

Revenue and Capital Budget 2010-2011



Herefordshire Council is responsible, directly or indirectly, for a huge range of services that matter to the people of the county – from schools and the care of the most vulnerable in our communities, to roads and public transport, libraries and leisure facilities, recycling and waste. It works with a wide range of partners to improve life for people in the county. It has a particularly close relationship with NHS Herefordshire.

Joint Corporate Plan Priorities and Themes

The Joint Corporate Plan sets out what the Council and NHS Herefordshire, working with their partners, intend to do over the coming three years - 2010 to 2013 - to help achieve their shared vision for Herefordshire. It will be rolled forward annually. Its seven themes are:

- Economic development and enterprise
- Healthier communities and older people
- Children and young people
- Safer communities
- Stronger communities
- The environment
- Organisational improvement and greater efficiency

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What the Council can do

The Council has a wide and growing range of powers and duties. They range from a general power to promote well-being to a host of specific legal obligations. These include such things as the provision of schools, the welfare of children and vulnerable adults, the safety of roads, waste collection and disposal, licensing and trading standards. The Council has limited or no discretion in some areas but more in others.

Top Priorities:

Within these themes, the Council and NHS Herefordshire's shared top priorities are:

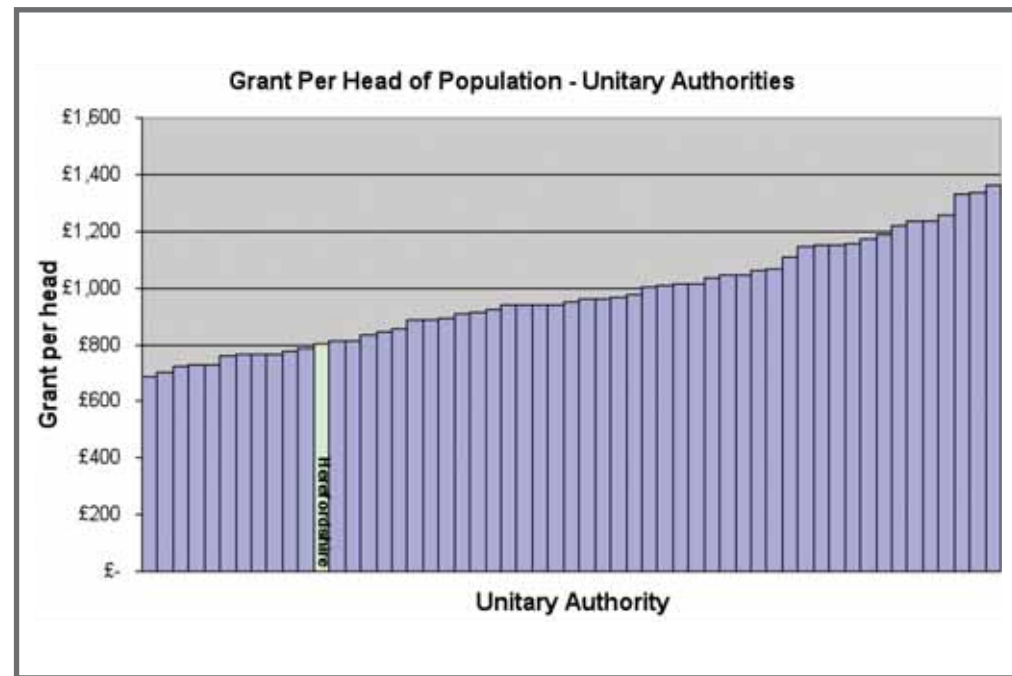
- Improve infrastructure and learning and employment opportunities, enabling business growth and sustainable prosperity for all.
- Improve people's health and well-being, and reduce health inequalities, enabling people to be independent and active and to contribute to their local communities.
- Maximise the health, safety, education, economic well being, achievements and contribution of every child.
- Make Herefordshire an even safer place to live, work and visit.
- Stronger, vibrant, more inclusive communities in which people enjoy a good quality of life and feel they have influence over their lives and decisions that affect them.
- The protection and enhancement of Herefordshire's distinctive environment, and tackling climate change.
- Being recognised as top-performing organisations that deliver value for money and ensure excellent services.

INTRODUCTION

The following pages set out the spending plans of the Council for 2010/11

The Council Tax charges for Herefordshire Council are as follows:

Property Band	Property Value at 1st April '91 £	Proportion	Council Tax £
A	Up to 40,000	6/9	803.39
B	40,001 – 52,000	7/9	937.29
C	52,001 – 68,000	8/9	1,071.19
D	68,001 – 88,000	9/9	1,205.09
E	88,001 – 120,000	11/9	1,472.89
F	120,001 – 160,000	13/9	1,740.69
G	160,001 – 320,000	15/9	2,008.48
H	Over 320,000	18/9	2,410.18



The graph above shows the grant (Formula Grant and Dedicated Schools Grant) per head of population for all unitary authorities for 2010/11. It shows that Herefordshire Council is 44th out of 55 unitary authorities in terms of funding per head of population.

Total net revenue expenditure of £142,844,100 represents an increase of 3.72% or £5,126,100 on the 2009/10 net revenue budget. A summary of the movement between 2009/10 and 2010/11 is set out below.

