



COMHAIRLE NAN EILEAN SIAR

**DRAFT
BUDGET BOOK
2016-17**

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TOTAL BUDGET

BUDGET SUMMARY		Initial Budget 2015-16 £	Total Budget 2015-16 £	Initial Budget 2016-17 £
	DEPARTMENT			
1	CHIEF EXECUTIVE	3,010,274	2,878,358	2,927,563
2	DEVELOPMENT	7,063,692	7,408,864	7,033,522
3	EDUCATION AND CHILDREN'S SERVICES	47,276,609	46,710,388	46,466,893
4	FINANCE AND CORPORATE RESOURCES	2,383,660	2,609,684	2,348,151
5	HEALTH AND SOCIAL CARE	19,914,488	21,054,723	21,745,711
6	SPORT AND HEALTH	1,556,302	1,858,490	1,872,303
7	TECHNICAL SERVICES	18,767,105	18,945,670	18,156,629
8	NET EXPENDITURE	99,972,130	101,466,177	100,550,772
9	CONTINGENCY	500,000	500,000	200,000
10	CENTRALLY HELD BUDGETS ¹	1,693,610	13,166,360	1,942,148
11	WARD PRIORITIES FUND	155,000	256,912	155,000
12	INTEREST ON REVENUE BALANCES	-150,000	-150,000	-150,000
13	INTEREST PAYABLE	9,498,525	9,574,349	9,311,515
14	DEBT REPAYMENT	11,672,111	11,672,111	8,156,177
15	DEPRECIATION CHARGED	-12,060,716	-12,060,716	-12,020,836
16	TOTAL NET EXPENDITURE	111,280,660	124,425,193	108,144,776
	FINANCED BY			
17	REVENUE SUPPORT GRANT	92,613,000	92,613,000	88,457,000
18	NATIONAL NON-DOMESTIC RATES	8,188,000	8,188,000	8,020,000
19	COUNCIL TAX	8,992,000	8,992,000	9,254,000
20	TOTAL FUNDING	109,793,000	109,793,000	105,731,000
21	SURPLUS/(DEFICIT) FOR YEAR	-1,487,660	-14,632,193	-2,413,776

Notes:

1. The deficit in the Total Budget column is due to the carry forward from 2014/15 of budgets earmarked for specific purposes, which are held centrally until required.

CHIEF EXECUTIVE'S DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 CHIEF EXECUTIVE	592,375	521,980	545,930
2 HUMAN RESOURCES	353,013	280,923	401,547
3 EXECUTIVE OFFICE	2,064,886	2,075,455	1,980,086
4 NET EXPENDITURE	3,010,274	2,878,358	2,927,563

SUBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
5 EMPLOYEE EXPENSES	2,744,406	2,655,274	2,633,799
6 PREMISES RELATED EXPENSES	39,677	40,104	2,570
7 TRANSPORT RELATED EXPENSES	140,669	134,466	131,331
8 SUPPLIES AND SERVICES	1,301,467	1,305,660	1,303,988
9 AGENCY AND CONTRACT SERVICES	88,099	71,026	71,734
10 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,238,397	1,296,620	1,065,433
11 CAPITAL CHARGES	0	0	6,772
12 GROSS EXPENDITURE	5,648,715	5,599,150	5,311,627
13 INCOME	-2,638,441	-2,720,792	-2,384,064
14 NET EXPENDITURE	3,010,274	2,878,358	2,927,563

**CHIEF EXECUTIVE'S DEPARTMENT
CHIEF EXECUTIVE**

CHIEF EXECUTIVE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	577,756	516,311	549,814
2 PREMISES RELATED EXPENSES	828	882	627
3 TRANSPORT RELATED EXPENSES	22,541	22,394	22,598
4 SUPPLIES AND SERVICES	171,170	129,505	172,538
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	150,585	145,998	97,323
6 GROSS EXPENDITURE	922,880	815,090	842,900
7 INCOME	-330,505	-293,110	-296,970
8 NET EXPENDITURE	592,375	521,980	545,930
CHANGES IN SERVICE			
<p>The Chief Executive's section includes Chief Executive's South, Communications, Hospitality, Sgioba Na Gaidhlig and the Senior Projects Manager.</p> <p>£29k of the decrease in Employee Expenses during 2015-16 was due to budget transfer to pay for the strain on the pension fund payments. The remainder was a result of savings realised from staffing reviews and disestablished posts. Workforce planning decision Y1-10 realised a £25k reduction in budget here explaining the difference between 2015/16 and 2016/17 initial budget figures.</p> <p>£30k of the Supplies and Services decrease during 2015/16 was due to the annual transfer of Gaelic Grant for the MOD.</p>			
HEAD OF DEPARTMENT:		Malcolm Burr	
DELEGATED BUDGET MANAGER:		Malcolm Burr	

**CHIEF EXECUTIVE'S DEPARTMENT
HUMAN RESOURCES**

HUMAN RESOURCES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,239,280	1,186,019	1,162,131
2 PREMISES RELATED EXPENSES	38,849	39,222	1,743
3 TRANSPORT RELATED EXPENSES	17,335	13,275	14,130
4 SUPPLIES AND SERVICES	230,431	245,627	249,067
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	387,770	450,845	358,677
6 CAPITAL CHARGES	0	0	6,772
7 GROSS EXPENDITURE	2,092,538	2,096,788	1,954,980
8 INCOME	-1,739,525	-1,815,865	-1,553,433
9 NET EXPENDITURE	353,013	280,923	401,547
CHANGES IN SERVICE			
<p>The Human Resources section includes Complaints, Employee Remuneration and Health, Human Resource Support and Recruitment, Training, Organisational Development, Risk and Emergency Planning, Council Officers and the Reprographics Unit.</p> <p>£50k of the decrease in Employee Expenses throughout 2015/16 occurred when the Accredited Skills Team moved from the Social & Community Services Department (S&CS) to the Chief Executive's Department, S&CS retained a £50k budget relating to staff training. Regarding 2016/17 figures, workforce planning decision S-2, the reduction of a training manager realised a £36k decrease and Y1-9 a £13k decrease.</p> <p>The reduction of the 2016/17 Premises Related Expenses budget is due to workforce planning decisions Y1-7, the relocation of the reprographics unit and Y1-8, the termination of the lease for the training facility at Inaclete Road.</p>			
HEAD OF DEPARTMENT:		Malcolm Burr	
DELEGATED BUDGET MANAGER:		Katherine MacKinnon	

