Nationality Checking Service.

#### **Performance**

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

#### **Plans and targets for the year ahead**

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

### **CORONERS SERVICE**

#### **Service Aim**

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

#### **Performance**

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

#### **Plans and targets for the year ahead**

- To progress the Mortuary programme.
- Set local fees for services provided to the Coroner.
- To continue working with Department of Health, GNHSF Trust and PCT to pilot the new Death Certification process.

# **Community Safety Directorate**

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## **Performance Information**

### **COMMUNITY SAFETY TEAM**

#### **Service Aims**

- Ensure statutory community safety obligations are met within the Council.
- Work with partners within the Gloucestershire Stronger Safer Justice Commission.

#### **Performance**

- All recorded crime down by 15.6%.
- Police recorded incidents of ASB down 5.9% (August 2009 to July 2010 compared to August 2008 to July 2009).
- 2009 saw the lowest total for Killed and/or Seriously Injured (KSIs) casualties in the county since the 1974 boundary changes.

#### **Plans and targets for the year ahead**

- To contribute to neighbourhood development by working effectively with the Police and other partners to reduce crime, anti-social behaviour and the fear of crime.
- To co-ordinate the engagement of partners in the delivery and development of the Joint Strategic Commissioning Plan.
- To work in partnership with the Constabulary and the Police Authority through the police contract to ensure that the 63 Council funded officers contribute to reducing crime and the fear of crime in their communities.
- To represent the Council at County and District Community Safety Partnerships.
- To ensure that the Council's statutory responsibilities are met in considering crime, disorder, drug and alcohol misuse reduction in service planning and delivery through the Council's new commissioning approach.

# **Community Safety Directorate**

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## **Performance Information**

### **EMERGENCY MANAGEMENT SERVICE**

#### **Service Aims**

- To ensure Council is prepared to fulfill its duties as required by the Civil Contingencies Act 2004.
- To work with partner local responders in the County to provide and maintain a robust and resilient multi-agency response and recovery capability.

#### **Performance**

- The Service had one national indicator – NI 037 (Awareness of Civil Protection Arrangements in the Local Area) which was discontinued in 2010. However the mini-place survey for 2009/10 revealed that there had been a significant increase in awareness of civil protection arrangements from 25.3% in 2008/09 to 42.3% which placed Gloucestershire as one of the top three local authorities in this indicator.
- Further developed the multi-agency Flood Response Plan to incorporate new flood warning procedures and local inundation maps.
- Achieved all our priority one tasks despite the loss of two staff as part of the MTC savings.

#### **Plans and Targets for the year ahead**

- Integrate into Gloucestershire Fire and Rescue Service and review existing procedures/structure.
- Continue to improve community resilience/community emergency planning.
- Update the County Pipeline Plan to include the new Wormington to Sapperton pipeline.
- As a result of the reduction in staff across all Gloucestershire local authorities there will be an increase in joint Gloucestershire local authority emergency response team training events to enable sharing of resources during an emergency.

# Community Safety Directorate

	Original Budget 2010/11		
	Expenditure £'000	Income £'000	Net £'000
Fire and Rescue Service	20,690	(491)	20,199
Trading Standards	2,162	(86)	2,076
Registration Service	1,726	(1,084)	642
Coroners Service	1,061	(172)	889
Community Safety Team	829	-	829
Emergency Management Service	599	(193)	406
Funding for Police Officers	2,125	-	2,125
<b>Total Community Safety Directorate</b>	<b>29,192</b>	<b>(2,026)</b>	<b>27,166</b>

	Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000
Fire and Rescue Service	20,246	(481)	19,765
Trading Standards	1,853	(136)	1,717
Registration Service	1,626	(1,207)	419
Coroners Service	1,175	(175)	1,000
Community Safety Team	151	-	151
Emergency Management Service	379	(219)	160
Funding for Police Officers	2,125	-	2,125
<b>Total Community Safety Directorate</b>	<b>27,555</b>	<b>(2,218)</b>	<b>25,337</b>

**NOTE:** The above budgets exclude specific grants

# Community Safety Directorate

		Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>GRANT INCOME SUMMARY</u></b>			
<b>SPECIFIC GRANTS</b>	<b>Issued By</b>		
New Dimension	CLG	(29)	-
Fire Control Project New Burdens	CLG	(61)	-
Workforce Diversity Targets	CLG	-	-
Animal Movement Licences	DEFRA	(193)	-
EMS Beacon	CLG	(3)	-
Citizenship	HO	(19)	-
Fire Revenue Grant	CLG	-	(152)
Community Safety Fund	HO	-	(502)
		<b>(305)</b>	<b>(654)</b>

# Community Safety Directorate

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	Estimated FTE 2011/12	Estimated Pay Costs 2011/12 £'000
<b>STAFFING SUMMARY</b>		
Fire and Rescue Service	588.3	13,347
Emergency Management Service	10.6	417
Coroners and Registration	40.5	1,246
Trading Standards	43.0	1,695
<b>TOTAL STAFFING</b>	<b>682.4</b>	<b>16,705</b>



# Environment Directorate

<b><u>SUMMARY OF SERVICES</u></b>	<b>Original Budget 2010/11 £'000</b>	<b>Original Budget 2011/12 £'000</b>
Business Development	2,476	2,127
Gloucestershire Highways	24,674	22,482
Waste Management	22,669	24,191
Flood Alleviation, PROW & Travellers Services	2,216	2,036
Road Safety Partnership	1,436	1,074
Sustainability	307	219
Network & Traffic Management	985	879
Integrated Transport Unit	4,003	8,558
Planning & Development	2,591	2,266
Gloucestershire First (EDU)	1,395	698
Centrally Controlled Budgets	3,482	3,343
<b>TOTAL NET EXPENDITURE</b>	<b>66,234</b>	<b>67,873</b>

# Environment Directorate

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## ANALYSIS OF 2010/11 TO 2011/12 BUDGETS

	£'000	£'000
<b>2010/11 ORIGINAL BUDGET</b>		<b>66,234</b>
<b>1 ADJUSTMENTS</b>		
Permanent virements between Directorates	(195)	
Corporate recharges (old 2010/11 figure)	(3,482)	
Corporate recharges (new 2011/12 figure)	3,343	
Mid Year ABG reductions (June 2010)	(240)	(574)
		<b>65,660</b>
<b>2 INFLATION</b>		
Pay and Price		993
<b>3 COMMITMENTS</b>		
None		-
		<b>66,653</b>
<i>Add</i>		
<b>4 APPROVED GROWTH</b>		7,150
<i>Less</i>		
<b>5 APPROVED SAVINGS</b>		(5,930)
<b>2011/12 BUDGETED NET EXPENDITURE</b>		<b>67,873</b>

# Environment Directorate

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## NOTES

4	APPROVED GROWTH	£'000	£'000
	<b>Waste Management</b>		
	Investment to continue contributing to the Strategic Waste Reserve	1,250	
	<b>Integrated Transport Unit</b>		
	Concessionary Fares - new statutory responsibility	5,900	
			<b>7,150</b>

5	APPROVED SAVINGS	£'000	£'000
	<b>Highways</b>		
	Withdrawal of one off funding for winter damage repairs	(1,000)	
	Redesign highways service to focus on essential maintenance	(980)	
	Withdrawal of ABG funding	(791)	
	Generate additional road safety income	(150)	
	<b>Transport &amp; Parking</b>		
	Redesign bus subsidies and generate additional parking income	(1,400)	
	<b>Economy &amp; Environment</b>		
	Withdraw sponsorship of South West's office in Brussels and review of planning functions	(1,410)	
	<b>Waste Management</b>		
	Development of a Joint Waste Authority with District Councils	(100)	
	<b>Building Our Future Savings</b>		
	Full year effect of BOF headcount reductions	(99)	
			<b>(5,930)</b>

# Environment Directorate

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## Performance Information

### Aims and priorities

Our aims and objectives for 2010/11 as set out in the Council Strategy and Environment Level 2 Business Plan were:

Making our communities safer

- To reduce the numbers of people killed or seriously injured on our roads.

Making transport work

- To continue to invest in the condition of the road network.
- To manage the use of our highways network to improve the local economy, quality of life, health, safety and accessibility.

Managing our environment and economy

- To reduce greenhouse gas emissions and adapt to climate change.
- To increase recycling and reduce waste to landfill, continuing the procurement of a residual waste management facility or facilities, and delivering the Joint Municipal Waste Strategy.
- To continue to improve the resilience of our flood management.
- To support local businesses and people through the recession and plan for recovery.
- To plan for sustainable growth and communities by developing and delivering a Strategic Infrastructure Delivery Plan and Local Transport Plan 3.

### Performance

Performance is on target for all of these aims and priorities. For Road Safety, 147 people were killed or seriously injured compared to 185 for the same period in the previous year. Gloucestershire Highways (GH) performance is on track, but the exceptionally severe winter weather in December 2010 is likely to cause an overspend on the winter maintenance budget and to have a further negative impact on the condition of the highways network. GH worked hard throughout the coldest December on record to keep the key highway network open. The highways capital programme is on track, and the settlement for 2011/12, whilst lower than previous years, is better than expected.

The Climate Change Action Plan was reviewed in 2010/11, and the Council is currently refreshing the Carbon Management Programme to develop emissions reduction projects to deliver the aspirational target of 60% reduction by 2020/21. Proposed changes to the Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES) will increase the Council's liability for carbon emission allowances from £70,000 to £0.7m, with 60% relating to schools. Gloucestershire is the first Shire to become a '10:10 County' as part of an international campaign to reduce carbon emissions.

A Renewable Energy Generation project is underway, looking at the feasibility of sustainable energy generation on the public sector estate to generate income, reduce energy costs and improve energy security.