	£'000s	£'000s	£'000s
2009/10 BASE BUDGET			137,718
Inflation (Pay Awards & Prices NET)			(608)
SERVICE ADJUSTMENTS			
Children and Young People			
■ Directorate Savings	(540)		
■ Grants transferred to RSG (Student Finance)	(27)		
■ Student Finance	(41)		
■ Emerging Pressures - Statutory Changes	370		
■ - Other Service Pressures	1,134		
		896	
Adult Services			
■ Directorate Savings	(827)		
■ Emerging Social Care Pressures - Statutory	742		
■ - Other	1,855		
		1,770	
Deputy Chief Executive			
■ Directorate savings	(904)		
■ Emerging Pressures - Statutory Changes	77		
■ - Other Changes	367		
		(460)	
Resources			
■ Directorate savings	(394)		
■ Emerging Pressures - Statutory Changes	144		
■ - Other Changes	241		
		(9)	
Environment + Culture			
■ Directorate Savings	(1,369)		
■ Emerging Pressures - Statutory Changes	248		
■ - Winter Maintenance	500		
■ - Other Changes	255		
		(366)	
Central Services			
■ Directorate Savings (Human Resources)	(79)		
■ Emerging Pressures	950		
		871	
Regeneration			
■ Directorate Savings	(502)		
■ Local Development Framework	(100)		
■ Emerging Pressures	200		
		(402)	
Other items			
■ Herefordshire Connects (excluding capital financing)	(1,757)		
■ Increased corporate Capital Financing costs	2,479		
■ General reserves	2,000		
■ LPSA reserves	712		
		3,434	
			5,734
2010/2011 BASE BUDGET			142,844

THE BUDGET SUMMARY

Whilst the budget is approved locally by elected members, the budget is influenced significantly by Central Government. For 2010/11 the council set a budget of £142,844,100 of which £57,583,866 or 40.3% is financed by Central Government through Redistributed Business Rates and the Revenue Support Grant. 2010/11 is the final year in a three year government settlement and in the current economic climate government support in future years may be reduced.

Therefore the council needs to "tighten its belt" on the one hand whilst still maintaining a good level of service. This balancing act is particularly difficult in some service areas, such as social care, where the increasing demand for services tends to outweigh any efficiency savings made.

At a local level the Council undertakes, through Cabinet & Strategic Monitoring Committee, a rigorous examination of the Council's spending needs prior to the budget setting meeting of full Council in March of each year.

This booklet provides a financial summary of the Budget for 2010/11. As noted above, overall the Council will spend £142,844,100 during the coming year.

OVERALL REVENUE BUDGET SUMMARY

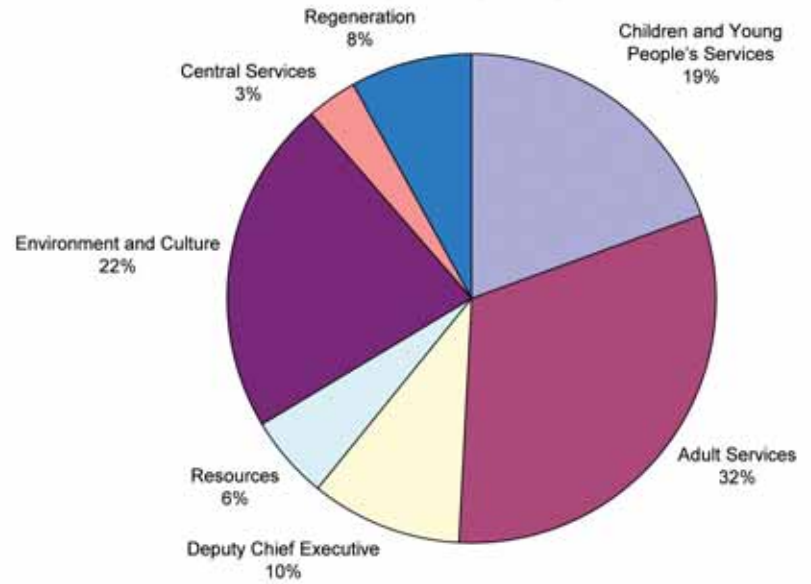
	2009/10	2010/11	%
	£'000s	£'000s	Increase
Children and Young People's Services	24,484	23,646	(3.42)
Adult Services	38,973	38,339	(1.63)
Deputy Chief Executive	10,319	12,290	19.10
Resources	7,995	7,032	(12.05)
Environment and Culture	29,504	26,922	(8.75)
Central Services	4,050	4,168	2.91
Regeneration	10,326	9,853	(4.58)
NET SERVICE EXPENDITURE	125,651	122,250	(2.71)