**CHIEF EXECUTIVE'S DEPARTMENT
EXECUTIVE OFFICE**

EXECUTIVE OFFICE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	927,370	952,944	921,854
2 PREMISES RELATED EXPENSES	0	0	200
3 TRANSPORT RELATED EXPENSES	100,793	98,797	94,603
4 SUPPLIES AND SERVICES	899,866	930,528	882,383
5 AGENCY AND CONTRACT SERVICES	5,226	5,226	5,274
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	700,042	699,777	609,433
7 GROSS EXPENDITURE	2,633,297	2,687,272	2,513,747
8 INCOME	-568,411	-611,817	-533,661
9 NET EXPENDITURE	2,064,886	2,075,455	1,980,086
CHANGES IN SERVICE			
<p>Executive Office includes Legal and Licensing Services, Democratic Services, Elected Members, Community Council Grants, Children's Panel, European, Corporate Policy and Community Planning.</p> <p>The increase in Employee Expenses during 2015/16 is due to a grant funded post. This budget was subsequently removed which explains the decrease in 2016/17 figures. Workforce planning decision S1 realised a £12k budget decrease here, and Y1-1 a £3k decrease.</p> <p>Workforce planning item Y1-3 reduced travel and subsistence budgets across the section by £4k. Y1-6 reduced section budgets by £500. Y1-4 and Y1-5 saw a decrease of £6k within Supplies and Services budgets.</p> <p>The increase in 2015/16 Supplies and Services was due to budget transferred from the CEX General carry forward for the purchase of the Idox scanning equipment.</p> <p>Workforce planning decision Y1-2, the increase in Civic Government Licensing increased Income budgets by £8k.</p>			
HEAD OF DEPARTMENT:		Malcolm Burr	
DELEGATED BUDGET MANAGER:		Lesley McDonald	

DEVELOPMENT DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 ECONOMIC DEVELOPMENT	2,426,466	2,856,218	2,375,371
2 PLANNING	889,166	876,588	870,265
3 HOUSING SERVICES	1,217,334	1,231,219	1,148,874
4 CONSUMER AND ENVIRONMENTAL HEALTH SERVICES	955,877	951,546	906,616
5 CULTURAL AND INFORMATION SERVICES	1,574,849	1,493,293	1,732,396
6 NET EXPENDITURE	7,063,692	7,408,864	7,033,522

SUBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
7 EMPLOYEE EXPENSES	4,605,525	4,670,724	4,609,323
8 PREMISES RELATED EXPENSES	556,993	584,048	642,828
9 TRANSPORT RELATED EXPENSES	126,294	128,325	125,937
10 SUPPLIES AND SERVICES	1,642,890	1,674,865	1,615,669
11 AGENCY AND CONTRACT SERVICES	51,057	52,057	20,785
12 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,813,419	1,762,567	1,803,212
13 CAPITAL CHARGES	1,051,326	1,051,326	1,249,034
14 GROSS EXPENDITURE	9,847,504	9,923,912	10,066,788
15 INCOME	-2,783,812	-2,515,048	-3,033,266
16 NET EXPENDITURE	7,063,692	7,408,864	7,033,522

**DEVELOPMENT DEPARTMENT
ECONOMIC DEVELOPMENT**

ECONOMIC DEVELOPMENT	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,314,106	1,343,258	1,317,056
2 PREMISES RELATED EXPENSES	103,946	119,844	100,254
3 TRANSPORT RELATED EXPENSES	32,150	34,500	29,900
4 SUPPLIES AND SERVICES	503,529	517,208	478,660
5 AGENCY AND CONTRACT SERVICES	3,272	4,272	2,000
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	932,937	1,034,083	1,045,597
7 CAPITAL CHARGES	671,106	671,106	678,776
8 GROSS EXPENDITURE	3,561,046	3,724,271	3,652,243
9 INCOME	-1,134,580	-868,053	-1,276,872
10 NET EXPENDITURE	2,426,466	2,856,218	2,375,371
CHANGES IN SERVICE			
<p>This budget includes the Comhairle's economic development function including Arts Development and the Energy Unit.</p> <p>The reduction in Employee Expenses in 2016/17 relates to the deletion of a Regeneration officer post through voluntary severance and a part time Project Support Assistant as agreed in the Workforce Plans.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Joe MacPhee	

DEVELOPMENT DEPARTMENT PLANNING

PLANNING	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,009,307	1,018,110	1,031,689
2 PREMISES RELATED EXPENSES	3,058	3,058	3,058
3 TRANSPORT RELATED EXPENSES	21,870	21,870	22,970
4 SUPPLIES AND SERVICES	116,929	116,917	106,049
5 AGENCY AND CONTRACT SERVICES	7,000	7,000	6,000
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	235,712	214,343	191,629
7 GROSS EXPENDITURE	1,393,876	1,381,298	1,361,395
8 INCOME	-504,710	-504,710	-491,130
9 NET EXPENDITURE	889,166	876,588	870,265
CHANGES IN SERVICE			
<p>This budget covers Planning (policy and applications), Building Standards and related projects.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Keith Bray	

**DEVELOPMENT DEPARTMENT
HOUSING SERVICES**

HOUSING SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	817,825	811,226	856,150
2 PREMISES RELATED EXPENSES	296,103	296,203	248,091
3 TRANSPORT RELATED EXPENSES	6,544	6,544	7,960
4 SUPPLIES AND SERVICES	544,666	565,050	519,772
5 AGENCY AND CONTRACT SERVICES	28,000	28,000	0
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	176,421	176,421	157,913
7 CAPITAL CHARGES	100,740	100,740	108,915
8 GROSS EXPENDITURE	1,970,299	1,984,184	1,898,801
9 INCOME	-752,965	-752,965	-749,927
10 NET EXPENDITURE	1,217,334	1,231,219	1,148,874
CHANGES IN SERVICE			
<p>This budget includes the Comhairle's housing strategy and homeless operation functions.</p> <p>The increase in Employee Expenses relates to Homeless facilities, this has been offset by a saving in the Premises Related expenses budget for homeless properties.</p> <p>Supplies & Services and the Agency and Contracted Services budgets have been reviewed as agreed in Workforce Plans.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Iain Watson	

**DEVELOPMENT DEPARTMENT
CONSUMER AND ENVIRONMENTAL SERVICES**

CONSUMER AND ENVIRONMENTAL HEALTH SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	453,153	456,632	433,069
2 TRANSPORT RELATED EXPENSES	22,364	22,346	22,355
3 SUPPLIES AND SERVICES	291,860	291,853	280,624
4 AGENCY AND CONTRACT SERVICES	12,785	12,785	12,785
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	185,631	177,846	167,699
6 GROSS EXPENDITURE	965,793	961,462	916,532
7 INCOME	-9,916	-9,916	-9,916
8 NET EXPENDITURE	955,877	951,546	906,616
CHANGES IN SERVICE			
<p>This budget includes the Comhairle's Environmental Health, Food Safety, Animal Welfare and Trading Standards services.</p> <p>The reduction in Employee Expenses relates to a Community Environment Officer being reduced to part-time (£15k) and the saving in Supplies and Services of £10k which relates to the Citizen's Advice Contract as agreed in the Workforce Plan.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Colm Fraser	

