## **APPENDIX 1**

## Draft revenue budget summary 2016-17

Directorate	Base budget	Net changes	Draft budget
Directorate	2015/16		2016/17
	£000	£000	£000
Adults and wellbeing	53,244	(755)	52,489
Children's wellbeing	22,137	585	22,722
Economies, communities and corporate	50,635	(1,388)	49,247
Total Directorates	126,016	(1,558)	124,458
Capital financing - debt repayments	10,183	140	10,323
Capital financing - interest	6,233	540	6,773
Change management	1,908	(1,180)	728
Government grants	(2,562)	416	(2,146)
Central and one-off budgets	2,658	735	3,393
Transfer to general balances	928	(928)	-
Total net spend (budget requirement)	145,364	(1,835)	143,529
Financed by			
Council tax	83,963	4,632	88,595
Locally retained business rates	23,289	69	23,358
Business rates top up	6,814	56	6,870
Revenue support grant	26,461	(8,991)	17,470
New homes bonus	3,591	967	4,558
Sparsity grant	-	1,259	1,259
Collection fund	(439)	439	-
Reserves	1,685	(266)	1,419
	145,364	(1,835)	143,529



## **DRAFT REVENUE BUDGET 2016/17**

O a mail a a	Base Budget	Pensions, pay	D	0	Other Adhres	2016/17 Draft
Service	2015/16	and Inflation	Pressures	Savings	Other Adjusts	Budget
	£000	£000	£000	0003	£000	£000
Adults Wellbeing						
Commissioned Care	43,896	14	1,788	(3,080)	476	43,094
Adults Operations	13,161	466	0	(820)	336	13,143
Director and Management	(3,814)	244	800	(218)	(761)	(3,749
Total Adults Wellbeing	53,244	724	2,588	(4,118)	51	52,489
Children's Wellbeing						
Children's Safeguarding & Early Help	17,139	557	1,076	(1,120)	144	17,796
Statutory Education Services	5,582	158	0	(50)	0	5,690
Directorate Management and Grant Income	(584)	309	0	(489)	0	(764
Total Children's Wellbeing	22,137	1,024	1,076	(1,659)	144	22,722
Economy, Communities & Corporate						
Highways, Planning, Waste, and Parking	27,907	1,221	30	(2,178)	134	27,114
Customer, Cultural and Legal Services	7,026	408	0	(883)	334	6,885
Economic Development and Housing Growth	1,999	69	0	0	119	2,187
Directorate Management	2,103	233	0	(953)	(729)	654
Corporate Resources (Finance, IT, Property and HR)	11,600	74	76	(690)	1,347	12,407
Total Economy, Community & Corporate	50,635	2,005	106	(4,704)	1,205	49,247
Central Corporate Costs	19,348	354	0	(447)	(184)	19,071
Total Herefordshire Council	145,364	4,107	3,770	(10,928)	1,216	143,529



Revenue Budget 2016/17 Adults Wellbeing

Nevenue Budget 2010/17				7.	dita Wellbeilig	
Service	Current Budget 2015/16	Pensions and Inflation	Pressures	Savings	Other Adjusts	Total Budge
	£000	£000	£000	£000	£000	£000
Commissioned Care						
Learning Disabilities	15,181	0	386	(980)	1,272	15,859
Mental Health	3,227	14	321	(322)	381	3,621
Physical Disabilities	19,755	0	1,007	(1,595)	(210)	18,958
Memory & Cognition	5,051	0	49	(144)	(916)	4,040
Sensory Support	682	0	25	(39)	(51)	616
Total Commissioned Care	43,896	14	1,788	(3,080)	476	43,094
Adults Operations						
Adult Social Care Staffing	8,176	421	0	(720)	(141)	7,735
Contracts	4,306	0	0	(100)	477	4,683
Housing Services	680	45	0	0	0	725
Total Adults Operations	13,161	466	0	(820)	336	13,143
Director and Management						
Director and Management	(733)	204	800	(88)	(383)	(199)
Protection of Social Care Grant	(4,520)	0	0	Ó	Ó	(4,520)
Transformation	1,320	32	0	(130)	(378)	844
Total Public Health	119	8	0	0	0	127
Total Director and Management	(3,814)	244	800	(218)	(761)	(3,749)
Total Adults Wellbeing	53,244	724	2,588	(4,118)	51	52,489



