

Budget 2009/10

Herts Finance
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Foreword

Welcome to the 2009/10 edition of the Hertfordshire County Council budget book, setting out the planned use of resources to achieve the council's policy objectives. It brings together core budget data and highlights key issues facing the authority in the medium term.

This year has been particularly challenging balancing the need to maintain high quality services and responding to the economic downturn whilst being mindful of the public's expectations of council tax levels.

The 2009/10 budget has been set in the context of a number of issues over which the council has little control including:

- more people requiring our services;
- an increase in landfill tax duty for disposing of household waste in landfill sites;
- cost pressures rising more than the normal rate of inflation; and
- receiving the minimum increase in grant permitted under the grant system from central government.

The county council has continued its efforts to deliver services more efficiently. This year we have identified further efficiency savings of £17.4 million.

Our budget is influenced by the following seven key priorities for action that the county council has set itself, which form an important part of the new 2009/12 Corporate Plan:

- Support economic well being
- Maximise independent living
- Ensure a positive childhood
- Secure a good education for all
- Reduce carbon emissions
- Promote safe neighbourhoods
- Be a leading council

The Budget Book can be found on Hertfordshire County Council's website at www.hertsdirect.org/budgetbook. Alternatively, copies of this document can be obtained by contacting Hazel Stuart on the telephone number 01992 555337, or e-mailing budget@hertscc.gov.uk.

I hope you will find the Budget Book informative and helpful. The document is written in plain English, however the use of some accountancy terms has been unavoidable and so a glossary of terms has been included at page 93. Some of the financial information we present can be complex but we have tried to ensure that it is explained as simply as possible.

Sarah Pickup
Chief Finance Officer

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Abbreviations

| | | | |
|--------|--|-------|---|
| ACS | Adult Care Services | ICT | Information & Communication Technology |
| BVACOP | Best Value Accounting Code of Practice | IRIS | Integrated Recording Information System |
| CDC | Corporate & Democratic Core | IYSS | Integrated Youth Support Service |
| CDSU | Crime & Drugs Strategy Unit | JAR | Joint Area Review |
| CIPFA | Chartered Institute of Public Finance & Accountancy | JMI | Junior Mixed Infants |
| CLA | Children Looked After | LAA | Local Area Agreement |
| CLDT | Community Learning Disability Team | LABGI | Local Authority Business Growth Incentive |
| CLG | Conservative Leadership Group | LAC | Looked After Children |
| CRB | Criminal Records Bureau | LATS | Landfill Allowance Trading Scheme |
| CSF | Children, Schools & Families | LD | Learning Disability |
| DCSF | Department for Children, Schools & Families | LEA | Local Education Authority |
| DCLG | Department for Communities & Local Government | LGPS | Local Government Pension Scheme |
| DEFRA | Department for Environment, Food & Rural Affairs | LPSA | Local Public Service Agreement |
| DfT | Department for Transport | LSC | Learning & Skills Council |
| BERR | Department for Business Enterprise & Regulatory Reform | LTP | Local Transport Plan |
| DoH | Department of Health | MECSS | Minority Ethnic Curriculum Support Service |
| DSG | Dedicated Schools Grant | MIDAS | Multi-agency Information & Data Access System |
| EDRMS | Electronic Document and Records Management System | NI | National Insurance |
| EU | European Union | NRSWA | New Roads & Street Works Act |
| FE | Form Entry | ONS | Office for National Statistics |
| FM | Facilities Management | PCSO | Police Community Support Officer |
| FRS | Financial Reporting Standard | PFI | Private Finance Initiative |
| HALS | Hertfordshire Archives & Local Studies | RFID | Radio Frequency Identification |
| HAPS | Hertfordshire's Advanced Passenger Transport System | RON | Registration On-Line |
| HBS | Hertfordshire Business Services | SDG | School Development Grant |
| HCC | Hertfordshire County Council | SEN | Special Education Needs |
| HEFC | Higher Education Funding Council | SWA | Schools Workforce Advisors |
| HO | Home Office | TMA | Traffic Management Act |
| HPFT | Herts Partnership NHS Foundation Trust | TW3 | The Way We Work |
| HR | Human Resources | TDA | Training & Development Agency |
| HWRC | Household Waste & Recycling Centre | VFM | Value For Money |
| IB | Intervention Board | WTE | Whole Time Equivalent |
| | | YJB | Youth Justice Board |

Budget Background and Process

Background

The budget is the financial statement of the council's policies and priorities and the annual plan for the provision of services to the people of Hertfordshire.

The level of funding provided by the Government has a major influence on the decision making process and the county council has to balance the demands and expectations of services and the effect of pay and price increases against the burden placed upon the council tax payer. This is one of the major issues for county councillors and officers.

Process

As in previous years the process for setting the 2009/10 budget and capital programme was policy driven and ran in tandem with the service planning process. Budget decisions are taken in the context of the priorities expressed in the council's Corporate Plan, along with the major issues detailed in service plans. The budget process also takes into consideration the risks that could deflect services from delivering.

The framework for planning the revenue budget and capital programme was as follows:

- Summer 2008 Services developed their service outcomes (strategic compasses) and built up service profiles which included key national performance indicators and unit costing data.
- 26 November 2008 The Government confirmed the provisional revenue grant figures for 2009/10 and 2010/11 announced last year. The level of support for local authority capital investment for 2009/10 and 2010/11 was also announced.
- 11 December 2008 Policy & Resources Cabinet Panel received information on the strategic compasses, standstill revenue budget, efficiency savings and capital bids programme.
- January 2009 Service Cabinet Panels considered the strategic compasses, standstill revenue budget, efficiency savings and capital bids programme.
- 15 January 2009 Policy & Resources Cabinet Panel considered Service Panel views and made recommendations to Cabinet.
- 21 January 2009 The Government announced the final revenue grant figure for 2009/10 and the provisional figure for 2010/11, following the six week consultation.
- 2 February 2009 Cabinet made capital and revenue budget proposals.
- February 2009 Service Cabinet Panels and Overview & Scrutiny Committee reviewed Cabinet capital and revenue budget proposals.
- 16 February 2009 Cabinet recommended a revenue budget, capital programme and Medium Term Financial Strategy to County Council after consideration of risk management reports and the views of Service Cabinet Panels and Overview & Scrutiny Committee.
- 24 February 2009 County Council approved the revenue budget and capital programme and set council tax for the financial year 2009/10.

The agreed budgets for each service are shown in the summary revenue budget on page 13.

Net Revenue Budget

The table below shows the net revenue budget for 2008/09 and analyses the movements to get to the 2009/10 net revenue budget, which has been set at £727.065 million.

County Council Net Revenue Budget 2009/10

| | £m |
|-----------------------------------|----------------|
| Net Revenue Budget 2008/09 | 656.730 |
| Movement: | |
| Removal of One-off Funding | (6.000) |
| Technical Adjustments | 42.378 |
| Inflation | 23.894 |
| Base Budget | 717.002 |
| Pressures for Change | 25.072 |
| Efficiency Savings | (17.439) |
| Service Improvements | 2.430 |
| Net Revenue Budget 2009/10 | 727.065 |

Inflation

Inflation affects the county council the same way as it does anybody else, by increasing its costs.

An inflation rate of 1.00% for non-pay items has been allowed for in the 2009/10 budget. The inflation provision allowed for pay awards is an average of 1.5% for all staff. A breakdown of the £23.9 million inflation total is provided below.

| Inflation type: | £m | % of Adjusted Revenue Budget |
|-------------------------|---------------|------------------------------|
| 2009/10 Price Inflation | 21.136 | (3.0%) |
| 2009/10 Pay Inflation | 2.758 | (0.4%) |
| TOTAL INFLATION | 23.894 | (3.4%) |

Revenue Budget Changes

A net decrease of £1.2 million was made on the base budget of £717.0 million. This figure is made up of pressures for change of £25.1 million and service improvements of £2.4 million offset by efficiency savings of £17.4 million and funding from reserves of £11.3 million. The most significant items are outlined in the table below.

| Pressures for change | £m |
|--|-----------|
| Service specific: | |
| ACS – Learning disability demography | 6.5 |
| ACS – Elderly demography | 2.2 |
| ACS – Physical disability demography | 0.9 |
| ACS – Mental health demography | 0.9 |
| ACS – Supporting people value for money & ineligible services | 0.5 |
| ACS – Review in house provision with high unit costs | 0.3 |
| CSF – Building Schools for the Future (BSF) | 0.9 |
| CSF – Integrated Children's System (Super Users) | 0.4 |
| CSF – Legal fees and charges | 0.4 |
| CSF – Residential short break services for children with a physical disability | 0.4 |
| CSF – Home to school transport | 0.2 |
| CSF – Client services and emergency duty team | 0.2 |
| CSF – Integrated children's system | (0.2) |
| CSF – Independent placements | (0.2) |
| CSF – Denominational transport | (0.3) |
| Environment – Landfill tax | 3.0 |
| Environment – Road length increases (routine maintenance) | 0.2 |
| Environment – Waste procurement | 0.7 |
| Environment – Cross boundary buses | 0.4 |
| Corporate Services – Loss of external income from property | 0.5 |
| Corporate Services – EDRMS revenue effects of capital | 0.3 |
| Central Items: | |
| Capital financing & interest on balances | 5.5 |
| Additional borrowing to support capital programme | 0.6 |
| LABGI | 0.5 |
| Reduction in provision for uncertainties | (2.5) |
| Office rationalisation project | (0.9) |
| Across all services: | |
| Local Government Pension Scheme | 2.3 |
| Capital Payback | 1.1 |
| Revenue effects of telecommunications | 0.3 |
| Service Improvements | £m |
| Service Specific: | |
| CSF – Implications of Baby P | 0.8 |
| Corporate Services - Locality Budgets | 1.0 |

Efficiency Savings (Including the full year effect of previous efficiencies) £m
Savings that meet the Value for Money (previously Gershon) criteria:

Service specific:

| | |
|--|-------|
| ACS – Restricting increases in fees paid to care providers | (3.7) |
| ACS – Re-tendering homecare block contract | (0.9) |
| ACS – Enabling homecare/ intermediate care | (0.8) |
| ACS – HPFT to absorb part of Mental Health demographic pressures | (0.7) |
| ACS – Expert purchasing of care placements for learning disability | (0.5) |
| ACS – Individual budgets for older people | (0.5) |
| ACS – Equipment retail model | (0.5) |
| ACS – Extra care sheltered housing | (0.4) |
| ACS – Supporting People | (0.3) |
| CSF – Review of family support service | (0.5) |
| CSF – Herts Music Service | (0.2) |
| CSF – Home to school transport | (0.2) |
| Environment – Household waste recycling centres | (1.0) |
| Environment – Savings from holistic category 1 & 2 management | (0.5) |
| Environment – Efficiencies in use of HAPS | (0.2) |

Across all services:

| | |
|------------------------|-------|
| Support service review | (0.3) |
|------------------------|-------|

Other Savings:

Service specific:

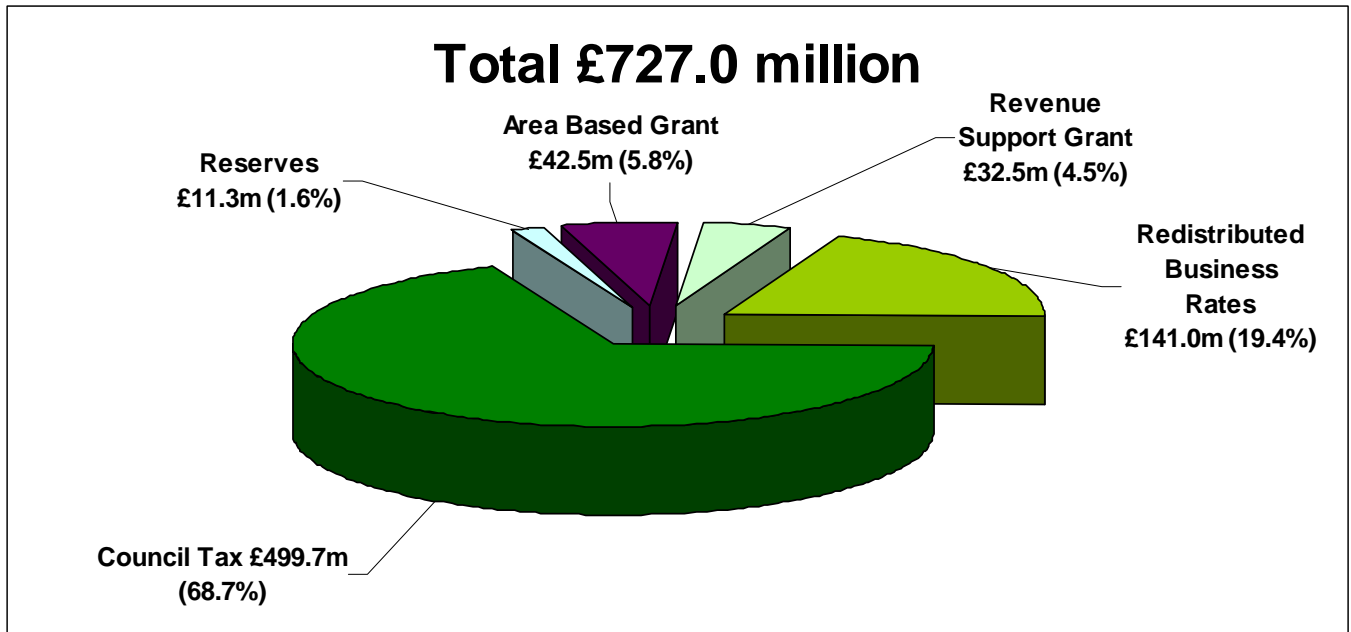
| | |
|--|-------|
| ACS – Increase charges for non-residential services to reflect actual cost of service provided | (0.5) |
| ACS – Additional income | (0.3) |
| CSF – Standards & schools effectiveness (MECSS) | (0.3) |
| CSF – Hospital tuition | (0.5) |
| CSF – Directors office | (0.5) |
| CDSU – Reduction in PCSO funding | (0.5) |

