

BUDGET BOOK
2012-13

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TOTAL BUDGET

BUDGET SUMMARY		Initial Budget 2011-12 £	Total Budget 2011-12 £	Initial Budget 2012-13 £
	DEPARTMENT			
1	CHIEF EXECUTIVE	2,480,052	2,729,847	2,607,017
2	DEVELOPMENT	7,486,445	9,034,316	8,435,418
3	EDUCATION AND CHILDREN'S SERVICES	45,886,195	45,724,833	44,805,374
4	FINANCE AND CORPORATE RESOURCES	7,030,712	7,610,941	6,659,080
5	SOCIAL AND COMMUNITY SERVICES	24,318,859	24,740,254	25,029,331
6	TECHNICAL SERVICES	18,420,908	19,278,207	18,113,644
7	NET EXPENDITURE	105,623,171	109,118,398	105,649,864
8	CONTINGENCY	500,000	472,229	500,000
9	CENTRALLY HELD BUDGETS	3,842,857	12,755,747	4,461,265
10	WARD PRIORITIES FUND	294,500	423,240	155,000
11	COMMERCIAL OPERATIONS	-9,164	-9,164	
12	INTEREST ON REVENUE BALANCES	-200,000	-200,000	-200,000
13	OTHER INTEREST RECEIVABLE	-20,523	-20,523	-8,931
14	INTEREST PAYABLE	10,585,166	11,570,063	10,454,330
15	DEBT REPAYMENT	10,708,397	10,708,397	10,442,095
16	DEPRECIATION CHARGED	-12,976,147	-15,285,924	-14,536,986
17	TOTAL NET EXPENDITURE	118,348,257	129,532,463	116,916,637
	FINANCED BY			
18	REVENUE SUPPORT GRANT	102,525,000	102,525,000	100,927,000
19	NATIONAL NON-DOMESTIC RATES	5,951,000	5,951,000	6,018,000
20	COUNCIL TAX	9,875,000	9,875,000	9,975,000
21	TOTAL FUNDING	118,351,000	118,351,000	116,920,000
22	SURPLUS/(DEFICIT) FOR YEAR	2,743	-11,181,463	3,363

CHIEF EXECUTIVE'S DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 CHIEF EXECUTIVE	264,648	261,309	298,022
2 HUMAN RESOURCES	98,842	71,010	62,134
3 EXECUTIVE OFFICE	2,116,562	2,397,528	2,246,861
4 NET EXPENDITURE	2,480,052	2,729,847	2,607,017

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
5 EMPLOYEE EXPENSES	2,628,093	2,669,544	2,449,907
6 PREMISES RELATED EXPENSES	30,096	29,858	32,495
7 TRANSPORT RELATED EXPENSES	199,528	193,633	154,030
8 SUPPLIES AND SERVICES	1,243,872	1,458,349	1,258,115
9 AGENCY AND CONTRACT SERVICES	6,924	6,924	6,960
10 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	850,226	850,226	986,039
11 CAPITAL CHARGES	10,095	10,095	0
12 GROSS EXPENDITURE	4,968,834	5,218,629	4,887,546
13 INCOME	-2,488,782	-2,488,782	-2,280,529
14 NET EXPENDITURE	2,480,052	2,729,847	2,607,017

**CHIEF EXECUTIVE'S DEPARTMENT
CHIEF EXECUTIVE**

CHIEF EXECUTIVE	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	488,552	463,330	419,004
2 PREMISES RELATED EXPENSES	361	123	104
3 TRANSPORT RELATED EXPENSES	15,885	15,330	14,467
4 SUPPLIES AND SERVICES	66,631	89,307	67,923
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	73,145	73,145	76,379
6 GROSS EXPENDITURE	644,574	641,235	577,877
7 INCOME	-379,926	-379,926	-279,855
8 NET EXPENDITURE	264,648	261,309	298,022

CHANGES IN SERVICE

The Chief Executive's section includes Chief Executive's South, Communications and Hospitality.

The decrease in employee expenses is due to the disestablishment of the asset management post.

HEAD OF DEPARTMENT:

Malcolm Burr

DELEGATED BUDGET MANAGER:

Malcolm Burr

**CHIEF EXECUTIVE'S DEPARTMENT
HUMAN RESOURCES**

HUMAN RESOURCES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	999,634	975,906	911,822
2 PREMISES RELATED EXPENSES	8,605	8,605	10,715
3 TRANSPORT RELATED EXPENSES	16,456	15,961	16,828
4 SUPPLIES AND SERVICES	185,610	182,001	201,749
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	274,571	274,571	261,081
6 CAPITAL CHARGES	10,095	10,095	0
7 GROSS EXPENDITURE	1,494,971	1,467,139	1,402,195
8 INCOME	-1,396,129	-1,396,129	-1,340,061
9 NET EXPENDITURE	98,842	71,010	62,134

CHANGES IN SERVICE

Human Resources includes Complaints, Employee Remuneration and Health, Human Resource Support and Recruitment, Organisational Development, Risk and Emergency Planning, and Union Representatives

The budget for two Health and Safety posts has been transferred to the departments that were previously recharged for this service. This explains both the reduction in employee expenses and

Departmental budgets have been reallocated in order to reflect anticipated expenditure. This has resulted in an increase of Human Resources Supplies & Services budgets.

HEAD OF DEPARTMENT:

Malcolm Burr

DELEGATED BUDGET MANAGER:

Katherine MacKinnon

**CHIEF EXECUTIVE'S DEPARTMENT
EXECUTIVE OFFICE**

EXECUTIVE OFFICE	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,139,907	1,230,308	1,119,081
2 PREMISES RELATED EXPENSES	21,130	21,130	21,676
3 TRANSPORT RELATED EXPENSES	167,187	162,342	122,735
4 SUPPLIES AND SERVICES	991,631	1,187,041	988,443
5 AGENCY AND CONTRACT SERVICES	6,924	6,924	6,960
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	502,510	502,510	648,579
7 GROSS EXPENDITURE	2,829,289	3,110,255	2,907,474
8 INCOME	-712,727	-712,727	-660,613
9 NET EXPENDITURE	2,116,562	2,397,528	2,246,861

CHANGES IN SERVICE

Executive Office includes Legal Services, Freedom of Information, Democratic Services, Members, Registration, Children's Panel, Licensing, Gaelic, European, Corporate Policy and Community Planning.

The decrease in employee expenses is mainly attributable to changes to the superannuation rates.