Revenue Budget 2016/17 Childrens Wellbeing

Revenue Budget 2016/17	Base Budget	Pensions and			Childrens Well	being
Service	2015/16	Inflation	Pressures	Savings	Other Adjusts	Total Budget
	£000	£000	£000	£000	£000	£000
Safeguarding and Early Help						
Safeguarding Board and Independent Review	684	38	0	0	100	822
Early Help and Family Support	1,915	126	0	(270)	0	1,771
Front Line Social Workers	2,881	140	76	(300)	0	2,797
Looked After Children - Fostering and Adoption	6,969	155	0	(500)	0	6,624
Looked After Children External Placements	2,877	0	1,000	0	0	3,877
Social Care Training and Development	782	35	0	0	0	817
Safeguarding and Early Help Management	1,031	63	0	(50)	44	1,088
Total Safeguarding and Early Help	17,139	557	1,076	(1,120)	144	17,796
Statutory Education Services						
Special Educational Needs	2,380	55	0	0	0	2,435
Contracts and Commissioning	1,602	47	0	(50)	0	1,599
Educational Development	1,438	47	0	0	0	1,485
Statutory Education Improvement Services	162	9	0	0	0	171
Total Statutory Education Services	5,582	158	0	(50)	0	5,690
Directorate						
Directorate Grant Income	(1,447)	0	0	0	0	(1,447)
Directors Office	271	292	0	(459)	0	104
Performance and transformation	335	11	0	0	0	346
Youth Offending Service	257	5	0	(30)	0	232
Total Directorate	(584)	309	0	(489)	0	(764)
Total Children's and Wellbeing	22,137	1,024	1,076	(1,659)	144	22,722