We continue to manage the partnership flood risk management programme and respond to the Flood and Water Management Act 2010. As Lead Local Flood Authority, Gloucestershire has been awarded £162,300 grant funding from DEFRA for 2011/12, and £346,000 for the following three years.

# Environment Directorate

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## Performance Information

Following the withdrawal of PFI credits in October 2010, a strategic review of the residual waste project is currently underway which will report to Cabinet in March 2011. The Shadow Joint Waste Board has been formed with Cabinet members from each of the local authorities. A further report to Cabinet on the governance and formation of the partnership is due for March 2011.

We will be taking on the administration from Districts for the new Concessionary Fares scheme in April 2011. Consultation has also taken place over proposed changes to the bus network.

Phases 1 and 2 of the Strategic Infrastructure Delivery Plan were completed on schedule and within budget. However, uncertainty over the future of the Regional Spatial Strategy has caused delay in the programme of most of the County's development plans and consequently SIDP. Consultation on the draft LTP3 concluded in October 2010, and the final draft will be adopted and in place for implementation from 1st April 2011. Alongside this process, DfT has announced details of the Local Sustainable Transport Fund, with guidance being published on 19th January 2011. The first round of bidding is in April 2011, and options for a Gloucestershire bid are currently being considered. DfT has also announced revision to the Major Transport Scheme Funding process. An Expression of Interest in taking the Elmbridge Transport scheme forward to the next stage of the process was submitted to DfT in January 2011, and was successful in moving to the next stage. A final detailed submission will be submitted in September, with a response hopefully by the end of the year.

### **Plans for 2011/12**

The new Council Strategy approved in February 2011 includes the following aims and pledges for Environment:

#### Supporting active communities

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

#### Building a sustainable county – roads

- Focus on carrying out essential maintenance and repairing potholes, scaling back plans for road building and park-and-ride improvements.
- Concentrate on responding to problems reported by the public and local communities whilst reducing the amount spent on routine inspection and monitoring of street lighting and road condition.
- Work closely with District Councils and Parish and Town Councils to provide joined up services.

#### Building a sustainable county – passenger transport

- Completely redesign our passenger transport network with a focus on transport to work, school and essential public services such as hospitals and doctors.

#### Building a sustainable county – parking

- Raise an additional £1m of parking revenue to reinvest in passenger transport and roads, by introducing new parking schemes and making savings through smarter procurement and reviewing charges.

# Environment Directorate

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## Performance Information

### Building a sustainable county – supporting business

- Focus Economic Development on supporting local businesses and inward investment, and withdraw sponsorship of the South West's office in Brussels and other outside bodies.
- Develop a strategy with Gloucestershire First for driving local business and encouraging local enterprise.

### Building a sustainable county – waste management

- Carry on pursuing a Joint Waste Authority in partnership with our District Councils in order to progress towards our long term recycling targets and solve the conundrum of how we dispose of the residue in a sustainable way.
- Trust people to make the most of the new collection schemes being introduced by District Councils, integrating promotions and campaigns aimed at persuading the public to recycle more into our mainstream communications.

### Building a sustainable county – planning

- Review our planning & development department to protect those services that help generate income for the Council and continue to meet our statutory obligations.

# Environment Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<b><u>BUSINESS DEVELOPMENT</u></b>						
Administration Management	2,410	-	2,410	2,127	-	2,127
Directorate Wide Issues	66	-	66	-	-	-
	<b><u>2,476</u></b>	<b><u>-</u></b>	<b><u>2,476</u></b>	<b><u>2,127</u></b>	<b><u>-</u></b>	<b><u>2,127</u></b>
<b><u>GLOUCESTERSHIRE HIGHWAYS</u></b>						
Asset Management	2,657	(182)	2,475	2,368	(50)	2,318
Street Lighting	4,069	(25)	4,044	3,593	(10)	3,583
Depots & Highways Customer Service Teams	3,273	(204)	3,069	3,106	(200)	2,906
Highways Maintenance & Drainage	15,086	-	15,086	13,675	-	13,675
	<b><u>25,085</u></b>	<b><u>(411)</u></b>	<b><u>24,674</u></b>	<b><u>22,742</u></b>	<b><u>(260)</u></b>	<b><u>22,482</u></b>
<b><u>WASTE MANAGEMENT</u></b>						
Recycling Credits	3,108	-	3,108	3,462	-	3,462
Household Recycling Centres Contract	2,916	-	2,916	3,074	-	3,074
Landfill and Other Disposal Contracts	15,134	(664)	14,470	16,380	(663)	15,717
Waste Projects and Marketing	2,345	(170)	2,175	1,959	(21)	1,938
	<b><u>23,503</u></b>	<b><u>(834)</u></b>	<b><u>22,669</u></b>	<b><u>24,875</u></b>	<b><u>(684)</u></b>	<b><u>24,191</u></b>
Balance Carried Forward (page total EN7)	<b><u>51,064</u></b>	<b><u>(1,245)</u></b>	<b><u>49,819</u></b>	<b><u>49,744</u></b>	<b><u>(944)</u></b>	<b><u>48,800</u></b>

# Environment Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total EN7)	<u>51,064</u>	<u>(1,245)</u>	<u>49,819</u>	<u>49,744</u>	<u>(944)</u>	<u>48,800</u>
<b><u>FLOOD ALLEVIATION, PROW &amp; TRAVELLERS</u></b>						
Flood Alleviation	1,045	-	1,045	943	-	943
PROW, Countryside Sites & Travellers	1,514	(343)	1,171	1,512	(419)	1,093
	<u>2,559</u>	<u>(343)</u>	<u>2,216</u>	<u>2,455</u>	<u>(419)</u>	<u>2,036</u>
<b><u>ROAD SAFETY PARTNERSHIP</u></b>						
Road Safety Partnership	1,707	(271)	1,436	1,765	(691)	1,074
	<u>1,707</u>	<u>(271)</u>	<u>1,436</u>	<u>1,765</u>	<u>(691)</u>	<u>1,074</u>
<b><u>SUSTAINABILITY</u></b>						
Sustainability	307	-	307	219	-	219
	<u>307</u>	<u>-</u>	<u>307</u>	<u>219</u>	<u>-</u>	<u>219</u>
<b><u>NETWORK &amp; TRAFFIC MANAGEMENT</u></b>						
Network and Traffic Management	1,588	(603)	985	1,609	(730)	879
	<u>1,588</u>	<u>(603)</u>	<u>985</u>	<u>1,609</u>	<u>(730)</u>	<u>879</u>
Balance Carried Forward (page total EN8)	<u>57,225</u>	<u>(2,462)</u>	<u>54,763</u>	<u>55,792</u>	<u>(2,784)</u>	<u>53,008</u>



# Environment Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total EN8)	<u>57,225</u>	<u>(2,462)</u>	<u>54,763</u>	<u>55,792</u>	<u>(2,784)</u>	<u>53,008</u>
<b><u>INTEGRATED TRANSPORT UNIT</u></b>						
Parking	252	(1,496)	(1,244)	252	(1,696)	(1,444)
Passenger Transport & Fleet	5,376	(129)	5,247	10,131	(129)	10,002
	<u>5,628</u>	<u>(1,625)</u>	<u>4,003</u>	<u>10,383</u>	<u>(1,825)</u>	<u>8,558</u>
<b><u>PLANNING AND DEVELOPMENT</u></b>						
Strategic Planning	1,330	(1)	1,329	840	(15)	825
Archaeology and Ecology	676	(456)	220	685	(456)	229
Development Control	1,682	(1,168)	514	1,200	(713)	487
Highway Records	-	-	-	170	(230)	(60)
Planning Management	278	-	278	535	-	535
Recession Fund	250	-	250	250	-	250
	<u>4,216</u>	<u>(1,625)</u>	<u>2,591</u>	<u>3,680</u>	<u>(1,414)</u>	<u>2,266</u>
<b><u>GLOUCESTERSHIRE FIRST (EDU)</u></b>						
Economic Development Unit	1,216	(3)	1,213	598	-	598
Tourism Manager	182	-	182	100	-	100
	<u>1,398</u>	<u>(3)</u>	<u>1,395</u>	<u>698</u>	<u>-</u>	<u>698</u>
<b><u>CENTRALLY CONTROLLED BUDGETS</u></b>						
Corporate Recharges	3,482	-	3,482	3,343	-	3,343
	<u>3,482</u>	<u>-</u>	<u>3,482</u>	<u>3,343</u>	<u>-</u>	<u>3,343</u>
<b>Total Environment Directorate</b>	<b>71,949</b>	<b>(5,715)</b>	<b>66,234</b>	<b>73,896</b>	<b>(6,023)</b>	<b>67,873</b>

# Environment Directorate

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		Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>GRANT INCOME SUMMARY</u></b>			
<b>SPECIFIC GRANTS</b>	<b>Issued By</b>		
Cotswold Way	CCB	(10)	(3)
English Woodland Grant	FC	(4)	(4)
Offa's Dyke	NE	(9)	(2)
Lead Local Flood Authorities	DEFRA	-	(162)
Inshore Fisheries Conservation Authorities	DEFRA	-	(122)
		<b>(23)</b>	<b>(293)</b>

# Environment Directorate

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	<b>Estimated FTE 2011/12</b>	<b>Estimated Pay Costs 2011/12 £'000</b>
<b>STAFFING SUMMARY</b>		
<b>Executive</b>	6.0	371
<b>Traffic Management</b>	213.6	7,898
<b>Waste, Planning &amp; Economic Development</b>	121.2	4,447
<b>TOTAL STAFFING</b>	<b>340.8</b>	<b>12,716</b>

