
**Executive Member for Children & Young People's Services
Decision Session**

1 February 2011

Joint Report of the Director of Adults, Children & Education, the Director of Communities & Neighbourhoods and the Director of Customer & Business Support Services

REVENUE BUDGET ESTIMATES 2011/12

Purpose of Report

- 1 This report presents the 2011/12 budget proposals for Children & Young People's Services. It includes:
 - The national context regarding local government funding and the implications for City of York Council
 - The approach that has been adopted to develop budget proposals
 - The outcomes of the customer budget consultation
 - The revenue budget for 2010/11 (Annex 1) to show the existing budgets
 - The budget adjusted and rolled forward from 2010/11 into 2011/12
 - The cost of pay and price increases and increments for the portfolio
 - Proposals for savings options for the portfolio area (Annex 2)
 - Fees and charges proposals (Annex 3)
 - Residential Homes, Foster Carers, Sharing Care, Adoption and Residence Order Weekly Allowances (Annex 4).
- 2 Budget Council will be held on 24 February 2011 and will make decisions on the overall budget for the Council. In order to facilitate the decision making process the Executive are meeting on 15 February 2011 to consider the recommendations identified by the individual portfolio Executive Members and the results of the consultation exercise.
- 3 The Executive Member is therefore asked to consider the budget proposals included in this report and identify their recommendations (after considering the proposals in annexes 2) which will be considered by the Executive as part of the consultation exercise. The Executive Member is invited to provide comments on the budget proposals in this report.

Background

- 4 The financial context for the 2011/12 budget has been significantly impacted by:
 - Worldwide recession leading to Central Government deficit reduction plan
 - Unprecedented reductions in Public Sector spending
 - At the same time we have unavoidable ongoing financial pressures arising from
 - Increasing number of older people, living longer and requiring care and support services for longer

- An increase in the number of severely disabled children who require intensive support into and throughout adulthood
 - Reductions in income from Council services as people have less money to spend
 - Reduction in funding of subsidised bus travel for older people
 - Increased cost of waste disposal
 - Impact of changes to Pensions and NI legislation
- 5 The Council's 2011/12 budget is being developed within the constraints of the extremely challenging financial climate, set out in the government's Spending Review and provisional finance settlement information. In particular:
- a Total reductions in Government funding of 28% over the next 4 years, heavily frontloaded with CYC's grant being cut by 13.3% in 2011/12
 - b 22 grants, worth £14.403k in 2010/11 and with an indicative value of £11.478k in 2011/12, have been rolled into the formula grant.
 - c The increase in formula grant in the provisional settlement, including the grants transferred in, is only £5.183k, leaving a shortfall in funding of £9,221k between the two years.
 - d 23 grants, worth £8,200k in 2010/11, have been transferred to the new Early Intervention Grant, for which the council will receive £6,350k in 2011/12 a further shortfall of £1,850k.
 - e 21 grants, worth £13,685k in 2010/11, have been incorporated within the Dedicated Schools Grant (DSG). The provisional DSG for 2011/12 is £106,564k, an increase of £13,659k from the 2010/11 level (subject to pupil number adjustments).
 - f There are a further five grants (worth £759k in 2010/11) as yet still under review.
 - g Against these pressures the Executive were advised in December that directorates would need to find savings of £15m to be able to set a balance budget for 2011/12.
 - h In addition, other grants (worth £5,773k in 2010/11) which formerly were direct grants to service areas have been cancelled or reduced, creating additional financial pressures in directorates.
 - i While the Council has been penalised over the past few years by the workings of the floors and ceilings within the formula grant mechanism, for 2011/12 this same process will offer the protection of a damping gain of £2,541k.
 - j The Council will receive a further reduction in formula grant of £4,639k in 2012/13.
- 6 Against these funding reductions the Council has been offered a sum of £1,828k per annum for each year of the Spending Review period if the council tax level in the area is frozen at the 2010/11 level. At the same time the threat of 'capping' local authorities who decide to raise council tax levels or net expenditure above a level yet to be determined by the government has not been removed. York currently has the second lowest Council Tax of all Unitary authorities.
- 7 The 2010/11 revenue budget monitoring process has identified areas of activity that currently have insufficient capacity to deal with the increased demands on those

services. In addition consideration has been given to the Council's top priorities, and the need to ensure that key front line areas of activity, particularly those in respect of adults and children, can continue to be provided. From this analysis, specific areas of investment will be proposed within the Council's 2011/12 budget, in particular within the following areas:

- Increasing demand on adult social care services
- Impact of economic downturn on the Council's income generating services

- 8 The proposed budget for 2011/12 reflects the need to direct investment into these areas in order that planning and monitoring of service delivery and improvement can take place against an adequate resourcing platform.
- 9 In addition, the Council recognises that adequate provision needs to be created within the budget to ensure that the continuing financial impact of the economic downturn can be contained effectively. Following detailed review of economic pressures both on front line services and the Council's Treasury Management function, it is proposed that money will be set aside within the budget to contain the impact of these pressures.
- 10 In order to create the financial capacity to enable adequate investment in these priority areas the budget strategy has been based around certain key financial management principles. A fundamental maxim of the strategy is that Directorates have been made clearly responsible for the robust and effective self-management of their existing financial resources and that restraint has been expected in putting forward for additional growth in budget to be funded corporately.
- 11 Directorates have been expected to contain their net expenditure within clearly defined and strictly enforced cash limits with a clear expectation that Directorates self manage all non-exceptional budget pressures within this cash limit. These pressures include the anticipated cost of the pay award and any incremental increases due in year. Explicitly linked to self-management within defined cash limits has been the requirement for directorates to demonstrate the re-allocation of budgets in order to contain internal financial pressures.
- 12 CYC has a strong track record of delivering Value for Money and initiated an innovative efficiency programme, More for York which is on track to deliver £9m savings from the work undertaken in the current year so it is well placed to meet the financial challenges set out above.

Budget Consultation

- 13 As with previous years we have asked residents what services they value and where they would wish CYC to continue providing the levels of service they receive now and where they think we should reduce spending. This year steps were taken to reduce the cost of the Budget Consultation, due to the very nature of the consultation. Budget questions were included in Your City and available online. Residents were also able to give their views through a separate online budgeting tool - YouChoose. The consultation generated a statistically reliable response of 738 for Your City and 465 for YouChoose. Whilst the level of response is lower than last year the results remain statistically reliable, and furthermore overall spend was less than £1,000.

Your City Questions - This was based upon 3 questions

- 60% of residents would choose to meet the budget challenge through higher fees and charges, 44% through reductions in service and only 30% of residents through increased Council Tax.
- People are more willing to pay increased charges for Planning, Parking and Leisure facilities than they are for Homecare services.
- In deciding whether budgets for different services should stay the same or be reduced, residents were more likely to say that funding for social care services, community safety and street based services should remain the same – 85% Children’s social care, 75% crime prevention and community safety, 76% Adult social care, 76% waste and recycling, 74% road and footpath maintenance and 70% street cleaning.
- Residents were more willing to reduce spending on a broad range of leisure and culture services and on young peoples services and transport with 64% reducing sport and leisure facilities (including events and activities), 63% reducing theatres and museums, 47% reducing parks and open spaces, 45% reducing libraries, 42% reducing young peoples services and 41% reducing transport services.

You Choose Questionnaire - This was an interactive online tool that asked residents to identify how to make £15m savings by either increasing/decreasing Council Tax, spend or fees and charges on a range of services.

- Perhaps because residents were asked to identify total savings they were generally much more likely to reduce expenditure in all areas. However the same pattern of preference as in Your City was repeated with 98% of residents reducing the budget for Council support and public engagement, 92% reduced leisure and culture budgets, 89% reduced Adult Social Care budgets, 81% reduced Children’s Social Care budgets whilst community safety was reduced by 74% of residents.
- In terms of service efficiencies and saving money, respondents were very supportive of all the options. A review of the authority’s fleet vehicles was supported by 82% of respondents, sharing services with partners by 78% and outsourcing services to external suppliers by 57%.

Principles

14 Directorates have identified options for savings for consideration by the Executive portfolio holder based on 4 key principles. Each of these principles will bring benefits for the citizens of York, and each will be guide us as we tackle the realities of significant budgetary changes in the months and years to come.