FINANCING ADJUSTMENTS

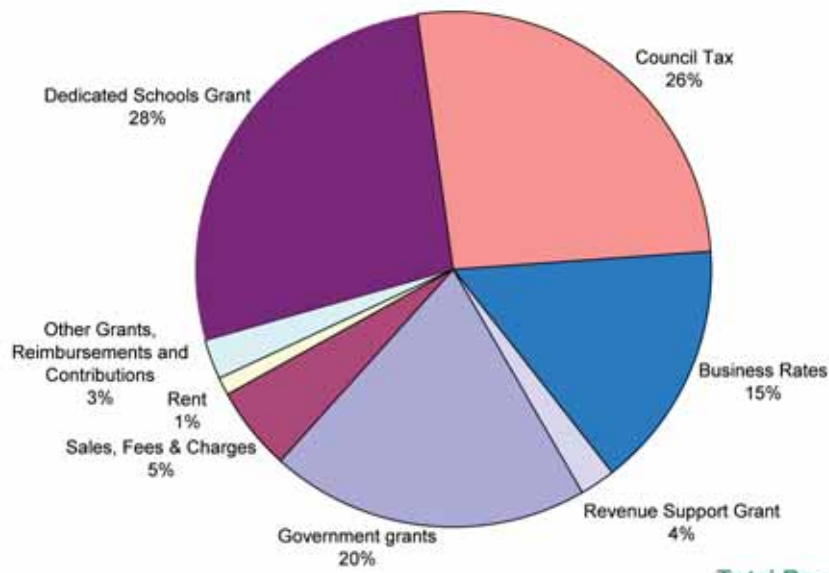
Interest Receivable	(785)	(795)	
Capital Financing Costs etc.	13,065	15,537	
Capacity reserve	0	4,488	
Herefordshire Connects (excl. capital financing)	1,499	(136)	
General Reserves	(1,000)	1,000	
Specific Reserve	0	500	
LPSA Reserves	(712)	0	

TOTAL BUDGET	137,718	142,844	3.72
Redistributed Business Rate Income	(44,994)	(50,282)	11.75
Revenue Support Grant	(10,385)	(7,302)	(29.69)
Collection Fund Surplus	0	0	0
	(55,379)	(57,584)	3.98
EXPENDITURE TO BE MET FROM COUNCIL TAX PAYERS	82,339	85,260	3.54
Council Tax Base	70,062	70,750	0.98
COUNCIL TAX AT BAND D (excluding Special Items)	£1,175.24	£1,205.09	2.54

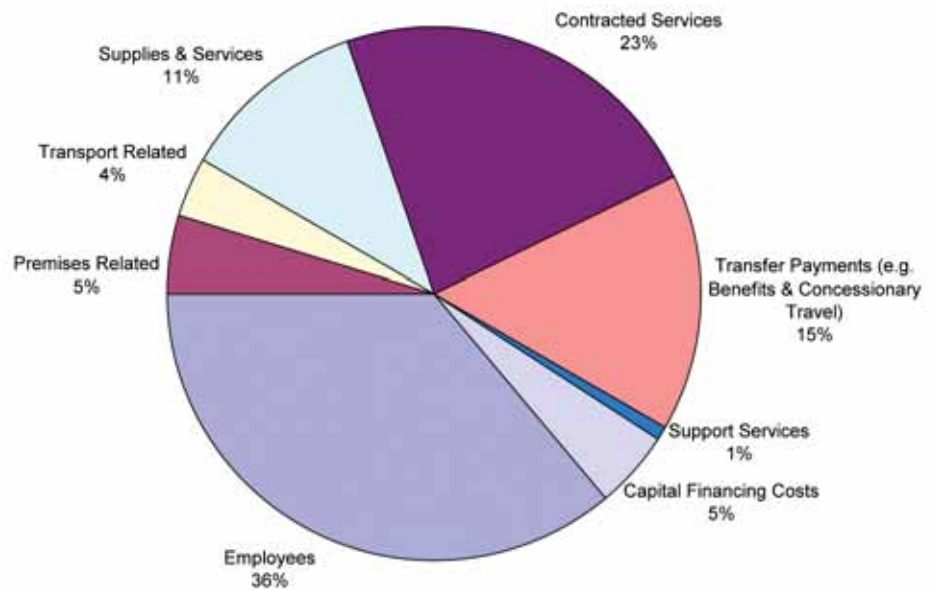
Revenue Budget Analysed by Directorate



Total Revenue Income



Total Revenue Expenditure



THE DIRECTORATES REVENUE BUDGET - SUMMARY

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Children & Young People (pages 8-9)			
Safeguarding & Assessment	12,303	155	12,148
Local Authority Funded Education:			
Community Operations	102	0	102
Integrated Services	4,940	57	4,883
Performance, Planning & Development	8,844	1,661	7,183
Additions to Base Budget	(670)	0	(670)
Dedicated School's Grant Funded (DSG):			
Delegated to Schools*	81,368	0	81,368
Integrated Services & Inclusion*	9,665	91,556	(81,891)
Planning, Performance & Development*	523	0	523
Total CYP Directorate (excluding DSG)*	25,519	1,873	23,646
Adult Services (pages 10)			
Adult Social Care			
Commissioning & Improvement	2,162	513	1,649
Adult Services	57,142	20,780	36,362
Additions to Base Budget	328	0	328
Total Adult Services Directorate	59,632	21,293	38,339
Regeneration (pages 11)			
Strategic Housing	3,200	1,286	1,914
Planning	3,942	1,858	2,084
Social And Economic Regeneration	3,058	615	2,443
Transport	4,394	1,040	3,354
Directorate Management	460	0	460
Additions to Base Budget	(402)	0	(402)
Total Regeneration Directorate	14,652	4,799	9,853
Deputy Chief Executive			
Identifiable Service Budget	15,505	2,879	12,626
Additions to Base Budget	(336)	0	(336)
Total DCE Directorate	15,169	2,879	12,290
Resources			
Finance	56,135	52,170	3,965
Property	6,967	3,898	3,069
Directorate Management & Support	181	0	181
Additions to Base Budget	(183)	0	(183)
Total Resources Directorate	63,100	56,068	7,032
Environment & Culture			
Environmental Health & Trading Stds.	3,702	2,112	1,590
Waste Management	14,846	2,373	12,473
Highways & Transportation	9,447	4,110	5,337
Culture and Leisure	9,196	1,280	7,916
Best Value	1,577	857	720
Additions to Base Budget	(1,114)	0	(1,114)
Total Environment & Culture Directorate	37,654	10,732	26,922
Central Services (page 15)			
Corporate	2,848	197	2,651
Human Resources	2,659	1,063	1,596
Additions to Base Budget	(79)	0	(79)
Total Central Services	5,428	1,260	4,168
TOTAL DIRECTORATES 2010/11	221,154	98,904	122,250