# Current Business Management & Chief Executive's Support Unit

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	Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>SUMMARY OF SERVICES</u></b>		
Chief Executive's Support Unit	2,953	2,452
Business Management Directorate	14,110	12,107
Recharges to Services and Corporate Costs	(17,063)	(14,559)
<b>TOTAL NET EXPENDITURE</b>	<b>-</b>	<b>-</b>

# Current Business Management & Chief Executive's Support Unit

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## ANALYSIS OF 2010/11 TO 2011/12 BUDGETS

	£'000	£'000
<b>2010/11 ORIGINAL BASE BUDGET</b>		-
<b>1 ADJUSTMENTS</b>		
Permanent virements between Directorates	(152)	
Corporate recharges (old 2010/11 figure)	16,916	
Corporate recharges (new 2011/12 figure)	(14,559)	2,205
		<b>2,205</b>
<b>2 INFLATION</b>		
Pay and Price		76
<b>3 COMMITMENTS</b>		
None		-
		<b>2,281</b>
<i>Add</i>		
<b>4 APPROVED GROWTH</b>		
None		-
<i>Less</i>		
<b>5 APPROVED SAVINGS</b>		(2,281)
<hr/>		
<b>2011/12 BUDGETED NET EXPENDITURE</b>		-

# Current Business Management & Chief Executive's Support Unit

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## **NOTES**

	£'000	£'000
<b>5 APPROVED SAVINGS</b>		
<b><u>BUSINESS MANAGEMENT DIRECTORATE</u></b>		
<b>Strategic Finance</b>		
Full year effect of BOF headcount reductions	(109)	
Deletion of posts and reprioritisation of workloads for remaining staff	(210)	
<b>Asset Management &amp; Property Services</b>		
Full year effect of BOF headcount reductions	(167)	
<b>Human Resources</b>		
Reduction in bought in training and reductions in training staff numbers	(681)	
<b>Safety Health &amp; Environment</b>		
Management cost savings from the merger of the OHU and the SHE Unit	(65)	
<b>ICT</b>		
Staff reductions	(148)	
<b>Business Service Centre</b>		
Staff savings and cost reductions mainly through e-form implementation	(190)	
<b>Law &amp; Administration</b>		
Full year effect of BOF headcount reductions	(74)	
<b>Democratic Services</b>		
Staff reductions	(37)	
		<b>(1,681)</b>
<b><u>CHIEF EXECUTIVES SUPPORT UNIT</u></b>		
<b>Reduction in Support Services Costs</b>		
Centralisation of corporate support activities including: research, data, business planning, performance management, programme management and communications.	(600)	
		<b>(600)</b>
		<b><u>(2,281)</u></b>

# Chief Executive's Support Unit

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## Performance Information

### Service Aims

The Chief Executive's Support Unit has responsibility for a wide variety of activities relating to the efficient and effective governance and smooth running of the Council as a whole. Our prime role is to support the Chief Executive, Corporate Management Team and the Cabinet in delivering the Council's priorities.

The strategic objectives for the service are:

- To protect and enhance the Council's reputation with the public, media, staff and members
- To use performance management as a tool to drive effectiveness and efficiency across the Council and to support commissioners with robust performance information
- To deliver timely and effective research, needs analysis, consultation and engagement to drive the effective commissioning of services
- To manage information effectively and safely in a changing organisation
- To support the effective management of change

### Performance

The Unit has lead responsibility for the overall performance of the Council. Benchmarking information confirms that the Council performed well overall and at relatively low cost over the past year. Performance improved against the majority of Corporate Strategy indicators and we successfully completed delivery of a number of Local Area Agreement stretch targets, securing a reward from the Government of £6.2m for the County.

### Plans and targets for the year ahead

We are about to enter a period of major change. The Unit will cease to exist in its present form, though a range of functions such as performance, research and programme management will be integrated with related functions in directorates to create a commissioning support unit.

However, within this changing environment, the Unit will be responsible for leading a range of projects, programmes and improvement activities, including:

- Supporting delivery of the Council's New Operating Model
- Creating a commissioning support function, realigning the Council's performance management framework to the new model, and providing challenge and analysis for commissioners
- Ensuring that *Leadership Gloucestershire* achieves its objectives
- Supporting major change programmes with effective communications
- Transforming the Council's website to make it fully transactional
- Delivering a council-wide approach to information management

# Current Business Management Directorate

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## Performance Information

### **Purpose & Functions**

The Business Management Directorate plays an important role in directly contributing to and supporting other Directorate's service areas to deliver the Council's corporate priorities. Whilst Business Management is made up of distinct functional areas each with their own strategic objectives, our approach is increasingly one of cross-functional working to enable informed decision-making.

### **Strategic Finance**

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

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

### **Risk Management**

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

### **Human Resources (HR)**

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

### **Business Service Centre (BSC)**

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

### **Information and Communication Technology (ICT)**

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

The use of ICT as a business tool is continuing to grow significantly within the Council due to central Government modernisation and business transformation initiatives. Our ICT strategy has been developed to respond to the challenges we face and to address the Council's overall aims and service objectives.

In recognition of the significant role of this service and the importance of the partnership working with its main contractor, ICT personnel have located their service with the contractor in a dedicated building to further improve efficiency and effectiveness of the operation.



# Current Business Management Directorate

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## Performance Information

### **Asset Management and Property Services (AMPS)**

Asset Management and Property Services are responsible for the effective planning and management of our property assets for the benefit of the Council. At any given time AMPS are involved in upwards of over a thousand individual cases of work across all professional disciplines. Whilst the major key objectives provide a strategic direction and context for the management of the Council's property estate, day-to-day work experiences ensures delivery and quality of services.

AMPS are also responsible for managing the implementation of the Capital Programme and providing technical support to building users with delegated responsibility.

### **Strategic Procurement**

Strategic procurement is now acknowledged as being central to service delivery. Our procurement strategy has successfully delivered several million pounds of efficiencies across the Council.

### **Legal Services**

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

### **Democratic Services Unit (DSU)**

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

### **Occupational Health and Safety (OHS)**

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

### **Performance**

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

### **Plans & targets for the year ahead**

For 2011/12 our priorities are to continue to support good governance and financial administration within the context of supporting all the Council's Directorates in delivering the extensive corporate change programme, Meeting the Challenge.

# Chief Executive's Support Unit

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<b><u>CHIEF EXECUTIVE'S SUPPORT UNIT</u></b>						
Operational Budget	3,561	(608)	2,953	2,725	(273)	2,452
	<u>3,561</u>	<u>(608)</u>	<u>2,953</u>	<u>2,725</u>	<u>(273)</u>	<u>2,452</u>
<b><u>Less recharges to Services and Corporate Costs</u></b>			(2,953)			(2,452)
<b>NET EXPENDITURE</b>			-			-

# Current Business Management Directorate

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<b><u>BUSINESS MANAGEMENT DIRECTORATE</u></b>						
<b><u>Business Management Executive Functions</u></b>						
Executive Functions	341	-	341	344	-	344
<b><u>Law &amp; Administration</u></b>						
Law & Administration	276	(235)	41	171	(237)	(66)
Democratic Services	411	-	411	407	(20)	387
<b><u>People Services</u></b>						
Human Resources	4,314	-	4,314	3,973	(480)	3,493
Business Service Centre	1,700	(225)	1,475	2,172	(939)	1,233
Safety, Health & Environment	538	(94)	444	395	(10)	385
<b><u>ICT</u></b>	1,323	-	1,323	1,164	-	1,164
<b><u>Asset Management &amp; Property Services</u></b>	2,063	(268)	1,795	1,958	(361)	1,597
<b><u>Procurement</u></b>	362	(310)	52	336	(327)	9
	<b>11,328</b>	<b>(1,132)</b>	<b>10,196</b>	<b>10,920</b>	<b>(2,374)</b>	<b>8,546</b>
<b><u>Strategic Finance</u></b>	4,307	(393)	3,914	3,650	(89)	3,561
	<b>15,635</b>	<b>(1,525)</b>	<b>14,110</b>	<b>14,570</b>	<b>(2,463)</b>	<b>12,107</b>
<b>Less recharges to Services and Corporate Costs</b>			(14,110)			(12,107)
<b>NET EXPENDITURE</b>			<b>-</b>			<b>-</b>

# Current Business Management & Chief Executive's Support Unit

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<b>STAFFING SUMMARY</b>	<b>Estimated FTE's 2011/12</b>	<b>Estimated Pay Costs 2011/12 £'000</b>
Chief Executive's Support Unit	59.5	2,612
Meeting The Challenge	12.1	668
Finance & Operations	166.6	6,487
Business Change	247.6	8,606
Legal Services & Democratic Support	64.6	2,520
Procurement	7.7	367
<b>TOTAL STAFFING</b>	<b>558.1</b>	<b>21,260</b>

# Technical & Corporate Budgets

	Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>SUMMARY OF SERVICES</u></b>		
Corporate Costs	(1,983)	(3,299)
Asset Management	1,510	1,576
Capital Financing	42,069	39,358
Interest Credits and Interest Adjustments	(2,565)	(154)
Flood Defence Levies	318	318
County Council Contingencies	3,454	5,422
Contribution to Balances	(1,224)	(1,224)
Corporate ICT	7,478	6,848
<b>TOTAL NET T&amp;C EXPENDITURE</b>	<b>49,057</b>	<b>48,845</b>
<b>GCC BOF Savings to be Allocated</b>	<b>(1,393)</b>	<b>-</b>
<b>TOTAL NET EXPENDITURE</b>	<b>47,664</b>	<b>48,845</b>

# Technical & Corporate Budgets

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## ANALYSIS OF 2010/11 TO 2011/12 BUDGETS