HEAD OF DEPARTMENT:

Malcolm Burr

DELEGATED BUDGET MANAGER:

Lesley McDonald

DEVELOPMENT DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 ECONOMIC DEVELOPMENT	3,235,314	3,422,291	3,687,273
2 PLANNING	1,015,170	980,841	953,508
3 HOUSING SERVICES	2,226,408	3,627,400	2,861,481
4 CONSUMER AND ENVIRONMENTAL HEALTH SERVICES	1,009,553	1,003,784	933,156
5 NET EXPENDITURE	7,486,445	9,034,316	8,435,418

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
6 EMPLOYEE EXPENSES	3,946,099	3,921,418	3,318,287
7 PREMISES RELATED EXPENSES	347,470	392,334	343,215
8 TRANSPORT RELATED EXPENSES	97,497	95,429	84,702
9 SUPPLIES AND SERVICES	2,103,783	2,191,678	1,623,143
10 AGENCY AND CONTRACT SERVICES	30,210	52,067	47,035
11 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,902,035	1,902,035	1,635,144
12 CAPITAL CHARGES	2,101,258	3,713,243	3,407,842
13 GROSS EXPENDITURE	10,528,352	12,268,204	10,459,368
14 INCOME	-3,041,907	-3,233,888	-2,023,950
15 NET EXPENDITURE	7,486,445	9,034,316	8,435,418

**DEVELOPMENT DEPARTMENT
ECONOMIC DEVELOPMENT**

ECONOMIC DEVELOPMENT	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,944,099	1,896,163	1,293,212
2 PREMISES RELATED EXPENSES	97,893	125,334	96,123
3 TRANSPORT RELATED EXPENSES	25,050	25,460	28,486
4 SUPPLIES AND SERVICES	473,423	494,476	465,372
5 AGENCY AND CONTRACT SERVICES	150	150	150
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	873,873	873,873	1,007,879
7 CAPITAL CHARGES	1,916,293	2,111,676	1,888,404
8 GROSS EXPENDITURE	5,330,781	5,527,132	4,779,626
9 INCOME	-2,095,467	-2,104,841	-1,092,353
10 NET EXPENDITURE	3,235,314	3,422,291	3,687,273

CHANGES IN SERVICE

The reduction in employee expenses and income is mainly due to the transfer of the Consumer Direct Scotland service to Citizens Advice Direct.

Premises Related Expenses have reduced as there were one-off office renovation costs in 2011/12.

The reduction in Agency and Contracted Services is due to the end of an external agency funding agreement.

HEAD OF DEPARTMENT:

Calum Iain Maciver

DELEGATED BUDGET MANAGER:

Joe MacPhee

DEVELOPMENT DEPARTMENT PLANNING

PLANNING	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,115,120	1,145,836	1,058,471
2 PREMISES RELATED EXPENSES	2,550	2,550	2,550
3 TRANSPORT RELATED EXPENSES	29,550	27,780	27,200
4 SUPPLIES AND SERVICES	108,087	106,173	99,851
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	285,231	285,231	215,255
6 CAPITAL CHARGES	48,523	75,567	76,514
7 GROSS EXPENDITURE	1,589,061	1,643,137	1,479,841
8 INCOME	-573,891	-662,296	-526,333
9 NET EXPENDITURE	1,015,170	980,841	953,508

CHANGES IN SERVICE

This budget covers Planning (policy and applications), Building Standards and related projects. There are no significant changes in service. However the Planning Service has, through the Comhairle's VER process, reduced the staffing by 2 FTE's over the last year and has reprioritised workloads across the service area in response (hence the reduction in employee expenses).

Planning Applications and Building Standards income through fees will have to be monitored closely in respect of development activity and the services reviewed as appropriate. The reduction in income mainly relates to the close of the THI project.

HEAD OF DEPARTMENT:

Calum Iain Maciver

DELEGATED BUDGET MANAGER:

Keith Bray

**DEVELOPMENT DEPARTMENT
HOUSING SERVICES**

HOUSING SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	416,955	410,490	533,960
2 PREMISES RELATED EXPENSES	246,827	264,398	244,516
3 TRANSPORT RELATED EXPENSES	7,500	7,170	6,600
4 SUPPLIES AND SERVICES	1,230,869	1,299,670	771,845
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	471,108	471,108	219,589
7 CAPITAL CHARGES	136,442	1,526,000	1,442,924
8 GROSS EXPENDITURE	2,529,361	4,020,353	3,254,434
9 INCOME	-302,953	-392,953	-392,953
10 NET EXPENDITURE	2,226,408	3,627,400	2,861,481

CHANGES IN SERVICE

The employees expenses budget has increased in 2012/13 due to the allocation of former PSHG staffing budgets from supplies and services - although the actual number of staff has decreased over the last period.

The supplies and services area relates mainly to the former Private Sector Housing support revenue budgets.

HEAD OF DEPARTMENT:

Calum Iain Maciver

DELEGATED BUDGET MANAGER:

Iain Watson

**DEVELOPMENT DEPARTMENT
CONSUMER AND ENVIRONMENTAL SERVICES**

CONSUMER AND ENVIRONMENTAL HEALTH SERVICES	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
£	£	£	£
1 EMPLOYEE EXPENSES	469,925	468,929	432,644
2 PREMISES RELATED EXPENSES	200	52	26
3 TRANSPORT RELATED EXPENSES	35,397	35,019	22,416
4 SUPPLIES AND SERVICES	291,404	291,359	286,075
5 AGENCY AND CONTRACT SERVICES	10,400	10,400	11,885
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	271,823	271,823	192,421
7 GROSS EXPENDITURE	1,079,149	1,077,582	945,467
8 INCOME	-69,596	-73,798	-12,311
9 NET EXPENDITURE	1,009,553	1,003,784	933,156
CHANGES IN SERVICE			
<p>The Shellfish Sampling contract has been awarded to another body and this accounts for the reductions in the 2012/13 budget.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Colm Fraser	

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
SUMMARY**

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EDUCATION AND CHILDREN'S SERVICES STRATEGY	0	247,721	7,562
2 EARLY YEARS	1,916,337	2,019,264	2,015,599
3 EXTENDED LEARNING	775,040	606,930	736,966
4 QUALITY IMPROVEMENT	611,460	596,273	519,726
5 SCHOOLS AND RESOURCES	36,907,798	36,700,036	36,015,690
6 CHILDREN'S SERVICES	5,681,249	5,561,740	5,509,831
8 NET EXPENDITURE	45,886,195	45,724,833	44,805,374

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
9 EMPLOYEE EXPENSES	30,540,110	30,835,776	29,587,936
10 PREMISES RELATED EXPENSES	3,648,892	3,620,514	3,211,886
11 TRANSPORT RELATED EXPENSES	2,984,904	3,198,453	3,304,938
12 SUPPLIES AND SERVICES	2,619,854	2,596,775	2,667,407
13 AGENCY AND CONTRACT SERVICES	5,760,674	5,584,507	4,905,110
14 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	5,947,349	5,955,349	6,533,818
15 CAPITAL CHARGES	3,186,215	2,875,466	3,443,529
16 GROSS EXPENDITURE	54,687,998	54,666,840	53,654,624
17 INCOME	-8,801,803	-8,942,007	-8,849,250
18 NET EXPENDITURE	45,886,195	45,724,833	44,805,374