**DEVELOPMENT DEPARTMENT
CULTURAL AND INFORMATION SERVICES**

CULTURAL AND INFORMATION SERVICES	2015-16 INITIAL BUDGET	2015-16 TOTAL BUDGET	2016-17 INITIAL BUDGET
£	£	£	£
1 EMPLOYEE EXPENSES	1,011,134	1,041,498	971,359
2 PREMISES RELATED EXPENSES	153,886	164,943	291,425
3 TRANSPORT RELATED EXPENSES	43,366	43,065	42,752
4 SUPPLIES AND SERVICES	185,906	183,837	230,564
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	282,718	159,874	240,374
6 CAPITAL CHARGES	279,480	279,480	461,343
7 GROSS EXPENDITURE	1,956,490	1,872,697	2,237,817
8 INCOME	-381,641	-379,404	-505,421
9 NET EXPENDITURE	1,574,849	1,493,293	1,732,396
CHANGES IN SERVICE			
<p>This budget includes the Comhairle Library, Museum and Archaeological Services.</p> <p>The reduction in Employee Expenses is mainly due to the deletion of the Principal Officer Post within the Libraries and Heritage Service as agreed in the Workforce Plans.</p> <p>The increase in Premises Related, Supplies & Services and Income is due to new Museum nan Eilean facility operating costs and funding.</p>			
HEAD OF DEPARTMENT:		Calum Iain Maciver	
DELEGATED BUDGET MANAGER:		Joe MacPhee	

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EDUCATION AND CHILDREN'S SERVICES STRATEGY	762,613	656	770,620
2 EARLY YEARS	2,659,057	2,542,895	2,682,726
3 EXTENDED LEARNING	847,297	842,438	809,166
4 SCHOOLS AND RESOURCES	37,913,280	38,054,172	37,611,047
5 CHILDREN'S SERVICES	3,870,422	4,021,319	3,444,501
6 COMMUNITY EDUCATION AND LEARNING	1,223,940	1,248,908	1,148,790
7 TRADING OPERATIONS	0	0	43
8 NET EXPENDITURE	47,276,609	46,710,388	46,466,893

SUBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
9 EMPLOYEE EXPENSES	29,491,828	29,581,606	29,475,112
10 PREMISES RELATED EXPENSES	3,761,990	3,931,621	3,812,966
11 TRANSPORT RELATED EXPENSES	3,686,179	3,501,686	3,525,185
12 SUPPLIES AND SERVICES	2,151,177	2,348,235	2,197,143
13 AGENCY AND CONTRACT SERVICES	7,586,134	6,878,642	6,942,202
15 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	6,440,935	6,530,865	6,449,424
16 CAPITAL CHARGES	2,933,302	2,933,302	3,001,656
17 GROSS EXPENDITURE	56,056,545	55,710,957	55,408,738
18 INCOME	-8,779,936	-9,000,569	-8,941,845
19 NET EXPENDITURE	47,276,609	46,710,388	46,466,893

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

	2015-16 INITIAL BUDGET	2015-16 TOTAL BUDGET	2016-17 INITIAL BUDGET
EDUCATION AND CHILDREN'S SERVICES STRATEGY	£	£	£
1 EMPLOYEE EXPENSES	129,444	125,100	131,735
2 TRANSPORT RELATED EXPENSES	3,007	3,007	3,036
3 SUPPLIES AND SERVICES	1,947	6,947	1,961
4 AGENCY AND CONTRACT SERVICES	762,613	0	770,620
5 GROSS EXPENDITURE	897,011	135,054	907,352
6 INCOME	-134,398	-134,398	-136,732
7 NET EXPENDITURE	762,613	656	770,620
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.</p> <p>This service holds the budget for lifecycle costs which are transferred into the lifecycle fund each year for the ongoing maintenance of the WISP schools.</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Bernard Chisholm	

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

	2015-16 INITIAL BUDGET	2015-16 TOTAL BUDGET	2016-17 INITIAL BUDGET
EARLY YEARS	£	£	£
1 EMPLOYEE EXPENSES	1,749,420	1,731,813	1,853,305
2 PREMISES RELATED EXPENSES	93,471	98,748	73,369
3 TRANSPORT RELATED EXPENSES	19,423	41,054	19,987
4 SUPPLIES AND SERVICES	110,400	110,642	109,864
5 AGENCY AND CONTRACT SERVICES	784,820	632,820	639,973
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	206,902	233,197	274,438
8 GROSS EXPENDITURE	2,996,614	2,880,452	3,009,141
9 INCOME	-337,557	-337,557	-326,415
10 NET EXPENDITURE	2,659,057	2,542,895	2,682,726
CHANGES IN SERVICE			
<p>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. This service plays a significant role in the promotion of the Gaelic Language Policy.</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Becky MacLean	

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

EXTENDED LEARNING	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	715,888	721,210	693,161
2 PREMISES RELATED EXPENSES	34,961	33,600	58,907
3 TRANSPORT RELATED EXPENSES	35,681	52,267	19,613
4 SUPPLIES AND SERVICES	93,135	93,178	100,573
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	25,449	0	0
6 CAPITAL CHARGES	12,116	12,116	6,845
6 GROSS EXPENDITURE	917,230	912,371	879,099
7 INCOME	-69,933	-69,933	-69,933
8 NET EXPENDITURE	847,297	842,438	809,166
CHANGES IN SERVICE			
<p>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.</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Graeme Miller	

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

SCHOOLS AND RESOURCES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	22,754,137	22,787,294	22,560,040
2 PREMISES RELATED EXPENSES	3,479,299	3,643,617	3,526,231
3 TRANSPORT RELATED EXPENSES	3,499,706	3,285,400	3,374,208
4 SUPPLIES AND SERVICES	1,030,517	1,213,460	1,045,174
5 AGENCY AND CONTRACT SERVICES	3,702,385	3,769,215	3,726,296
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	5,718,665	5,791,087	5,643,681
7 CAPITAL CHARGES	2,873,035	2,873,035	2,942,991
8 GROSS EXPENDITURE	43,057,744	43,363,108	42,818,621
9 INCOME	-5,144,464	-5,308,936	-5,207,574
10 NET EXPENDITURE	37,913,280	38,054,172	37,611,047
CHANGES IN SERVICE			
<p>This budget head makes provision for primary and secondary and special 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 (including Client Catering and Cleaning), and Information Technology.</p> <p>Workforce Plan decisions totalling £515k have been realised from within this service area. There was a reduction in Business Support and Administrative staffing (£113k), a reduction in the number of Senior Education Officers in the Department from 3 to 2 (£70k), a reduction in ASN staffing (£10k) and a reduction in the staffing of the four presenting centres to formula maximum (£322).</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Bernard Chisholm	