	£'000	£'000
<b>2010/11 ORIGINAL BUDGET</b>		<b>47,664</b>
<b>1 ADJUSTMENTS</b>		
Permanent virements between directorates	1,248	
Corporate budget adjustments (old 2010/11 figure)	8,781	
Corporate budget adjustments (new 2011/12 figure)	(8,229)	
Mid year ABG reductions (June 2010)	(14)	
ABG transferred to RSG / EIG	(1,765)	21
		<b>47,685</b>
<b>2 INFLATION</b>		
Pay and Price		1,904
<b>3 COMMITMENTS</b>		
None		-
		<b>49,589</b>
<i>Add</i>		
<b>4 APPROVED GROWTH</b>		2,200
<i>Less</i>		
<b>5 APPROVED SAVINGS</b>		(2,944)
<b>2011/12 BUDGETED NET EXPENDITURE</b>		<b>48,845</b>

# Technical & Corporate Budgets

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## NOTES

<b>4</b>	<b>APPROVED GROWTH</b>	<b>£'000</b>	<b>£'000</b>
	<b>Capital Financing</b>		
	Full year effect of borrowing re 2010/11 capital programme	700	
	<b>County Council Contingencies</b>		
	Provision for grant funding reductions and other risks	1,000	
	Estimated costs for Carbon Reduction scheme	500	
			<b>2,200</b>
<b>5</b>	<b>APPROVED SAVINGS</b>	<b>£'000</b>	<b>£'000</b>
	<b>Capital Financing</b>		
	Use of capital disposals receipts to reduce borrowing	(1,000)	
	<b>County Council Contingencies</b>		
	New organisational structure (estimated year one savings)	(500)	
	ABG - deletion of central contingency	(629)	
	<b>Corporate ICT</b>		
	Cessation of automatic PC replacement programme	(815)	
			<b>(2,944)</b>

# Technical and Corporate Budgets

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## Performance Information

### Service Aims

Technical and Corporate budgets cover a miscellany of corporate priority issues and other commitments which impact on the organisation as a whole.

### Performance

#### **Capital Financing**

The major element of the Technical and Corporate budget is the capital financing costs resulting from borrowing undertaken to support the Capital Programme. The total of £39.4m is made up of interest payments to the Public Works Loan Board and commercial banks together with provision for the repayment of loan principal.

#### **Corporate Costs**

Total corporate costs are a net credit budget of £3.3m. Budgets include members' expenses and election costs together with insurance costs, audit fees and other corporately controlled budgets awaiting allocation to Directorates. There is a credit budget of £6.3m for recharges to Directorates in respect of administrative buildings and corporate ICT.

#### **Interest Credits**

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

#### **Corporate Information and Communication Technology (ICT)**

Corporate ICT provides a vital service to all Directorates of the Council without which front line and support services could not be delivered effectively or efficiently.

The use of ICT as a business tool is continuing to grow significantly within the Council due to central Government modernisation and business transformation initiatives. Our ICT strategy has been developed to respond to the challenges we face and to address the Council's overall aims and service objectives.

### Plans and targets for the year ahead

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



# Technical & Corporate Budgets

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
<b><u>CORPORATE COSTS</u></b>						
Central Support Recharges	(4,507)	-	(4,507)	(6,310)	-	(6,310)
Members Allowances and DSU Members Budgets	1,195	-	1,195	1,187	-	1,187
Elections	148	-	148	151	-	151
<b><u>Corporately controlled budgets (awaiting allocation to services)</u></b>						
Audit Fees	305	-	305	314	-	314
Insurance	561	-	561	577	-	577
Unison	117	-	117	94	-	94
Head of Public Health	68	-	68	69	-	69
Crime Prevention/Domestic Violence	130	-	130	-	-	-
Corporate Lease	-	-	-	103	-	103
Repairs and Maintenance	-	-	-	516	-	516
<b>Total Corporate Costs</b>	<b>(1,983)</b>	<b>-</b>	<b>(1,983)</b>	<b>(3,299)</b>	<b>-</b>	<b>(3,299)</b>
<b><u>ASSET MANAGEMENT</u></b>						
County Farms	412	(868)	(456)	700	(881)	(181)
Administrative Buildings	2,708	(742)	1,966	2,514	(757)	1,757
	<b>3,120</b>	<b>(1,610)</b>	<b>1,510</b>	<b>3,214</b>	<b>(1,638)</b>	<b>1,576</b>
<b><u>CAPITAL FINANCING</u></b>						
Capital Financing	<b>42,069</b>	<b>-</b>	<b>42,069</b>	<b>39,358</b>	<b>-</b>	<b>39,358</b>
<b><u>INTEREST CREDITS AND INTEREST ADJUSTMENTS</u></b>						
Interest Credits	-	(4,196)	(4,196)	-	(279)	(279)
Interest Adjustments	51	1,580	1,631	125		125
	<b>51</b>	<b>(2,616)</b>	<b>(2,565)</b>	<b>125</b>	<b>(279)</b>	<b>(154)</b>
<b>Balance Carried Forward (page total TC 5)</b>	<b>43,257</b>	<b>(4,226)</b>	<b>39,031</b>	<b>39,398</b>	<b>(1,917)</b>	<b>37,481</b>

## Technical & Corporate Budgets

	Original Budget 2010/11			Original Budget 2011/12		
	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000
Balance Brought Forward (page total TC 5)	<u>43,257</u>	<u>(4,226)</u>	<u>39,031</u>	<u>39,398</u>	<u>(1,917)</u>	<u>37,481</u>
<b><u>FLOOD DEFENCE LEVIES</u></b>						
Flood Defence Levies	<u>318</u>	<u>-</u>	<u>318</u>	<u>318</u>	<u>-</u>	<u>318</u>
<b>COUNTY COUNCIL CONTINGENCIES</b>	3,454	-	3,454	5,422	-	5,422
<b>Less Contribution to Balances</b>	<u>(1,224)</u>	<u>-</u>	<u>(1,224)</u>	<u>(1,224)</u>	<u>-</u>	<u>(1,224)</u>
	<u>2,230</u>	<u>-</u>	<u>2,230</u>	<u>4,198</u>	<u>-</u>	<u>4,198</u>
<b><u>Corporate ICT</u></b>						
Corporate ICT costs	<u>7,478</u>	<u>-</u>	<u>7,478</u>	<u>6,848</u>	<u>-</u>	<u>6,848</u>
<b>Total Technical &amp; Corporate Budgets</b>	<b>53,283</b>	<b>(4,226)</b>	<b>49,057</b>	<b>50,762</b>	<b>(1,917)</b>	<b>48,845</b>
<b>GCC BOF Savings to be Allocated</b>	<b>(1,393)</b>	<b>-</b>	<b>(1,393)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Position inclusive of BOF</b>	<b>51,890</b>	<b>(4,226)</b>	<b>47,664</b>	<b>50,762</b>	<b>(1,917)</b>	<b>48,845</b>

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

# Technical & Corporate Budgets

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	Original Budget 2010/11 £'000	Original Budget 2011/12 £'000
<b><u>COUNTY COUNCIL CONTINGENCIES</u></b>		
Financial Stability - Contribution to Balances	1,224	1,224
Pay and Price	254	860
Revenue Contribution to Service Expenditure	738	588
ABG Grant Unallocated Fund	512	-
Independent Safeguarding Authority	350	350
Government Grant/ICT	376	376
New Operating Model Efficiencies/Savings	-	500
General	-	1,445
Structure Savings	-	79
<b>Total County Council Contingencies</b>	<b>3,454</b>	<b>5,422</b>

# Capital Programme

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## Introduction

### Capital Strategy

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

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

The capital strategy is a vehicle for achieving the goals and priorities of the Council, and the new capital schemes for 2011/12 have been included in the programme following an appraisal and prioritisation process.

### Capital Expenditure

The existing capital programme provides investment in the county totalling £379m over a five-year period from 2009/10 to 2013/14. The main investment is in schools and facilities for children (£200m) and Environment (£140m).

Total capital spend planned for 2011/12, is £92.9m, with the main spend summarised below:

Children and Young People have a £47.3m programme in 2011/12 with £14m worth of new capital maintenance schemes and £1.9m of basic need schemes. There is £13.3m of capital expenditure on existing schemes for new primary schools and the rest of the capital expenditure is made up of existing schemes such as new buildings, refurbishment & modernisation of existing buildings and extending teaching facilities.

Road and transport schemes have a £32.5m programme in 2011/12 to improve roads and transport networks. £18.8m of this is new schemes and the remaining £13.32m relates to existing schemes that enable a significant number of road improvements.

Community and Adult Care have a £5.2m programme for 2011/12 which includes £1.49m for Locality Hubs and £0.92m for Adult Learning Disability Day Centres.

Community Safety have a £4.3m programme for 2011/12 which includes £2.4m to fund the building of a new Coroners Court Facility and £1.55m to fund fire services.

Business Management have a £3.7m programme for 2011/12 of which £1.63m is to be invested in Health & Safety Maintenance and £0.55m on ICT Strategy.