Reserves

The county council estimates its balance of reserves to be as follows:

| | General £m | Earmarked £m | Schools £m |
|--|-----------------------|-------------------------|-----------------------|
| Estimated revenue reserves at 1 April 2009 | 32.800 | 20.630 | 42.000 |
| Appropriations to / (from) financial reserves in 2009-10 | (11.323) | (0.988) | (2.000) |
| Estimated revenue reserves at 31 March 2010 | 21.477 | 19.642 | 40.000 |

Where the Money Comes From



Note: Funding from Central Government in the form of Formula Grant (£173.5 million) consists of Revenue Support Grant and Redistributed Business Rates.

Government Funding

Spending Reviews

In its Spending Reviews, the Government decides how much it can afford to spend, reviews its expenditure priorities and set targets for improvements, which are to be delivered from any additional funding. Each Spending Review covers a rolling three year period.

In October 2007, the Government announced the results of its latest Spending Review for the financial years 2008/09, 2009/10 and 2010/11.

The timing of the next spending review, which is expected to cover financial years 2011/12 to 2013/14, has yet to be announced.

Local Government Revenue Settlement 2009/10 to 2010/11

Central Government provides revenue funding to local authorities through two general grants (known as Formula Grant and Area-Based Grant) and a number of specific grants.

The Area-Based Grant (ABG) is a general revenue grant introduced in 2007. The ABG is mostly made up of grants previously paid to local authorities as specific grants.

Hertfordshire County Council's Formula Grant Settlement 2009/10 to 2010/11

Each year, the Government guarantees a minimum increase in Formula Grant for all authorities. An authority which receives the minimum grant increase is known as a floor authority. Hertfordshire continues to be a floor authority in 2009/10 and 2010/11.

The Government's floor mechanism provides some assistance to authorities, like Hertfordshire, which have lost out significantly from methodology changes to the grant system.

Formula Grant has been set at £173.5 million in 2009/10, with a provisional figure for 2010/11 of £176.0 million.

Further information on the grant system can be found in Appendix 3 of this document.

Council Tax Limitation - Capping

The Government has a reserve power to tell councils to set a lower budget requirement if it considers the budget requirement and council tax have increased excessively. No guidance is given prior councils setting their budget requirements as to what level of council tax increase is acceptable. However, as part of the Local Government Finance Settlement announcement, the Government said that they expected the average council tax increase in England to be substantially below 5 per cent.

At the end of March 2009 the Government announced it would exercise its reserve capping powers in 2009/10 in which two authorities have been 'designated' for budget capping. Both of the authorities are police authorities.

Council Tax

The Band D council tax for the county council was set at £1,118.83. This represents an increase of 3.5% (or £37.71 for a Band D household).

The level at which council tax is set depends on a number of factors including:

- the amount of grant received from central government;
- county council spending pressures;
- the level of efficiency savings achieved by the county council;
- the level of fees and charges recovered from clients using services provided by the county council; and
- the use of reserves.

During 2008/09, district councils collected more money in council tax than they expected and the county council's share of this surplus on the collection fund is £2.955 million.

Calculation of Band D Council Tax 2009/10

| | |
|-----------------------------------|-------------------|
| Tax base | 444,011.97 |
| | £m |
| Budget Requirement 2009/10 | 715.743 |
| Less: | |
| Revenue Support Grant | (32.533) |
| Redistributed Business Rates | (140.953) |
| Area Based Grant | (42.528) |
| Surplus on Collection Fund | (2.955) |
| Met by council tax payers | 496.774 |
| | |
| Band D Council Tax 2009/10 | £1,118.83 |

Each residential dwelling is billed for council tax, whether it is a house, bungalow, flat, maisonette, mobile home or house boat, and whether it is owned or rented. Each property is allocated to one of eight bands according to its market value on 1 April 1991. Properties in band D will pay the basic charge and properties in other bands will be charged proportionately.

The tax bands and the county council's element of the council tax for the financial year 2009/10 are set out in the table below.

Council Tax Bands & Amounts

| Band | Property Value at April 1991 | Proportion of Band D Council Tax | £ |
|----------|------------------------------|----------------------------------|-----------------|
| A | £40,000 or less | 6/9ths | 745.89 |
| B | £40,001 - £52,000 | 7/9ths | 870.20 |
| C | £52,001 - £68,000 | 8/9ths | 994.52 |
| D | £68,001 - £88,000 | | 1,118.83 |
| E | £88,001 - £120,000 | 11/9ths | 1,367.46 |
| F | £120,001 - £160,000 | 13/9ths | 1,616.09 |
| G | £160,001 - £320,000 | 15/9ths | 1,864.72 |
| H | £320,001 or greater | 18/9ths | 2,237.66 |

Summary Revenue Budget 2009/10 - Where the Money Goes

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| Adult Care | 255,272 | 256,727 | 284,218 |
| Children, Schools & Families: | | | |
| Education (Schools) | - | - | - |
| Education (Non-schools) | 72,085 | 71,698 | 84,665 |
| Children's Services | 101,672 | 101,448 | 110,504 |
| Libraries, Culture & Learning | 22,418 | 22,500 | 22,740 |
| Total Children, Schools & Families | 196,175 | 195,646 | 217,909 |
| Community Safety: | | | |
| Fire & Rescue | 42,496 | 42,490 | 41,184 |
| Trading Standards | 2,995 | 2,994 | 2,790 |
| Crime & Drugs Strategy Unit | 2,261 | 2,289 | 2,753 |
| Coroners Service | 1,038 | 1,038 | 995 |
| Registration Service | 1,001 | 1,009 | 1,067 |
| Emergency Planning | 669 | 729 | 687 |
| Total Community Safety | 50,460 | 50,549 | 49,476 |
| Environment | 119,567 | 121,891 | 134,261 |
| Corporate Services | 6,728 | 6,052 | 7,651 |
| Central Items: | | | |
| Contingency / Special Provision | 11,135 | 11,779 | 7,951 |
| Lee Valley Regional Park / Flood Defence Levies | 2,212 | 2,212 | 2,232 |
| Capital Financing & Interest on Balances | 32,035 | 32,016 | 38,129 |
| Additional Capital Programme Support | 6,000 | 6,000 | - |
| Office Rationalisation Project | 619 | 619 | - |
| LABGI | (500) | (1,788) | - |
| Non-distributed Costs | 997 | 997 | 902 |
| Appropriation to a specific reserve | 655 | 655 | - |
| Movement in General Fund Balances | (39,528) | (71,662) | (43,914) |
| Pensions Interest Cost & Expected Return on Assets | 14,903 | 14,903 | 28,250 |
| NET REVENUE BUDGET | 656,730 | 626,596 | 727,065 |
| Funded from Reserves | (6,765) | (8,765) | (11,322) |
| BUDGET REQUIREMENT | 649,965 | 617,831 | 715,743 |

See notes on next page.

Notes:

1. Education (Schools) - school spending is financed through a specific grant known as the Dedicated Schools Grant. This means the reporting of school spending no longer forms part of the Budget Requirement calculation.
2. The service budget figures include capital charges and the FRS17 pension adjustment. The figures are shown in Appendix 5 (page 75) excluding these adjustments.

Summary of Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|------------------------------------|--|---|--|
| Adult Care | 1,878 | 1,878 | 2,094 |
| Children, Schools & Families: | | | |
| Education (Schools) | 15,149 | 15,149 | 14,809 |
| Education (Non-schools) | 1,169 | 1,169 | 1,205 |
| Children's Services | 1,068 | 1,068 | 1,100 |
| Libraries, Culture & Learning | 506 | 506 | 537 |
| Total Children, Schools & Families | 17,892 | 17,892 | 17,651 |
| Community Safety: | | | |
| Fire & Rescue | 909 | 909 | 916 |
| Trading Standards | 49 | 49 | 48 |
| Crime & Drugs Strategy Unit | 14 | 14 | 14 |
| Coroners Service | 15 | 15 | 12 |
| Registration Service | 52 | 52 | 48 |
| Emergency Planning | 16 | 16 | 19 |
| Total Community Safety | 1,055 | 1,055 | 1,057 |
| Environment | 690 | 690 | 680 |
| Corporate Services | 1,153 | 1,153 | 1,123 |
| TOTAL | 22,668 | 22,668 | 22,605 |

Capital Programme

The capital programme is the county council's spending plan for investment in land, building projects and major information technology developments.

The capital programme includes expenditure on both major capital schemes and minor capital works, such as repairs and refurbishment schemes (annual provisions).

This year the county council approved a capital programme of £159.795 million of which £71.149 million is financed by central Government in the form of revenue and capital grants. The balance of £88.646 million is financed by the county council through capital receipts, revenue budget, capital reserves and contributions from third parties.

The programme is planned over a three-year period but only the first year (2009/10) carries the spending approval of the county council. The size of the programme for the second and third years will eventually depend on the availability of resources, which have yet to be finalised.

The way in which the government allocates formula grant means that the grant increase does not provide floor authorities, like Hertfordshire, with any additional cash to support the revenue cost of new capital projects at the levels suggested by the Government's supported borrowing allocation programme.

In December 2008 the Government announced that it was prepared to accelerate capital grants from 2010/11 into 2009/10 as part of a package of measures to boost the economy in the current recession. The Government has indicated that Hertfordshire will receive £7 million of accelerated grant to finance schemes in its Capital Programme for the current year. In addition to this schools are also receiving directly some of their Devolved Formula Capital (DFC) grant monies accelerated from 2010/11 into 2009/10 for spending on their own smaller capital schemes.

Further details of the capital programme and how it is funded are given in Appendices 8 to 10 (pages 81 to 92).

County Council Capital Programme 2009/10 to 2011/12

| | 2009/10 | 2010/11 | 2011/12 |
|--|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 |
| Adult Care Services | 2,674 | 1,004 | 979 |
| CSF Education | 83,580 | 75,541 | 17,739 |
| CSF Libraries, Culture & Learning | 3,147 | 1,155 | 649 |
| Community Safety - Fire & Rescue | 810 | 2,146 | 472 |
| Community Safety - Other | 115 | 48 | 48 |
| Corporate Services | 10,291 | 8,433 | 7,608 |
| Environment | 55,378 | 49,584 | 38,240 |
| Projected capital spend required to release receipts | 3,800 | 1,300 | 1,300 |
| TOTAL CAPITAL PROGRAMME | 159,795 | 139,211 | 67,035 |

Adult Care

The total budget for Adult Care is £284,218,000

The vast majority of elderly and disabled people and people with mental health problems want to live independently. They and/or their families or carers turn to social care services for support when frailty, disability or ill health mean that independence may be lost, or they feel there is a risk of harm.

Adult Care Services works closely with health services, district councils, and the private and voluntary sector, using its resources to arrange, develop and provide care and support in the community for older people and adults who have learning disabilities, sensory loss or physical disabilities. The council also funds adult mental health services provided by Hertfordshire Partnership NHS Foundation Trust, with a transferred budget of £18.7 million.

Adult Care Services is under tremendous pressure and is faced with rising demand, increasing needs, high expectations and tight budgets and works hard to ensure all services offer value for money as well as high quality.

Adult Care Services will focus on personalisation, service users will be told how much money they have been allocated for their care needs. We will then support them to make choices about how this should be spent, including receiving a direct payment if that is what they want. We will also focus on enablement, helping people to regain confidence and independence following illness or an accident.