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
EDUCATION AND CHILDREN'S SERVICES STRATEGY**

EDUCATION AND CHILDREN'S SERVICES STRATEGY	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
	£	£	£
1 EMPLOYEE EXPENSES	119,082	248,782	123,938
2 PREMISES RELATED EXPENSES	0	4	0
3 TRANSPORT RELATED EXPENSES	4,390	19,070	4,390
4 SUPPLIES AND SERVICES	10,909	106,246	10,909
5 GROSS EXPENDITURE	134,381	382,102	146,799
6 INCOME	-134,381	-134,381	-139,237
7 NET EXPENDITURE	0	247,721	7,562
CHANGES IN SERVICE			
<p>This is a service area where the cost of the strategic management of the Education and Children's Services Department is allocated. Budgets are included for staff, travel and the costs of consultancy input for feasibility studies relating to potential construction or revisions to the school estate. There are no significant increases or decreases to these budgets for 2012/13.</p>			
HEAD OF DEPARTMENT:		Joan M Mackinnon	
DELEGATED BUDGET MANAGER:		Joan M Mackinnon	

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
EARLY YEARS**

EARLY YEARS	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
	£	£	£
1 EMPLOYEE EXPENSES	1,286,793	1,353,987	1,560,118
2 PREMISES RELATED EXPENSES	51,873	61,462	74,203
3 TRANSPORT RELATED EXPENSES	18,092	17,237	18,092
4 SUPPLIES AND SERVICES	143,853	197,529	177,223
5 AGENCY AND CONTRACT SERVICES	536,772	509,763	322,993
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	129,742	129,742	177,406
7 GROSS EXPENDITURE	2,167,125	2,269,720	2,330,035
8 INCOME	-250,788	-250,456	-314,436
9 NET EXPENDITURE	1,916,337	2,019,264	2,015,599

CHANGES IN SERVICE

The Early Years Service provides support for all children from birth to five and provides both pre-school and childcare provision. The Early Years and Early Intervention Strategy provides the work plan for this service for the Period 2009-2014. This service plays a significant role in the promotion of the Gaelic Language Policy. The Early Years service is in the process of taking over the direct management of the majority of providers, and this change has resulted in significant growth in expenditure, due to single status application to transferred employees. Nine new groups were taken over in 2011/12.

HEAD OF DEPARTMENT:	Joan M Mackinnon
DELEGATED BUDGET MANAGER:	Patricia White

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
EXTENDED LEARNING**

EXTENDED LEARNING	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	450,748	461,363	394,154
2 PREMISES RELATED EXPENSES	38,872	38,872	32,736
3 TRANSPORT RELATED EXPENSES	25,196	28,910	35,336
4 SUPPLIES AND SERVICES	248,080	206,177	315,576
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	34,082	34,082	35,550
6 GROSS EXPENDITURE	796,978	769,404	813,352
7 INCOME	-21,938	-162,474	-76,386
8 NET EXPENDITURE	775,040	606,930	736,966

CHANGES IN SERVICE

The Extended Learning Service provides support to schools in the areas of vocational education, skills for life, learning and work. In addition, it provides support to students with additional support needs through extended learning experiences in relation to employment, social and emotional behaviour support, and community support. The Extended Learning has lead responsibility for 16+ Learning Choices, Youth Development work and pre-get-ready for work support for vulnerable people aged 16-19. Within the departmental restructuring, this section was created, through the amalgamation of previous areas of work undertaken within the Inclusion and Quality Improvement section. The section has secured significant short-term external funding in the form of European Structural Funds (ESF) and More Choices More Chances (MCMC), to support new initiatives.

HEAD OF DEPARTMENT:

Joan M Mackinnon

DELEGATED BUDGET MANAGER:

Fiona MacInnes Begg

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
QUALITY IMPROVEMENT**

QUALITY IMPROVEMENT	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	495,210	498,188	445,150
2 TRANSPORT RELATED EXPENSES	13,177	13,012	2,048
3 SUPPLIES AND SERVICES	34,232	16,232	9,463
4 AGENCY AND CONTRACT SERVICES	1,034	1,034	1,034
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	67,807	67,807	62,031
6 GROSS EXPENDITURE	611,460	596,273	519,726
7 NET EXPENDITURE	611,460	596,273	519,726

CHANGES IN SERVICE

The budgets in this area are related to the Quality Improvement Team, Continuing Professional Development budgets and curriculum support.

HEAD OF DEPARTMENT:

Joan M Mackinnon

DELEGATED BUDGET MANAGER:

Donald A Macleod

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
SCHOOLS AND RESOURCES**

SCHOOLS AND RESOURCES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	23,498,663	23,544,931	22,486,055
2 PREMISES RELATED EXPENSES	3,473,948	3,436,176	3,017,990
3 TRANSPORT RELATED EXPENSES	2,760,284	2,959,635	3,093,989
4 SUPPLIES AND SERVICES	1,482,182	1,397,874	1,461,231
5 AGENCY AND CONTRACT SERVICES	2,393,402	2,372,850	2,098,724
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	5,352,457	5,352,457	5,805,169
7 CAPITAL CHARGES	3,186,215	2,875,466	3,443,529
8 GROSS EXPENDITURE	42,147,151	41,939,389	41,406,687
9 INCOME	-5,239,353	-5,239,353	-5,390,997
10 NET EXPENDITURE	36,907,798	36,700,036	36,015,690

CHANGES IN SERVICE

This budget area makes provision for primary and secondary education, including all partnerships with other educational providers and agencies. The Resources Section provides a business function for the Education and Children's Services department and includes the following services; Administration and Staffing, Finance and Estate, Catering and Cleaning, and Information Technology. Budget changes have occurred as a consequence of efficiencies, following decrease in school rolls, school closures and a more efficient business strategy. The 2011/12 VER exercise generated savings in this area along with school closures. Some ECS budgets have been transferred into WISP balances and will be allocated back to the service at the start of the financial year reinstating some of this budget according to Unitary Charge / FM payments.