# Capital Programme

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## MEDIUM TERM CAPITAL PROGRAMME

2009/10 to 2013/14

### Strategic Capital Projects

#### Coroners Court

*Estimated cost:* £4.4m  
*Funding:* £4.4m borrowing

#### GHURC Link 1 - Quays To Southgate Street (Part A)

*Estimated cost:* £3.8m  
*Funding:* £3.8m grant

#### GHURC Link 4 - Quays to The Quay

*Estimated cost:* £1.0m  
*Funding:* £1.0m grant

#### New Road Maintenance 2011/12

*Estimated cost:* £13.1m  
*Funding:* £13.1m grant

#### Primary Capital Programme - Coopers Edge Primary School

*Estimated cost:* £7.2m  
*Funding:* £7.2m Section 106 Contribution

#### Primary Capital Programme - Alderman Knight Primary School

*Estimated cost:* £5.3m  
*Funding:* £5.3m grant

#### Primary Capital Programme - Oakwood Primary School

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

#### Primary Capital Programme - St Peters Primary School

*Estimated cost:* £8m  
*Funding:* £7m Government grant  
£1m Section 106 contribution

# **Capital Programme**

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## **MEDIUM TERM CAPITAL PROGRAMME 2009/10 to 2013/14**

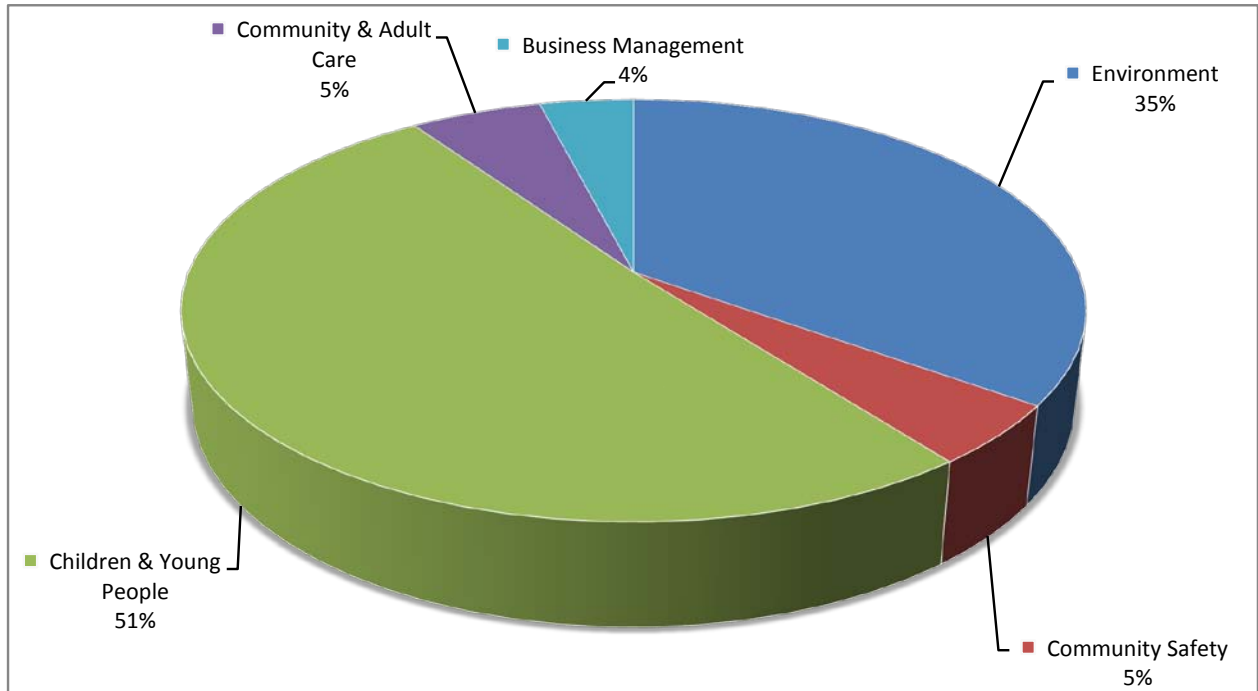
### **Capital Projects - Approval**

1. The capital payments shown are the estimates of the gross payments which will result from all approved projects.
2. Schemes have been included in the programme following an appraisal and prioritisation process. In addition, where the estimated cost of an individual scheme exceeds £500,000, it will be the subject of a detailed business case, based on whole life costing, before commencement.
3. The following page provides a graphical presentation of 2011/12 capital expenditure by service area and how this will be financed. The final page of this section provides a summary of capital payments and funding for the five year period covered by the Medium Term Capital Programme.
4. The estimated revenue costs of implementing the programme are included in the Medium Term Financial Strategy.

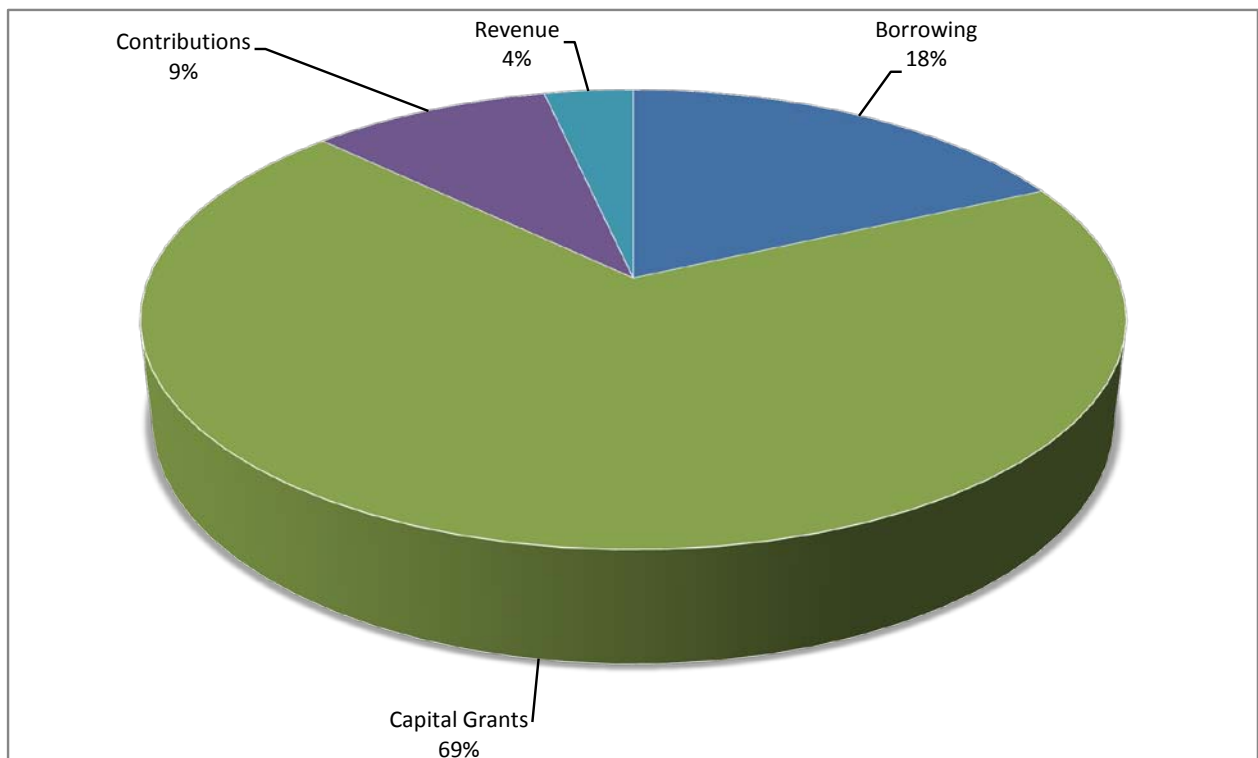
# Capital Programme

The following charts show the main spending areas and sources of capital funding for 2011/12

## CAPITAL PROGRAMME ALLOCATIONS 2011/12



## CAPITAL PROGRAMME SOURCES OF FUNDING 2011/12



# Capital Programme

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## The Prudential Code for Capital

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

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

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

The objectives of the Code are:

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

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

In general terms the Council complies with the Code:

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



# Capital Programme

## DETAILS of the PRUDENTIAL INDICATORS

as required under the CIPFA Prudential Code

- Ratio of financing costs to net revenue stream** - The *net revenue stream* for a financial year is the amount to be met from Government grant and local taxpayers and this indicator expresses capital financing costs as a percentage of the *net revenue stream*.

	2009/10 Actual %	2010/11 Estimate %	2011/12 Estimate %	2012/13 Estimate %	2013/14 Estimate %
Ratio	4.61	4.70	4.84	4.82	4.85

- Capital Financing Requirement (CFR)** - This indicator is a calculation of the effect of the capital programme yet to be charged to revenue. It is arrived at by deducting from capital expenditure specific funding such as grants and contributions, capital receipts and a statutory minimum charge to revenue. The code requires that net external borrowing does not exceed limits based on the CFR calculation and the Council is well within these.

	2009/10 Actual £'000	2010/11 Estimate £'000	2011/12 Estimate £'000	2012/13 Estimate £'000	2013/14 Estimate £'000
CFR	384,552	415,037	437,561	436,972	436,524

- External Borrowing Limits** - In respect of external debt councils are required to set an **Authorised Limit** and **Operational Boundary**. The limits are based on the same prudent estimates that, for example, allow for possible adverse cash flows in debt maturity/replacement dates and capital receipt generation. In addition the Authorised Limit allows sufficient headroom for operational requirements such as unusual cash movements.

	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Operational Boundary	470,000	477,700	487,760	497,760	497,760
Authorised Limit	500,000	507,700	517,760	527,760	527,760

- Incremental impact of new capital investment decisions on the Council Tax**

This indicator encourages councils to integrate revenue and capital planning which is a key requirement of the code. However trying to define 'new capital investment decisions' in a rolling five-year programme presents some difficulties and may, in future years, require further definition by Government. Therefore, for the purpose of calculating this indicator, new capital investment has been defined as the total borrowing and capital receipts, estimated to be available in 2011/12, that has been made available for new capital schemes.