- **Create**
 - Opportunities for our citizens and communities, our businesses and educational establishments to prosper and thrive
- **Protect**
 - The most vulnerable members of our community – older people, people with disabilities and, children– by ensuring that the services with which we provide them are the very best possible
 - All citizens by ensuring that vital Council services that secure their well-being continue to be delivered and that all customer groups receive equal outcomes

- The financial interests of our residents by not raising the amount of Council Tax they pay in 2011/12
- Staff by ensuring wherever possible that we provide security of employment
- **Partner**
 - Increase public participation in decision-making and service delivery
 - Bring together service provision from a range of agencies at a local level so that individuals, community groups and voluntary bodies can shape and prioritise and even take control of delivering services that are needed at a local level.
 - With the voluntary and community sector; health services, and city partners in the police, fire service, education and business to join up services and make the most of all the resources within the city
 - Cost and Quality of services are important to CYC – where we cannot match both the cost and quality of service offered by other providers we will consider using the Community and Voluntary sector, staff co-operatives or the Private sector to deliver services.
- **Efficiency**
 - We will continue to monitor spend and drive costs down
 - We will rationalise and reshape services to make them as efficient as possible
 - Get better value from our non salary spend through effective procurement

Delivering the Savings

- 15 Once again the More for York programme will be used to support the delivery of the savings. The programme will now be on a much larger scale and Directorate Management Teams will be central to delivery and managing the changes. It must be stressed that achievement of these efficiencies will not be easy to deliver but they are essential in order to deliver investment into priority areas. The scale and pace of the transformation process in coming years will be critical to the Council maintaining financial stability. In addition, clearly with the future pressures on public spending, combined with known forecast increased pressures in children's care, adult care, and waste management, the Council will face the need to both achieve significant transformational change, and review the overall type and level of service provision in coming years.

Portfolio Overview

- 16 Within Children & Young People's Services, we will:
- Continue to provide high quality services and safeguarding for vulnerable Children, maintaining a budget of £13.4 million
 - Continue to invest £175m per year to provide the highest quality services which prioritise safeguarding and maximise the achievement of all young people.
 - Maintain our commitment to providing an excellent schools service for the City which supports outstanding academic achievements.
 - Work with partners to ensure the ongoing delivery of youth services for all young people with particular focus on those in greatest need
 - **Protect**
 - We will integrate early intervention services for children (including Education

Welfare) to provide more joined-up & targeted support to those who need it. This integrated approach to getting early support to children & families is more cost effective to provide in itself but also means fewer children will need (more costly) social care support at a later date.

- We will rationalise how Children's Centres are run to improve efficiency and make best use of the money and resources available, ensuring that these resources are prioritised towards the most vulnerable children & young people.
- We will increase the number of local foster carers to maximise the local placement of children in care and also reduce the costly spend on Independent Fostering Agencies and other out of area placements.
- We will continue to provide support for young people throughout the city, for example through the Castlegate facility in the city centre.
- Reshape music services to provide opportunity for all pupils in schools in the City
- **Partner**
 - We will work with Voluntary and Community groups to expand their involvement in providing universal services for young people.
 - We will partner with other authorities to provide School Improvement services or rationalise and market York's excellent-rated service to other authorities.
 - Work with all city partners and Voluntary sector and Community partners to join up services at a local level
- **Efficiency**
 - We will reduce costs by integrating and rationalising our management structures and support functions
 - We will maximise the use of The Glen Children's Respite Home and Wenlock Terrace Children's Home, making best use of them by selling vacant places to other authorities to provide income whilst also enabling us to keep the facility available for local use.
 - Restructure Adult Education services to reduce management and administration costs
 - Ensure that charges for discretionary services like music services and arts consultants cover the full cost of providing them.

Budget Proposals for Children & Young People's Services

- 17 A summary of the budget proposals is shown in Table 1 below. Further details on each individual element are presented in the subsequent paragraphs.

Table 1: Proposed Children & Young People's Services Budget 2010/11	Para Ref	Schools Budget (DSG) £000	General Fund £000	Children's Services Total £000
Base Budget 2011/12	18	92,905	29,628	122,533
Adjustment for former service grants transferring into the general formula grant (RSG)			+ 491	+ 491
Allocation for increments	19	+ 89	+ 272	+361
Loss of specific grants and other directorate funding pressures	20	+ 701	+ 5,729	+ 6,430
Savings proposals (Annex 3)	22	- 161	-8,197	- 8,358
Less: Balance of 2010/11 Savings not yet delivered			+ 941	+ 941
Provision for staff severance costs		+ 195	+ 300	+ 495
Mainstreaming of Schools Grants	27	+13,865		+ 13,865
2011/12 Total Proposed Budget		107,594	29,164	136,758
Funding Available within the DSG		106,564		
DSG Budget Gap	36	1,030		

Base Budget (£122,533k)

- 18 This represents the latest budget for 2010/11, updated for the full year effect of decisions taken during 2010/11, e.g. supplementary estimates awarded.