HEAD OF DEPARTMENT:	Joan M Mackinnon
DELEGATED BUDGET MANAGER:	Bernard Chisholm

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
CHILDREN'S SERVICES**

CHILDREN'S SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,476,636	2,516,989	2,562,698
2 PREMISES RELATED EXPENSES	199	0	0
3 TRANSPORT RELATED EXPENSES	113,718	110,542	113,659
4 SUPPLIES AND SERVICES	132,348	104,467	116,698
5 AGENCY AND CONTRACT SERVICES	2,829,466	2,700,860	2,482,359
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	234,521	234,521	327,160
7 GROSS EXPENDITURE	5,786,888	5,667,379	5,602,574
8 INCOME	-105,639	-105,639	-92,743
9 NET EXPENDITURE	5,681,249	5,561,740	5,509,831

CHANGES IN SERVICE

The Children's Services Section provides support to vulnerable children and it includes: Children and Families Social Work Services, Learning Support, Inclusion and Psychological services. In addition, it supports through service level agreements, partnerships with a number of external agencies, the largest of which is Action for Children. The employee expenses budget has increased due to the transfer of budget for one Social Worker post from Mainland Placements to Children's Services in line with the Fostering strategy previously approved by Comhairle.

HEAD OF DEPARTMENT:

Joan M Mackinnon

DELEGATED BUDGET MANAGER:

Jack Libby

**EDUCATION AND CHILDREN'S SERVICES DEPARTMENT
TRADING OPERATIONS**

TRADING OPERATIONS	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,212,978	2,211,536	2,015,823
2 PREMISES RELATED EXPENSES	84,000	84,000	86,957
3 TRANSPORT RELATED EXPENSES	50,047	50,047	37,424
4 SUPPLIES AND SERVICES	568,250	568,250	576,307
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	128,740	128,740	118,940
6 GROSS EXPENDITURE	3,044,015	3,042,573	2,835,451
7 INCOME	-3,049,704	-3,049,704	-2,835,451
8 NET EXPENDITURE	-5,689	-7,131	0

CHANGES IN SERVICE

This service is now managed fully by the Education and Children's Services Department. Any surplus or deficit generated by the Education TOs, comprising 'Building Cleaning', 'Schools Catering', 'Staff cafeteria' and 'Strupag' (the ISL café) now falls to E&CS. The main change to these budgets is the transfer of the Building Cleaning function to the FM operator for the new WISP schools and the closure of several primary schools. The subsidy on the staff cafeteria was removed during 2010-11.

HEAD OF DEPARTMENT:	Joan M Mackinnon
DELEGATED BUDGET MANAGER:	Louise Laing

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
SUMMARY**

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 ACCOUNTANCY AND AUDIT	44,607	63,105	-38,828
2 EXCHEQUER SERVICES	542,746	598,969	800,535
3 INFORMATION TECHNOLOGY AND CUSTOMER SERVICES	602,468	1,077,321	35,508
4 FINANCE STRATEGY AND OTHER CORPORATE FINANCE	1,157,620	1,188,277	956,044
5 JOINT BOARDS	4,683,271	4,683,269	4,905,821
6 NET EXPENDITURE	7,030,712	7,610,941	6,659,080

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
7 EMPLOYEE EXPENSES	4,113,718	4,147,669	4,122,987
8 PREMISES RELATED EXPENSES	83,844	97,796	117,209
9 TRANSPORT RELATED EXPENSES	43,477	43,092	43,724
10 SUPPLIES AND SERVICES	561,761	991,258	1,135,718
11 AGENCY AND CONTRACT SERVICES	4,987,556	4,987,541	5,238,989
12 TRANSFER PAYMENTS	4,609,303	6,404,461	6,431,461
13 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	2,430,487	2,430,487	3,269,691
14 CAPITAL CHARGES	483,768	457,637	482,038
15 GROSS EXPENDITURE	17,313,914	19,559,941	20,841,817
16 INCOME	-10,283,202	-11,949,000	-14,182,737
17 NET EXPENDITURE	7,030,712	7,610,941	6,659,080

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
ACCOUNTANCY AND INTERNAL AUDIT**

ACCOUNTANCY AND AUDIT	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	802,694	786,432	821,953
2 PREMISES RELATED EXPENSES	1,002	16,333	200
3 TRANSPORT RELATED EXPENSES	4,200	4,005	3,520
4 SUPPLIES AND SERVICES	41,894	40,895	35,751
5 AGENCY AND CONTRACT SERVICES	61,750	61,735	76,235
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	261,129	261,129	283,560
7 GROSS EXPENDITURE	1,172,669	1,170,529	1,221,219
8 INCOME	-1,128,062	-1,107,424	-1,260,047
9 NET EXPENDITURE	44,607	63,105	-38,828

CHANGES IN SERVICE

The increase in the agency and contracted services budget is due to a new Treasury Management Contract in 2012/13 and payments to the District Valuer, which can vary from year to year depending on the number of properties that are being assessed and their location.

HEAD OF DEPARTMENT:

Robert Emmott

DELEGATED BUDGET MANAGER:

Norman Macdonald

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
EXCHEQUER SERVICES**

EXCHEQUER SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,370,051	1,398,707	1,280,197
2 PREMISES RELATED EXPENSES	56,623	56,525	96,273
3 TRANSPORT RELATED EXPENSES	28,088	28,663	30,415
4 SUPPLIES AND SERVICES	298,099	325,188	323,522
5 AGENCY AND CONTRACT SERVICES	23,132	23,132	42,788
6 TRANSFER PAYMENTS	4,609,303	6,404,461	6,431,461
7 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,437,037	1,437,037	2,055,777
8 CAPITAL CHARGES	92,672	92,673	92,734
9 GROSS EXPENDITURE	7,915,005	9,766,386	10,353,167
10 INCOME	-7,372,259	-9,167,417	-9,552,632
11 NET EXPENDITURE	542,746	598,969	800,535

CHANGES IN SERVICE

The reduction in employees expenses is mainly due to the voluntary early retirement exercise carried out in 2011/12 throughout the service.

The increase in premises related expenditure and transfer payments is bringing the budget into line with the actual expenditure that is being incurred.

The increase in agency and contracted costs relates to work being carried out by Glasgow City Council Benefits Fraud section on our behalf.

The increase in central support costs, which are partially off-set by a corresponding increase in income, is a result of re-organisation and restructuring within the department.