	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £
For Band D Council Tax	-	-	0.05	0.15	-

## Capital Programme 2009/10 to 2013/14

	Actual	Forecast													
Scheme Name	Prior Years	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000	
<b>Summary</b>															
Community and Adult Care	15,749	6,130	4,597	5,188	-	-	15,915	3,659	1,595	178	5,288	5,195	-	15,915	
Children & Young People	91,254	30,465	61,978	47,257	40,270	20,072	200,042	137,726	23,545	8,231	30,540	-	-	200,042	
Community Safety	7,192	1,235	3,247	4,323	108	-	8,913	2,954	89	10	5,689	171	-	8,913	
Environment	103,930	34,340	35,927	32,499	18,842	18,616	140,224	70,717	2,582	4,871	45,592	2,331	14,131	140,224	
Business Management	14,974	5,651	4,215	3,714	111	-	13,691	155	-	3,519	9,781	236	-	13,691	
	233,099	77,821	109,964	92,981	59,331	38,688	378,785	215,211	27,811	16,809	96,890	7,933	14,131	378,785	
<b>Community and Adult Care</b>															
Stroud Learning Disability	179	1,867	882	71	-	-	2,820	-	-	-	30	2,790	-	2,820	
Coleford Learning Disability Centre	169	2,103	163	74	-	-	2,340	-	1,595	169	-	576	-	2,340	
Lifelong learning - Playbuilder grant	-	530	512	-	-	-	1,042	1,042	-	-	-	-	-	1,042	
Cathedral View LDDC	-	-	747	130	-	-	877	-	-	-	30	847	-	877	
Adult Care - Locality Hub The Beeches	-	-	-	1,196	-	-	1,196	-	-	-	1,196	-	-	1,196	
Adult Care & BM - Locality Hub Cheltenham	-	-	-	300	-	-	300	-	-	-	300	-	-	300	
Gloucester Learning Disability	18	97	18	649	-	-	764	-	-	-	-	764	-	764	
Library Self Service Terminals	-	258	352	-	-	-	610	-	-	-	610	-	-	610	
Gloucester Library 2009/10 Build	-	247	27	28	-	-	302	-	-	-	302	-	-	302	
Schemes under £300,000	15,383	1,028	571	644	-	-	2,243	1,324	-	9	692	218	-	2,243	
	15,749	6,130	3,272	3,092	-	-	12,494	2,366	1,595	178	3,160	5,195	-	12,494	
<b>New Starts 2010/11</b>															
OSJ Estate Strategy	-	-	1,325	-	-	-	1,325	-	-	-	1,325	-	-	1,325	
	-	-	1,325	-	-	-	1,325	-	-	-	1,325	-	-	1,325	
<b>New Starts 2011/12</b>															
OSJ Estate Strategy	-	-	-	1,946	-	-	1,946	1,293	-	-	653	-	-	1,946	
Book Issuing	-	-	-	150	-	-	150	-	-	-	150	-	-	150	
	-	-	-	2,096	-	-	2,096	1,293	-	-	803	-	-	2,096	
<b>Community &amp; Adult Care Total</b>															
	15,749	6,130	4,597	5,188	-	-	15,915	3,659	1,595	178	5,288	5,195	-	15,915	
<b>Children and Young People</b>															
Cheltenham Academy	2,086	1,914	17,264	4,000	337	-	23,515	22,940	275	-	300	-	-	23,515	
Rednock School 06/07	30,906	7,850	752	65	-	-	8,667	7,377	57	13	1,220	-	-	8,667	
St. Peters Primary, new school (PCP)	220	220	2,500	5,130	150	-	8,000	7,000	1,000	-	-	-	-	8,000	
Oakwood Primary, new school (PCP)	244	244	4,343	2,573	90	-	7,250	7,250	-	-	-	-	-	7,250	
Coopers Edge, new primary school	5	5	360	5,610	1,211	-	7,186	-	7,176	-	10	-	-	7,186	
Language Immersion Centre	511	511	2,500	3,350	-	-	6,361	5,961	-	-	400	-	-	6,361	
Heart Of The Forest Phase 2	1,134	1,104	2,691	200	486	-	4,481	866	569	-	3,046	-	-	4,481	
Severn Vale, new technology block	362	362	2,900	473	100	-	3,835	-	2,748	875	212	-	-	3,835	
Bettridge 05/06	8,749	2,932	192	101	0	-	3,225	-	-	61	3,164	-	-	3,225	
Kings Stanley Primary, PCP scheme	195	195	2,100	460	16	-	2,771	2,756	-	-	15	-	-	2,771	
ICT Harnessing Technology Grant 09/10	2,717	2,717	4	-	-	-	2,721	2,731	-	-	(10)	-	-	2,721	
Maidenhill Replace Classroom Blocks	366	243	2,095	100	-	-	2,438	-	-	-	2,438	-	-	2,438	
Beaufort School 6th Form Block	1,384	1,320	1,000	60	-	-	2,380	802	926	135	517	-	-	2,380	
Early Years PVI Package Moss Construction	161	161	1,769	68	-	-	1,998	1,837	-	-	161	-	-	1,998	
Bournside School	39	39	1,600	203	-	-	1,842	161	-	253	1,428	-	-	1,842	
Early Years PVI Package Speller Metcalfe	142	142	1,451	15	-	-	1,608	1,310	156	-	142	-	-	1,608	
Early Years PVI Package EG Carter	134	134	1,449	-	-	-	1,583	1,449	-	-	134	-	-	1,583	
Kitchens 09/10	169	169	650	691	-	-	1,510	1,510	-	-	-	-	-	1,510	

## Capital Programme 2009/10 to 2013/14

Scheme Name	Actual	Forecast					Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000
	Prior Years	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000								
Wilderness Centre 09-10	3	3	295	-	-	-	298	-	-	-	298	-	-	298
Early Years Quality & Access 08/09	202	202	900	-	-	-	1,102	930	-	-	172	-	-	1,102
Brockworth School, artificial turf pitch	-	-	750	257	35	-	1,042	57	985	-	-	-	-	1,042
Pupil Referral Service	-	-	100	875	25	-	1,000	-	-	-	1,000	-	-	1,000
14-19 Reforms in Rural areas	476	476	524	-	-	-	1,000	1,000	-	-	-	-	-	1,000
YEP Carbon Programme - Tewkesbury School	42	42	751	35	24	-	852	828	-	-	24	-	-	852
Cleeve School 05/06	8,991	276	185	-	337	-	798	-	-	-	798	-	-	798
Beaufort School, redevelopment phase 3	-	-	-	-	675	-	675	-	675	-	-	-	-	675
Health & Safety 09/10	304	304	168	201	-	-	673	96	-	-	577	-	-	673
Shrubberies, replacement classrooms	-	-	-	-	585	-	585	-	-	40	545	-	-	585
Cleeve School, remodelling phase 2b	598	573	-	-	-	-	573	-	-	-	573	-	-	573
Kingsway Children's Centre (Phase 3)	24	24	506	15	-	-	545	521	-	-	24	-	-	545
Archway School 04/05	8,282	506	6	-	-	-	512	-	13	17	482	-	-	512
St. Peters, PVI Early Years	13	13	450	40	-	-	503	490	-	-	13	-	-	503
Alderman Knight, refurb & extension	123	123	377	-	-	-	500	477	-	-	23	-	-	500
Voluntary Sector Youth Capital Fund	438	438	62	-	-	-	500	(438)	-	-	938	-	-	500
Capitalised Maintenance 09/10	-	500	-	-	-	-	500	-	-	-	500	-	-	500
Cleeve School, flood resilience	23	23	457	-	-	-	480	397	-	-	83	-	-	480
Integrated Children's System	-	-	-	470	-	-	470	-	-	-	470	-	-	470
Children's Centres Maintenance 08/09	188	182	273	-	-	-	455	267	-	-	188	-	-	455
Shurdington Primary, replace temps	7	7	280	60	87	-	434	-	-	87	347	-	-	434
Queen Margaret Children's Centre (Phase 3)	217	217	181	36	-	-	434	217	-	-	217	-	-	434
Painswick Children's Centre (Phase 3)	88	85	321	28	-	-	434	269	-	50	115	-	-	434
Gloucester Academy, adaptations	-	-	430	-	-	-	430	150	-	-	280	-	-	430
Woolaston PVI Early Years	18	18	401	-	-	-	419	401	-	-	18	-	-	419
Mitcheldean PVI Early Years	14	14	398	-	-	-	412	398	-	-	14	-	-	412
Contingency	-	-	-	408	-	-	408	-	-	-	408	-	-	408
Cam Woodfield PVI Early Years	13	13	369	19	-	-	401	369	19	-	13	-	-	401
Nailsworth PVI Early Years	25	25	336	-	-	-	361	306	-	-	55	-	-	361
Extended Schools Grant 09/10	68	68	21	270	-	-	359	359	-	-	-	-	-	359
Cleeve School, MFL block (phase 3)	1	1	300	19	33	-	353	-	-	-	353	-	-	353
Feasibility For Sen, Pcp & CYPD 08/09	393	229	110	-	-	-	339	-	-	-	339	-	-	339
Belmont, refurbishment & remodelling	322	319	16	-	-	-	335	-	231	104	-	-	-	335
Uley Primary, replace temps	16	16	210	100	-	-	326	-	-	36	290	-	-	326
Echoes Youth Centre	18	18	260	29	-	-	307	-	-	-	307	-	-	307
Paternoster KS3 Food Technology	-	-	79	221	-	-	300	300	-	-	-	-	-	300
Sandford KS3 Food Technology	4	4	16	271	9	-	300	300	-	-	-	-	-	300
Cam House KS3 Food Technology	26	26	266	8	-	-	300	300	-	-	-	-	-	300
Schemes under £300,000	20,793	5,458	2,605	1,046	132	-	9,241	2,619	366	1,513	4,743	-	-	9,241
	91,254	30,465	58,023	27,507	4,332	-	120,327	74,563	15,196	3,184	27,384	-	-	120,327
<b>New Starts 2010/11</b>														
Alderman Knight, replacement school	-	-	35	3,000	2,307	-	5,342	5,342	-	-	-	-	-	5,342
Swindon Village Primary, remodelling	-	-	93	2,100	750	-	2,943	-	-	143	2,800	-	-	2,943
Cheltenham Academy, ICT provision	-	-	300	1,659	-	-	1,959	1,959	-	-	-	-	-	1,959
ICT Harnessing Technology Grant 10/11	-	-	1,288	-	-	-	1,288	1,288	-	-	-	-	-	1,288
Yorkley Primary, remodelling	-	-	50	935	63	-	1,048	-	-	48	1,000	-	-	1,048
Heron Primary, remodelling	-	-	35	650	57	-	742	-	-	42	700	-	-	742
Berry Hill Primary, remodelling	-	-	-	400	123	-	523	-	-	123	400	-	-	523
BESD Provision	-	-	-	1,000	-	-	1,000	-	-	-	1,000	-	-	1,000
Locality Hubs	-	-	-	600	-	-	600	-	-	-	600	-	-	600
Cheltenham Academy, contingency	-	-	-	500	-	-	500	-	-	-	500	-	-	500
Uplands Primary, remodelling	-	-	100	400	65	-	565	-	-	65	500	-	-	565
Capitalised Maintenance 10/11	-	-	300	200	-	-	500	-	-	-	500	-	-	500
Bream Primary, replace temps	-	-	25	468	-	-	493	-	-	193	300	-	-	493