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

CHILDREN'S SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,170,209	1,116,078	1,192,851
2 TRANSPORT RELATED EXPENSES	97,162	90,598	78,404
3 SUPPLIES AND SERVICES	115,466	116,216	117,369
4 AGENCY AND CONTRACT SERVICES	2,336,316	2,476,607	1,805,313
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	240,741	311,292	340,931
6 GROSS EXPENDITURE	3,959,894	4,110,791	3,534,868
7 INCOME	-89,472	-89,472	-90,367
8 NET EXPENDITURE	3,870,422	4,021,319	3,444,501
CHANGES IN SERVICE			
<p>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.</p> <p>Workforce Plans decisions of £346k have been realised from within this service area due to a reduction in the staffing level in Children's Services (£46k) and a reduction in the requirement for residential mainland placements (£300k).</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Maria Mackay	

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

COMMUNITY EDUCATION AND LEARNING	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	898,594	967,650	873,756
2 PREMISES RELATED EXPENSES	57,259	58,656	57,459
3 TRANSPORT RELATED EXPENSES	23,700	21,860	23,937
4 SUPPLIES AND SERVICES	128,812	136,892	130,172
5 TRANSFER PAYMENTS	5,000	5,000	5,050
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	137,602	85,064	88,231
7 CAPITAL CHARGES	15,973	15,973	13,615
8 GROSS EXPENDITURE	1,266,940	1,291,095	1,192,220
9 INCOME	-43,000	-42,187	-43,430
10 NET EXPENDITURE	1,223,940	1,248,908	1,148,790
CHANGES IN SERVICE			
<p>The Community Education and Learning Section provides a range of services related to: Providing community -based lifelong learning opportunities, incorporating the core skills of literacy, numeracy, communications, working with others, problem-solving and Information Communications Technology (ICT). Engaging with young people to facilitate their personal, social and educational development and enabling them to gain a voice, influence and a place in society.</p> <p>Building community capacity and influence by enabling people to develop the confidence, understanding and skills required to influence decision making and service delivery. £33k have been realised from within this service area due to a reduction in the staffing of the Community Education Service as agreed in the Workforce Plans (Y1-33).</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Neil MacLeod	

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

TRADING OPERATIONS	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,074,136	2,132,461	2,170,264
2 PREMISES RELATED EXPENSES	97,000	97,000	97,000
3 TRANSPORT RELATED EXPENSES	7,500	7,500	6,000
4 SUPPLIES AND SERVICES	670,900	670,900	692,030
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	111,576	110,225	102,143
6 GROSS EXPENDITURE	2,961,112	3,018,086	3,067,437
7 INCOME	-2,961,112	-3,018,086	-3,067,394
8 NET EXPENDITURE	0	0	43
CHANGES IN SERVICE			
<p>This service is managed fully by the Education and Children's Services Department.</p>			
HEAD OF DEPARTMENT:		Bernard Chisholm	
DELEGATED BUDGET MANAGER:		Louise Laing	

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
SUMMARY**

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 ACCOUNTANCY AND CUSTOMER SERVICES	62,244	67,808	74,985
2 EXCHEQUER SERVICES	930,097	940,131	923,846
3 INFORMATION TECHNOLOGY	12,997	69,044	0
4 FINANCE STRATEGY AND OTHER CORPORATE FINANCE	1,085,749	1,240,128	1,043,819
5 JOINT BOARDS	292,573	292,573	305,501
6 NET EXPENDITURE	2,383,660	2,609,684	2,348,151

SUBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
7 EMPLOYEE EXPENSES	4,118,371	4,276,755	4,087,856
8 PREMISES RELATED EXPENSES	135,906	134,280	145,839
9 TRANSPORT RELATED EXPENSES	46,723	47,552	32,050
10 SUPPLIES AND SERVICES	1,124,157	1,151,855	1,101,309
11 AGENCY AND CONTRACT SERVICES	686,421	686,421	674,639
12 TRANSFER PAYMENTS	4,996,907	4,996,907	4,880,000
13 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	3,127,056	3,127,171	3,287,975
14 CAPITAL CHARGES	481,941	481,941	528,859
15 GROSS EXPENDITURE	14,717,482	14,902,882	14,738,527
16 INCOME	-12,333,822	-12,293,198	-12,390,376
17 NET EXPENDITURE	2,383,660	2,609,684	2,348,151

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
ACCOUNTANCY AND CUSTOMER SERVICES**

ACCOUNTANCY AND CUSTOMER SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,290,182	1,295,604	1,287,494
2 PREMISES RELATED EXPENSES	38,669	38,712	42,290
3 TRANSPORT RELATED EXPENSES	6,862	6,862	5,915
4 SUPPLIES AND SERVICES	78,387	78,327	71,651
5 AGENCY AND CONTRACT SERVICES	57,883	57,883	52,800
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	492,401	492,560	527,967
7 GROSS EXPENDITURE	1,964,384	1,969,948	1,988,117
8 INCOME	-1,902,140	-1,902,140	-1,913,132
9 NET EXPENDITURE	62,244	67,808	74,985
CHANGES IN SERVICE			
<p>Accountancy and Customer Services includes a decrease in employee expenses of £8k as a result of staff restructuring, reduced relief cover and loss of student placement budget. The transport costs have decreased by £1k due to reduced travel fees and making more use of video conferencing whenever possible. Supplies and services and agency costs have also decreased through reduced Insurance Broker Fees and maintenance agreements.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Norman Macdonald	