Revenue Budget 2016/17 ECC

Highways, Planning, Waste and Parking	Service	Base Budget 2015/16	Pensions and Inflation	Pressures	Savings	Other Adjusts	Total Budget
Commercial Services							
Directorates Services	Highways, Planning, Waste and Parking						
Environment and Waste   14,828   492   0	Commercial Services	493	20	0	0	(89)	42
Environmental Health and Development Management   556   23   0   0,75   205   77   173   0   660   108   5,85   784   784   784   785	Directorate Services	359	25	0	0	123	50
Environmental Health and Development Management   556   23   0   0,75   205   77   173   0   660   108   5,85   784   784   784   785	Environment and Waste	14,828	492	0	(475)	(105)	14,74
Highways and Community Services	Environmental Health and Development Management	554	23	0	(75)	205	70
Parks and Countryside	, ,	6.074	113	0	, ,	108	5,83
			10	0	, ,		1,79
Tracting Standards and Lecensing Tracting Standards and Lecensing Tracting Standards and Lecensing Tracting Standards and Lecensing Total Highways, Planning, Waste and Parking  Z7,907  1,221  30  (2,178)  134  Z7,17  Customer, Cultural and Legal Services  Collections and Archives  Collections and Archives  Collections and Archives  Collections and Archives  Collections and Web  526  14  0  0  (203)  33  Customer and Library Services  1,660  107  0  0  139  1,91  Coustomer and Library Services  1,660  107  0  0  139  1,91  Courtinor and Records  458  23  0  (10)  14  44  50  50-emanice  1,530  149  0  (10)  32  1,74  Total Customer, Cultural and Legal Services  7,026  408  0  (883)  334  6,81  Community Regeneration  Community Regeneration  276  166  0  0  177  0  0  1883)  334  6,81  Community Regeneration  277  0  0  181  192  Community Regeneration  278  160  0  0  170  170  170  0  170  170							
Transport and Access Services 7,893 203 0 (150) (55) 7,897  Total Highways, Planning, Waste and Parking 27,907 1,221 30 (2,178) 134 27,175  Customer, Cultural and Legal Services 500 31 0 0 76 6 60  Communications and Web 526 14 0 0 0 (203) 33 10  Cultural Services 755 6 0 0 (863) 228 115  Customer and Library Services 1,660 107 0 0 139 1,998  Conomic Projects 252 15 0 0 0 9 22  Cugulally, Information and Records 458 23 0 (10) 14 4 44  Soverance 1,530 149 0 (10) 32 1,77  Legal Services 1,305 63 0 0 39 1,47  Total Customer, Cultural and Legal Services 7,026 408 0 (883) 334 6,81  Economic Development and Housing Growth 1,999 69 0 0 0 119 2,11  Directors 423 23 0 0 0 10 39  Strategic Planning 531 14 0 0 0 8 55  Stustainable Communities 1 0 0 0 119 2,11  Directorate Management 2,103 233 0 (953) (729) 66  Corporate Resources 1,068 10 0 0 10 17  Total Directorate Management 2,203 10 0 0 155 44  Management 2,103 233 0 (100) 27 11  Total Directorate Management (692) 10,08 11 1 0 0 0 10 17  Internation and Growth 1,099 69 0 0 0 10 17  Total Directorate Management 2,203 0 0 0 15 44  Management 2,103 233 0 (953) (729) 66  Corporate Resources (692) 10,08 11 1 0 0 0 10 11  Total Directorate Management (692) 10,08 11 1 0 0 0 10 11  Total Directorate Management (692) 10,08 11 1 0 0 0 10 11  Total Directorate Management (692) 10,08 11 1 1 0 0 0 10 10 11  Total Directorate Management (692) 10,08 11 1 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 0 10 10 11  Total Directorate Management (794) 11 1 0 0 0 0 10 10 11  Total Directorate Management (794) 11 11 1 0 0 0 0 10 10 11  Total Directorate Management (794) 11 1 1 1 0 0 0 0 10 10 11  Total Directorate Management (795) 11 1 1 1 1							
Total Customer, Cultural and Legal Services	•						
Collections and Archives   Solution   Collections and Archives   Solution   Collections and Archives   Solution   Solut							
Collections and Archives		27,907	1,221	30	(2,178)	134	27,11
Communications and Web   526	Customer, Cultural and Legal Services						
Coutroural Services 795 6 0 (863) 228 11   Coutroural Services 795 6 0 0 (863) 228 11   Coutroural Library Services 1660 107 0 0 0 139 1,98   Economic Projects 252 15 0 0 0 0 9 9 2   Equality, Information and Records 488 23 0 0 (10) 14 4   Governance 1,530 149 0 (10) 32 1,77   Legal Services 1,305 63 0 0 0 39 1,44   Total Customer, Cultural and Legal Services 7,026 408 0 (883) 334 6,88   Economic Development and Housing Growth    Community Regeneration 384 11 0 0 0 (115) 22   Economic Development 653 21 0 0 0 213 88   Regeneration 531 14 0 0 0 4 1   Strategic Planning 531 14 0 0 0 10 3   Strategic Planning 531 14 0 0 0 8   Strategic Planning 531 14 0 0 0 10    Total Economic Development and Housing Growth 1,999 69 0 0 0 119 2,11    Directorate Management 1,680 210 0 (953) (744) 11    Total Directorate Management 2,103 233 0 (953) (729) 61    Corporate Resources 2,205 (104) 0 (953) (729) 61    Corporate Resources 2,205 0 0 0 0 0 10 1,11   Insurance 1,064 0 0 0 0 0 0 0 1,11   Insurance 1,064 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Collections and Archives	500	31		0		60
Customer and Library Services         1,660         107         0         0         139         1,98           Economic Projects         252         15         0         0         9         2           Equality, Information and Records         458         23         0         (10)         14         4           Asovernance         1,530         149         0         (10)         32         1,77           Legal Services         1,305         63         0         0         39         1,44           Total Customer, Cultural and Legal Services         7,026         408         0         (883)         334         6,8           Economic Development and Housing Growth         653         21         0         0         (115)         22           Economic Development and Housing Growth         553         21         0         0         213         8           Regeneration         278         16         0         0         10         3         3           Strategic Planing         531         14         0         0         8         5           Sustainable Communities         1         0         0         0         10         1	Communications and Web	526	14	0	0	(203)	33