Increments (£361k)

- 19 The job evaluation exercise resulted in a twelve grade structure with four levels within each band. 2011/12 is the final year that will include incremental payments for staff appointed at the bottom of the grade as part of that

Specific Grants (£6,430k)

- 20 This represents the additional pressure on budgets from the withdrawal or reduction of a number of specific grants or other funding streams supporting Children & Young People's Budgets. Additional savings proposals have been developed to mitigate the impact of these grant reductions and are included in the savings at Annex 3.

Contingency Items

- 21 Members should note that there are potential expenditure pressures that may materialise in 2011/12 but which are not yet certain or not quantifiable at this stage. The Executive will decide on 15 February 2011 whether or not to set a general contingency to provide possible funding for such items for 2011/12.

Savings Proposals (£-8,358k)

- 22 Members will be aware that the 2010/11 budget savings were significant and that all Directorates are operating within a tight financial environment. In addition the Council has accelerated its' efficiency programme, More For York, which had an initial target of generating £15m of budget savings over three years, to meet the financial constraints of the governments' spending Review and the provisional finance settlement.
- 23 In seeking to achieve savings for the 2011/12 budget Directorates have examined budgets with a view to identifying savings that have a minimum impact on the services provided to the public, customers and the wider Council and are not already included in existing blueprints for More For York. They have concentrated on initiatives that:
- improve quality and efficiency
 - Reduce Management and administrative costs
 - Protect frontline services especially services for the most vulnerable members of our community
 - Result from ongoing service reviews
 - generate income
 - address budgetary underspends
 - improve cash flow and interest earnings
- 24 In addition to the initiatives listed above the price increases and list of savings also include proposals to increase fees and charges (see also section below). Generally these are in line with inflation, but this is varied by directorates as they are affected by national constraints/requirements.
- 25 Annex 3 shows the full list of savings proposals for the Children & Young People's Services.

Fees and Charges

- 26 The details of the proposed fees and charges for the services provided by this portfolio are set out in Annex 4. Where fees and charges increases are being set above the inflation requirement they have been included in Annex 3.

Mainstreaming of Schools Grants

- 27 For 2011/12 the Department for Education has transferred (mainstreamed) 21 former separate specific grants into the DSG totalling £13,685k. Of this sum £11,956k is currently devolved to schools on a formula basis, £950k is allocated to schools by the Council on a targeted basis and £779k is retained centrally to fund Council services supporting schools. The Council will be recommending to the Schools Forum that these arrangements are replicated in 2011/12 when the grants form part of the DSG.

Balancing the Schools Budget & DSG

- 28 Table 1 at paragraph 17 shows that there is still a budget gap within the Schools Budget of £1,030k at the time of writing this report. Further work will be undertaken in consultation with the Schools Forum to identify options for bridging this gap. At its

budget meeting on 15 February the Executive will be updated on the outcome of the discussions with, and comments of, the Schools Forum.

Standard charges for the use of Residential Homes and Foster Carers, Sharing Care, Adoption and Residence Order Weekly Allowances

- 29 Annex 4 sets out the proposed level of charges to other local authorities for the use of services within the Children and Families portfolio for residential care homes. The annex also lists proposed foster care, sharing care, adoption, residence order and special guardianship weekly allowances for 2011/12. It is proposed to freeze the majority of these rates at the 2010/11 level, the exception being the Foster Carer Weekly Allowances / Special Guardianship Allowances as outlined in the paragraphs below.

Standard Weekly Charges For Residential Care Homes (Annex 4a)

- 30 A source of income for Children & Families is derived from charges to other local authorities for purchasing services e.g. North Yorkshire Social Services Department who purchase residential and day care places for individuals who continue to be their responsibility. Many of this group of people are either resident in, or regular users of, residential and non-residential services.
- 31 There is a requirement for the directorate to set these standard charges both to charge other authorities and to set the maximum charge payable by residents. The proposed charges for 2011/12 have been frozen for Wenlock Terrace and reduced for The Glen to reflect the amounts that can realistically be charged following negotiations held during the year with prospective customers.