HEAD OF DEPARTMENT: Robert Emmott

DELEGATED BUDGET MANAGER: Helen Mackenzie

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
INFORMATION TECHNOLOGY AND CUSTOMER SERVICES**

	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
INFORMATION TECHNOLOGY AND CUSTOMER SERVICES	£	£	£
1 EMPLOYEE EXPENSES	1,329,133	1,350,778	1,385,122
2 PREMISES RELATED EXPENSES	26,219	24,938	20,736
3 TRANSPORT RELATED EXPENSES	8,189	7,634	6,939
4 SUPPLIES AND SERVICES	215,094	618,546	770,248
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	490,442	490,442	907,213
6 CAPITAL CHARGES	273,970	247,840	267,411
7 GROSS EXPENDITURE	2,343,047	2,740,178	3,357,669
8 INCOME	-1,740,579	-1,662,857	-3,322,161
9 NET EXPENDITURE	602,468	1,077,321	35,508
CHANGES IN SERVICE			
<p>The supplies and services budgets have been increased for 2012/13 to reflect the actual charges for telecommunications.</p> <p>The increase in central support costs are partially off set by an corresponding increase in income. The increase is a result of re-organisation and restructuring within the department for 2012/13</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Angus Macarthur	

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
FINANCE STRATEGY AND OTHER CORPORATE FINANCE**

	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
FINANCE STRATEGY AND OTHER CORPORATE FINANCE	£	£	£
1 EMPLOYEE EXPENSES	611,840	611,752	635,715
2 TRANSPORT RELATED EXPENSES	3,000	2,790	2,850
3 SUPPLIES AND SERVICES	6,674	6,629	6,197
4 AGENCY AND CONTRACT SERVICES	225,260	225,260	220,000
0 TRANSFER PAYMENTS	0	0	0
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	241,879	241,879	23,141
6 CAPITAL CHARGES	111,269	111,269	116,038
7 GROSS EXPENDITURE	1,199,922	1,199,579	1,003,941
9 INCOME	-42,302	-11,302	-47,897
10 NET EXPENDITURE	1,157,620	1,188,277	956,044

CHANGES IN SERVICE

The increase in employee's expenses is due the additional costs associated with the 2011/12 Teachers VER exercise.

The increase in transfer payments is an increase in the Charitable Rates Relief budget to bring it into line with expenditure.

HEAD OF DEPARTMENT:

Robert Emmott

DELEGATED BUDGET MANAGER:

Robert Emmott

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
JOINT BOARDS**

JOINT BOARDS	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 AGENCY AND CONTRACT SERVICES	4,677,414	4,677,414	4,899,966
2 CAPITAL CHARGES	5,857	5,855	5,855
3 GROSS EXPENDITURE	4,683,271	4,683,269	4,905,821
4 INCOME	0	0	0
5 NET EXPENDITURE	4,683,271	4,683,269	4,905,821
CHANGES IN SERVICE			
<p>This budget represents the Comhairle's share of the expenditure on the Police, Fire and Valuation Joint Boards: Police £2,346k; Fire £2,270k; Valuation £284k</p> <p>The increase in the budget reflects a change in the percentage of expenditure attributed to the Comhairle, as calculated using the Montgomery Formula, which takes account of the actual expenditure pattern in the previous financial year. In addition, the Police requisition has been adjusted so that constituent authorities are now required to match the government grant on a 51%/49% split.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Robert Emmott	

SOCIAL AND COMMUNITY SERVICES DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 SOCIAL AND COMMUNITY SERVICES MANAGEMENT AND SU	2,919,281	2,879,501	3,157,896
2 COMHAIRLE CARE HOMES - ELDERLY	4,325,481	4,320,316	4,282,108
3 OTHER SERVICES FOR ADULTS	2,715,428	2,820,143	2,808,867
4 COMMUNITY CARE SERVICES	9,545,455	9,901,390	9,823,234
5 CRIMINAL JUSTICE	188,347	187,379	185,554
6 COMMUNITY EDUCATION	1,259,782	1,204,949	1,246,797
7 SPORT AND HEALTH	1,786,827	1,858,919	1,963,739
8 LIBRARIES AND MUSEUMS	1,578,258	1,567,657	1,561,136
9 NET EXPENDITURE	24,318,859	24,740,254	25,029,331

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
10 EMPLOYEE EXPENSES	17,591,089	17,785,533	17,781,015
11 PREMISES RELATED EXPENSES	1,524,375	1,497,387	1,550,183
12 TRANSPORT RELATED EXPENSES	1,008,679	992,587	986,704
13 SUPPLIES AND SERVICES	1,132,440	1,346,422	1,130,807
14 AGENCY AND CONTRACT SERVICES	5,443,514	5,365,225	5,208,706
15 TRANSFER PAYMENTS	86,120	85,760	71,342
16 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	3,091,444	3,091,444	3,279,970
17 CAPITAL CHARGES	1,607,809	1,661,380	1,868,244
18 GROSS EXPENDITURE	31,485,470	31,825,738	31,876,971
19 INCOME	-7,166,611	-7,085,484	-6,847,640
20 NET EXPENDITURE	24,318,859	24,740,254	25,029,331

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
SOCIAL WORK SUMMARY**

SOCIAL SERVICES SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	14,797,214	14,938,884	14,968,216
2 PREMISES RELATED EXPENSES	661,344	636,023	677,106
3 TRANSPORT RELATED EXPENSES	935,734	918,743	909,635
4 SUPPLIES AND SERVICES	707,583	918,576	671,655
5 AGENCY AND CONTRACT SERVICES	5,403,514	5,301,867	5,158,706
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	2,214,444	2,214,444	2,405,513
7 CAPITAL CHARGES	671,006	659,039	672,626
8 GROSS EXPENDITURE	25,390,839	25,587,576	25,463,457
9 INCOME	-5,696,847	-5,478,847	-5,205,798
10 NET EXPENDITURE	19,693,992	20,108,729	20,257,659

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
COMHAIRLE CARE HOMES - ELDERLY**

COMHAIRLE CARE HOMES - ELDERLY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	4,834,563	4,843,160	4,655,125
2 PREMISES RELATED EXPENSES	378,481	363,317	402,527
3 TRANSPORT RELATED EXPENSES	43,694	45,065	45,500
4 SUPPLIES AND SERVICES	308,340	303,751	317,556
5 CAPITAL CHARGES	212,519	217,139	201,113
6 GROSS EXPENDITURE	5,777,597	5,772,432	5,621,821
7 INCOME	-1,452,116	-1,452,116	-1,339,713
8 NET EXPENDITURE	4,325,481	4,320,316	4,282,108
CHANGES IN SERVICE			
<p>The Comhairle operates 6 older persons care homes across the Western Isles. Within these care homes, permanent and respite accommodation is provided. Accommodation comprises, St. Brendans (Barra) with a bed occupancy of 10. Sacred Heart (South Uist) with a bed occupancy of 16. Trianaid care home (North Uist) with a bed occupancy of 12. Harris House care home with a bed occupancy of 16. Dun Eisdean care home (Lewis) with a bed occupancy of 38 and Dun Berisay care home (Lewis) with a bed occupancy of 33. Harris House is currently being replaced. An option appraisal of St Brendans is underway with NHS and the replacement of the Hospital provision there. Trianaid has changed its variation to provide for Care Home, Housing support, day care and care at home to maximise the economy of the service and North Uist. Dun Eisdean and Dun Berisay will feature in the next capital bid programme.</p>			
HEAD OF DEPARTMENT:		Iain Macaulay	
DELEGATED BUDGET MANAGER:		Paul Dundas	