* Dedicated Schools Grant (DSG) is a ringfenced grant from DCSF, therefore services funded by this are excluded from the aggregate.

CHILDREN & YOUNG PEOPLE'S DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Safeguarding & Assessment			
Assessment & Family Support	2,304	119	2,185
External Agency Placements	2,827	0	2,827
Looked After Children	2,103	24	2,079
Children with Disabilities	704	1	703
Staff	4,365	11	4,354
Total Safeguarding & Assessment	12,303	155	12,148
Community Operations			
Locality Management	102	0	102
	102	0	102
Integrated Services & Inclusion			
Management –Integrated Services	389	0	389
Education Welfare Officers	189	0	189
Youth Offending Team	342	0	342
Joint Agency cases	825	0	825
Early Years	78	0	78
School Improvement Service	1,081	7	1,074
Special Educational Needs	861	2	859
Youth Service	1,175	48	1,127
Total Integrated Services	4,940	57	4,883
Performance, Planning & Dev.			
Transport	5,724	568	5,155
Management – PP&D	590	0	590
Property Management	1,839	1,093	747
Children Services ICT	50	0	50
Management - Central	219	0	219
Severance, Pension Liabilities & Staff Sickness	755	0	755
Central Recharges	(333)	0	(333)
Total Performance, Planning & Dev.	8,844	1,661	7,183
Reduction to Base Budget			
Directorate Savings	(670)	0	(670)
	670	0	670
Total for Directorate	25,519	1,873	23,646

CHILDREN AND YOUNG PEOPLE'S DIRECTORATE

The overarching aims and objectives of the Directorate are to support the achievement of the priorities within the Children and Young People's Plan 2008-2011, in partnership with the Children's Trust agencies. This links closely with the new Local Area Agreement and the Herefordshire Community Strategy.

Our Vision is ...

To improve the lives of Children and Young People in Herefordshire by creating and implementing an integrated set of services that are:

- Responsive and Accessible
- Focused on the needs of our customers
- Promote early intervention
- Deliver better outcomes for Children and Young People
- Make a real difference to Children and Young People, their parents/carers and families.

Our priorities for 2010/11 are:

- To ensure that children and young people who do not meet the threshold for social care services have their needs met through alternative approaches and services.
- To embed effective safeguarding arrangements across all services and agencies.
- To build high achieving sustainable education and learning communities.
- To focus on early years so that children and young people have the best possible start in life.

Continued on Page 9

Priorities for 2010/11

Continued

- To be ambitious for children in our care delivering excellent care and encouraging high aspirations.
- To create and sustain an organisation that is 'fit for purpose'
- To promote healthy lifestyles, with less obesity and substance misuse, and better dental and sexual health
- To ensure that children and young people are safe, secure and have stability
- To ensure children and young people achieve minimum educational, personal, social and physical standards
- To encourage children and young people to engage in further education, employment or training on leaving school
- To encourage children and young people to engage in positive behaviour inside and out of school
- To Improve services for children, young people and their families through the work of Herefordshire Children's Trust.

**CHILDREN & YOUNG PEOPLE'S DIRECTORATE
(DEDICATED SCHOOLS GRANT)**

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Dedicated School's Grant			
Delegated to Schools			
Primary Schools	40,008	0	40,008
Secondary Schools	37,354	0	37,354
Special Schools	4,006	0	4,006
Total Delegated to Schools	81,368	0	81,368
Integrated Services & Inclusion			
Joint Agency & Other Placements	1,647	292	1,355
Banded Funding	477	0	477
Casework Team	84	0	84
Travellers' Children	128	0	128
Nursery Education Funding	2,944	0	2,944
Pupil Referral Units	944	0	944
Special Educational Needs	1,536	0	1,536
Centrally Funded Absences	35	0	35
Instrumental Music Service	900	900	0
Early Years	479	0	479
Inter-Authority Recoupment	330	235	95
School Specific Expenditure	161	0	161
DSG Funding	0	87,245	(87,245)
LSC Funding	0	2,884	(2,884)
Total Integrated Services & Inclusion	9,665	91,556	(81,891)
Planning, Performance & Development			
	523	0	523
Total of Grant	91,556	91,556	0