Approximately 1 in 20 people generally, and 1 in 5 people aged 65 or more, ask for our help each year. As well as providing direct support we also provide information, advice and support to people and their carers who are struggling to cope with everyday life and we fund services in the voluntary sector so that people in need are not totally dependent on us. In addition to our day services, we also provide an emergency social care service operating outside office hours for children and adults at risk.

Some services (mental health, learning disability, child and adolescent mental health, drug and alcohol services) are jointly commissioned and the budgets hosted by the county council. The Jointly Commission budgets are made up of contributions from the Hertfordshire Primary Care Trusts and ourselves, for each of the care groups and covering both health and social care responsibilities across the whole county. Decision-making in relation to these budgets takes place at the Joint Commissioning Partnership Board. Membership of this board comprises four county councillors, four primary care trust representatives and a number of co-opted members and observers from the voluntary sector.

Key Issues for 2009/10

- We will focus on personalisation, telling service users how much money has been allocated to meet their needs, giving choice about the services they receive and how they are delivered, including direct payments if that is what they want.
- The care services we arrange or provide will be geared towards enabling people to manage as far as possible without extra help and towards their rehabilitation. We are working with home care agencies to tailor new services that will focus on rehabilitation and enabling, that are flexible and able to meet the requirements of the individual and specialist services for people who are mentally infirm.
- We will provide information and advice through a wide range of channels and funding.
- Where appropriate we will pass requests for help to community support services and preventative services, which are accessible without the need for a formal assessment.
This year we will be providing £11.7 million to the voluntary sector to provide local services on our behalf.
- Assessments of need will be centred on the individual and their personal circumstances.
The information, care and support offered will be tailored to meet individual needs and recognise personal preferences.
- We are continuing to modernise our day services in line with the national agenda (Valuing People: rights, independence, choice, inclusion) which broadly aims to ensure that people with learning disabilities lead full and rewarding lives.
- We will continue to create additional accommodation for people with learning disabilities to meet rising demand. The type of accommodation and support will vary depending on the needs of those concerned.
- We will continue to implement our new strategy to increase both capacity and choice of accommodation for frail older people. We will work with district councils, primary care trusts and housing associations to create more extra care sheltered housing and work with care home organisations to increase specialist services including dementia care.
- Our commissioning teams will work closely with operational colleagues to ensure that a full range of service solutions are in place locally including services to meet the needs of minority ethnic groups.
- We will continue to develop support and services for carers by providing them with a regular assessment of their needs and with an emergency carers' scheme.
- We are working with health colleagues on prevention and easy access to services, streamlining assessment and the overall package of services.

Direct Services £275,695,000

These resources are used to arrange and provide care and support such as home care, day services, and supported living either directly through our in-house services or through contracts with the independent sector. Resources are also used to give information and advice, assess needs and arrange help. We encourage adults who need extra care and support to consider direct payments so that they can arrange their own care if that is what they want.

Services for older people £118,805,000

The number of older people aged 65+ in the county is set to rise by 8% between 2003-2011 whilst the number aged 75+ is set to increase by 13% between 2003-2011 and those aged 85+ by 35% between 2003-2011. Older people are much more likely than any other group to need social care support. One in every 8 people in the county aged 65+ receives some support arranged by Adult Care Services (we arrange 40,000 home care hours in a week). In future more older people will be living alone and less support may be available from family carers. Together with the increasing numbers of older people and longer life expectancy this has significant resource implications for social care and health services in Hertfordshire.

Services in this budget include assessment and care management, day services for approximately 2,000 people, home care services for 10,000 people and residential or nursing care for 5,000 people during the year. The budget also provides equipment to older people who need help with daily living skills and provides occupational therapy assessment and support to people who need major housing adaptations.

We continue to work with district councils and Primary Care Trusts and the private and voluntary sector to develop alternatives to residential and nursing care.

People with a Physical Disability and Sensory Loss £28,576,000

We aim to enable adults assessed as needing social care support to live as safe, full and as normal a life as possible, preferably in their own home. We are also supporting various Welfare to Work initiatives to improve support for disabled people in the workplace.

Services for this group of people include; assessment and care management, funding of 280 residential placements and day care for 350 adults with a physical disability during the year. In addition, our Sensory Services team provides support to approximately 2,000 people and our Work Solutions team supports approximately 800 people in a year in securing and remaining in work.

People with a Learning Disability £83,033,000

Hertfordshire has one of the highest rates of incidence of people with a learning disability in local authority supported residential care. The life expectancy of people with learning disabilities is increasing and there is an increased survival rate to adulthood of children with severe and complex needs.

There are about 6,700 people with learning disabilities in the county and approximately 2,900 adults where we commission services and several hundred open to care management without current services commissioned with learning disabilities known to care services. We purchase registered residential care for approximately 900 people, supported living services for 250 people and day care for approximately 250 people. The average net cost of providing a year's residential care for a person with moderate learning disabilities is £51,520. The in-house service provides supported living services for 420 people and day care for approximately 1,500 people. We aim to enable people with learning disabilities to access mainstream services and to lead as independent a life as possible. However for some people, with severe and complex needs, highly intensive 24 hour care must be provided, including access to specialist assessment and therapeutic services.

Mental Health Services £23,676,000

Adult mental health services are provided by Hertfordshire Partnership NHS Foundation Trust (HPFT) under transferred budget arrangements. There are about 5,822 Hertfordshire residents of working age recorded as having mental health needs, of which 429 are in NHS nursing placements and the remaining 5,382 in residential placements provided by the private and voluntary sector.

Gypsy Services £22,000 (contribution)

This central unit manages the county council's gypsy sites and, where appropriate, deals with unauthorised encampments of gypsies and travellers.

Supporting People £21,627,000

Supporting People is a central government programme, introduced in 2003 to fund, monitor, review and improve housing-related support services. This is done in partnership with local housing authorities, social care services, health, probation, registered social landlords users and their carers and the voluntary and private sectors.

Direct Payments

We are increasing the number of people who are able to arrange to purchase their own care directly with providers. The numbers involved have grown from 175 in April 2004 to 1,027 at the end of December 2008. These changes can be expected to reduce the number of clients identified above for whom we continue to either provide services in house, or purchase them on their behalf.

Supporting Users and their Carers

There are an estimated 117,000 carers in Hertfordshire of whom 27,000 (2.58% of the total population) are caring for more than 20 hours a week. Of these, research indicates 10,000 plus will cease to be carers and 10,000 will take on new caring roles each year.

To promote carers' own health and well being and support them to continue in their caring role we use the Carers Grant to increase the flexibility and range of breaks that are available and improve carers' access to financial advice.

Support Services £33,229,000

These resources are used to:

- Develop and implement countywide strategies and policies
- Support centrally managed functions
- Support countywide services

The support services integrate the department's responsibilities for purchasing and providing services, assessing people's needs and managing care packages. For example:

- Providing policy advice
- Measuring overall community need and allocation of resources
- Ensuring services operate in accordance with legislation
- Setting standards, monitoring performance and investigating complaints
- Financial management and support
- Planning and commissioning new or changing services
- Planning, commissioning and reviewing Supported Housing
- Developing and managing purchasing and contracting arrangements
- Staff development and training
- Supporting and developing information systems and technology

Summary Service Revenue Budget

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| DIRECT SERVICES | | | |
| Older People: | | | |
| Care management & assessment | 15,219 | 15,219 | 16,234 |
| Purchased services | 129,205 | 129,205 | 134,066 |
| Services provided in-house | 4,762 | 4,762 | 4,930 |
| Sub-total (Gross Expenditure) | 149,186 | 149,186 | 155,230 |
| Income: Older People | (32,652) | (32,652) | (36,425) |
| Net expenditure: Older People | 116,534 | 116,534 | 118,805 |
| People with a Physical Disability & sensory loss: | | | |
| Care management & assessment | 2,921 | 2,921 | 3,235 |
| Purchased services | 26,363 | 26,363 | 26,997 |
| Services provided in-house | 3,497 | 3,497 | 3,450 |
| Sub-total (Gross Expenditure) | 32,781 | 32,781 | 33,682 |
| Income: People with a Physical Disability | (6,772) | (6,772) | (5,106) |
| Net expenditure: People with a Physical Disability and sensory loss | 26,009 | 26,009 | 28,576 |
| People with a Learning Disability: | | | |
| Care management & assessment | 4,084 | 4,084 | 4,215 |
| Purchased services | 84,602 | 84,602 | 92,102 |
| Services provided in-house | 31,366 | 31,366 | 33,970 |
| Sub-total (Gross expenditure) | 120,052 | 120,052 | 130,287 |
| Income: People with a Learning Disability | (44,362) | (44,362) | (47,254) |
| Net expenditure: People with a Learning Disability | 75,690 | 75,690 | 83,033 |
| Mental Health Services: | | | |
| Gross Expenditure | 27,052 | 27,052 | 24,131 |
| Income: Mental Health Services | (1,231) | (1,231) | (455) |
| Net expenditure: Mental Health Services | 25,821 | 25,821 | 23,676 |
| Gypsy Services: | | | |
| Gross Expenditure | 786 | 786 | 796 |
| Income: Gypsy Services | (894) | (894) | (818) |
| Net Expenditure: Gypsy Services | (108) | (108) | (22) |
| Supporting People: | | | |
| Gross Expenditure | 21,681 | 21,681 | 21,627 |
| Income: Supporting People | - | - | - |
| Net expenditure: Supporting People | 21,681 | 21,681 | 21,627 |

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| DIRECT SERVICES: GROSS EXPENDITURE | 351,538 | 351,538 | 365,753 |
| DIRECT SERVICES: INCOME | (85,911) | (85,911) | (90,058) |
| DIRECT SERVICES: NET EXPENDITURE | 265,627 | 265,627 | 275,695 |
| SUPPORT SERVICES | | | |
| Strategic centre & support services | 14,057 | 15,601 | 18,867 |
| Recharges from central departments | 11,702 | 11,613 | 14,362 |
| TOTAL SUPPORT SERVICES | 25,759 | 27,214 | 33,229 |
| TOTAL DIRECT & SUPPORT SERVICES | | | |
| Special & specific grants | (37,717) | (37,717) | (25,104) |
| Subtotal | 253,669 | 255,124 | 283,820 |
| Corporate & Democratic Core Recharges | (256) | (256) | (234) |
| Capital Charges | 2,108 | 2,108 | 3,060 |
| Pension charge under FRS17 | (249) | (249) | (2,428) |
| TOTAL ADULT CARE | 255,272 | 256,727 | 284,218 |

Notes:

- The changes for In House Services result from revised allocations of, for example, Multi Purpose Day Centres, Hospital Teams, and Shared Buildings.
- The method of breaking down income between older people and people with a physical disability has been improved and whilst total, combined income has increased, physical disability income appears to have fallen since a greater proportion is now identified as relating to older people.
- The figures relating to Mental Health have reduced since both income and expenditure relating to resettlement schemes have been excluded.
- Strategic centre and support services budget has increased partly as a result of additional funding being included that is funded by Social Care Reform Grant.
- The Specific Grants figure has reduced due to Access & Systems and Delayed Discharges grants being incorporated within Formula Spending Share from April 2008.

Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|-------------------------------------|---------------------------------|--------------------------------|---------------------------------|
| Care management & assessment | 567 | 567 | 638 |
| In-house services | 1,078 | 1,078 | 1,174 |
| Strategic centre & support services | 233 | 233 | 282 |
| SERVICE TOTAL | 1,878 | 1,878 | 2,094 |

Note:

The number of staff in Strategic centre & support services has increased because income & care payments team are now part of the division.

Children, Schools & Families

CSF has the lead responsibility to improve opportunities and outcomes for all children and young people as defined in the Children Act 2004.

The service works closely with other statutory agencies and the 'third sector' through the Herts Children's Trust Partnership. Priorities for the service are linked to the Children and Young Peoples Plan 2009/11 and the CSF Plan 2009/12.

In 2008/09 CSF was one of only 13 Children's Services in the country to improve its rating within the Annual Performance Assessment. The APA judged the service to be 'Good' overall and made a grade improvement in three of the seven areas of assessment. The inspection found that 'Hertfordshire County Council provides a service that consistently delivers above minimum requirements for children and young people' and that 'Services are making a discernible difference to the lives of most children and young people and are narrowing the gap in terms of the outcomes for those who are the most vulnerable.' The budget for 2009/10 continues to invest in improving services.

