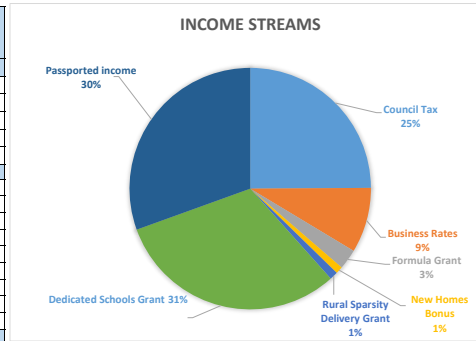


Herefordshire Council
Revenue Budget Book 2017-18

Summary

	Total Budget	Income flows through the Council	Operational Budget	Cost per head of Population	Cost per Band D Property
	£000	£000	£000	£s	£s
Service Expenditure:					
Adults and Wellbeing	84,042	(32,009)	52,033	276.63	493.87
Children's Wellbeing	141,554	(119,964)	21,590	114.78	204.92
Economies, Communities and Corporate	68,076	(21,079)	46,997	249.85	446.07
Corporate	80,038	(55,635)	24,403	129.73	231.62
Budget Requirement	373,711	(228,687)	145,024	770.99	1,376.49
Financing:					
Council Tax			93,049	494.68	883.17
Business Rates			32,612	173.38	309.54
Formula Grant			10,090	53.64	95.77
New Homes Bonus			3,585	19.06	34.03
Rural Sparsity Delivery Grant			4,093	21.76	38.85
Adult Social Care support grant			885	4.70	8.40
Transitional Grant			576	3.06	5.47
Reserves one offs			135	0.72	1.28
Total Financing	0	0	145,025	771.00	1,376.50



Adults and Wellbeing

Services within this directorate support adults within the county to enable them to live healthy, happy and independent lives within their local communities. This area includes residential and nursing care, health and wellbeing services and safeguarding of vulnerable adults.

Adults and Wellbeing	Total Budget	Income flows through the Council	Operational Budget	Cost per head of Population	Cost per Band D Property	Description
	£000	£000	£000	£s	£s	
Learning Disabilities	20,159	(3,212)	16,947	90.09	160.85	581 spot purchase clients
Memory and Cognition / Mental Health	8,201	(1,850)	6,351	33.76	60.28	373 spot purchase clients
Physical Support	27,883	(8,737)	19,146	101.79	181.72	1,389 spot purchase clients
Sensory Support	450	(71)	379	2.01	3.60	35 spot purchase clients
Client Sub-Total	56,692	(13,870)	42,822	227.66	406.45	
Operations	7,762	(2,176)	5,587	29.70	53.02	212.34 full-time equivalent staff
Commissioning	5,364	(3,108)	2,256	11.99	21.41	46.72 full-time equivalent staff
Directorate Management	3,303	(3,039)	265	1.41	2.51	1 full-time equivalent staff
Public Health	9,660	(9,542)	119	0.63	1.12	Contracts for Health visitors, school nurse, smoking cessation, sexual health
Transformation & Safeguarding	1,260	(275)	985	5.24	9.35	18.09 full-time equivalent staff
Non Client Sub-Total	27,350	(18,139)	9,211	48.97	87.43	
Adults and Wellbeing Total	84,042	(32,009)	52,033	276.63	493.87	

Children's Wellbeing

The children's wellbeing directorate is responsible for services relating to safeguarding, family support and education. Services include safeguarding of children, adoption and fostering, additional educational needs, school admissions and adult and community learning.

Children's Wellbeing	Total Budget	Income flows through the Council	Operational Budget	Cost per head of Population	Cost per Band D Property	Description
	£000	£000	£000	£s	£s	
Additional Needs	3,244	(44)	3,200	17.01	30.37	Special Educational Needs and Disabilities, Education, Health and Care Plan work, Short Break contracts and children with disabilities services
Children's Commissioning	3,687	(2,566)	1,121	5.96	10.64	Whitecross PFI, troubled families and education grants
Development and Sufficiency	1,630	(376)	1,254	6.67	11.91	School admissions, school buildings and places, early help for families and children centre services
Education Improvement	233	(90)	143	0.76	1.36	Statutory services to schools and early years providers, including support for safeguarding and minority groups
Education and Commissioning	8,793	(3,075)	5,718	30.40	54.27	
Safeguarding and Review	925	(252)	673	3.58	6.39	Statutory safeguarding review services and Safeguarding Board
Early Help and Family Support	1,200	(302)	897	4.77	8.52	Family support workers and early help services
Social workers teams	2,322	(4)	2,317	12.32	21.99	85.16 fte social workers with an average caseload of 24 cases
Looked after Children:	3,482	(25)	3,457	18.38	32.81	
- Residential Placements	1,076	0	1,076	5.72	10.22	6 placements at an average cost of £162k
- External Foster Placements	1,455	0	1,455	7.74	13.81	34 placements at an average cost of £42k
- In house Fostering	2,863	0	2,863	15.22	27.18	167 placements at an average cost of £17k