ADULT SERVICES DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Commissioning & Improvement			
Public Contact	107	0	107
Commissioning	2,055	513	1,542
Total Comm. & Improvement	2,162	513	1,649
Adult Social Care			
Integrated Learning Disability	16,522	5,393	11,129
Integrated Physical Disability	4,125	301	3,824
Integrated Mental Health Service	8,708	1,717	6,991
Needs Analysis	874	748	126
Older People – Physical Frailty	19,891	5,161	14,730
Provider Service	293	0	293
Other Adult Services	(1,616)	14	(1630)
Transport	4	0	4
Supporting People	5,887	5,887	0
Pooled Budgets	2,454	1,559	895
Total Adult Social Care	57,142	20,780	36,362
Total Adult Services	59,304	21,293	38,011
Additions to Base Budget			
Base Budget Funding	714	0	714
Emerging Pressures	441	0	441
Directorate Savings	(767)	0	(767)
Area for Dis-investment	(60)	0	(60)
Total Additions to Base Budget	328	0	328
Total for Directorate	59,632	21,293	38,339

ADULT SOCIAL CARE**Contributions to Corporate Plan:**

To reshape adult health and social care, so that many more older and other vulnerable people maintain control of their lives.

Key Commitments 2010/11

- Joint health and social care commissioning plans to secure modern, more effective services for people with mental health problems, including developing and implementing mental health rehabilitation and recovery service (learning disabilities still to be determined) via the procurement of a new strategic partner, NHS Trust.
- Joint health and social care commissioning plans to secure modern, more effective services for people with physical disabilities.
- Complete implementation of the Integrated Intermediate care service in order to increase the number of intermediate care places to prevent hospital admission and facilitate timely discharge.
- Embed the Common Assessment Process across partner organisations.
- Enhance joint working arrangements.
- Review of the registered homes contract fees to develop a fair pricing scheme that can drive quality performance, and delivery of policy imperatives.
- Ensure that users are appropriately assessed for CHC eligibility.
- Ensure all users are safeguarded.
- Increase options to provide support in people's homes including re-modelling and contracting the home care market, supported living and extra care. This to also include NI 142 (supporting people to live in settled accommodation).
- Extend self-directed Care and personalised budgets across all client groups.
- Ensure the delivery of universal services and services for all self-funders (PPF milestones).
- Extend the delivery of person centred services.
- Increase range and availability of support to carers.
- Extend access to supported employment.
- Increase the uptake of benefits.
- Develop multi-disciplinary assessment and care planning teams with health.



**REGENERATION
DIRECTORATE**Contribution to the
Corporate Plan:**Economic & Community
Regeneration**To secure the essential
infrastructure for a successful
economy and improved
business, learning and
employment opportunities;
linked to developing
stronger, thriving and more
inclusive communities
throughout the County.**Planning & Transportation
Services**To provide an efficient and
effective planning system
that supports the delivery of
the corporate plan, as well as
enabling the supply of
sufficient affordable housing.
To reduce traffic congestion.
To reduce the number of
individuals killed or seriously
injured in the County.**Strategic Housing Services**To ensure the provision of
affordable housing to meet
the needs of local people.
To provide services that
prevent homelessness.
To develop solutions to help
people live independently at
home, either through
building new properties or
adapting existing ones.**REGENERATION DIRECTORATE**

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Strategic Housing			
Housing Needs & Dev. Team	374	62	312
Private Sector Housing	1,089	612	477
Homelessness	1,319	329	990
Homepoint	282	283	(1)
Head of Housing	136	0	136
Total Strategic Housing	3,200	1,286	1,914
Planning			
Building Control			
Building Regulation Fees	0	695	(695)
Building Control Management	672	0	672
Development Control			
Development Control Fees	0	1,159	(1,159)
Dev. Control Management	1,277	0	1,277
Forward Planning			
Forward Planning	823	3	820
Conservation			
Conservation Management	732	0	732
Management & Admin			
	438	1	437
Total Planning	3,942	1,858	2,084
Social & Economic Regeneration			
Economic Regeneration	415	0	415
Regeneration Programme	290	11	279
Head of Econ. & Comm. Dev.	154	0	154
Community Regeneration	772	6	766
Tourism	1,074	598	476
ESG Regeneration	353	0	353
Total Social & Econ. Regen.	3,058	615	2,443
Transportation			
Transport Planning	60	5	55
Road Safety	144	0	144
Public Transport (inc Rural)	3,472	902	2,570
Bus Stations	13	29	(16)
Accident Investigation	105	13	92
Searches	1	2	(1)
New Roads - S.38 Fees		64	(64)
Prof. Services - Transport	599	25	574
Total Transportation	4,394	1,040	3,354
Directorate Management	460	0	460
Additions to Base Budget			
Local Development Framework	(100)	0	(100)
Emerging Pressures	200	0	200
Directorate Savings	(502)	0	(502)
Total Additions to Base	(402)	0	(402)
Total Regeneration	14,652	4,799	9,853

DEPUTY CHIEF EXECUTIVE DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Legal and Democratic Services	3,388	625	2,763
Communication	392	0	392
Herefordshire Partnership Support	282	63	219
Policy & Performance Management	796	59	737
Corporate Programmes	986	934	52
Directorate Management & Support	270	0	270
IT & Customer Services	9,391	1,198	8,193
	15,505	2,879	12,626
Additions to Base Budget			
Statutory Changes	77	0	77
Base Budget Funding	267	0	267
Other Service Pressures	100	0	100
Directorate Savings	(904)	0	(904)
Hereford Connects	124	0	124
Total Additions to Base Budget	(336)	0	(336)
Total Deputy Chief Executive Directorate	15,169	2,879	12,290

DEPUTY CHIEF EXECUTIVE DIRECTORATE

The Deputy Chief Executive's directorate is responsible for management and development of corporate frameworks and capacity to drive performance improvement and manage the delivery of priorities with our partners. During the next year the new Deputy Chief Executive of Council and PCT will focus on delivery of culture change, championing quality customer services by promoting and implementing equality, exploring further integration of back office functions, demonstrating value for money effective services across Herefordshire and the delivery of the ICT enabled transformational programme.