Key Issues for 2009/10

- Directing the use of the Dedicated Schools Grant; funding schools at the level of the DCSF minimum funding guarantee and allocating other available resource to build capacity in schools to support targeted services for children and young people. This is aimed at reducing the gap between the outcomes for most young people in Hertfordshire and those who are most vulnerable.
- Promoting the capacity of schools and other universal services to ensure that children fulfil their potential.
- Improving the educational provision for under-performing and vulnerable groups through investment in alternative provision and more vocational and work-based learning.
- Supporting the development of a network of children's centres and extended schools to provide a range of integrated educational, care and health services for children and families in their local communities.
- Continuing to reposition the library service to meet the needs of the community through investment in the infrastructure.
- Addressing continuing demand in services for Looked After Children and those with disabilities to ensure there is appropriate provision to meet their needs.
- Addressing key legislative requirements: support for children leaving care, the implementation of the working time directive in children's homes and continued investment in the electronic system (Integrated Children's System) to improve practice and case recording for children's care.
- Improving the way in which partners work together to improve outcomes for children and young people through the development and embedding of integrated practice.

Education (Schools) £641,370,000

Funding for schools related expenditure is provided by means of a ring-fenced specific grant known as the Dedicated Schools Grant. Grant announcements are made for a multi-year period to provide improved certainty for schools. The current funding settlement covers the three year period 2008-09 to 2010-11.

The grant provides for a Minimum Funding Guarantee (MFG) per pupil for schools. The MFG is set at 2.1% for all schools for all three years of the current funding settlement.

The figure above represents the latest available data and differs to the original estimate as given in the County Council resolutions shown in Appendix 1 (page 55).

The schools related budget covers the following service areas.

Delegated Schools Budgets £560,079,000

Nursery Education £3,890,000

Provides for the education of 1,300 nursery pupils in nursery schools.

Primary Education £269,071,000

Provides the education of 92,500 pupils (including pupils in nursery classes) in 401 primary schools by ensuring access to the full National Curriculum for all primary-aged children. The vast majority of the budget is controlled by school governing bodies under Local Management of Schools, including provision for non-statemented or statemented special educational needs of pupils in mainstream primary schools.

Secondary Education £254,489,000

Provides education for 80,400 pupils in 6 middle schools and 76 secondary schools by ensuring access to the full National Curriculum for all secondary aged children. As with primary education most of the budget is controlled by school governing bodies, including provision for the special educational needs of pupils in mainstream secondary schools. The sixth form element of schools delegated budgets is funded by the Learning & Skills Council.

Special Education £32,629,000

Provides education for 2,200 pupils in 25 special schools.

Schools (Other) £81,291,000

Private, Voluntary & Independent (PVI) Nurseries £14,939,000

Provides resources for the funding of 3 and 4 year-old pupils in private, voluntary and independent nursery classes.

Special Educational Needs (SEN) £34,165,000

SEN teams work in conjunction with MAPPS, sensory support services and inclusion services to provide support and guidance to school, parents and carers of pupils with SEN. They are responsible for operating the statutory SEN process which includes the monitoring of all pupils with statements educated in Herts and those placed by the Authority in independent schools and provisions.

Education Other than at School £16,015,000

Provides education for pupils who have been excluded from schools, are in receipt of hospital treatment, or otherwise educated outside of schools.

Other Central Expenditure £6,666,000

Provides funding for the administration of School Admissions, central funding for schools maternity supply cover, and other support to schools including library services and licence fees and subscriptions.

Capital Expenditure funded by Revenue £9,506,000

Provides revenue funding for repairs and maintenance for school buildings.

Education (Non-Schools) £84,665,000

This area of the budget supports the county council's statutory responsibilities as an education authority. It includes support for admission arrangements and access to the 520 Hertfordshire schools including asset management, planning and provision of school places and home to schools transport. Funding is provided for work with individual pupils through the Education Welfare service who cannot or will not attend to ensure that they receive the education that they need to equip them as successful adults.

The county council provides a range of specialist services including Educational Psychology, designed to support schools and parents in meeting the learning needs of all pupils, and the core assessment and co-ordination responsibilities for children who have special educational needs.

The cost of the authority's statutory role in monitoring, challenging and supporting schools and meeting the educational needs of pupils is met through this area of the budget.

Adult and Community Learning offers opportunities for 'non-traditional' learners to access a county wide programme, including family learning and skills for life. This provision is key to increasing participation in adult learning.

The Youth Service became part of the new Integrated Youth Support Service (IYSS) on 1 April 2008. IYSS is focussed clearly on providing universal, yet differentiated, support that recognises that needs change as young people progress through their teenage years. The service has four key strands of activity:

- Targeted Youth Support
- Positive Activities (Things to Do and Places to Go)
- Information, Advice and Guidance
- Volunteering and Making a Positive Contribution

The Music Service is one of the largest and best in the Country, having won the major award from the National Music Council on four separate occasions. It provides a comprehensive range of activities throughout the school term and holidays, enabling all young people in the county to have opportunities to fulfil their potential in and through music and the arts.

Children's Services £110,504,000

A range of social care and preventative services are provided to children in need, including looked after children and children in need of protection. This includes referral, assessment and case work through the social work teams in the local areas.

As lead agency in the Hertfordshire Local Safeguarding Children Board, the county council co-ordinates the work of all agencies and services for children to ensure that children are safe from harm and their welfare promoted. The numbers of children on the child protection register per 10,000 of population for under 18 year olds was 23.9 in 2008/09.

Through a range of family support and community based services the county council offers support to young children and families with emotional, social or physical needs. The family support centres, are front line in supporting early intervention and preventative strategy.

The Youth Justice Service's prime purpose is the reduction of crime and offending by children and young people. This service works in multi-agency teams, including social workers, probation staff, education workers and health, to cut youth crime and prevent young people who have been before the courts from re-offending.

The council manages a range of services for children who are looked after, that are placed in the care of the Authority. In January 2009, there were 980 Looked After Children, with an average of 21 children coming into care each month. 38.2 Hertfordshire children per 10,000 were looked after by the county in 2007/08 (the national figure was 54 per 10,000). The services provided include adoption, fostering and the out of county placement service. The authority also manages residential care for children and young people through 6 residential homes, 4 for adolescents, 1 for younger children aged 5-11 and 1 for disabled children as well as two residential respite units.

The Independent Support Service supports children and young people in their transition from being in care to leaving care, independence and adulthood. There are about 550 care leavers supported in their transition.

Libraries, Culture and Learning £22,740,000

Libraries provide a service covering every settlement in the county through a network of 48 libraries; 10 mobile vehicles (approx. 350 stops); 4 community service vehicles delivering a service to more than 400 residential centres; and one prison library. In 2007/08 libraries issued 7.1 million books, videos and DVDs, and music recordings. Over 5.3 million visits were made to use libraries for study, reading newspapers and journals, attending reading groups or baby rhyme times, IT taster sessions etc. 514 free access public computer terminals were available for using hertsdirect.org, the Internet, the on-line catalogue, the Online Reference Library or Microsoft Office applications. In 2007/08, library staff answered more than a million information enquiries and during 2009, all libraries will be promoted as Hertfordshire Local access points for county council information and online services.

The Schools Library Service (SLS) provides a traded service to schools; 51% of primary schools and 35% of secondary schools bought into the service in 2008/09. Throughout the year SLS provided 47,833 books to 246 schools through mobile library visits. An additional 5,320 books were bought by schools through the assisted purchase scheme and a further 44,820 books were issued to schools in Reading for Enjoyment packs. The Dual & Foreign Language collection provided 828 books to 60 schools. Additionally, SLS librarians made 354 (858 hours) advisory visits to schools.

Hertfordshire Archives and Local Studies is the specialist centre for Hertfordshire's past and its people. It aims to collect, preserve and promote original documents and printed material covering every aspect of life in the county, including the environment, businesses, institutions and societies. There are over 3,000,000 documents dating from 1060 to the present day, on five miles of shelving. Collections include maps and plans from the 16th century; local newspapers from 1816; estate papers and manorial records; school and hospital records; wills and inventories (1415-1858); court and local government records; letters, diaries and personal papers; books, pamphlets and periodicals; photographs, prints and drawings; electoral registers and trade directories. Electronic resources include the Stingemore Photographic Collection of 7,483 images, and Hertfordshire Names Online, enabling users worldwide to browse indexes to names and places. Open days, courses, school visits, talks, events and exhibitions bring these fascinating resources to life, unlocking and making open Hertfordshire's archival heritage to all citizens in a way that engages and empowers them to use archives for personal, community, social and economic benefit.

Summary Service Revenue Budget – Education (Schools)

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|---|--|---------------------------------------|--|
| Delegated Schools Budget | | | |
| Nursery Education | 3,813 | 3,813 | 3,890 |
| Primary Education | 258,554 | 258,554 | 269,071 |
| Secondary Education | 251,169 | 251,169 | 254,489 |
| Special Education | 31,832 | 31,832 | 32,629 |
| Subtotal | 545,368 | 545,368 | 560,079 |
| Schools (Other) | | | |
| PVI Nurseries | 12,893 | 12,893 | 14,939 |
| Special Educational Needs (SEN) | 32,916 | 32,916 | 34,165 |
| Education Other than at School | 14,745 | 14,745 | 16,015 |
| Other Central Expenditure | 6,278 | 6,278 | 6,666 |
| Capital Expenditure Funded by Revenue (CERA) | 9,256 | 9,256 | 9,506 |
| Subtotal | 76,088 | 76,088 | 81,291 |
| TOTAL (before Dedicated Schools Grant) | 621,456 | 621,456 | 641,370 |
| Dedicated Schools Grant | (621,456) | (621,456) | (641,370) |
| Capital Charges | | See Note | |
| Pension charge under FRS17 | | See Note | |
| TOTAL EDUCATION (SCHOOLS) | - | - | - |

Note:

Due to the funding arrangements for Schools it is necessary to show the schools net budget figure as nil, as it is wholly funded by Dedicated Schools Grant. However, the notional adjustments for capital charges and FRS17 pension charge still need to be calculated and are included here for information:

- Capital charges: 2008/09 £32,808,000, 2009/10 £34,281,000
- Pension charge under FRS17: 2008/09 -£674,000, 2009/10 -£6,562,000

Summary Service Revenue Budget

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|---|--|---------------------------------------|--|
| <u>Education (Non-Schools)</u> | | | |
| Transport of Pupils | 24,280 | 24,280 | 25,736 |
| Special Education Provision | 7,319 | 7,319 | 8,434 |
| Integrated Youth Support Service | 5,946 | 5,946 | 14,465 |
| Adult & Community Learning | 1,316 | 1,316 | 618 |
| Student Support | 824 | 825 | 544 |
| School Improvement | 6,692 | 6,517 | 12,726 |
| School Access | 6,478 | 6,389 | 7,379 |
| Statutory & Regulatory Duties and other Support | 14,111 | 13,987 | 12,122 |
| Music Service, Visual & Performing Arts, Outdoor Education | 1,572 | 1,572 | 1,318 |
| Specific Government Grants | 3,771 | 3,771 | 2,716 |
| Subtotal | 72,309 | 71,922 | 86,058 |
| Corporate & Democratic Core Recharges | (330) | (330) | (349) |
| Capital Charges | 221 | 221 | 361 |
| Pension Charge Under FRS17 | (115) | (115) | (1,405) |
| TOTAL EDUCATION (NON-SCHOOLS) | 72,085 | 71,698 | 84,665 |

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| <u>Children's Services</u> | | | |
| Children's Services Strategy & Workforce Development | 1,318 | 1,285 | 1,605 |
| Commissioning & Social Work | 29,795 | 29,604 | 31,839 |
| Children Looked After: Residential Care | 17,195 | 17,195 | 16,570 |
| Children Looked After: Foster care & Lodgings | 19,714 | 19,714 | 19,675 |
| Children Looked After: Other Looked After Children's Services | 10,588 | 10,540 | 9,838 |
| Children & Young People's Safety | 887 | 887 | 4,034 |
| Family Support Services | 12,826 | 12,874 | 18,819 |
| Adoption & Residence Orders | 3,193 | 3,193 | 3,329 |
| Other Children's and Families Services | 3,554 | 3,554 | 3,956 |
| Youth Justice | 2,287 | 2,287 | 2,609 |
| Asylum Seekers | 287 | 287 | 450 |
| Subtotal | 101,644 | 101,420 | 112,724 |
| Capital Charges | 265 | 265 | 94 |
| Pension Charge Under FRS17 | (237) | (237) | (2,314) |
| TOTAL CHILDREN'S SERVICES | 101,672 | 101,448 | 110,504 |

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| Libraries, Culture & Learning | | | |
| Libraries | 20,033 | 20,014 | 20,647 |
| Schools Library Service | 124 | 124 | 40 |
| Hertfordshire Archives and Local Studies | 1,167 | 1,167 | 1,175 |
| Culture | 247 | 247 | 252 |
| Support Services | 13 | 113 | 90 |
| Subtotal | 21,584 | 21,665 | 22,204 |
| Corporate & Democratic Core Recharges | (49) | (49) | (69) |
| Capital Charges | 949 | 949 | 1,190 |
| Pension charge under FRS17 | (66) | (66) | (585) |
| TOTAL LIBRARIES, CULTURE & LEARNING | 22,418 | 22,499 | 22,740 |

Notes:

- Increased budget in School Improvement due to change in Grant Accounting and reclassification of School Standards & Effectiveness budgets within the Education Non-Schools block.
- Integrated Youth Services increase due to change in Grant Accounting as a result of transfer of responsibility for Connexions service into Local Authority.
- Children & Young Peoples Safety increase due to change in Grant Accounting and reclassification of budgets within Children's services block.
- Family Support Services budget increase due to change in Grant Accounting and reclassification of budgets within Children's services block.
- Decrease in Schools Library budget is due to efficiency savings being taken in 2009/10.

Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|---|---------------------------------|--------------------------------|---------------------------------|
| Education (Schools) | 15,149 | 15,149 | 14,809 |
| Education (Non-schools) | 1,169 | 1,169 | 1,205 |
| Children's Services | 1,068 | 1,068 | 1,100 |
| Libraries, Culture & Learning | 506 | 506 | 537 |
| TOTAL CHILDREN, SCHOOLS & FAMILIES | 17,892 | 17,892 | 17,651 |

Community Safety

The Community Safety portfolio consists of a range of services which support and protect the people of Hertfordshire. Services within this portfolio include:

- Fire & Rescue
- Trading Standards
- Crime & Drugs Strategy Unit
- Coroners Service
- Registration Service
- Emergency Planning

A description of the services provided by each of the above and the key issues facing them for 2009/10 can be found on the following pages.

Fire & Rescue £41,184,000

Operating from 30 fire stations situated throughout Hertfordshire, the Fire and Rescue Service is dedicated to saving life and property from fires and other emergencies – be they road traffic collisions, chemical spillages, railway and aircraft mishaps through to domestic flooding and trapped livestock.

The service headquarters is based at Hertford whilst the Command and Control Centre is at the service's Longfield site in Stevenage. The same location also serves as the Training and Development Centre, including a facility for instructing commercial clients in a wide range of fire fighting, first aid and other skills. As of March 2009, the Fire and Rescue Service consisted of 568 wholtime personnel, 253 retained personnel, 30 fire control staff and 135 non-uniformed support staff.

The service's key responsibilities are to prevent fires occurring and to respond if they or other emergencies occur in order to minimise their impact on life and property. Fire Safety Officers and operational crews work with local communities to ensure that people are aware of the risks of fire and take appropriate action to minimise those risks in homes. This work includes hosting displays, attending public events and exhibitions, schools and other organisations.

They also seek to ensure that all homes in Hertfordshire are fitted with effective means of detecting fire and giving early warning to occupants. Fire Service personnel also inspect commercial and public buildings to ensure they comply with the requirements of various pieces of fire safety legislation.

Key Issues for 2009/10

- Reducing fires and related deaths, injuries, property and environmental damage in Hertfordshire through proactive fire safety activities.
- Reducing other emergencies through proactive safety measures.
- Ensuring that the service is fully equipped and staff trained to the relevant standards.
- Responding to emergencies in an effective and efficient manner when they occur.
- A service committed to engaging with the community and reflecting the community in its workforce, through the delivery of its Community Safety Plan.
- Working in partnership with other agencies and fire authorities to provide efficient and cost effective solutions.
- Continued development of our risk management approach to community safety to ensure the best use of resources.
- Developing processes and systems in working towards the electronic delivery of services where appropriate.

Trading Standards £2,790,000

Trading Standards aim to safeguard the interests of consumers and businesses by delivering a high quality, cost effective consumer protection service within Hertfordshire.

They investigate unfair and illegal business practice and look to ensure Hertfordshire has safe, strong, healthy communities and that legitimate businesses are able to thrive and grow within the county. They enforce fair trading laws and advise manufacturers, importers, retailers and service providers on how to comply with the law by working with them to ensure they trade fairly. They inspect goods at all stages of production and distribution in factories, warehouses, shops and markets to make sure they meet legal standards. Samples of food and other products are purchased from a range of outlets and taken for analysis and safety testing.

Key Issues for 2009/10

- Taking action to prevent people being the victims of commercial crime in their own home.
- Taking action to disrupt traders from operating in the informal economy.
- Taking action to prevent harm to children and nuisance caused by young people from access to restricted goods.

Crime & Drugs Strategy Unit £2,753,000

The Crime and Drugs Strategy Unit is responsible for delivering the council's statutory responsibility to reduce both crime/disorder and the effects of drug and alcohol misuse has on our communities. The unit works closely with the ten district councils, Hertfordshire Constabulary and a range of other agencies, implementing a variety of projects to deliver the key objectives, some of which are detailed below.

Hertfordshire residents say that crime and substance misuse levels, the fear of crime and concerns around the level of anti-social behaviour should be high priorities for the council to tackle.

Key issues for 2009/10

- To work closely with Stevenage Council's Chief Executive to deliver the projects agreed in the Safer and Stronger Communities theme of the Local Area Agreement (LAA).
- Working closely with Hertfordshire Constabulary to ensure the effective deployment of Police Community Support Officers (PCSO's) to provide public reassurance and thereby reduce the fear of crime.
- Working with the ten Crime & Disorder Reduction Partnerships (CDRPs) to ensure that projects are delivered effectively and that relevant County Council services are co-ordinated to support the work of these partnerships.
- Work with numerous partner agencies to seek to prevent and address problems arising from drug misuse.

- Implementing our action plans aimed at reducing alcohol misuse. There will be particular emphasis on young people and the effects alcohol misuse can have on increasing crime and disorder.
- Continue to work with partners, including the voluntary sector, to reduce the number of incidents of domestic violence, providing very valuable early support that aims to prevent individual cases from becoming more serious.

Coroners Service £995,000

The Hertfordshire Coroner Service provides administrative and investigatory services to Her Majesty's Coroner for the district of Hertfordshire, in accordance with the responsibilities of the relevant authority as defined in the Coroners Act 1988. The service investigates sudden or unexpected deaths. In 2008 3,277 deaths were referred to the Coroner Service of which 413 cases proceeded to inquest hearing.

The service is also responsible for investigating Treasure finds as per the Treasure Act 1996.

Key Issues for 2009/10

- Coroners and Justice Bill.
- The adjourned Potters Bar derailment inquest may proceed in 2009/10.

Registration Service £1,067,000

Hertfordshire Registration Service is responsible for registering births, deaths, marriages and civil partnerships in Hertfordshire. The service provided includes weddings, civil partnerships, civil funerals, baby naming, change of name deeds and reaffirmation of vows. During the period April 2007 to March 2008; 11,968 births and 7,867 deaths were registered, 3,355 marriages occurring in the county. The service conducted 411 civil funerals in the period. In 2008 the service conducted 90 Civil Partnership ceremonies.

The service also provides Citizenship services delivering ceremonies for successful applicants and the Nationality Checking Service to assist prospective citizens who are applying for citizenship. Approximately 2,000 people became new citizens in the period.

Key Issues for 2009/10

- The Registration Service is currently introducing a computerised booking system, with a view to full implementation across the county by August 2009
- Relocation of Watford Registration Office.
- Full implementation of the national Registration On-line system (RON) (The system is currently operational for all birth and death registrations. It is expected that marriages will be on RON by the end of 2009).

Emergency Planning £687,000

The Emergency Planning service exists to promote and develop effective resilience arrangements both within the authority and throughout the county. It supports county council departments in the preparation of their own emergency plans and the Local Resilience Forum, working with partner organisations to identify hazards, co-ordinate inter-agency planning, training and exercising as well as support the authority in the actual delivery of an emergency response. It also leads in the development and implementation of business continuity arrangements across the organisation, and in the promotion of business continuity amongst the county's business community.

Key Issues for 2009/10

- Enhancing arrangements to support community resilience and helping Hertfordshire residents, as well as our schools, carers and businesses to be more prepared for an emergency.
- Continuing to embed the county council's and Hertfordshire Resilience's response arrangements through the revision of plans, training our own responders and participating in exercises.
- Review and enhance multi-agency arrangements for flooding in light of Government recommendations from the Pitt Review and other lessons from the summer 2007 floods.
- Leading on the multi-agency resilience planning for the Olympics and ensuring county council services can play their fullest part in any possible emergency response.

Summary Service Revenue Budget

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|--|--|---------------------------------------|--|
| Fire & Rescue | 36,544 | 36,538 | 37,080 |
| Corporate & Democratic Core Recharges | (82) | (82) | (87) |
| Capital Charges | 1,847 | 1,847 | 1,874 |
| Pension Charge Under FRS17 | 4,187 | 4,187 | 2,317 |
| TOTAL FIRE & RESCUE | 42,496 | 42,490 | 41,184 |
| Trading Standards | 2,970 | 2,973 | 2,853 |
| Corporate & Democratic Core Recharges | - | (4) | (4) |
| Capital Charges | 32 | 32 | 36 |
| Pension Charge Under FRS17 | (7) | (7) | (95) |
| TOTAL TRADING STANDARDS | 2,995 | 2,994 | 2,790 |
| Crime & Drugs Strategy Unit | 2,262 | 2,290 | 2,772 |
| Corporate & Democratic Core Recharges | - | - | - |
| Capital Charges | - | - | - |
| Pension Charge Under FRS17 | (1) | (1) | (19) |
| TOTAL CRIME & DRUGS STRATEGY UNIT | 2,261 | 2,289 | 2,753 |
| Coroners Service | 1,040 | 1,040 | 1,016 |
| Corporate & Democratic Core Recharges | - | - | - |
| Capital Charges | - | - | 3 |
| Pension Charge Under FRS17 | (2) | (2) | (24) |
| TOTAL CORONERS SERVICE | 1,038 | 1,038 | 995 |
| Registration Service | 968 | 976 | 1,103 |
| Corporate & Democratic Core Recharges | - | - | - |
| Capital Charges | 40 | 40 | 43 |
| Pension Charge Under FRS17 | (7) | (7) | (79) |
| TOTAL REGISTRATION SERVICE | 1,001 | 1,009 | 1,067 |
| Emergency Planning | 669 | 732 | 722 |
| Corporate & Democratic Core Recharges | - | (3) | (4) |
| Capital Charges | 3 | 3 | 5 |
| Pension Charge Under FRS17 | (3) | (3) | (36) |
| TOTAL EMERGENCY PLANNING | 669 | 729 | 687 |

Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|-------------------------------|--|---|--|
| Fire & Rescue | 909 | 909 | 916 |
| Trading Standards | 49 | 49 | 48 |
| Crime & Drugs Strategy Unit | 14 | 14 | 14 |
| Coroners | 15 | 15 | 12 |
| Registration | 52 | 52 | 48 |
| Emergency Planning | 16 | 16 | 19 |
| TOTAL COMMUNITY SAFETY | 1,055 | 1,055 | 1,057 |

Environment

The total budget for Environment is £134,261,000

The Environment department is responsible for a wide range of services which affect many aspects of life in Hertfordshire, including roads and rights of way, public transport, strategic planning, waste planning and disposal and conserving and enhancing the natural and built environment.

Key Issues for 2009/10

- Ensuring that Hertfordshire Highways continues to improve and deliver the service standards expected of it.
- Implementing an extensive and ambitious integrated works programme to maintain roads and pavements, improve safety and help reduce congestion.
- Encouraging more people to use public transport through the Intalink partnership.
- Reviewing the long-term vision for transport in Hertfordshire ahead of producing the next Local Transport Plan.
- Responding to major planning applications.
- Continuing work to develop a minerals and waste development framework.
- Contributing to the review of the Regional Spatial Strategy to 2031.
- Ensuring that Hertfordshire receives the infrastructure investment needed to deal with the Governments growth agenda.
- Working with district councils to raise the standards of design and sustainability of all new development in the county.
- Leading for Hertfordshire Forward on implementing the Sustainable Community Strategy.
- Leading work on the county's Local Area Agreement to improve service delivery through partnership working.
- Continuing to develop our strategic approach to tackling the causes and effects of climate change.
- Ensuring duties and responsibilities under the Countryside and Rights of Way Act are successfully implemented.
- Procuring appropriate waste management infrastructure needed to reduce the amount of residual household waste sent to landfill.
- Working with all district councils to implement Hertfordshire's Joint Municipal Waste Management Strategy.
- Continuing the operation of the Hertfordshire Safety Camera Partnership.
- Completing a replacement for HERMIS, our advanced computerised management system, enabling us to improve our highways service.

The Role of the Environment Department

The purpose of the Environment department is to work with local people to create a better living, working and travelling environment and improve the quality of life in Hertfordshire, now and in the future.

We do this by planning for transport, new housing and mineral extraction, by looking after the road network and public rights of way, by disposing of household waste and by conserving and enhancing the countryside. We are also responsible for promoting passenger transport, town centre enhancements, cycling schemes, safety measures for roads, road safety education and long-term transport plans for towns.