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
OTHER SERVICES FOR ADULTS**

OTHER SERVICES FOR ADULTS	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,933,230	3,082,526	2,964,046
2 PREMISES RELATED EXPENSES	169,089	162,574	176,646
3 TRANSPORT RELATED EXPENSES	114,582	101,292	88,533
4 SUPPLIES AND SERVICES	151,315	121,088	110,646
5 AGENCY AND CONTRACT SERVICES	0	0	30,000
6 CAPITAL CHARGES	117,684	123,135	112,960
7 GROSS EXPENDITURE	3,485,900	3,590,615	3,482,831
8 INCOME	-770,472	-770,472	-673,964
9 NET EXPENDITURE	2,715,428	2,820,143	2,808,867
CHANGES IN SERVICE			
<p>Adult Services provides for care home, respite, day services, housing support, care at home and complex care. This covers adult care for mental health, physical disability, learning disability, autistic spectrum, challenging behaviours and other special needs. Ardseileach care home/respite service is currently undergoing a capital programme to modernise and replace the current care and support model. Older persons living within 3 x 24 hour Care Units also are provided within adult service and there is an ongoing transfer of care from complex homecare to adult services. Day support operate across the island and in Barra and Lewis and Harris these service are now registered to provide for care at home including the usage of holiday accommodation where environment and availability is a barrier.</p>			
HEAD OF DEPARTMENT:		Iain Macaulay	
DELEGATED BUDGET MANAGER:		Paul Dundas	

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
COMMUNITY CARE SERVICES**

COMMUNITY CARE SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	6,050,184	6,135,557	6,432,134
2 PREMISES RELATED EXPENSES	79,565	78,044	70,282
3 TRANSPORT RELATED EXPENSES	746,909	744,266	744,947
4 SUPPLIES AND SERVICES	9,873	196,346	-95,074
5 AGENCY AND CONTRACT SERVICES	4,989,128	4,887,481	4,723,652
6 CAPITAL CHARGES	75,991	47,891	61,595
7 GROSS EXPENDITURE	11,951,650	12,089,585	11,937,536
8 INCOME	-2,406,195	-2,188,195	-2,114,302
9 NET EXPENDITURE	9,545,455	9,901,390	9,823,234
CHANGES IN SERVICE			
<p>Service provision includes Home Care and all associated staffing. Within Assessment and Care Management, social care and health professionals undertake assessments, reviews and care planning for service users whose care needs meet the eligibility criteria for community care services. It includes the purchasing of services, Adult Protection and statutory duties in relation to incapacity. Costs of home care continue to cause pressure. A home care contracted workforce is operating in parts of the Comhairle area which helps coordination of the workforce. The introduction of a home care scheduling and monitoring system will further enable the service to perform more efficiently.</p>			
HEAD OF DEPARTMENT:		Iain Macaulay	
DELEGATED BUDGET MANAGER:		Emma Macsween	

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
CRIMINAL JUSTICE**

CRIMINAL JUSTICE	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	451,574	452,345	448,595
2 PREMISES RELATED EXPENSES	68	69	139
3 TRANSPORT RELATED EXPENSES	22,758	21,109	22,864
4 SUPPLIES AND SERVICES	49,361	49,270	49,370
5 AGENCY AND CONTRACT SERVICES	5,257	5,257	5,257
6 CAPITAL CHARGES	4,183	4,183	4,183
7 GROSS EXPENDITURE	533,201	532,233	530,408
8 INCOME	-344,854	-344,854	-344,854
9 NET EXPENDITURE	188,347	187,379	185,554

CHANGES IN SERVICE

The Criminal Justice Social Work section deliver statutory services towards the Courts and to offenders with the overall aim of reducing re-offending and protecting the public. The service covers the entire Western Isles and in particular provides services to both Stornoway and Lochmaddy Sheriff Courts. Criminal Justice services are guided by National Standards and Outcomes and the CNES service is a partner authority within the Northern Community Justice Authority. The service adheres to the CNES "duty to cooperate" with Multi Agency Public Protection Arrangements set down in legislation in providing statutory services to sex offenders and serious violent offenders. Core tasks also include the supervision of community sentences (such as Community Payback Orders, unpaid work etc) and the supervision of offenders being released from custody on licence.

HEAD OF DEPARTMENT:

Iain Macaulay

DELEGATED BUDGET MANAGER:

Michael Stewart

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
LEISURE AND LEARNING SUMMARY**

LEISURE AND LEARNING SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,793,875	2,846,649	2,812,799
2 PREMISES RELATED EXPENSES	863,031	861,364	873,077
3 TRANSPORT RELATED EXPENSES	72,945	73,844	77,069
4 SUPPLIES AND SERVICES	424,857	427,846	459,152
5 AGENCY AND CONTRACT SERVICES	40,000	63,358	50,000
6 TRANSFER PAYMENTS	86,120	85,760	71,342
7 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	877,000	877,000	874,457
8 CAPITAL CHARGES	936,803	1,002,341	1,195,618
9 GROSS EXPENDITURE	6,094,631	6,238,162	6,413,514
10 INCOME	-1,469,764	-1,606,637	-1,641,842
11 NET EXPENDITURE	4,624,867	4,631,525	4,771,672

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
SPORT AND HEALTH**

SPORT AND HEALTH	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,090,727	1,087,963	1,055,855
2 PREMISES RELATED EXPENSES	424,272	429,759	443,966
3 TRANSPORT RELATED EXPENSES	15,324	14,566	15,556
4 SUPPLIES AND SERVICES	162,631	165,177	141,291
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	378,595	378,595	360,085
6 CAPITAL CHARGES	734,537	802,118	1,000,866
7 GROSS EXPENDITURE	2,806,086	2,878,178	3,017,619
8 INCOME	-1,019,259	-1,019,259	-1,053,880
9 NET EXPENDITURE	1,786,827	1,858,919	1,963,739
CHANGES IN SERVICE			
<p>Sport and Health provide sports development services and includes leisure facilities accros the islands. The Comhairle introduced the Slante Mhath sports facilities membership scheme in 2010 and this has enhanced the usage and financial contribution towards the running costs of these facilities. Amongst the Comhairle's savings targets for 2012/13 is an income increase of £10k. This equates to an increase of 42 Slainte Mhath memberships.</p>			
HEAD OF DEPARTMENT:		Iain Macaulay	
DELEGATED BUDGET MANAGER:		Emma Macsween	

**SOCIAL AND COMMUNITY SERVICES DEPARTMENT
LIBRARIES AND MUSEUMS**

LIBRARIES AND MUSEUMS	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	755,108	802,975	825,980
2 PREMISES RELATED EXPENSES	358,188	351,048	359,123
3 TRANSPORT RELATED EXPENSES	45,321	47,863	48,313
4 SUPPLIES AND SERVICES	110,989	109,173	175,539
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	281,826	281,826	289,717
6 CAPITAL CHARGES	190,716	188,160	182,426
7 GROSS EXPENDITURE	1,742,148	1,781,045	1,881,098
8 INCOME	-163,890	-213,388	-319,962
9 NET EXPENDITURE	1,578,258	1,567,657	1,561,136

CHANGES IN SERVICE

Libraries: No major service changes are anticipated in Libraries in 2012/2013 although the service is under review and will be the subject of a series of committee reports. A key project to enhance the service will be the purchase of a new Library Management System . The Library Service Book budget remains one of the smallest in the UK and will continue to restrain use of the libraries.