In particular we will:-

- Enhance the reputation of public services in Herefordshire
- Meet the challenges of world class commissioning, comprehensive area assessment and the local area agreement through our approach to Total Place
- Support the Joint Management Team in delivering its objectives through the challenge and improvement cycle
- Improve services by actively listening to our customers and using the knowledge they give us to improve access.
- Demonstrate that improvements are being secured in the quality and life chances of people in Herefordshire through equality impact & needs assessments
- Deliver stronger governance arrangements for HPS through pro-active legal services.
- Manage service pressures within the budget including through better procurement and contract management.
- Embed a strong performance culture across the organisation supported by the P+ computer system
- Promote and streamline employee development to ensure the Council and PCT have a high performing workforce.



RESOURCES

Contribution to Corporate Plan Priorities:

Organisational improvement and greater efficiency

- To improve the Council's ability to secure better services, outcomes for people, value for money and efficiency, particularly through working in partnership with the Herefordshire Primary Care Trust and other local organisations.

Aim:

- To plan and manage financial and property assets to meet Herefordshire's corporate objectives and hence our customers' needs.
- To promote assurance that Herefordshire Council conducts its business in a way that supports and enhances local democracy.

Objectives:

- To continue improvements noted under the Audit Commission's Use of Resources assessment.
- To achieve excellence in the annual assessment of benefit services.
- To promote excellence in financial management and compliance with internal policies and procedures across the Council.
- To deliver the Council's office accommodation strategy.
- To support the Council's approach to locality working through effective property management.

RESOURCES DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Finance			
Financial Services	1,771	121	1,650
Revenues & Exchequer	2,141	373	1,768
Housing & Council Tax Benefits	50,823	51,108	(285)
Taxation	677	561	116
Management & Admin	188	0	188
Audit	430	7	423
Procurement & Efficiency	105	0	105
Total Finance	56,135	52,170	3,965
Property			
Administrative Buildings	1,933	259	1,674
Operational Buildings	345	239	106
Agricultural Services	220	392	(172)
Retail Properties	13	540	(527)
Other Corporate Properties	13	101	(88)
Industrial Estates	330	1,276	(946)
Management & Administration	2,899	873	2,026
Maintenance Pool	1,177	0	1,177
Cattle Market	33	215	(182)
Post LSVT	4	3	1
Total Property	6,967	3,898	3,069
Directorate Management & Support	181	0	181
Additions to Base Budget			
Statutory Changes	40	0	40
Base Budget Funding	80	0	80
Other Service Pressures	91	0	91
Directorate Savings	(394)	0	(394)
Total additions to Base Budget	(183)	0	(183)
Total Resources	63,100	56,068	7,032



ENVIRONMENT & CULTURE DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Environmental Health & Trading Standards			
Air Pollution	12	45	(33)
Water Pollution	166	41	125
Pollution Controls	278	0	278
Landfill Sites & Contaminated Land	250	0	250
Pest Control	182	124	58
Animal Health & Welfare	262	135	127
Commercial Team	352	1	351
Licensing	245	374	(129)
Specialist Services	513	4	509
Trading Standards	528	18	510
Cemeteries	191	169	22
Crematorium	279	531	(252)
Travellers Sites	141	97	44
Farmers Market	2	17	(15)
Markets	80	430	(350)
Fairs	8	41	(33)
Markets and Fairs	213	85	128
Total EH & TS	3,702	2,112	1,590
Waste Management			
Waste Collection - Domestic	3,343	137	3,206
Waste Collection - Trade	457	868	(411)
Recycling	1,253	18	1,235
Waste Disposal	9,793	1,350	8,443
Total Waste Management	14,846	2,373	12,473
Highways			
Car Parking	1,843	2,853	(1,010)
Bridgeworks	120	46	74
Highways Maintenance	3,610	729	2,881
Professional Services – Highways	1,233	357	876
Street Cleansing	1,288	81	1,207
Street Lighting	689	0	689
Traffic Management	286	44	242
Public Conveniences	378	0	378
Total Highways	9,447	4,110	5,337
Culture and Leisure			
Community Safety	901	785	116
Arts	693	58	635
Cultural Services	179	0	179
Heritage	592	45	547
Sports Development	201	5	196
Library Service	2,171	307	1,864
Community Leisure + Halo	1,982	0	1,982
Parks, Countryside & PROW	2,227	80	2,147
Head of Culture & Leisure	98	0	98
Emergency Planning	152	0	152
Total Culture and Leisure	9,196	1,280	7,916
Best Value	1,577	857	720
Total Environment & Culture Directorate	38,768	10,732	28,036

ENVIRONMENT & CULTURE

Contribution to the Corporate Plan themes:

- To secure the essential infrastructure for a successful economy by improving business, learning and employment opportunities in Herefordshire, enabling sustainable prosperity for all
- Working with our partners, including the Police and town and parish councils to develop stronger, more inclusive communities and create a safer place to live, work and visit.
- To protect the environment, including producing much less waste, recycling much more of what remains and significantly reducing carbon emissions; and to provide an efficient and effective planning system that supports this objective, as well as enabling the supply of sufficient affordable housing and employment
- To provide access to high quality recreational and leisure facilities including arts facilities, libraries and leisure centres.