Within our limited financial resources and by working in partnership with other organisations, we aim to maintain and, where possible, improve the environment and infrastructure of Hertfordshire.

With around 5,000 km of roads, 5,200 public rights of way, 13 sand and gravel quarries, traffic 50% above national average, 116,000 street lights, over 500,000 tonnes of household waste a year, 4.5 million journeys every day and thousands more new homes needed, our work touches on everyone's life.

Maintenance £43,751,000

Structural Maintenance £9,153,000

The need for cost effective solutions which extend the life of roads, bridges etc. is regularly and objectively assessed using data collection and analysis techniques developed uniquely by Hertfordshire. This area of work covers a range of activities from major longer term repairs to measures taken to slow the rate of deterioration on elements of the highway subject to progressive wear and reaction to potentially dangerous circumstances.

Routine Maintenance £20,537,000

Routine maintenance encompasses work of a cyclic nature required to maintain highway items in a serviceable condition, such as grass cutting, emptying gullies and sign cleaning. Assessment of the need for routine maintenance gives priority to safety such as pothole repair and surfacing. The environmental maintenance standards adopted are broadly in line with the Local Authorities Code of Good Practice.

Winter Maintenance £3,807,000

Expenditure on winter maintenance is vital to maintaining the safety and freedom of movement of the county's busier highways during the most inhospitable time of year. Most of the budget is spent on precautionary salting but provision is also made for the emergency clearance of snow and ice. Assessment of budget need is based on the "average winter", but winters are seldom average which makes this a volatile budget heading, subject to significant fluctuation in either direction.

Road Lighting £10,254,000

This covers all aspects of road lighting including regular maintenance and energy costs. Work to improve the condition of the street lighting stock will continue as well as encouraging better relationships with our energy supplier to speed up repairs of supply related faults.

Sustainable Transport Policies £21,116,000

Sustainable Transport Policies £1,138,000

The department's aim is to implement town plans which promote other forms of transport to the car and help create a better environment in town centres and residential areas. These changes are essential to promote sustainable urban areas both in economic and environmental terms. The aim is to promote a change in attitude to car use which is reinforced by the TravelWise campaign.

Passenger Transport £13,678,000

Passenger transport has a fundamental role in implementing the council's TravelWise policies. The department arranges bus services by direct contract where services are not provided commercially. Home to school/college contracts and passes are managed on behalf of the Children, Schools and Families Department and concessionary fares schemes for elderly and disabled passengers are administered for district councils. Liaison with the rail and other service operators, and the provision of bus stops, station and interchange facilities are an increasing part of the service.

The service is also responsible for the running of the former Adult Care Services and Youth and Community vehicle fleets under the management of the County Transport Services Group. The rationalisation of transport provision delivers a more efficient service to the users, ensures that the county council can better monitor its adherence to its environmental policies and produces a substantial financial saving. As all the costs are the direct responsibility of other departments, County Transport Services has a net nil budget, but has an annual turnover of approximately £6.6 million.

Transport Planning Policy and Strategy £4,824,000

The department undertakes the monitoring of transport changes such as traffic flows and accidents and the success of policies. It reviews and develops transport policy, develops transportation plans and programmes and bids to government for grant (LTP). It also undertakes development control for major development in terms of transportation requirements.

Advance Preparation and Consultation £1,476,000

The department is committed to working closely with local communities and consults widely on all transportation schemes.

Traffic Management & Safety £7,770,000

The prime aim of safety engineering measures is to reduce road accident casualties. This means addressing the issues of safety, ease of movement and environmental concerns of all road users - motorists, pedestrians, cyclists and those affected by or living alongside roads. Measures include new pedestrian crossings, new cycle tracks, traffic control systems, improved signing and road markings as well as measures to reduce speed through rural villages.

Also included under this heading is Road Safety Education and Training, the purpose of which is to raise the traffic awareness of drivers and all other road users through education, training and publicity, and through the provision of School Crossing Patrols.

Waste Management £35,474,000

The county council has a duty to make disposal arrangements for waste from district council collections (circa 430,000 tonnes a year) and from its household waste sites (circa 130,000 tonnes a year). Most goes to landfill sites where the landfilling operation is carried out by private companies, but an increasing proportion is now recycled with estimates for the current year set at more than 40%. Since October 1996 the county council has been obliged to pay tax on every tonne of waste it disposes through the landfill process, with the rate of Landfill Tax being set at £40 per tonne from 1st April 2009. The government has given notice that this will continue to rise annually.

Under the Environmental Protection Act 1990, the county council pays recycling credits to district councils and other bodies for waste taken out of the waste stream and recycled, as an incentive to recycling. A further incentive is supplied by the LATS system where authorities are provided with strict limits on what they can dispose of through landfill and can trade any surpluses for financial benefit if they are able to do better than just achieve them. Exceeding the target results in increased costs through a fine. Notice has been given of a future major reduction in allowance which has resulted in the authority undertaking a major review of its disposal arrangements and the likely procurement of a new waste disposal stream which is in keeping with the regulations.

To address the growing waste problem facing the county and to help achieve the targets set for recycling, the county council is working in partnership with all the district councils in implementing a fully coordinated municipal waste strategy for Hertfordshire. In addition, work continues on the 'WasteAware' campaign, raising awareness about the problem of waste in the county and encouraging residents to minimise their own waste. The success of these initiatives can be measured by the significant increase in the proportion of waste recycled compared to six years ago.

Strategy Planning and Information £6,293,000

Strategic planning and information are fundamental to maintain and enhance the high quality of Hertfordshire's physical and economic environment. In particular our aim is to review and maintain planning strategies such that the integration of land use with transportation and other investment strategies for settlements is secured, and to ensure that major greenfield development is kept to a minimum.

As a minerals planning authority the county council has a duty to determine planning applications for mineral extraction. It is also charged with preparing a waste local plan and has a duty to determine applications for waste management facilities.

Environmental Management £6,059,000

The department has a long history of working with other sectors, notably district and parish councils, the business community and the voluntary sector, on environmental issues. Much of the work on the ground is carried out by partners in the form of charitable trusts. Key environmental services such as the Countryside Management Service are partly funded by the county council.

The department also has responsibility for maintaining the public rights-of-way network of the county and it manages the rural estate. The department also hosts the Hertfordshire Biological Records Centre which holds over 1 million records on the fauna and flora of the county.

Summary Service Revenue Budget

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|---|--|---------------------------------------|--|
| Structural Maintenance | 8,004 | 9,978 | 9,153 |
| Routine Maintenance | 20,389 | 20,377 | 20,537 |
| Winter Maintenance | 2,917 | 2,916 | 3,807 |
| Road Lighting | 7,840 | 7,837 | 10,254 |
| Total Maintenance | 39,150 | 41,108 | 43,751 |
| Sustainable Transport Policies | 993 | 973 | 1,138 |
| Passenger Transport | 12,129 | 12,040 | 13,678 |
| Transport Planning Policy and Strategy | 3,668 | 3,660 | 4,824 |
| Advance Preparation and Consultation | 1,286 | 1,280 | 1,476 |
| Total Sustainable Transport Policies | 18,076 | 17,953 | 21,116 |
| Traffic Management and Safety | 5,978 | 5,958 | 7,770 |
| Waste Management | 32,235 | 32,278 | 35,474 |
| Strategy Planning and Information | 5,855 | 5,843 | 6,293 |
| Environmental Management | 5,554 | 6,032 | 6,059 |
| Subtotal | 49,622 | 50,111 | 55,596 |
| Corporate and Democratic Core Recharges | (815) | (815) | (835) |
| Capital Charges | 13,660 | 13,660 | 15,703 |
| Pension Charge under FRS17 | (126) | (126) | (1,070) |
| TOTAL ENVIRONMENT | 119,567 | 121,891 | 134,261 |

Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|--------------------------|---------------------------------|--------------------------------|---------------------------------|
| TOTAL ENVIRONMENT | 690 | 690 | 680 |

Corporate Services

The total budget for Corporate Services is £7,651,000

The Corporate Services department provides support for the strategic management of the council. The work of Corporate Services, and the county council as a whole, is driven by the Corporate Plan, a key strategic document, agreed by members, to deliver our ambitions for Hertfordshire. Corporate Services play a vital role in working towards achieving the key priorities in the Corporate Plan, referred to on page 1 of this document.

In addition, the aims of the Corporate Services department are to:

- Work with the Strategic Management Board to lead and develop the strategic direction of the county council as a whole.
- Support Members, the corporate governance framework and service departments to achieve their objectives.
- Maximise the authority's resources.
- Ensure probity and propriety and provide independent scrutiny of proposals from service departments.
- Set standards and frameworks and ensure they are observed.
- Provide support services where we are the most cost-effective providers.
- Promote the authority to the outside world.
- Help the organisation learn by promoting and supporting links between activities in different services.

These aims are achieved through the work of the groups listed on the following pages.

Central Services £44,754,000

The Chief Executive's section £1,174,000

Leads on the development of effective arrangements for performance management and improvement.

- Supports diversity and equality of access to all county council services and engagement and consultation with the public.
- Delivers efficient management support to the council's decision-making processes.

Strategic Procurement Group £940,000

The Strategic Procurement Group was set up in 2008 to co-ordinate procurement activities across the council. The aims of the strategic group are to:

- develop, implement and monitor compliance with the councils procurement strategy
- be the keeper of councils contract regulations and best practice in procurement
- look at strategic sourcing opportunities for the council
- build up supplier strategies and partnering frameworks for the council
- be involved in negotiations and complex tendering around major contracts
- increase understanding of business requirements and market conditions

Finance £7,345,000

Gives strategic advice and support to key financial processes. This includes:

- the preparation of the annual revenue and capital budgets and accounts
- setting and monitoring financial standards
- providing investment services, taxation services and day-to-day financial management
- managing the pension fund, financial input to contract management, risk management and insurance
- providing finance and accountancy support functions to all council services

Information Systems & Information Technology £17,236,000

Provides management of Information Technology, Corporate Information Systems, and Performance Management solutions.

The portfolio consists of a range of services provided to the authority including voice and data networks, the Gateway, information systems, security and information and project management. This enables and enhances service delivery and is key to more efficient working in the future. It consists of the following areas:

- A Corporate ICT function responsible for planning and implementing the IT and telecommunications infrastructure across the authority as well as support for Information Systems. The group develops policy and guidance on the use of ICT, technical strategies and standards and acts as corporate client for IT support arrangements and the provision of telephone services.

- The Corporate Information Systems and Information Management function, which is responsible for information systems strategy and delivery, Information\Knowledge Management and e-Business activity. They are also responsible for delivery of Performance Management information and systems and information governance. The function works in partnership with other authorities and organisations in a number of areas. They manage the development of systems and their associated processes such as finance and HR/Pay.

Communications £1,790,000

This unit aims to increase awareness of county council services through effective communications with residents, businesses and other target audiences. It is responsible for developing and implementing the council's corporate and departmental communications strategies, delivering both strategic and day to day communications activity, including:

- media relations
- crisis management
- E-communications
- marketing
- internal communications
- public affairs

Herts HR £7,445,000

This service provides strategic direction, advice, policy guidance and operational and transactional support to the county council and its departments, to enable the organisation to maximise one of its major assets - its staff. The principal responsibilities of Herts HR include the development of corporate people strategy and policies, workforce planning, organisational development, pay practice, employee and industrial relations, equality and diversity in employment, employee well being, recruitment and retention, safe staffing, talent management, learning and development.

Hertfordshire Property £4,006,000

This service is responsible for getting the best value from property assets and all of the county council's property services. Hertfordshire Property gives strategic advice and support to key land, buildings and other asset related processes and decisions. It is directly accountable for property related capital facilities management, disposals, acquisitions and repair and maintenance issues.

County Secretary £1,744,000

Provides high quality legal and administrative services to enable the county council to carry out its policies and statutory obligations within the law and the council's own procedures in a cost effective manner. It also manages three front line services:

- Registration
- Coroners
- Trading Standards

For more information about these services please see the Community Safety section on pages 33 to 39.

Internal Audit £1,026,000

Provides audit coverage for, and advice on, all the council's internal control arrangements, including financial systems, contracts, and information technology; and investigates suspected frauds and other irregularities.

Capacity Fund £106,000

This fund is used to support major change projects by providing practical assistance. Current projects include the further development and ongoing implementation of the SAP computer operating system and The Way We Work programme including the centralisation of support services.

Health and Safety and Risk Management Unit £1,260,000

The Health and Safety section supports the county council departments in the provision of safe work practices and a healthy work environment for staff and users of Hertfordshire County Council's services. The Risk Management section provides leadership, professional support and advice to departments in the management of their risks to ensure business opportunities are maximised and risks to service objectives appropriately managed.