## Capital Programme 2009/10 to 2013/14

Scheme Name	Actual Prior Years	Forecast					Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000
		2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000								
Pates School KS3 Food Technology	-	-	345	-	-	-	345	345	-	-	-	-	-	345
Sir Thomas Rich's KS3 Food Technology	-	-	300	-	-	-	300	300	-	-	-	-	-	300
Crypt School KS3 Food Technology	-	-	300	-	-	-	300	300	-	-	-	-	-	300
Drybrook Primary, replace temps	-	-	50	250	-	-	300	-	-	-	300	-	-	300
Schemes under £300,000	-	-	734	(9,760)	10,000	-	974	6,175	-	363	(5,564)	-	-	974
	-	-	3,955	2,402	13,365	-	19,722	15,709	-	977	3,036	-	-	19,722
<b>New Starts 2011/12</b>														
Health & Safety	-	-	-	120	-	-	120	-	-	-	120	-	-	120
Basic Need	-	-	-	1,958	3,145	2,568	7,671	7,671	-	-	-	-	-	7,671
Capital Maintenance	-	-	-	9,881	1,028	874	11,783	11,783	-	-	-	-	-	11,783
Contributions expected	-	-	-	1,319	4,400	2,630	8,349	-	8,349	-	-	-	-	8,349
School match funding for Maintenance	-	-	-	4,070	-	-	4,070	-	-	4,070	-	-	-	4,070
	-	-	-	17,348	8,573	6,072	31,993	19,454	8,349	4,070	120	-	-	31,993
<b>New Starts 2012/13</b>														
Grant funding (to be confirmed & allocated)	-	-	-	-	14,000	-	14,000	14,000	-	-	-	-	-	14,000
	-	-	-	-	14,000	-	14,000	14,000	-	-	-	-	-	14,000
<b>New Starts 2013/14</b>														
Grant funding (to be confirmed & allocated)	-	-	-	-	-	14,000	14,000	14,000	-	-	-	-	-	14,000
	-	-	-	-	-	14,000	14,000	14,000	-	-	-	-	-	14,000
<b>Children and Young People Total</b>	<b>91,254</b>	<b>30,465</b>	<b>61,978</b>	<b>47,257</b>	<b>40,270</b>	<b>20,072</b>	<b>200,042</b>	<b>137,726</b>	<b>23,545</b>	<b>8,231</b>	<b>30,540</b>	<b>-</b>	<b>-</b>	<b>200,042</b>
<b>Community Safety</b>														
Feasibility - Coroners Court	-	140	502	6	-	-	648	-	-	-	648	-	-	648
Fire Vehicles 09/10 (includes grant funding)	-	292	326	-	-	-	618	618	-	-	-	-	-	618
Schemes under £300,000	7,192	803	297	368	24	-	1,492	361	89	-	871	171	-	1,492
	7,192	1,235	1,125	374	24	-	2,758	979	89	-	1,519	171	-	2,758
<b>New Starts 2010/11</b>														
Fire Vehicles 10/11 (includes grant funding)	-	-	514	514	-	-	1,028	936	-	-	92	-	-	1,028
Coroners Court	-	-	1,291	2,396	84	-	3,771	-	-	-	3,771	-	-	3,771
Fire Regional Control Centre Radio System	-	-	173	-	-	-	173	-	-	-	173	-	-	173
Fire Painswick Improved Access	-	-	59	-	-	-	59	-	-	10	49	-	-	59
Fire Chipping Campden 3rd Bay	-	-	85	-	-	-	85	-	-	-	85	-	-	85
	-	-	2,122	2,910	84	-	5,116	936	-	10	4,170	-	-	5,116
<b>New Starts 2011/12</b>														
Grant funding Fire Services	-	-	-	1,039	-	-	1,039	1,039	-	-	-	-	-	1,039
	-	-	-	1,039	-	-	1,039	1,039	-	-	-	-	-	1,039
<b>Community Safety Total</b>	<b>7,192</b>	<b>1,235</b>	<b>3,247</b>	<b>4,323</b>	<b>108</b>	<b>-</b>	<b>8,913</b>	<b>2,954</b>	<b>89</b>	<b>10</b>	<b>5,689</b>	<b>171</b>	<b>-</b>	<b>8,913</b>

## Capital Programme 2009/10 to 2013/14

Scheme Name	Actual	Forecast					Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000	
	Prior Years	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000									
Environment															
Investment In Composting Facilities	7,572	251	616	1,013	-	-	1,880	-	-	-	-	-	1,880	1,880	
Minor Struct Maint Works From Revenue	2,000	2,131	2,355	-	-	-	4,486	-	-	3,861	625	-	-	4,486	
Ghurc Link 1 - Quays To Southgate Street	159	855	1,870	1,024	-	-	3,749	4,500	(519)	-	(232)	-	-	3,749	
Merrywalks Canal Bridge 07/08	175	403	1,800	215	-	-	2,418	-	105	-	2,313	-	-	2,418	
A46 Coopers Hill Landslip (Part A)	148	177	1,842	10	-	-	2,029	2,200	-	-	(171)	-	-	2,029	
Depots/Salt Barns at Moreton	-	1,007	205	176	-	-	1,388	-	-	-	1,388	-	-	1,388	
Traffic Signal LED Refit	-	356	844	-	-	-	1,200	-	-	-	1,200	-	-	1,200	
Avening Slip near Longford Mill (GCC)	-	17	159	854	-	-	1,030	159	-	-	871	-	-	1,030	
GHURC link 4 - Quays to The Quay	-	-	-	1,000	-	-	1,000	-	1,000	-	-	-	-	1,000	
Gloucester South West Bypass Netheridge	23,996	406	-	400	-	-	806	-	17	-	789	-	-	806	
Multi Agency Flood Alleviation 08/09	343	500	271	-	-	-	771	-	-	650	121	-	-	771	
Carbon Reduction - Street Lighting ITS	-	653	35	19	-	-	707	-	-	-	707	-	-	707	
Patching 2009/10	-	650	-	-	-	-	650	-	-	-	650	-	-	650	
Salt Domes Cannop & Stroudwater	-	-	-	634	-	-	634	-	-	-	634	-	-	634	
A48 Route Treatment	2	4	78	526	-	-	608	-	-	-	608	-	-	608	
Brockworth Area Traffic Management	73	15	239	354	-	-	608	-	134	-	474	-	-	608	
Bigswear Bridge Painting	-	13	231	216	-	-	460	-	-	-	460	-	-	460	
Castle Street Winchcombe	553	452	-	-	-	-	452	-	-	-	452	-	-	452	
High Street Tewkesbury	40	39	-	365	-	-	404	-	122	-	282	-	-	404	
Survey Design And Pre-Patching For 2009/	326	423	-	-	-	-	423	-	-	-	423	-	-	423	
A40 Arle Court rbt to M5 rbt Cheltenham	-	400	-	-	-	-	400	-	-	-	400	-	-	400	
Cinderford Town Centre	14	-	266	124	-	-	390	-	30	-	360	-	-	390	
Seymour Road, Gloucester	-	399	-	-	-	-	399	-	-	-	399	-	-	399	
Scrim	566	398	-	-	-	-	398	-	-	-	386	-	12	398	
West Of Severn Park And Ride	180	381	11	-	-	-	392	-	-	-	392	-	-	392	
Preservative Treatment Work	3	388	-	-	-	-	388	-	-	-	388	-	-	388	
Kingshill South Footbridge	14	102	293	230	-	-	625	-	238	-	387	-	-	625	
Asset Data Collection DfT funding	-	118	262	-	-	-	380	240	-	-	140	-	-	380	
A40 Improvements Over To Highnam	2,452	(62)	-	414	-	-	352	-	-	-	352	-	-	352	
A38 Cross Keys RO to Waterwells RO	-	351	-	-	-	-	351	345	-	-	6	-	-	351	
A419 Cowcombe Hill, Chalford	-	343	4	-	-	-	347	-	-	-	347	-	-	347	
Environment Agency - M A Grant	-	125	200	-	-	-	325	-	-	-	325	-	-	325	
On Street Pay And Display (Gloucester)	-	169	63	89	-	-	321	-	-	-	321	-	-	321	
A38 Cambridge	-	202	102	-	-	-	304	-	-	-	304	-	-	304	
Schemes under £300,000	65,314	22,674	24,181	5,963	-	-	52,818	6,942	1,455	360	29,491	2,331	12,239	52,818	
	103,930	34,340	35,927	13,626	-	-	83,893	14,386	2,582	4,871	45,592	2,331	14,131	83,893	
New Starts 2011/12															
INTEGRATED TRANSPORT															
Large and Miscellaneous Schemes	-	-	-	400	-	-	400	400	-	-	-	-	-	400	
Safety	-	-	-	500	-	-	500	500	-	-	-	-	-	500	