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
EXCHEQUER SERVICES**

EXCHEQUER SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,236,572	1,238,028	1,168,803
2 PREMISES RELATED EXPENSES	97,237	95,568	103,549
3 TRANSPORT RELATED EXPENSES	27,826	28,655	12,082
4 SUPPLIES AND SERVICES	302,814	312,061	312,242
5 AGENCY AND CONTRACT SERVICES	114,775	114,775	103,942
6 TRANSFER PAYMENTS	4,996,907	4,996,907	4,880,000
7 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,908,990	1,909,161	1,919,982
8 CAPITAL CHARGES	84,559	84,559	92,980
9 GROSS EXPENDITURE	8,769,680	8,779,714	8,593,580
10 INCOME	-7,839,583	-7,839,583	-7,669,734
11 NET EXPENDITURE	930,097	940,131	923,846
CHANGES IN SERVICE			
<p>This service includes the Collection of Council Tax and Non Domestic Rates, administration of Council Tax and Housing Benefit, Payroll, Creditor payments, Procurement, Collection of Debt and now also includes Financial Assessments previously undertaken by the Social and Community Services Department.</p> <p>Employee expenses have reduced significantly due to a number of factors including restructuring in a number of sections and removal of students placements from all budgets. Premises related expenses have increased due to increased water charges expected for the Town Hall.</p> <p>Transport related costs have reduced significantly as a result of the termination of the lease for the electric car in Uist and also through reduced travel making more use of video conferencing when available. Agency and contracted services have also reduced through decreased bank charges.</p> <p>The decrease in income mainly relates to non-controllable income and also a reduction in DWP income, which will decrease again over the coming years.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Helen Mackenzie	

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
INFORMATION TECHNOLOGY**

INFORMATION TECHNOLOGY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	637,756	675,781	615,191
2 TRANSPORT RELATED EXPENSES	3,775	3,775	4,263
3 SUPPLIES AND SERVICES	731,861	749,813	705,233
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	662,080	662,150	762,418
6 CAPITAL CHARGES	297,759	297,759	344,879
7 GROSS EXPENDITURE	2,333,231	2,389,278	2,442,570
8 INCOME	-2,320,234	-2,320,234	-2,442,570
9 NET EXPENDITURE	12,997	69,044	0
CHANGES IN SERVICE			
<p>This budget for employee expenses has decreased as a result of restructuring of the management structure, the disestablishment of IT senior analyst post, and no student placement. There has also been a reduction in telephone rental/IPT costs of £24k and maintenance agreements of £17k. There has been a slight increase in travel expenses to allow for additional flights for training.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Malcolm Nicol	

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

	2015-16 INITIAL BUDGET	2015-16 TOTAL BUDGET	2016-17 INITIAL BUDGET
FINANCE STRATEGY AND OTHER CORPORATE FINANCE	£	£	£
1 EMPLOYEE EXPENSES	953,861	1,067,342	1,016,368
2 TRANSPORT RELATED EXPENSES	8,260	8,260	9,790
3 SUPPLIES AND SERVICES	11,095	11,654	12,183
4 AGENCY AND CONTRACT SERVICES	221,190	221,190	201,810
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	63,585	63,300	77,608
6 CAPITAL CHARGES	99,623	99,623	91,000
7 GROSS EXPENDITURE	1,357,614	1,471,369	1,408,759
9 INCOME	-271,865	-231,241	-364,940
10 NET EXPENDITURE	1,085,749	1,240,128	1,043,819
CHANGES IN SERVICE			
<p>This service includes the costs of the Director of Finance and Corporate Resources (including internal audit), unattributed pension costs and Loans Fund expenses, and also the Union cost centre. Employee expenses have decreased in Unattributable Pension Costs. The agency and contracted services had decreased by £20k as a result of a decrease in external audit fees. Internal Audit budgeted income has decreased slightly due to less planned audits of Trading Operations in 2016/17.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Robert Emmott	

**FINANCE AND CORPORATE RESOURCES DEPARTMENT
JOINT BOARDS**

JOINT BOARDS	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 AGENCY AND CONTRACT SERVICES	292,573	292,573	305,501
2 CAPITAL CHARGES	0	0	0
3 GROSS EXPENDITURE	292,573	292,573	305,501
4 INCOME	0	0	0
5 NET EXPENDITURE	292,573	292,573	305,501
CHANGES IN SERVICE			
<p>This relates to the Comhairle's share of the Highland and Western Isles Joint Valuation Board.</p>			
HEAD OF DEPARTMENT:		Robert Emmott	
DELEGATED BUDGET MANAGER:		Robert Emmott	

HEALTH AND SOCIAL CARE SUMMARY

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 MANAGEMENT AND ADMINISTRATION	2,492,211	2,431,113	2,572,432
2 CNES RESIDENTIAL CARE	4,312,754	4,550,869	4,768,472
3 ADULT CARE AND SUPPORT SERVICES	2,823,038	2,920,368	3,020,244
4 COMMUNITY CARE	1,553,583	1,553,670	2,421,233
5 HOME CARE	5,540,546	5,881,096	5,004,089
6 ASSESSMENT AND CARE SERVICES	718,894	724,794	677,932
7 COMMISSIONING AND PARTNERSHIP SERVICES	2,280,102	2,795,745	3,057,842
8 CRIMINAL JUSTICE	193,360	197,068	223,467
9 NET EXPENDITURE	19,914,488	21,054,723	21,745,711

INTEGRATED SERVICES SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
10 EMPLOYEE EXPENSES	14,634,077	14,886,473	15,063,953
11 PREMISES RELATED EXPENSES	589,112	852,662	596,144
12 TRANSPORT RELATED EXPENSES	812,487	780,290	790,248
13 SUPPLIES AND SERVICES	795,598	798,593	800,545
14 AGENCY AND CONTRACT SERVICES	5,603,644	5,931,620	6,522,094
15 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,558,511	1,590,776	1,671,622
16 CAPITAL CHARGES	497,848	497,848	531,476
17 GROSS EXPENDITURE	24,491,277	25,338,262	25,976,082
18 INCOME	-4,576,789	-4,283,539	-4,230,371
19 NET EXPENDITURE	19,914,488	21,054,723	21,745,711

**HEALTH AND SOCIAL CARE
MANAGEMENT AND ADMINISTRATION**

MANAGEMENT AND ADMINISTRATION	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	802,101	746,561	801,283
2 PREMISES RELATED EXPENSES	0	0	0
3 TRANSPORT RELATED EXPENSES	11,227	11,227	11,127
4 SUPPLIES AND SERVICES	145,392	145,319	145,879
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,558,511	1,590,776	1,667,355
6 CAPITAL CHARGES	0	0	0
7 GROSS EXPENDITURE	2,517,231	2,493,883	2,625,644
9 INCOME	-25,020	-62,770	-53,212
10 NET EXPENDITURE	2,492,211	2,431,113	2,572,432
CHANGES IN SERVICE			
<p>This service includes the Chief Officer - Health and Social Care, Heads of Service and administration staffing for the Social and Community Services department.</p> <p>Income reflects NHS WI contribution to the Chief Officer post.</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Ron Culley	