Key issues for this unit include:

- improving access to Health & Safety training
- development of a suite of pro-active performance indicators to enable more meaningful performance management and evaluation
- roll out of the risk management information system enabling departments and project managers to better manage their own risks (supported by expertise from the Risk Management Team)
- risk management training programme for senior managers
- provision of a risk management framework for county council partnerships

Corporate Property Fees £570,000

This budget is used to meet the cost of providing professional property services for the corporate management of the estate and to support corporate property strategies.

Other Corporate Charges £112,000

This includes Corporate Services' share of the customer service centre charge and other small corporate services budgets.

Members Services £3,440,000

This budget helps county councillors to carry out their function and includes the provision of comprehensive secretarial services. Approximately 44% of the budget is for expenses and allowances to members of the county council.

Other Corporate Services £14,068,000

Civic Buildings - Property Management £8,263,000

This budget comprises the facilities management and running costs for all shared offices (County Hall, Apsley, Stevenage and Mundells), as well as certain other divisional buildings throughout the county. It is managed by Hertfordshire Property and all costs are recovered by recharges to the building occupiers.

Bank and Audit Charges £710,000

This budget relates to the payment of charges on banking transactions and external audit fees.

Hertfordshire Business Services (HBS) £148,000 (contribution)

Hertfordshire Supplies

The catalogue service has a turnover in excess of £32 million, serving more than 10,000 customers across Hertfordshire and 16 other local authority areas.

Hertfordshire Reprographics

This is the county council's in-house print unit. It provides a range of reprographic services including printing, fast print, plan print and photocopying. Its objective is to provide a cost effective, fast and confidential facility for all county council services.

Hertfordshire Contract Management Services

Responsible for the management of contracts relating to grounds maintenance, building cleaning, energy, vehicle purchase and vehicle maintenance. The contracts cover both schools and other county council services.

County Hall Catering

This service provides, at a subsidy of £137,000, the staff and member restaurant facilities at County Hall.

Hertfordshire Catering

With a turnover in excess of £15 million per annum, Hertfordshire Catering provides 53,500 meals a day to 412 primary schools and 41 secondary and middle schools in Hertfordshire.

Corporate Managed Properties £1,396,000

This service manages all properties that are not being used for direct services delivery by the county council, including those in the property disposal programme. This service is managed by Hertfordshire Property.

Staff Housing £170,000 (contribution)

The Staff Housing Pool is managed by Aldwyck Housing Association and provides affordable housing for county council employees and key workers. During 2009/2010 & 2010/2011 works are to be carried out to the properties in the Housing Pool to ensure that the stock meets the government's 'Decent Homes Standards'.

Managed Financial Services £2,487,000

This budget provides for the costs and management of outsourced services for payroll, pensions, accounts payable and receivable, cashiers and leased cars.

Other Services £1,530,000

This includes budgets for car loans, local land charges, elections, occupational health and corporate pc support.

Summary Service Revenue Budget

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|---|--|---------------------------------------|--|
| Central Services: | | | |
| Chief Executive | 1,363 | 1,195 | 1,174 |
| Strategic Procurement | - | 744 | 940 |
| Herts Finance | 8,094 | 6,819 | 7,345 |
| Information Systems & Information Technology | 14,990 | 16,042 | 17,236 |
| Communications | 1,446 | 1,634 | 1,790 |
| Herts HR | 7,071 | 6,990 | 7,445 |
| Hertfordshire Property | 3,554 | 3,751 | 4,006 |
| County Secretary | 2,199 | 1,765 | 1,744 |
| Internal Audit | 998 | 1,000 | 1,026 |
| Capacity Fund | 102 | 102 | 106 |
| Health & Safety & Risk Management | 1,186 | 1,231 | 1,260 |
| Corporate Property fees | 567 | 567 | 570 |
| Other corporate charges | 246 | 237 | 112 |
| Central Services Subtotal | 41,816 | 42,077 | 44,754 |
| Less: Recharges to other Services | (40,321) | (41,223) | (42,583) |
| Central Services Recharge to CDC | 1,495 | 854 | 2,171 |
| CDC (from other services) | 1,539 | 1,539 | 1,583 |
| Members services | 1,889 | 2,317 | 3,440 |
| Total CDC | 4,923 | 4,710 | 7,194 |
| Other Corporate services: | | | |
| Civic Buildings | 7,455 | 7,229 | 8,263 |
| Bank & Audit Charges | 707 | 707 | 710 |
| Hertfordshire Business Services | (178) | (121) | (148) |
| Corporate Managed Properties | 1,446 | 1,030 | 1,396 |
| Staff housing | (165) | (165) | (170) |
| Managed Financial Services | 2,505 | 2,469 | 2,487 |
| Other Services | 1,372 | 1,469 | 1,530 |
| Other Services Subtotal | 13,142 | 12,618 | 14,068 |
| Less: Recharge to Other Services | (12,466) | (12,405) | (11,699) |
| Total Other Corporate Services | 676 | 213 | 2,369 |
| Total CDC & Other Corporate Services | 5,599 | 4,923 | 9,563 |
| Capital Charges | 1,368 | 1,368 | 595 |
| Pension Charges Under FRS17 | (239) | (239) | (2,507) |
| TOTAL CORPORATE SERVICES | 6,728 | 6,052 | 7,651 |

Notes:

- Increase in Member Services is due the Locality Budget Scheme where £10,000 is available to each member to spend on any purpose which promotes social, economic & environmental well-being of Hertfordshire. There has also been a transfer of the budget for Democratic Services from the County Secretary's section.
- Increased Information Systems & IT costs have arisen as budget responsibility has moved from other areas into Corporate Services.
- The reduction in 'Other Corporate Charges' is due to part of the costs moving to the Civic Buildings budget.

Average Staff Numbers (WTE)

| | 2008/09 Original Estimate | 2008/09 Revised Estimate | 2009/10 Original Estimate |
|---------------------------------|--|---|--|
| Central Services | 904 | 904 | 904 |
| Other Corporate Services | 249 | 249 | 219 |
| TOTAL CORPORATE SERVICES | 1,153 | 1,153 | 1,123 |

County Council Resolutions

Appendix 1

The following Resolutions were agreed at the meeting of the County Council held at County Hall, Hertford, on Tuesday 24th February 2009

COUNTY COUNCIL RESOURCE BUDGET 2009/10 TO 2012/13

1. *On behalf of the residents and council taxpayers of Hertfordshire, the County Council:*
 - (a) *continues to resent the government's relentless and unfair under funding of public services in the County*
 - (b) *continues to reject the government's grant allocation system which allows subjective judgement by Ministers to conclude that Hertfordshire County Council should receive £32.24m less grant than it does; a system which the government only partially mitigates through the 'floor' mechanism and which, should the 'floor' be removed, would result in a need for a substantial increase in council tax and/or savage cuts in local services*
 - (c) *deplores the government's continued use of the council tax as a stealth tax on the people of Hertfordshire through its*
 - (i) *grant increase of 1.75% in 2009/10 and 1.5% in 2010/11 which does not even cover true inflationary pressures;*
 - (ii) *imposition of increasing burdens such as Landfill Tax – the increase of which is greater than the Council's increase in Formula Grant;*
 - (iii) *failure to contribute adequately towards demographic pressures, particularly in the numbers and needs of the elderly and vulnerable people;*
 - (iv) *failure to restore revenue funding for its supported borrowing allocations for schools and transport capital programmes;*
2. *The Council welcomes this budget which will deliver:*
 - *an additional £815,000 to children's social services to maintain and ameliorate the high standards of safeguarding children in the light of the Baby P case;*
 - *continued improvement in Hertfordshire's roads by investing an increased £1 million in Highways Maintenance in 2009/10 – the highest ever revenue spend*
 - *an ongoing base budget increase of £280,000 for Community Fire Safety*
 - *An increase of £185,000 in the Youth Connexions budget*
 - *£1m in locality budgets for councillors to spend on important projects in their local area*
3. *The Council recognises the major contribution that is made to this budget by the planned efficiency savings of £17.4m (in addition to the value for money cashable savings of £51.29m since 2004/05) and remains committed to a continuous process to identify further savings both in-year and in subsequent budgets.*

4. That a Revenue Budget be agreed as follows:-

2009/10 REVENUE BUDGET

| | Proposed Budget* £m |
|--|------------------------------------|
| Adult Care Services | 284.218 |
| Children, Schools & Families: | |
| <i>CSF (Education)</i> | 84.665 |
| <i>CSF (Children's Services)</i> | 110.504 |
| <i>CSF (Libraries, Culture & Learning)</i> | 22.740 |
| TOTAL: Children Schools & Families | 217.909 |
| Community Safety: | |
| <i>Fire & Rescue</i> | 41.184 |
| <i>Trading Standards</i> | 2.790 |
| <i>Crime & Drugs Strategy Unit</i> | 2.753 |
| <i>Coroners</i> | 0.995 |
| <i>Registration</i> | 1.067 |
| <i>Emergency Planning</i> | 0.687 |
| TOTAL: Community Safety | 49.476 |
| Corporate Services | 7.651 |
| Environment | 134.261 |
| Central Items | 77.464 |
| Movement in General Fund Balances | (23.909) |
| Pension Reserve | (20.005) |
| | <hr/> |
| | 727.065 |
| Use of Reserves | (11.322) |
| | <hr/> |
| | 715.743 |
| | <hr/> <hr/> |

* Figures are shown on a Best Value Accounting basis and include the accounting adjustments for capital charges and FRS17.

This to include the following growth and efficiency changes in 2009/10:-

| | £'000 |
|--|--------------|
| Fire Resilience and training | 140 |
| CSF - Emotional Health and Well Being | 326 |
| CSF - Resilience programme / counselling for schools | (326) |
| CSF - Youth Connexions | 185 |
| CSF – Implications of Baby P case | 815 |
| Environment - Economic Development Partnership | 90 |
| Environment – Future Highways Contract & monitoring | 80 |
| Environment /Emergency planning – 2012 Olympics | 120 |
| Central Items – locality budgets | 1000 |
| Central Items - additional borrowing to support reduced capital receipts | 600 |
| | <hr/> |
| | 3,030 |

5. *That available reserves of £12.7 million be used to support the revenue budget; £11.3 million in 2009/10 and £1.4 million to be earmarked to meet the future cost of short term projects scheduled to start and be financed in 2009/10.*
6. *That the provision for pay awards (excluding teachers) be set at 1.5% for 2009/10, and that provision for the cost of pay awards in respect of non-schools staff be held centrally and delegated to services when those awards are settled; the provision for teachers and other schools staff having already been included in the schools budget*
7. *That the highways revenue maintenance budget be inflated by 3.5% for 2009/10.*
8. *That the provision for general price inflation be set at 1% for 2009/10.*
9. *That the proposed schools budget be agreed at the level of the total resource available to Hertfordshire in 2009/10 and 2010/11, from the Dedicated Schools Grant (this resource having initially been estimated at £641.265 million in 2009/10 and £666.079 million in 2010/11) and that available headroom of £1.196 million be allocated as set out in Appendix 6 of the report to the Cabinet and Council*
10. *That a Council Tax increase of 3.5% to support these expenditure proposals be agreed.*
11. *That £543,000 be included in the 2009/10 Capital Programme to match the available funding of £458,000 from the Salix Fund to promote energy saving and reduce carbon emissions.*
12. *That a Capital Programme be agreed as set out in summary below and in detail in Annex A (attached).*

| | 2009/10 | 2010/11 | 2011/12 |
|---|----------------|----------------|----------------|
| | £m | £m | £m |
| Capital Programme | | | |
| Adult Care Services | 2.674 | 1.004 | 0.979 |
| Children, Schools & Families | 86.727 | 76.696 | 18.388 |
| Community Safety | 0.925 | 2.194 | 0.520 |
| Resources (Corporate Services) | 10.291 | 8.433 | 7.608 |
| Environment | 55.378 | 49.584 | 38.240 |
| Projected Capital spend required to release receipts | 3.800 | 1.300 | 1.300 |
| Total | 159.795 | 139.211 | 67.035 |

Of this, for 2009/10, £12.000 million be funded from capital receipts; £69.768 million from borrowing; £61.645 million from capital grants; £10.827 million from revenue contributions (£9.504 million schools and £1.323 million non schools); £2.761 million from developers' contributions; and £2.794 million from slippage.