Tasglann nan Eilean Siar (Archives) remains externally funded through ERDF until 31 March 2013. The challenge will be to create a sustainable exit strategy and maintain specialist and services staff for the gap year between the end of the ERDF Tasglann Service and the opening of the new Archives Service in Lews Castle in August 2014.

Archaeology is the recipient of several external funding streams for the Udal Project. A workplace trainee archaeologist post externally completes in this year but further external funding will allow for the recruitment of another assistant archaeologist post. Despite external funding the archaeology budget is under pressure.

Museums: HLF Revenue funding to support new posts and activities will come on stream in particular for a key new post of Heritage Manager to transform the service in advance of new and enhanced service delivery from Lews Castle in 2014.

HEAD OF DEPARTMENT:

Iain Macaulay

DELEGATED BUDGET MANAGER:

Patricia Botten

TECHNICAL SERVICES DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 ROADS MAINTENANCE	7,459,680	7,424,826	7,475,996
2 MARINE SERVICES	339,154	343,408	394,462
3 TRANSPORT SERVICES	3,679,349	3,745,456	3,931,258
4 WASTE MANAGEMENT	6,548,513	7,466,621	6,210,857
5 PROPERTY SERVICES	119,492	119,872	110,462
6 PROJECT DELIVERY	329,891	256,698	2,241
7 TECHNICAL SERVICES MANAGEMENT AND SUPPORT	-24,755	-49,725	4,556
9 NET EXPENDITURE	18,420,908	19,278,207	18,113,644

SUBJECTIVE SUMMARY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
10 EMPLOYEE EXPENSES	8,059,834	8,082,340	7,451,733
11 PREMISES RELATED EXPENSES	3,247,199	3,247,649	2,766,481
12 TRANSPORT RELATED EXPENSES	2,395,352	2,381,012	2,141,370
13 SUPPLIES AND SERVICES	2,666,764	2,622,058	2,789,742
14 AGENCY AND CONTRACT SERVICES	9,304,352	9,326,634	9,193,697
16 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	3,311,616	3,311,616	3,119,118
17 CAPITAL CHARGES	5,790,073	6,670,534	5,646,173
18 GROSS EXPENDITURE	34,775,900	35,642,553	33,109,024
19 INCOME	-16,354,992	-16,364,346	-14,995,380
20 NET EXPENDITURE	18,420,908	19,278,207	18,113,644

**TECHNICAL SERVICES DEPARTMENT
ROADS MAINTENANCE**

ROADS MAINTENANCE	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	655,312	691,097	647,583
2 PREMISES RELATED EXPENSES	238,183	238,195	227,838
3 TRANSPORT RELATED EXPENSES	61,882	70,834	47,638
4 SUPPLIES AND SERVICES	81,117	61,000	110,300
5 AGENCY AND CONTRACT SERVICES	3,169,826	3,132,123	2,880,558
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	286,421	286,421	398,730
7 CAPITAL CHARGES	3,427,545	3,405,762	3,589,493
8 GROSS EXPENDITURE	7,920,286	7,885,432	7,902,140
9 INCOME	-460,606	-460,606	-426,144
10 NET EXPENDITURE	7,459,680	7,424,826	7,475,996

CHANGES IN SERVICE

This service includes the maintenance of the Comhairle's roads infrastructure, footpaths, streetlighting, traffic management and unadopted roads. This budget area also includes winter maintenance.

The agency and contract services budget has been reduced by £250k as part of the budget savings exercise. Capital expenditure within Transportation has increased for 2012/13 to compensate for this permanent reduction in revenue.

HEAD OF DEPARTMENT:

Iain Mackinnon

DELEGATED BUDGET MANAGER:

Calum Mackenzie

**TECHNICAL SERVICES DEPARTMENT
PIERS**

MARINE SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	128,024	127,889	127,402
2 PREMISES RELATED EXPENSES	289,424	289,699	287,833
3 TRANSPORT RELATED EXPENSES	38,391	43,841	41,400
4 SUPPLIES AND SERVICES	31,301	31,319	29,340
5 AGENCY AND CONTRACT SERVICES	11,018	11,003	11,032
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	145,479	145,479	205,096
7 CAPITAL CHARGES	254,436	254,622	249,752
8 GROSS EXPENDITURE	898,073	903,852	951,855
9 INCOME	-558,919	-560,444	-557,393
10 NET EXPENDITURE	339,154	343,408	394,462

CHANGES IN SERVICE

The Comhairle provides harbour facilities to support local fishery and support ferry services. This service includes the maintenance of Fishery Piers and Transport Piers.

There are no significant changes to this service.

HEAD OF DEPARTMENT:

Iain Mackinnon

DELEGATED BUDGET MANAGER:

Calum Mackenzie

**TECHNICAL SERVICES DEPARTMENT
TRANSPORT SERVICES**

TRANSPORT SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	146,934	146,768	106,195
2 PREMISES RELATED EXPENSES	36,946	36,944	44,320
3 TRANSPORT RELATED EXPENSES	2,741	4,445	4,060
4 SUPPLIES AND SERVICES	24,255	24,249	10,611
5 AGENCY AND CONTRACT SERVICES	3,346,086	3,406,086	3,552,004
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	141,381	141,381	236,562
7 CAPITAL CHARGES	1,506	6,083	1,506
8 GROSS EXPENDITURE	3,699,849	3,765,956	3,955,258
9 INCOME	-20,500	-20,500	-24,000
10 NET EXPENDITURE	3,679,349	3,745,456	3,931,258
CHANGES IN SERVICE			
<p>The Transport service includes the budget for public bus services through mainly integrated services and a number of public only daily and evening services. This service area also provides a budget for the PSO air subsidies on inter island routes. The community transport service is also included within this area.</p> <p>There is a reduction of approximately £25k in Employee Costs due to a reduction in staffing levels at Stornoway Bus Station.</p> <p>The increase in agency and contracted Services budget is due to additional allowance to cover the contractual uplift on the bus subsidies.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Kenny John Macleod	