HEALTH AND SOCIAL CARE CNES RESIDENTIAL CARE

CNES RESIDENTIAL CARE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	4,802,303	4,848,127	5,208,888
2 PREMISES RELATED EXPENSES	400,908	664,017	402,590
3 TRANSPORT RELATED EXPENSES	9,816	9,816	9,816
4 SUPPLIES AND SERVICES	369,708	371,890	370,447
5 AGENCY AND CONTRACT SERVICES	50,000	50,000	60,000
7 CAPITAL CHARGES	256,606	256,606	289,051
8 GROSS EXPENDITURE	5,889,341	6,200,456	6,345,059
9 INCOME	-1,576,587	-1,649,587	-1,576,587
10 NET EXPENDITURE	4,312,754	4,550,869	4,768,472
CHANGES IN SERVICE			
<p>The Comhairle operates 6 care homes for the Elderly across the Western Isles. Within these care homes permanent and respite accommodation is provided. Accommodation comprises, St. Brendan's (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. An option appraisal of St Brendan's continues with NHS and the replacement of the Hospital provision there.</p> <p>Employee expenses have increased to reflect the increased staffing requirement to meet statutory responsibilities and increasing pressures around staff absence and back-fill.</p> <p><u>Workforce Planning Decisions</u> Adult Care and Support Manager post £55k Saving of two care home manager posts £29k</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Paul Dundas	

**HEALTH AND SOCIAL CARE
ADULT CARE AND SUPPORT SERVICES**

ADULT CARE AND SUPPORT SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	2,897,512	3,025,807	3,152,162
2 PREMISES RELATED EXPENSES	142,060	142,447	142,491
3 TRANSPORT RELATED EXPENSES	223,782	191,666	133,945
4 SUPPLIES AND SERVICES	105,519	106,283	110,469
5 AGENCY AND CONTRACT SERVICES	22,260	22,260	42,260
6 CAPITAL CHARGES	155,968	155,968	162,801
7 GROSS EXPENDITURE	3,547,101	3,644,431	3,744,128
8 INCOME	-724,063	-724,063	-723,884
9 NET EXPENDITURE	2,823,038	2,920,368	3,020,244
CHANGES IN SERVICE			
<p>Adult Services provides for care home, respite, day services, housing support, complex care and transport. 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 subject to a re-tender exercise 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> <p>Employee Expenses have increased reflecting the transfer of complex adult care packages from Home Care.</p> <p>The reduction in Transport Related Expenses reflects the transfer of costs to the service heading where they are incurred.</p> <p><u>Workforce Planning Decisions</u> Social Care Worker post £7.5k</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Paul Dundas	

HEALTH AND SOCIAL CARE COMMUNITY CARE

COMMUNITY CARE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 PREMISES RELATED EXPENSES	20,442	20,466	25,782
2 SUPPLIES AND SERVICES	13,709	13,772	12,513
3 AGENCY AND CONTRACT SERVICES	2,374,705	2,374,705	3,231,113
4 CAPITAL CHARGES	2,340	2,340	2,340
5 GROSS EXPENDITURE	2,411,196	2,411,283	3,271,748
6 INCOME	-857,613	-857,613	-850,515
7 NET EXPENDITURE	1,553,583	1,553,670	2,421,233
CHANGES IN SERVICE			
<p>This service provision includes the Independent Care Homes, Direct Payments and Self-directed Support and Rehabilitation Services.</p> <p>Agency and contracted Services has increased to the transfer and increasing demand for Self-directed Support, previously recorded under Home Care.</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Emma Macsween	

HEALTH AND SOCIAL CARE HOME CARE

HOME CARE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	4,847,853	4,970,449	4,581,882
2 PREMISES RELATED EXPENSES	300	300	300
3 TRANSPORT RELATED EXPENSES	521,969	521,923	578,039
4 SUPPLIES AND SERVICES	38,012	38,012	38,012
5 AGENCY AND CONTRACT SERVICES	602,401	602,401	57,789
6 CAPITAL CHARGES	7,275	7,275	7,275
7 GROSS EXPENDITURE	6,017,810	6,140,360	5,263,297
8 INCOME	-477,264	-259,264	-259,208
9 NET EXPENDITURE	5,540,546	5,881,096	5,004,089
CHANGES IN SERVICE			
<p>Home Care income has reduced due to centrally held resources being transferred into the service base budget.</p> <p>Employee Expenses reflect the transfer of complex adult care packages to Adult Care.</p> <p>Agency and Contracted Services has reduced due to the transfer of budget for Direct Payments to Community Care.</p> <p><u>Workforce Planning Decisions</u> Pool Cars £10k Overtime £15k Management of Sickness absence £22.5k</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Paul Dundas	

HEALTH AND SOCIAL CARE ASSESSMENT AND CARE SERVICES

ASSESSMENT AND CARE SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	678,107	684,007	667,149
2 PREMISES RELATED EXPENSES	24,905	24,905	24,905
3 TRANSPORT RELATED EXPENSES	16,138	16,138	16,138
4 SUPPLIES AND SERVICES	18,603	18,603	18,603
5 AGENCY AND CONTRACT SERVICES	19,971	19,971	19,971
6 GROSS EXPENDITURE	757,724	763,624	746,766
7 INCOME	-38,830	-38,830	-68,834
8 NET EXPENDITURE	718,894	724,794	677,932
CHANGES IN SERVICE			
<p>This service covers Community Care assessments and the management and co-ordination of Home Care services.</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Emma Macsween/Paul Dundas	

**HEALTH AND SOCIAL CARE
COMMISSIONING AND PARTNERSHIP SERVICES**

COMMISSIONING AND PARTNERSHIP SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	164,261	165,852	181,070
2 PREMISES RELATED EXPENSES	426	452	0
3 TRANSPORT RELATED EXPENSES	6,418	6,418	17,534
4 SUPPLIES AND SERVICES	60,090	60,140	60,046
5 AGENCY AND CONTRACT SERVICES	2,529,050	2,857,026	3,105,704
6 CAPITAL CHARGES	67,573	67,573	61,923
7 GROSS EXPENDITURE	2,827,818	3,157,461	3,426,277
8 INCOME	-547,716	-361,716	-368,435
9 NET EXPENDITURE	2,280,102	2,795,745	3,057,842
CHANGES IN SERVICE			
<p>This service includes Adult Mainland Placements, Third Sector Organisations the Community Occupational Therapy service.</p> <p>Agency and Contracted Services has increased due to the transition and transfer of budget for children transitioning to Adult Services.</p> <p>Budgeted income has decreased due to budget transfer of centrally held resources to the service.</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Emma Macsween	