Aims and Objectives:

- Reduce CO2 emissions in the County as well as from the Council's own operations
- Reduce traffic congestion
- Reduce the number of roads where the condition falls below an acceptable standard
- Provide improved traffic and road safety schemes
- Reduce the proportion of streets and other public areas falling below an acceptable level for cleanliness
- Increase the proportion of household waste that is recycled or composted to 35%
- Limit the amount of residual household waste to 720 kg per household and the proportion of municipal waste landfilled to 55.44%
- Reduce pollution
- Open a new refurbished library in Ross and a new built state of the art library in Ledbury, working in partnership with Council departments.

ENVIRONMENT & CULTURE

Aims and Objectives
continued

- Promote the health, safety and well-being of all residents, visitors and workers in Herefordshire through the implementation of statutory obligations including food safety, trading standards and health and safety.
- By working in partnership with others to reduce speeding traffic, prevent vandalism, graffiti and other deliberate damage, and people being drunk or rowdy in public places.
- Working in partnership with others to meet the cultural and recreational needs of Herefordshire residents and visitors.

ENVIRONMENT & CULTURE DIRECTORATE

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Additions to Base Budget			
Base Budget Funding	255	0	255
Directorate Savings	(1,369)	0	(1,369)
Total Additions to Base Budget	(1,114)	0	(1,114)
Total Environment & Culture	37,654	10,732	26,922

CENTRAL SERVICES

	Gross Expenditure £'000	Income £'000	Net Expenditure £'000
Corporate			
Chief Executive	590	197	393
Corporate Management	864	0	864
Democratic Representation	244	0	244
Director of Public Health	296	0	296
Director of Clinical Leadership & Quality	55	0	55
Non-Distributed Costs	591	0	591
Precepts & Levies	208	0	208
Total Corporate	2,848	197	2,651
Human Resources			
HR Support	1,733	507	1,226
Corporate Training	926	556	370
Total Human Resources	2,659	1,063	1,596
Additions to Base Budget			
HR Directorate Savings	(79)	0	(79)
Total Additions to Base Budget	(79)	0	(79)
Total Central Services	5,428	1,260	4,168



CAPITAL PROGRAMME 2010/11

Introduction

The Council's Capital Programme represents ongoing and significant investment in the infrastructure of Herefordshire. The Council maintains detailed strategic documents to identify and manage such investment. The Capital Programme is approved on an annual basis as part of the Council Tax setting process.

Resources

The level of capital resources available determines the total capital spending in the year. There are five sources of funding available:

- Supported Capital Expenditure (Revenue) (SCE(R)) amounts are allocated by Central Government and represent an amount of borrowing that Government will support in order to finance the Capital Programme. For 2010/11 the Council will receive a SCE(R) allocation to date of £13.23 million.
- Prudential Borrowing can be taken over and above SCE(R) where the capital financing costs are met from revenue budget savings or directly from Council Tax. The level of prudential borrowing is approved by the Council in March.
- The Council receives capital grants and contributions from a number of sources. These are usually for specific items of capital expenditure and come with specific conditions attached.
- Capital receipts are obtained from the sale of capital assets. These receipts are held corporately and are used to fund capital projects.
- Contribution can be made from the revenue budget of a service towards their capital programme. However pressure on revenue budgets means there is limited opportunity for such support.

Setting the Budget

- Individual capital schemes are included in the Capital Programme on the basis of the Education Asset Management Plan, the Housing Investment Strategy and the Local Transport Plan.
- Other capital schemes funded through Prudential Borrowing determined by Council are where there is no specific or alternative funding identified, or for which part external funding can be attracted, or for which there is a legal requirement to proceed.

Monitoring the Capital Programme

- Due consideration is given at all stages of capital planning to the ongoing capital and revenue implications of the Capital Programme.
- A process of rigorous monitoring of all capital projects is carried out and reported to Cabinet through the Integrated Performance Reports.

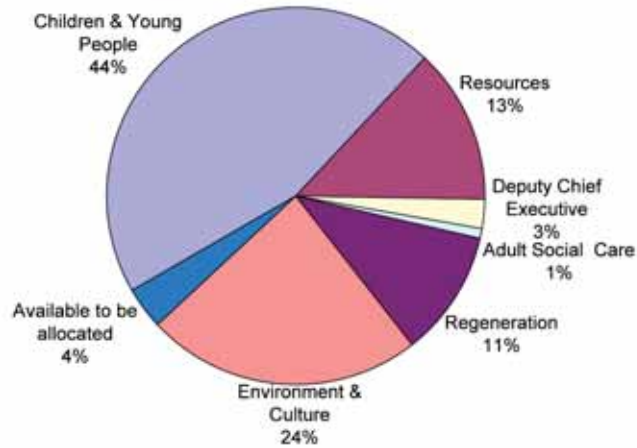
CAPITAL PROGRAMME 2010/11

Herefordshire Council is committed to investing in the area and plans to spend £77.9 million on capital projects during 2010/11.