Minimum Payment For Foster Carers (Annex 4b)

- 32 A basic allowance is paid for each child/young person in a placement. Payments are calculated on a weekly basis according to the age of the child. The Government sets statutory minimum weekly allowances for foster carers. The weekly allowances set out at Annex 4b for Age Bands 0-4, 5-10 and 11-15 have been increased at a rate necessary to match the national minimum fostering rates levels. In practice this has led to increases of between 2.6% and 3.5%. The weekly rate paid for children aged between 16-17 is currently above the 2011/12 national rate (£168): following negotiations with foster carers it is proposed to apply an increase of 2% for 2011/12.
- 33 Foster carers are also paid a weekly carer's skill premium. These premiums are calculated with reference to an appraisal of the carer's skill level.
- 34 The Placement Strategy for Looked After Children established a specialist scheme that enhances the recruitment and retention of foster carers, who look after young people with exceptional needs in relation to their emotional and behavioural difficulties or severe disability. Foster carers are specifically selected for the new scheme to be matched with specific young people.
- 35 This is incorporated into the shaded area at the foot of the lower table in Annex 4b.

Additional Foster Carers Weekly Allowances (Annex 4c)

- 36 In addition to the allowances detailed above further allowances are paid to foster carers. A further weeks allowance is payable for birthdays and Christmas, and a further three weeks allowance will be payable for holidays taken during the year. Additional allowances are shown in Annex 4c.

Weekly Adoption Allowances and Residence Order Allowances (Annex 4d)

- 37 A weekly allowance is not paid in all cases of adoption, only in certain financial circumstances, or when a disabled child is adopted or possibly to encourage the adopter to take a sibling of a child already adopted. To determine whether an allowance should be paid to an adopter a financial assessment is carried out, using the DfE suggested assessment model.
- 38 A small number of children in our care are subject to residence orders that replaced custodianship in 1991. A residency order means that the birth parents retain parental responsibility but the carer gains parental rights. As with adoption, a financial assessment of the carer is undertaken to determine whether an allowance should be given.

Sharing Care & Sitting Service Allowances (Annex 4e)

- 39 Sharing care is provided for disabled children who attend a temporary carer on either a day care or overnight basis, in order to give the parent or regular carer a break. The sitting service provides for temporary carers to look after children in their own homes.
- 40 The Sharing Care Contract Carer Scheme recruits carers to provide regular, usually overnight, respite care for severely disabled children. The Contract Carers are paid a weekly allowance which is equal to the allowance paid to Specialist Foster Carers. This is shown in the bottom table of Annex 4e

Special Guardianship Allowances (Annex 4f)

- 41 A Special Guardianship Order allows carers to gain parental responsibility and enables them to override the parental responsibility of others (such as the child's birth parent) in day-to-day matters. Under legislation, Special Guardians must be offered support services, including financial support, if requested, subject to the same financial assessment as adopters. The allowances for Special Guardians are set at the same rate as the Foster Care weekly allowances; however, an amount equivalent to the Child Benefit entitlement will be deducted from the allowance before it is paid. Annex 5f shows the revised allowances for 2011/12.

Care Leavers Weekly Accommodation Allowance

- 42 In addition to the allowances shown in Annex 4, a weekly accommodation allowance is paid to Care Leavers. The 2010/11 allowance was £52 per week; it is currently proposed to keep the allowance at this level. However, this may change as the amount paid must be higher than the Job Seeker's allowance, which has not yet been confirmed for 2011/12.

Rounding

- 43 The figures shown for all weekly allowances contained in Annex 4 have been rounded to the nearest figure in whole pence that can be divided exactly by 7. This is done so that the weekly allowances can easily be converted into daily amounts when processing payments.

Consultation

- 44 This paper forms part of the Council's budget consultation. The results of consultation to date are included in the report. These include a Your City Questionnaire, Youchoose, an online questionnaire, a public meeting led by the Leader of the Council and Director of Customer and Business Support Services where participants were presented with information on pressures facing each directorate, and a further session with the business communities of the city

Options

- 45 As part of the consultation process The Executive Member is asked for their comments or alternative suggestions on the proposals shown in Annexes 2 and 3.