HEALTH AND SOCIAL CARE CRIMINAL JUSTICE

CRIMINAL JUSTICE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	441,940	445,670	471,519
2 PREMISES RELATED EXPENSES	71	75	76
3 TRANSPORT RELATED EXPENSES	23,137	23,102	23,649
4 SUPPLIES AND SERVICES	44,565	44,574	44,576
5 AGENCY AND CONTRACT SERVICES	5,257	5,257	5,257
6 CAPITAL CHARGES	8,086	8,086	8,086
7 GROSS EXPENDITURE	523,056	526,764	553,163
8 INCOME	-329,696	-329,696	-329,696
9 NET EXPENDITURE	193,360	197,068	223,467
CHANGES IN SERVICE			
<p>The Criminal Justice Social Work section deliver statutory services for 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.</p> <p>Employee expenses have increased to reflect additional funding for Criminal Justice reform.</p> <p><u>Workforce Planning Decisions</u> Redesign of the Anti-Social Behaviour post £10k</p>			
HEAD OF DEPARTMENT:		Ron Culley	
DELEGATED BUDGET MANAGER:		Michael Stewart	

SPORT AND HEALTH

SPORT AND HEALTH	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,233,188	1,345,559	1,350,172
2 PREMISES RELATED EXPENSES	490,570	448,917	450,876
3 TRANSPORT RELATED EXPENSES	22,668	22,644	22,656
4 SUPPLIES AND SERVICES	176,409	184,559	180,383
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	1,110,138	676,391	1,298,537
6 CAPITAL CHARGES	471,323	471,323	461,868
7 GROSS EXPENDITURE	3,504,296	3,149,393	3,764,492
8 INCOME	-1,947,994	-1,290,903	-1,892,189
9 NET EXPENDITURE	1,556,302	1,858,490	1,872,303
CHANGES IN SERVICE			
<p>Sport and Health provide sports development services and includes leisure facilities across the islands.</p> <p>Employee expenses have increased by the transfer of salary costs of the former Director of Social and Community Services to this service.</p>			
HEAD OF DEPARTMENT:		Iain Macaulay	
DELEGATED BUDGET MANAGER:		Tony Wade	

TECHNICAL SERVICES DEPARTMENT SUMMARY

OBJECTIVE SUMMARY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 ROADS MAINTENANCE	8,194,838	8,214,967	7,779,438
2 MARINE SERVICES	320,227	330,478	290,702
3 TRANSPORT SERVICES	3,582,796	3,465,967	3,424,012
4 WASTE MANAGEMENT	6,654,394	6,704,858	6,602,903
5 PROPERTY SERVICES	103,723	309,174	174,721
6 PROJECT DELIVERY	-95,601	-99,556	-104,199
7 TECHNICAL SERVICES MANAGEMENT AND SUPPORT	6,728	19,675	-10,949
8 TRADING OPERATIONS	0	107	1
9 NET EXPENDITURE	18,767,105	18,945,670	18,156,629

SUBJECTIVE SUMMARY	2014-15 INITIAL BUDGET £	2014-15 TOTAL BUDGET £	2015-16 INITIAL BUDGET £
10 EMPLOYEE EXPENSES	7,350,659	7,527,810	7,478,440
11 PREMISES RELATED EXPENSES	2,798,679	2,852,746	2,842,388
12 TRANSPORT RELATED EXPENSES	3,031,241	3,036,224	2,767,283
13 SUPPLIES AND SERVICES	2,653,107	2,667,883	2,747,479
14 AGENCY AND CONTRACT SERVICES	9,250,306	9,180,263	9,108,963
16 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	3,061,344	3,059,864	2,869,718
17 CAPITAL CHARGES	6,787,622	6,786,446	6,397,953
18 GROSS EXPENDITURE	34,933,208	35,111,486	34,212,474
19 INCOME	-16,166,103	-16,165,816	-16,055,845
20 NET EXPENDITURE	18,767,105	18,945,670	18,156,629

**TECHNICAL SERVICES DEPARTMENT
ROADS MAINTENANCE**

ROADS MAINTENANCE	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	701,297	713,454	746,037
2 PREMISES RELATED EXPENSES	172,450	172,451	163,480
3 TRANSPORT RELATED EXPENSES	41,641	41,406	43,147
4 SUPPLIES AND SERVICES	91,884	91,886	82,253
5 AGENCY AND CONTRACT SERVICES	3,083,936	3,093,316	3,083,219
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	447,975	447,975	342,043
7 CAPITAL CHARGES	4,144,564	4,143,388	3,857,988
8 GROSS EXPENDITURE	8,683,747	8,703,876	8,318,167
9 INCOME	-488,909	-488,909	-538,729
10 NET EXPENDITURE	8,194,838	8,214,967	7,779,438

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.

Main changes to budget from initial budget 2015/16 to 2016/17:

Employee Costs

Appointment of structural engineer	£46k
VER pension provision no longer required	-£13k
Inflationary costs	£12k
	£45k

Property Costs

Reduction in street lighting budget to fund prudential borrowing costs	-£10k
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Supplies and Services

Reduction equipment/consultants' fees	-£9k
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HEAD OF DEPARTMENT:

Iain Mackinnon

DELEGATED BUDGET MANAGER:

Calum Mackenzie

**TECHNICAL SERVICES DEPARTMENT
MARINE SERVICES**

MARINE SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	133,615	138,033	125,932
2 PREMISES RELATED EXPENSES	246,673	246,792	254,026
3 TRANSPORT RELATED EXPENSES	5,200	5,200	5,700
4 SUPPLIES AND SERVICES	59,604	65,318	74,780
5 AGENCY AND CONTRACT SERVICES	30,654	30,654	31,074
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	160,864	160,864	159,089
7 CAPITAL CHARGES	347,717	347,717	322,101
8 GROSS EXPENDITURE	984,327	994,578	972,702
9 INCOME	-664,100	-664,100	-682,000
10 NET EXPENDITURE	320,227	330,478	290,702
CHANGES IN SERVICE			
<p>The Comhairle provides harbour facilities to support local fishery and support ferry services. This service includes the maintenance of Fishery Piers and Transport Piers.</p> <p>Main changes to budget from initial budget 2015/16 to 2016/17:</p> <p><u>Employee Costs</u></p> <p>VER pension provision no longer required -£9k</p> <p><u>Supplies and services</u></p> <p>Increased insurance costs £10k</p> <p>Increase equipment budget <u>£6k</u></p> <p style="text-align: right;"><u>£16k</u></p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Calum Mackenzie	