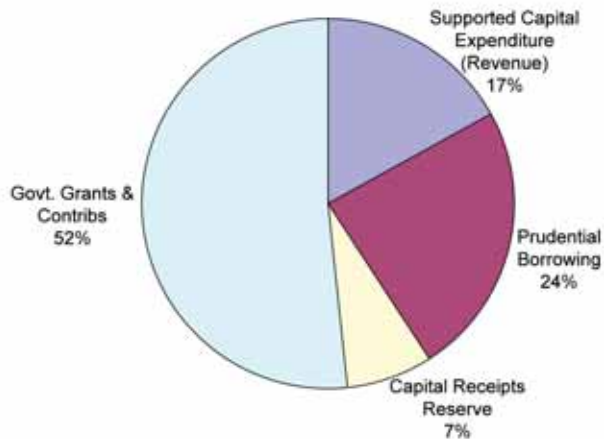
Approximately 41% of this expenditure is likely to be financed by borrowing.
The Council has received government support to borrow £13.23 million in 2010/11.

Directorate	Total Budget £'000	Funded By:			
		Supported Capital Expenditure (Revenue) £'000	Prudential Borrowing £'000	Capital Receipts Reserve £'000	Govt. Grants & Contribs £'000
Children & Young People	35,344	915	80		34,349
Resources	10,265		9,765	500	
Deputy Chief Executive	2,030		2,030		
Adult Social Care	539		300		239
Regeneration	8,533		75	5,285	3,173
Environment & Culture	18,452	12,315	3,609	35	2,493
Available to be allocated	2,741		2,741		
Budget 2010/11	77,904	13,230	18,600	5,820	40,254

Analysed by Programme Area:



Analysed by Source of Financing:



Main Schemes		£'000s
Children and Young People		
New Hereford Academy School		9,080
Minster School Replacement		3,644
Resources		
Corporate Accommodation		9,600
Environment & Culture		
Capital Highway Maintenance		9,700
Ledbury Library		2,339
Ross Library		1,000
Adult Social Care		
Disabled Facilities Grants		1,162
New Livestock Market		4,800
Redundant Bridge Renovation		1,667
Deputy Chief Executive		
Herefordshire Connects		1,730



GLOSSARY OF TERMS

BUDGET

A statement defining the council's policies in financial terms.

BUSINESS RATES

A levy on businesses, based on a national rate in the pound set by the government and multiplied by the 'rateable value' of the premises they occupy. Business rates are collected by billing authorities on behalf of central government and then redistributed among local authorities and police authorities on the basis of population. Also known as Non-Domestic Rates. In 2010/11 the Small Business multiplier (applicable to those businesses eligible for small business rate relief) is 40.7p. The Standard multiplier is 41.4p.

CAPITAL EXPENDITURE

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

CAPITAL RECEIPTS

The proceeds from the disposal of land or other assets that can only be used to finance capital expenditure or repay outstanding debt on assets financed from borrowing.

COLLECTION FUND

A fund administered by each billing authority. It is used to record local taxes and non-domestic rates collected by the authority, along with payments to precepting authorities, the national pool of non-domestic rates and its own general fund.

COUNCIL TAX

The main source of local taxation to local authorities. It is levied on households within its area by the billing authority and the proceeds paid into its collection fund or distribution to its precepting authorities and for use by its own general fund services.

COUNCIL TAXBASE

The number of Band D equivalent properties in an area (70,750 for Herefordshire for 2010/11)

COUNCIL TAX BENEFIT

Assistance provided by billing authorities to adults on low income to help them pay their council tax bill. The cost to authorities of council tax benefit is largely met by government grant.

DEDICATED SCHOOLS GRANT

From the 1st April 2006 this specific grant is paid by Central Government to fund schools budgets. This is estimated by the DCSF to be £88.237 million for 2010/11.

GENERAL FUND

The main revenue fund of a billing authority. Day-to-day spending on services is met from the fund.

NET EXPENDITURE

Gross expenditure less service specific income, but before the deduction of Formula Grant.

PRECEPT

A charge made by a precepting authority on a billing authority, requiring the latter to collect income from council taxpayers on their behalf.

PRUDENTIAL BORROWING

Borrowing used to finance capital expenditure which does not have SCE(R) support. The financing costs of such borrowing have to be met from revenue budget savings or directly from Council Tax.

REVENUE SUPPORT GRANT (RSG)

A grant paid by central government to aid local authority services in general, as opposed to specific grants, which may only be used for specific services. The grant makes up the difference between expenditure and the amount which would be collected in council tax for that level of expenditure and the amount of non-domestic rate distributed.

SUPPORTED CAPITAL EXPENDITURE (REVENUE) SCE(R)

An approval to borrow in order to finance capital expenditure and permits an authority to pay for capital expenditure out of credit rather than cash. SCE(R) is issued before the start of the financial year to which it relates, and can only be used in respect of capital expenditure defrayed in that year. SCE(R) can be used in relation to any kind of capital expenditure.

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This budget book has been produced by the Resources Directorate. If you have any comments or suggestions on its content please let us know.

If you would like help to understand this document, or would like it in another format or language, please call 01432 260500 or email info@herefordshire.gov.uk

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