**TECHNICAL SERVICES DEPARTMENT
WASTE MANAGEMENT**

WASTE MANAGEMENT	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,180,019	1,178,982	1,105,412
2 PREMISES RELATED EXPENSES	400,355	400,342	419,632
3 TRANSPORT RELATED EXPENSES	355,572	362,184	384,210
4 SUPPLIES AND SERVICES	1,645,072	1,637,513	1,880,363
5 AGENCY AND CONTRACT SERVICES	2,658,322	2,658,322	2,674,853
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	556,588	556,588	420,757
7 CAPITAL CHARGES	1,508,233	2,428,338	1,198,920
8 GROSS EXPENDITURE	8,304,161	9,222,269	8,084,147
9 INCOME	-1,755,648	-1,755,648	-1,873,290
10 NET EXPENDITURE	6,548,513	7,466,621	6,210,857
CHANGES IN SERVICE			
<p>This budget covers the costs of the Comhairle's waste service including refuse collection and waste disposal, street cleansing, burial grounds, community environment management and the Abattoir.</p> <p>The employee expenses budget has reduced due to staff redundancy within the service.</p> <p>The supplies and services budget has increased due to the increased landfill tax liability for 2012/13. There has been a corresponding increase in the income budget due to the increased landfill tax receivable.</p> <p>Capital charges have reduced significantly. This significant decrease is due to the fact that Bennadrove and Reuval landfill sites were valued in 2005 and given a life of seven years. This means that they have both now been written off to zero.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Kenny John Macleod	

**TECHNICAL SERVICES DEPARTMENT
PROPERTY SERVICES**

PROPERTY SERVICES	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	577,681	577,259	631,836
2 PREMISES RELATED EXPENSES	1,963,112	1,960,980	1,465,752
3 TRANSPORT RELATED EXPENSES	16,418	15,968	14,000
4 SUPPLIES AND SERVICES	8,450	10,141	9,777
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	333,035	333,035	220,265
6 CAPITAL CHARGES	110,798	112,491	124,840
7 GROSS EXPENDITURE	3,009,494	3,009,874	2,466,470
8 INCOME	-2,890,002	-2,890,002	-2,356,008
9 NET EXPENDITURE	119,492	119,872	110,462

CHANGES IN SERVICE

This service area primarily covers the repairs and maintenance and grounds maintenance of all Comhairle properties. The revenue costs of the Comhairle offices are also included within this area.

The employee expenses budget has increased due to the transfer of two members of staff from project delivery and property maintenance TO as a result of the departmental re-organisation.

The premises related budget has reduced by over £200k as a result of schools rationalisation/WISP reduction and a reduction of £250k as part of the budget savings exercise for 2012/13

HEAD OF DEPARTMENT:

Iain Mackinnon

DELEGATED BUDGET MANAGER:

Calum Mackenzie

**TECHNICAL SERVICES DEPARTMENT
PROJECT DELIVERY**

PROJECT DELIVERY	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,169,961	1,177,969	770,275
2 TRANSPORT RELATED EXPENSES	37,450	36,850	27,400
3 SUPPLIES AND SERVICES	37,890	20,503	13,000
4 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	485,604	485,604	305,467
5 GROSS EXPENDITURE	1,730,905	1,720,926	1,116,142
6 INCOME	-1,401,014	-1,464,228	-1,113,901
7 NET EXPENDITURE	329,891	256,698	2,241
CHANGES IN SERVICE			
<p>This service area provides a comprehensive, multi-disciplinary design and project management service for building and civil engineering projects including Architectural, Quantity Surveyor, Civil Engineering, Renewable Energy, Building Services Engineering, Clerk of Works and CDM Co-ordination services. The service also procures external design consultants when required for major projects such as Lews Castle or for technical disciplines not employed in-house, such as Structural Engineering.</p> <p>This service also includes the Renewable Energy Project manager and the Integrated Coastal Zone Management coordinator who, respectively, are responsible for managing the delivery of sustainable energy projects for the Comhairle and the management and protection of the coastal areas of the Outer Hebrides to reduce the risks from erosion and coastal flooding</p> <p>As part of a major review of Project Delivery there has been a net reduction of 11 full time posts within this service. This is mainly due to a reduction in the value of capital works undertaken. As a result of this reduction, there are significant changes in the Employee, Transport and Income budgets for 2012/13.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Louise Matheson	

**TECHNICAL SERVICES DEPARTMENT
TECHNICAL SERVICES MANAGEMENT AND SUPPORT**

	2011-12 INITIAL BUDGET	2011-12 TOTAL BUDGET	2012-13 INITIAL BUDGET
TECHNICAL SERVICES MANAGEMENT AND SUPPORT	£	£	£
1 EMPLOYEE EXPENSES	646,282	621,966	620,025
2 PREMISES RELATED EXPENSES	606	1,658	0
3 TRANSPORT RELATED EXPENSES	6,522	6,012	5,600
4 SUPPLIES AND SERVICES	236,035	234,839	201,021
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	848,981	848,981	890,396
6 GROSS EXPENDITURE	1,738,426	1,713,456	1,717,042
7 INCOME	-1,763,181	-1,763,181	-1,712,486
8 NET EXPENDITURE	-24,755	-49,725	4,556
CHANGES IN SERVICE			
<p>This area includes the Directorate section and the Business Support section which supports the various business units with regard to financial and administrative matters.</p> <p>There are no significant changes in service.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Iain Mackinnon	

**TECHNICAL SERVICES DEPARTMENT
TRADING OPERATIONS**

TRADING OPERATIONS	2011-12 INITIAL BUDGET £	2011-12 TOTAL BUDGET £	2012-13 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	3,555,621	3,560,410	3,443,005
2 PREMISES RELATED EXPENSES	318,573	319,831	321,106
3 TRANSPORT RELATED EXPENSES	1,876,376	1,840,878	1,617,062
4 SUPPLIES AND SERVICES	602,644	602,494	535,330
5 AGENCY AND CONTRACT SERVICES	119,100	119,100	75,250
6 TRANSFER PAYMENTS	710	710	710
7 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	514,127	514,127	441,845
8 CAPITAL CHARGES	487,555	463,238	481,662
9 GROSS EXPENDITURE	7,474,706	7,420,788	6,915,970
10 INCOME	-7,505,122	-7,449,737	-6,932,158
11 NET EXPENDITURE	-30,416	-28,949	-16,188
CHANGES IN SERVICE			
<p>This includes the various trading operations within the Technical Services Department:</p> <ul style="list-style-type: none"> Fuel at Piers Street Cleansing Refuse Collection Burial Grounds Roads Maintenance Street Lighting Fleet Management Bus na Comhairle Property Maintenance 			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Calum Mackenzie	