- Adoption	718	(57)	661	3.51	6.27	28 placements at an average cost of £10k
- Kinship	464	0	464	2.47	4.41	39 placements at an average cost of £12k
- Special Guardianship	324	0	324	1.72	3.08	53 placements at an average cost of £6k
Safeguarding & Early Help Management	1,518	0	1,518	8.07	14.41	Providing essential team and service management to support social workers and carry out statutory decisions such as fostering
Safeguarding & Early help	16,347	(640)	15,707	83.50	149.08	
Directorate	190	0	190	1.01	1.81	Youth offending contract
Childrens Wellbeing	25,330	(3,715)	21,615	114.91	205.16	
DSG	116,224	(116,249)	(25)	(0.13)	(0.24)	23,212 Pupils, directly funding schools and support
Childrens incl DSG	141,554	(119,964)	21,590	114.91	205.16	

Economies, Communities and Corporate

ECC is dedicated to ensuring that communities in Herefordshire are sustainable and provide attractive, safe and well managed places to live and work. Services within this area include libraries and museums, electoral

Economies, Communities and Corporate	Total Budget £000	Income flows through the Council £000	Operational Budget £000	Cost per head of Population £s	Cost per Band D Property £s	Description
Directorate Services	363	0	363	1.93	3.45	Directorate Services
Environment and Waste	16,964	(1,749)	15,215	80.89	144.41	88,000 tonnes of waste collections from 84,213 properties
Highways and Community Services	1,050	0	1,050	5.58	9.97	Highways and Community Services
Public Realm Annual Plan	6,132	0	6,132	32.60	58.20	Public Realm Annual Plan
Regulatory and Development Management Services	4,200	(3,365)	836	4.44	7.93	589 new houses built
Technical and Parking Services	1,890	(7,357)	(5,467)	(29.06)	(51.89)	Technical and Parking Services
Transport and Access Services	9,468	(2,247)	7,221	38.39	68.54	Public transport
Total – Highways, Planning, Waste and Parking	40,068	(14,718)	25,350	134.77	240.61	
Collections and Leisure	258	(54)	204	1.09	1.94	Collections and Leisure
Communications and Web	308	0	308	1.64	2.92	Communications team
Customer and Library Services	1,903	(187)	1,716	9.12	16.29	Customer and Library Services
Special projects (Broadband)	395	(136)	259	1.38	2.46	Special projects (Broadband)
Information, resilience and equality	1,109	(358)	751	3.99	7.13	Information Data
ICT (Herefordshire Council)	1,900	(617)	1,283	6.82	12.17	ICT contracts
Legal Services and Governance	3,444	(431)	3,013	16.02	28.60	Includes electoral services and registrars
Total – Customer, Cultural and Legal Services	9,317	(1,782)	7,535	40.06	71.52	
Community Regeneration	285	(25)	260	1.38	2.47	Community Regeneration
Economic Development	1,146	(281)	865	4.60	8.21	Economic Development
Growth Management	251	0	251	1.33	2.38	Growth Management
Neighbourhood Planning	253	(150)	103	0.55	0.98	Neighbourhood plans
Regeneration	411	(103)	308	1.64	2.92	Support to the community & voluntary and business sectors through the provision of; funding advice, project support, European policy development and the administration of a wide range of grants to meet the Council's objectives.
Strategic Planning	251	0	251	1.33	2.38	Progressing statutory elements of the Local Plan, including the Hereford Area Plan, Minerals and Waste Local Plan and Travellers' Sites Development Plan Document.
Total – Economic Development and Housing Growth	2,597	(559)	2,038	10.84	19.35	
Directors	567	(3)	564	3.00	5.36	Management
HR, Payroll, Recruitment and Organisational Development	351	0	351	1.87	3.33	HR, Payroll, Recruitment and Organisational Development
Total – Directorate Management	919	(3)	916	4.87	8.69	
Asset Management and Property Services	7,004	(3,894)	3,110	16.53	29.52	Number of corporate properties
Finance Support	786	0	786	4.18	7.46	Corporate finance and Grant Thornton external audit fees
Hoople SLA	5,355	(94)	5,261	27.97	49.94	Back office function for finance, ICT, HR and payroll
Insurance	1,100	0	1,100	5.85	10.44	Public liability and buildings insurance
Internal Audit Services	225	(30)	195	1.04	1.85	SWAP contract
Corporate Management	706	0	706	3.75	6.70	Corporate Management
Total – Corporate Resources	15,176	(4,018)	11,158	59.32	105.91	
Total – Economies, Communities and Corporate	68,076	(21,079)	46,997	249.85	446.07	

Corporate

Corporate	Total Budget £000	Income flows through the Council £000	Operational Budget £000	Cost per head of Population £s	Cost per Band D Property £s	Description
Corporate	56,479	(51,756)	4,723	25.11	44.83	Debt relating to borrowing and pension, collection fund and housing benefit
Consolidated Revenue Account	23,559	(3,879)	19,680	104.63	186.79	
Corporate Total	80,038	(55,635)	24,403	129.73	231.62	

Total Portfolios	373,711	(228,687)	145,024	770.99	1,376.49
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