Concomic Projects   252   15	Cultural Services	795	6	0	(863)	228	16
Economic Projects   252   15	Customer and Library Services	1,660	107	0	, ,	139	1,90
Sovernance	Economic Projects	252	15	0	0	9	27
Sovernance	•			0	(10)	14	48
Legal Services							
Total Customer, Cultural and Legal Services   7,026   408   0 (883)   334   6,88			-		, ,		1,40
Community Regeneration   384			400	0	(002)	224	
Community Regeneration	-	7,026	400	<u> </u>	(663)	334	0,00
Economic Development	Economic Development and Housing Growth						
Neighbourhood Planning	Community Regeneration	384	11	0	0	(115)	28
Regeneration 278 16 0 0 10 10 36 Strategic Planning 531 14 0 0 0 8 55 Sustainable Communities 1 0 0 0 0 119 2,11    Total Economic Development and Housing Growth 1,999 69 0 0 0 119 2,11    Directorate Management	Economic Development	653	21	0	0	213	88
Regeneration   278   16   0   0   10   33	Neighbourhood Planning	152	7	0	0	4	16
Strategic Planning   531			16	0	0	10	30
Sustainable Communities						-	55
Total Economic Development and Housing Growth   1,999   69   0   0   119   2,14	Sustainable Communities	1					-
Directors   423   23   0   0   15   44	Total Economic Development and Housing Growth	1 999	69	0	0		2 18
Automate	· · · · · · · · · · · · · · · · · · ·	1,000				110	2,10
Management   1,680   210   0   (953)   (744)   19   19   19   19   19   19   19   1	Directorate Management						
Corporate Resources	Directors						46
Corporate Resources  Finance	Management	1,680	210	0	(953)	(744)	19
Finance   2,026   (104)   0   (160)   0   1,76   Insurance   1,064   0   35   0   100   1,15   Local Tax, Revenues and Benefits   90   0   0   (100)   207   11   Internal Audit Services   225   0   0   0   0   0   IHR, Payroll, Recruitment and Organisational Development   831   11   0   (50)   80   8   Corporate Asset Management   (692)   108   41   0   7   (53)   Facilities Management   935   6   0   (90)   152   1,06   Property Maintenance   2,300   12   0   0   421   2,7   Corporate Management   1,151   0   0   0   0   151   1,36   ICT   3,670   41   0   (290)   229   3,68   Total Corporate Resources   11,600   74   76   (690)   1,347   12,44	Total Directorate Management	2,103	233	0	(953)	(729)	65
Insurance	Corporate Resources						
Insurance	<b>5</b> '	0.000	(40.0)	-	(4.00)		
Decid   Tax, Revenues and Benefits   90   0   0   0   0   0   100   207   19					, ,	•	
Internal Audit Services   225   0					-		
HR, Payroll, Recruitment and Organisational Development Corporate Asset Management (692) 108 41 0 7 (53 Facilities Management 935 6 0 (90) 152 1,00 Property Maintenance 2,300 12 0 0 421 2,7.* Corporate Management 1,151 0 0 0 0 151 1,30 CT 3,670 41 0 (290) 229 3,69  Total Corporate Resources 11,600 74 76 (690) 1,347 12,46			-				19
Corporate Asset Management         (692)         108         41         0         7         (53           Facilities Management         935         6         0         (90)         152         1,00           Property Maintenance         2,300         12         0         0         421         2,7°           Corporate Management         1,151         0         0         0         151         1,30           ICT         3,670         41         0         (290)         229         3,68           Total Corporate Resources         11,600         74         76         (690)         1,347         12,40							22
Facilities Management 935 6 0 (90) 152 1,00 Property Maintenance 2,300 12 0 0 421 2,73 Corporate Management 1,151 0 0 0 151 1,31 ICT 3,670 41 0 (290) 229 3,68  Total Corporate Resources 11,600 74 76 (690) 1,347 12,44	HR, Payroll, Recruitment and Organisational Development						87
Property Maintenance         2,300         12         0         0         421         2,73           Corporate Management         1,151         0         0         0         151         1,34           ICT         3,670         41         0         (290)         229         3,63           Total Corporate Resources         11,600         74         76         (690)         1,347         12,44	Corporate Asset Management						(53
Corporate Management         1,151         0         0         0         151         1,30           ICT         3,670         41         0         (290)         229         3,69           Total Corporate Resources         11,600         74         76         (690)         1,347         12,40	Facilities Management	935			(90)	152	1,00
ICT     3,670     41     0     (290)     229     3,68       Total Corporate Resources     11,600     74     76     (690)     1,347     12,40	Property Maintenance	2,300	12	0	0	421	2,73
ICT     3,670     41     0     (290)     229     3,68       Total Corporate Resources     11,600     74     76     (690)     1,347     12,40	Corporate Management	1,151	0	0	0	151	1,30
	ICT		41	0	(290)	229	3,65
Total Economy Communities & Cornerate 50.635 2.005 406 (4.704) 4.005	Total Corporate Resources	11,600	74	76	(690)	1,347	12,40
	Total Economy, Communities & Corporate	50,635	2,005	106	(4,704)	1,205	49,24