## Capital Programme 2009/10 to 2013/14

Scheme Name	Actual	Forecast					Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000	
	Prior Years	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000									
<b>STRUCTURAL MAINTENANCE</b>															
Minor Works	-	-	-	1,500	-	-	1,500	1,500	-	-	-	-	-	-	1,500
Principal Roads [CLASS A]	-	-	-	1,757	-	-	1,757	1,757	-	-	-	-	-	-	1,757
Classified Roads [CLASS B]	-	-	-	1,175	-	-	1,175	1,175	-	-	-	-	-	-	1,175
Classified Roads [CLASS 3]	-	-	-	4,573	-	-	4,573	4,573	-	-	-	-	-	-	4,573
Unclassified Roads [CLASS 4 and less]	-	-	-	4,067	-	-	4,067	4,067	-	-	-	-	-	-	4,067
Footways	-	-	-	800	-	-	800	800	-	-	-	-	-	-	800
Scrim	-	-	-	400	-	-	400	400	-	-	-	-	-	-	400
Recycling	-	-	-	70	-	-	70	70	-	-	-	-	-	-	70
Data collection	-	-	-	60	-	-	60	60	-	-	-	-	-	-	60
Processing Hazardous Material	-	-	-	30	-	-	30	30	-	-	-	-	-	-	30
Advanced design / coring	-	-	-	100	-	-	100	100	-	-	-	-	-	-	100
Bridges	-	-	-	800	-	-	800	800	-	-	-	-	-	-	800
Lighting	-	-	-	800	-	-	800	800	-	-	-	-	-	-	800
Drainage	-	-	-	500	-	-	500	500	-	-	-	-	-	-	500
Signals	-	-	-	500	-	-	500	500	-	-	-	-	-	-	500
Depot Review /salt barns	-	-	-	600	-	-	600	600	-	-	-	-	-	-	600
To be allocated after further discussions	-	-	-	241	-	-	241	241	-	-	-	-	-	-	241
	-	-	-	18,873	-	-	18,873	18,873	-	-	-	-	-	-	18,873
<b>New Starts 2012/13</b>															
Highways Block Maintenance Grant	-	-	-	-	15,200	-	15,200	15,200	-	-	-	-	-	-	15,200
Integrated Transport Grant	-	-	-	-	3,642	-	3,642	3,642	-	-	-	-	-	-	3,642
	-	-	-	-	18,842	-	18,842	18,842	-	-	-	-	-	-	18,842
<b>New Starts 2013/14</b>															
Highways Block Maintenance Grant - Indicative	-	-	-	-	-	14,974	14,974	14,974	-	-	-	-	-	-	14,974
Integrated Transport Grant - Indicative	-	-	-	-	-	3,642	3,642	3,642	-	-	-	-	-	-	3,642
	-	-	-	-	-	18,616	18,616	18,616	-	-	-	-	-	-	18,616
<b>Environment Total</b>	<b>103,930</b>	<b>34,340</b>	<b>35,927</b>	<b>32,499</b>	<b>18,842</b>	<b>18,616</b>	<b>140,224</b>	<b>70,717</b>	<b>2,582</b>	<b>4,871</b>	<b>45,592</b>	<b>2,331</b>	<b>14,131</b>	<b>140,224</b>	

## Capital Programme 2009/10 to 2013/14

	Actual	Forecast												
Scheme Name	Prior Years	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	Forecast Total £'000	External Grant £'000	External Contrib £'000	Revenue Contrib £'000	SCE(R) £'000	General £'000	Un supported £'000	Funding Total £'000
Business Management														
New Capital Maintenance Strategy/Health & Safety	345	500	656	589	-	-	1,745	-	-	-	1,745	-	-	1,745
Health & Safety Works	-	-	120	268	-	-	388	-	-	-	388	-	-	388
ERIC Replacement System	-	-	342	-	-	-	342	-	-	-	342	-	-	342
Rural Nitrate Farms Programme	-	-	276	60	-	-	336	-	-	-	336	-	-	336
Rural Estates Investment Plan	-	92	169	75	-	-	336	-	-	-	336	-	-	336
Schemes under £300,000	14,629	5,059	1,122	1,127	111	-	7,419	155	-	3,419	3,609	236	-	7,419
	14,974	5,651	2,685	2,119	111	-	10,566	155	-	3,419	6,756	236	-	10,566
New Starts 2010/11														
Accommodation	-	-	300	100	-	-	400	-	-	-	400	-	-	400
Health & Safety/Maintenance	-	-	-	770	-	-	770	-	-	-	770	-	-	770
ICT Strategy	-	-	250	300	-	-	550	-	-	-	550	-	-	550
Improving Customer Access	-	-	400	-	-	-	400	-	-	-	400	-	-	400
Various carbon reduction schemes	-	-	580	75	-	-	655	-	-	-	655	-	-	655
	-	-	1,530	1,245	-	-	2,775	-	-	-	2,775	-	-	2,775
New Starts 2011/12														
Community Asset Transfer	-	-	-	100	-	-	100	-	-	100	-	-	-	100
ICT - Thin Client Technology	-	-	-	250	-	-	250	-	-	-	250	-	-	250
	-	-	-	350	-	-	350	-	-	100	250	-	-	350
Business Management Total	14,974	5,651	4,215	3,714	111	-	13,691	155	-	3,519	9,781	236	-	13,691

# Capital Programme

## MEDIUM TERM CAPITAL PROGRAMME - COUNTY COUNCIL SERVICES FINANCING STATEMENT

	Actual 2009/10 £'000	2010/11 £'000	Forecast		2013/14 £'000	Total 5 Years £'000
			2011/12 £'000	2012/13 £'000		
<b>GROSS PAYMENTS</b>						
Community & Adult Care	6,130	4,597	5,188	-	-	15,915
Children & Young People	30,465	61,978	47,257	40,270	20,072	200,042
Community Safety	1,235	3,247	4,323	108	-	8,913
Environment	34,340	35,927	32,499	18,842	18,616	140,224
Business Management	5,651	4,215	3,714	111	-	13,691
<b>Total Payments</b>	<b>77,821</b>	<b>109,964</b>	<b>92,981</b>	<b>59,331</b>	<b>38,688</b>	<b>378,785</b>
<b>AVAILABLE RESOURCES</b>						
Borrowing:						
Prudential Code (from 1 April 2004)						
Supported borrowing - general	35,530	34,133	15,809	16,919	3,442	105,833
Prudential borrowing	8,251	4,867	1,013	-	-	14,131
Government capital grant - general	8,643	18,848	49,009	35,195	32,616	144,311
Government capital grant - specific	16,930	38,632	15,239	99	-	70,900
Capital contributions	4,100	6,122	8,683	6,276	2,630	27,811
Revenue contributions	1,521	4,069	3,228	842	-	9,660
Capital reserve	-	3,293	-	-	-	3,293
Capital Receipts	2,846	-	-	-	-	2,846
<b>Total Resources (exc receipts)</b>	<b>77,821</b>	<b>109,964</b>	<b>92,981</b>	<b>59,331</b>	<b>38,688</b>	<b>378,785</b>
<b>less PAYMENTS as above</b>	<b>77,821</b>	<b>109,964</b>	<b>92,981</b>	<b>59,331</b>	<b>38,688</b>	<b>378,785</b>
<b>Surplus/deficit (-) before receipts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Glossary of Terms

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## **Area Based Grant**

A non-ringfenced general grant with full local control over how funding can be used. It is paid directly to the council that benefits from the grant. 2010/11 was the final year for Area Based Grant funding.

## **Best Value Accounting Code of Practice (BVACOP)**

Modernises the system of council accounting and reporting to ensure that it meets the changed and changing needs of modern local Government; particularly the duty to secure and demonstrate Best Value in the provision of services to the community. The CIPFA Service Reporting Code of Practice (SeRCOP) replaces the previous Best Value Accounting Code of Practice (BVACOP) from 2011/12.

## **Budget**

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

## **Capital Expenditure**

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

## **Capital Programme**

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

## **Capital Receipts**

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

## **Central Balances**

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

## **CIPFA Standard Form**

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

## **Collection Fund**

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

## **Collection Fund Surplus/Deficit**

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

# Glossary of Terms

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## **Cross Cutting Issues**

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

## **Dedicated Schools Grant (DSG)**

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

## **Depreciation**

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

## **Floor Damping**

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

## **Government Formula Grant**

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

## **Impairment**

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

## **Inter alia**

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

## **National Non-Domestic (Business) Rates (NNDR)**

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

## **Precept**

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

## **Prudential Code**

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

## **Prudential Indicators**

To measure over time at the same council and not to make comparison between councils. Regard to affordability, sustainability, value for money and efficiency has to be given when setting them.

# Glossary of Terms

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## **Revenue Expenditure**

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

## **Revenue Support Grant (RSG)**

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

## **Section 106 Agreement**

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

## **Service Reporting Code of Practise (SeRCOP)**

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

## **Specific Grants**

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

## **Virement**

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

# Abbreviations

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

# Abbreviations

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

# Abbreviations

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

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