Analysis

- 46 All the analysis is provided in the body of the report and the annexes.

Corporate Priorities

- 47 The budget represents the opportunity to prioritise resources towards corporate priority areas. The principles set out in this report which have driven the development of savings and growth proposals are derived from the Councils corporate priorities.

Implications

- 48 The implications are:
- Financial - The financial implications are dealt with in the body of the report.
 - Human Resources - Implications are identified against each of the individual savings proposal listed in annex 2 where appropriate. In summary though, the savings proposed in Annex 2 equate to the loss of between 88 and 92 FTE posts, subject to further work to review the future needs of the service. Some of these posts will be part time and a number are currently vacant. In addition some proposals may lead to reduced hours, changes to patterns of work or changes to service delivery models. HR has been involved in the development of the budget proposals and has worked with DMT and local managers to identify the HR implications of the proposals and start consultation with staff and Trade Unions. HR implications will be managed in accordance with established Supporting Transformation procedures and every effort will be made to avoid compulsory redundancies.
 - Equalities – The consideration of the impact of these proposals on each equalities strand has been carefully considered by officers as part of the budget preparation process. Consultation has also taken place with representatives of groups in York and feedback has been incorporated. Individual Equalities Impact Assessments (EIA) have been undertaken where appropriate and the impacts of each proposal are set out in Annex 3. An Overall EIA of the budget has been

undertaken and will be a background paper to the Executive report.

- Legal - The standard weekly charges for residential care homes as shown in Annex 4a must be amended in line with the National Assistance Act 1948. The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Information Service book shows that “residents in accommodation managed by the local authority are expected to pay at the maximum, the ‘standard’ charge fixed by the local authority (section 22(2) of the 1948 Act), or where the resident satisfies the authority that he/she is unable to pay the standard fixed rate, a lower rate based upon the resident’s ability to pay.” The relevant items of legislation regarding the allowances paid to carers as shown in Annexes 4b to 4e are The Foster Placement (Children) Regulations 1991 and The Adoption Support Services Regulations 2005.”
- Crime and Disorder - there are no specific crime and disorder implications to this report.
- Information Technology - there are no information technology implications to this report.
- Property - there are no property implications to this report.

Risk Management

- 49 Key reporting mechanisms to Members on budget matters will continue to be through mid-year monitoring reports and the final Revenue Outturn report for the year. The format/timing of these reports has recently been considered by the Council's Management Team but as a minimum they will report on forecast out-turn compared to budgets and will also address the progress made on investments and savings included within the budgets.
- 50 The budget setting process always entails a degree of risk as managers attempt to assess known and uncertain future events. As with any budget the key to mitigating risk is prompt monitoring and appropriate management control. As such updated figures and revised corrective actions will be monitored via Directorate Management Teams, Corporate Management Team and the monitor reports during the year.

Recommendations

- 51 The Executive Member is invited to consider whether the budget proposals are in line with the Council's priorities.
- 52 The Executive Member is invited to provide comments on the budget proposals for savings and growth which have been prepared by Officers and contained in this report, which are intended to form part of the Council's budget to be considered by the Budget Executive on 15 February 2011.
- 53 The Executive Member is invited to provide comments on the areas for consultation for the revenue budget contained in this report, which may form part of the Council's budget to be considered by the Budget Executive on 15 February 2011.
- 54 The Executive Member is asked to consider the budget proposals for consultation for Office of the Chief Executive for 2011/12 contained in this report and listed below

and provide comments to be submitted to the Budget Executive on 15 February 2011.

- 2011/12 Base budget as set out in paragraph 17;
- Savings proposals as set out in Annex 2;
- Fees & charges as set out in Annex 3
- Residential Homes and Foster Carers, Sharing Care, Adoption and Residence Order Weekly Allowances as set out at Annex 4

Reason: In accordance with consultation on the budget

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Wards Affected:			All	√
For further information please contact the author of the report				

Annex 1 - 2010/11 Original Budgets

Annex 2 - Savings Proposals

Annex 3 - Fees & Charges Schedules

Annex 4 - Residential Homes, Foster Carers, Sharing Care, Adoption and Residence Order Weekly Allowances

Background Papers

2011/12 Budget Files

Provisional Local Government Finance Settlement - December 2010

Dedicated Schools Grant Settlement - December 2010