**TECHNICAL SERVICES DEPARTMENT
TRANSPORT SERVICES**

TRANSPORT SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £						
1 EMPLOYEE EXPENSES	125,051	127,098	124,798						
2 PREMISES RELATED EXPENSES	45,044	45,064	44,611						
3 TRANSPORT RELATED EXPENSES	5,411	4,200	4,000						
4 SUPPLIES AND SERVICES	9,031	9,066	4,375						
5 AGENCY AND CONTRACT SERVICES	3,192,956	3,075,236	3,040,087						
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	214,297	214,297	211,635						
7 CAPITAL CHARGES	1,506	1,506	1,506						
8 GROSS EXPENDITURE	3,593,296	3,476,467	3,431,012						
9 INCOME	-10,500	-10,500	-7,000						
10 NET EXPENDITURE	3,582,796	3,465,967	3,424,012						
CHANGES IN SERVICE									
<p>The Transport service includes the budget for public bus services through mainly integrated services and a number of public 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><u>Agency and Contract Services</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Reallocation of Budget to Education Transport</td> <td style="text-align: right;">-£117k</td> </tr> <tr> <td>Inflationary budget increase</td> <td style="text-align: right;"><u>£29k</u></td> </tr> <tr> <td></td> <td style="text-align: right;">-£87k</td> </tr> </table>				Reallocation of Budget to Education Transport	-£117k	Inflationary budget increase	<u>£29k</u>		-£87k
Reallocation of Budget to Education Transport	-£117k								
Inflationary budget increase	<u>£29k</u>								
	-£87k								
HEAD OF DEPARTMENT:		Iain Mackinnon							
DELEGATED BUDGET MANAGER:		Calum Mackenzie							

**TECHNICAL SERVICES DEPARTMENT
WASTE MANAGEMENT**

WASTE MANAGEMENT	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	1,109,691	1,120,655	1,059,356
2 PREMISES RELATED EXPENSES	443,531	443,878	425,526
3 TRANSPORT RELATED EXPENSES	398,635	397,636	358,850
4 SUPPLIES AND SERVICES	1,733,136	1,733,787	1,849,101
5 AGENCY AND CONTRACT SERVICES	2,840,960	2,879,257	2,873,990
6 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	514,181	514,181	477,375
7 CAPITAL CHARGES	1,471,500	1,471,500	1,459,650
8 GROSS EXPENDITURE	8,511,634	8,560,894	8,503,848
9 INCOME	-1,857,240	-1,856,036	-1,900,945
10 NET EXPENDITURE	6,654,394	6,704,858	6,602,903
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>There has been a reduction in employees expenses of £50k, £35k of this relates to the deletion of the vacant post in Recycling and Community Services as agreed in the Workforce Plan. In addition to this £14k has been removed as a Voluntary Early Retirement pension provision that is no longer required.</p> <p>The reduction in Premises Related Expenses is as a result of lower energy costs (£13k).</p> <p>The reduction in Transport Related Expenses mainly relates to a reduction in transporting recycled waste.</p> <p>The increase in Supplies and Services costs mainly relates to increased sampling costs and Landfill Tax, this is partially offset by increased income.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		David MacLeod	

**TECHNICAL SERVICES DEPARTMENT
PROPERTY SERVICES**

PROPERTY SERVICES	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	626,448	753,317	792,149
2 PREMISES RELATED EXPENSES	1,567,660	1,616,753	1,627,789
3 TRANSPORT RELATED EXPENSES	13,500	29,842	31,586
4 SUPPLIES AND SERVICES	10,490	23,637	19,391
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	207,758	207,758	285,534
6 CAPITAL CHARGES	237,367	237,367	212,863
7 GROSS EXPENDITURE	2,663,223	2,868,674	2,969,312
8 INCOME	-2,559,500	-2,559,500	-2,794,591
9 NET EXPENDITURE	103,723	309,174	174,721
CHANGES IN SERVICE			
<p>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.</p> <p>Main changes to budget from initial budget 2015/16 to 2016/17:</p> <p>The increase in budget for this service mainly relates to the transfer of the Technical / Handyperson service from the Education Department (£188k), this funding is allocated over Employee Expenses, Premises Related Cost, Transport and Supplies and Services.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Calum Mackenzie	

**TECHNICAL SERVICES DEPARTMENT
PROJECT DELIVERY**

PROJECT DELIVERY	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	615,165	620,005	635,120
2 PREMISES RELATED EXPENSES	0	4,193	6,295
3 TRANSPORT RELATED EXPENSES	17,850	17,850	14,350
4 SUPPLIES AND SERVICES	12,407	8,943	9,607
5 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	227,528	227,528	205,558
6 GROSS EXPENDITURE	872,950	878,519	870,930
7 INCOME	-968,551	-978,075	-975,129
8 NET EXPENDITURE	-95,601	-99,556	-104,199
CHANGES IN SERVICE			
<p>This service area provides design and supervision for capital and civil engineering works.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Calum Mackenzie	

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

TECHNICAL SERVICES MANAGEMENT AND SUPPORT	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	619,418	635,486	595,058
2 TRANSPORT RELATED EXPENSES	9,656	9,605	10,031
3 SUPPLIES AND SERVICES	202,775	201,185	167,957
4 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	807,739	806,259	762,355
5 GROSS EXPENDITURE	1,639,588	1,652,535	1,535,401
6 INCOME	-1,632,860	-1,632,860	-1,546,350
7 NET EXPENDITURE	6,728	19,675	-10,949
CHANGES IN SERVICE			
<p>The variance in this budget mainly relates to £61k of VER pension provision that is no longer required in this service.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Iain Mackinnon	

**TECHNICAL SERVICES DEPARTMENT
TRADING OPERATIONS**

TRADING OPERATIONS	2015-16 INITIAL BUDGET £	2015-16 TOTAL BUDGET £	2016-17 INITIAL BUDGET £
1 EMPLOYEE EXPENSES	3,419,974	3,419,762	3,399,990
2 PREMISES RELATED EXPENSES	323,321	323,615	320,661
3 TRANSPORT RELATED EXPENSES	2,539,348	2,530,485	2,299,619
4 SUPPLIES AND SERVICES	533,780	534,061	540,015
5 AGENCY AND CONTRACT SERVICES	101,800	101,800	80,593
6 TRANSFER PAYMENTS	250	250	250
7 CENTRAL SUPPORT AND DEPARTMENTAL ADMIN	481,002	481,002	426,129
8 CAPITAL CHARGES	584,968	584,968	543,845
9 GROSS EXPENDITURE	7,984,443	7,975,943	7,611,102
10 INCOME	-7,984,443	-7,975,836	-7,611,101
11 NET EXPENDITURE	0	107	1
CHANGES IN SERVICE			
<p>The fuel at piers costs have reduced by £260k, this is also reflected in the income derived from this service.</p>			
HEAD OF DEPARTMENT:		Iain Mackinnon	
DELEGATED BUDGET MANAGER:		Calum Mackenzie	