13. *That the Band D Council Tax for the County Council in 2009/10 be £1,118.83 and that the amount of tax calculated for all bands be as follows:*

| | |
|--------|-----------|
| Band A | £745.89 |
| Band B | £870.20 |
| Band C | £994.52 |
| Band D | £1,118.83 |
| Band E | £1,367.46 |
| Band F | £1,616.09 |
| Band G | £1,864.72 |
| Band H | £2,237.66 |

14. *That the precept amounts required from the district councils be as follows:*

| | |
|--------------------------------------|------------------------|
| Broxbourne Borough Council | £41,188,383.85 |
| Dacorum Borough Council | £64,241,987.89 |
| East Hertfordshire District Council | £64,595,168.95 |
| Hertsmere Borough Council | £46,326,196.66 |
| North Hertfordshire District Council | £55,338,674.40 |
| St Albans City & District Council | £67,965,566.01 |
| Stevenage Borough Council | £31,872,837.45 |
| Three Rivers District Council | £42,871,014.67 |
| Watford Borough Council | £35,624,666.03 |
| Welwyn Hatfield Council | £46,749,416.49 |
| Total | £496,773,912.40 |

15. *That the Chief Executive be authorised to issue the Council Tax leaflet after consultation with the Leader of the Council.*
16. *That the Council agrees as its Medium Term Financial Strategy for the period 2009/10 to 2011/12, the framework and proposals set out in the Medium Term Financial Strategy document (Appendix 3 of the report to the Cabinet and Council).*

Pressures, Service Improvements and Savings by Service

Appendix 2

| ADULT CARE | £'000 |
|--|----------------|
| Pressures for Change: | |
| Learning disability | 6,462 |
| Elderly | 2,187 |
| Physical disability | 888 |
| Mental health | 860 |
| Demography | 10,397 |
| Working Time Directive | 97 |
| Immigration - applications for permission to work | 4 |
| Independent Safeguarding Authority – Vetting & Barring Scheme | 3 |
| Legislative changes | 104 |
| LGPS employers contributions | 559 |
| Supporting People VfM & ineligible services | 467 |
| Review of in house provisions with high unit costs | 340 |
| Revenue effects of capital | 104 |
| Meals on Wheels | 85 |
| Revenue effects of telecomms | 80 |
| Capital payback | 55 |
| Other pressures | 1,690 |
| Total Pressures for Change | 12,191 |
| Savings: | |
| Business rates | (143) |
| Other Pressures | (143) |
| Re-tendering countywide homecare block contract | (520) |
| Individual budgets for older people | (500) |
| Expert purchasing of care placements for learning disability | (500) |
| Re-tendering homecare block contracts | (370) |
| Individual banded budgets for learning disability | (180) |
| Extra care sheltered housing | (100) |
| Better procurement & individual budgets for physical disability | (100) |
| PC leasing | (4) |
| FYE of previous efficiencies (VFM) | (2,274) |
| Increase charges for non-residential services to more closely reflect actual cost of service provided. | (500) |
| FYE of previous efficiencies (Other) | (500) |
| Restricting the increases in fees paid to care providers | (3,669) |
| Enabling Homecare / Intermediate Care | (750) |
| HPFT to absorb part of the mental health demographic pressures | (700) |
| Equipment Retail Model | (500) |
| Extra care sheltered housing | (400) |
| Supporting people general grant | (210) |

| | |
|--|----------------|
| | £'000 |
| Day services modernisation - older people | (160) |
| Supporting people administration grant | (63) |
| 2009/10 Cashable Efficiency Savings (VFM) | (6,452) |
| Additional income | (300) |
| 2009/10 Cashable Efficiency Savings (Other) | (300) |
| Total Savings | (9,669) |
| NET TOTAL: ADULT CARE SERVICES | 2,522 |

CHILDREN, SCHOOLS & FAMILIES £'000

Education (Schools)

Pressures for Change:

| | |
|---|--------------|
| Hertsmere Jewish High School | 544 |
| Previous policy decisions | 544 |
| Single Early Years Funding Formula | 1,591 |
| School workforce census | 180 |
| Appeals | 64 |
| Independent Safeguarding Authority – Vetting & Barring Scheme | 42 |
| Immigration – applications for permission to work | 29 |
| Legislative Changes | 1,906 |
| Personalised learning & SEN | 4,818 |
| LGPS employers contributions | 1,226 |
| Hospital tuition | 548 |
| Emotional health and mental well being | 326 |
| Balance remaining of unallocated headroom | 187 |
| Voice output communication aids | 95 |
| Business rates | 1 |
| Other pressures | 7,201 |
| Pupil support – hospital and home education | 23 |
| FYE of previous efficiencies (VFM) | 23 |
| Total Pressures for Change | 9,674 |

Savings:

| | |
|---|----------------|
| Stevenage Federation | (42) |
| Change in pupil numbers | (2,200) |
| Learning Support Units | (63) |
| Previous policy decisions | (2,305) |
| Allocate element of personalised learning & SEN | (558) |
| Other pressures | (558) |
| School amalgamations | (295) |
| FYE of previous efficiencies (VFM) | (295) |

| | £'000 |
|--|----------------|
| Education Support Team for Medical Absence (ESTMA) | (130) |
| LSE: Key Stage 4 Centres efficiencies | (140) |
| 2009/10 Cashable Efficiency Savings (VFM) | (270) |
| Schools delegated budgets - 1% annual efficiency saving | (5,433) |
| 2009/10 Cashable Efficiency Savings (Other) | (5,433) |
| Total Savings | (8,861) |
| NET TOTAL: EDUCATION (SCHOOLS) | 813 |
| Education (Non-schools) | |
| Pressures for Change: | |
| Multi-Agency Psychology Services (MAPS) | 163 |
| Complaints | 30 |
| Independent Safeguarding Authority – Vetting & Barring Scheme | 8 |
| Immigration - applications for permission to work | 7 |
| Legislative changes | 208 |
| Building schools for the future (BSF) | 900 |
| LGPS employers contributions | 404 |
| Home to school transport | 230 |
| Attendance & pupil support | 190 |
| Revenue effects of telecomms | 88 |
| Special educational needs service | 60 |
| Other pressures | 1,872 |
| ICT equipment | 60 |
| Strategy & resources portfolio | 34 |
| FYE of previous efficiencies (VFM) | 94 |
| Total Pressures for Change | 2,174 |
| Service Improvements: | |
| Emotional health and well being | 326 |
| Resilience programme / counselling in schools | (326) |
| Youth Connexions | 185 |
| Total Service Improvements | 185 |
| Savings: | |
| Denominational transport | (270) |
| Previous policy decisions | (270) |
| Transport for Howe Dell pupils upon move of building mainstream home to school transport | (8) |
| Demography | (8) |
| Business rates | (46) |
| Other pressures | (46) |

| | £'000 |
|--|----------------|
| Herts music service | (200) |
| Participation team efficiencies | (30) |
| Mainstream home to school transport | (6) |
| PC leasing | (4) |
| FYE of previous efficiencies (VFM) | (240) |
| Standards and School Effectiveness – MECSS | (300) |
| FYE of previous efficiencies (Other) | (300) |
| Home to school transport | (229) |
| Support service review | (130) |
| SEN home to school transport | (100) |
| Primary School Effectiveness (PSE) | (60) |
| Planning | (40) |
| Governance team | (30) |
| Participation team | (30) |
| Directors office | (21) |
| Customer focus | (18) |
| Reduce SEN venue hire and consultancy fees | (10) |
| 2009/10 Cashable Efficiency Savings (VFM) | (668) |
| Hospital Tuition | (548) |
| Directors Office | (250) |
| Home to school transport | (167) |
| Multi-Agency Psychology Services (MAPS) | (163) |
| Student Finance | (150) |
| Specialist Advisory Service | (69) |
| Charge adviser time to grant | (55) |
| Music Service - defer developments | (50) |
| SSE Schools causing concern direct costs budget | (50) |
| SSE Learning, Training & Research Team | (50) |
| Early Years: Charge activity to grant for buddying programme | (10) |
| 2009/10 Cashable Efficiency Savings (Other) | (1,562) |
| Total Savings | (3,094) |
| NET TOTAL: EDUCATION (NON-SCHOOLS) | (735) |
| Children's Services | |
| Pressures for Change: | |
| Legal fees and charges | 238 |
| Demography | 238 |
| Integrated Children's System - Super Users | 400 |
| Legal fees and charges | 180 |
| Child Protection conference support | 161 |
| Changes in working time directive | 88 |
| Complaints | 20 |
| Legislative changes | 849 |

| | £'000 |
|---|----------------|
| LGPS employers contributions | 404 |
| Residential short break services for children with disabilities | 360 |
| Client services and Emergency Duty Team | 214 |
| Revenue effects of telecomms | 87 |
| Other pressures | 1,065 |
| Total Pressures for Change | 2,152 |
| Service Improvements: | |
| Implications of Baby P | 815 |
| Total Service Improvements: | 815 |
| Savings: | |
| Independent placements | (227) |
| Higher education (CLA) | (40) |
| Demography | (267) |
| Integrated children's system | (200) |
| Conciliation and advice | (8) |
| Legislative Changes | (208) |
| PC leasing | (2) |
| FYE of previous efficiencies (VFM) | (2) |
| Review of family support service | (456) |
| Children Looked After transport and contact arrangements | (140) |
| Housing for care leavers | (70) |
| Support service review | (70) |
| Directors office | (29) |
| Customer focus | (18) |
| 2009/10 Cashable Efficiency Savings (VFM) | (783) |
| Directors office | (250) |
| Better working with our partners | (188) |
| Strategic Commissioning Team | (100) |
| District Partnership Teams | (26) |
| Specialist Adolescent Team client expenditure | (20) |
| 2009/10 Cashable Efficiency Savings (Other) | (584) |
| Total Savings | (1,844) |
| NET TOTAL: CHILDREN'S SERVICES | 1,123 |
| Libraries, Culture & Learning | |
| Pressures for Change: | |
| Independent Safeguarding Authority – Vetting & Barring Scheme | 1 |
| Legislative Changes | 1 |

| | £'000 |
|---|--------------|
| LGPS employers contributions | 140 |
| Capital payback | 40 |
| Revenue effects of telecomms | 2 |
| Business rates | 1 |
| Other pressures | 183 |
| Total Pressures for Change | 184 |
| Savings: | |
| Schools library service | (100) |
| FYE of previous efficiencies (VFM) | (100) |
| Reduce libraries supplies and services | (24) |
| 2009/10 Cashable Efficiency Savings (VFM) | (24) |
| Total Savings | (124) |
| NET TOTAL: LIBRARIES, CULTURE & LEARNING | 60 |

COMMUNITY SAFETY £'000

Fire & Rescue

Pressures for Change:

| | |
|--|--------------|
| Driver training | 36 |
| Changes in working time directive | 1 |
| Legislative Changes | 37 |
| LGPS employers contributions | 46 |
| Capital payback | 6 |
| Regional management board | 5 |
| Other pressures | 57 |
| Total Pressures for Change | 94 |
| Service Improvements: | |
| Resilience and training | 140 |
| Total Service Improvements | 140 |
| Savings: | |
| Reduction in employers contributions | (50) |
| Other pressures | (50) |
| Efficiency savings to various budgets | (50) |
| 2009/10 Cashable Efficiency Savings (VFM) | (50) |
| Total Savings | (100) |
| NET TOTAL: FIRE & RESCUE | 134 |

| Trading Standards | £'000 |
|---|--------------|
| The Regulatory Enforcement and Sanctions Act 2008 | 23 |
| Legislative Changes | 23 |
| The Proceeds Of Crime Act 2002 | 45 |
| LGPS employers contributions | 23 |
| Rent | 5 |
| Other pressures | 73 |
| Total Pressures for Change | 96 |
| Savings: | |
| Revenue effects of telecomms | (3) |
| Other pressures | (3) |
| East Of England Trading Standards Association Business Advice Project | (23) |
| Trading Standards on-line services | (4) |
| 2009/10 Cashable Efficiency Savings (VFM) | (27) |
| Increased income from Proceeds of Crime Act 2002 | (45) |
| Increased income Weighbridge | (6) |
| Increased income Explosive licensing | (5) |
| Increased income Metrology laboratory income | (5) |
| Prosecution cost recovery | (5) |
| Reduced furniture costs | (4) |
| Reduced mobile phone costs | (3) |
| 2009/10 Cashable Efficiency Savings (Other) | (73) |
| Total Savings | (103) |
| NET TOTAL: TRADING STANDARDS | (7) |
| Crime & Drugs Strategy Unit | |
| LGPS employers contributions | 5 |
| Other pressures | 5 |
| Total Pressures for Change | 5 |
| Savings: | |
| PCSOs funding | (500) |
| FYE of Previous Efficiencies (Other) | (500) |
| Total Savings | (500) |
| NET TOTAL: CRIME & DRUGS STRATEGY UNIT | (495) |
| Coroners | |
| LGPS employers contributions | 6 |
| Other pressures | 6 |
| Total Pressures for Change | 6 |

| | £'000 |
|--|-------------|
| Savings: | |
| Special Post Mortem Exams | (7) |
| Support service review | (8) |
| 2009/10 Cashable Efficiency Savings (VFM) | (15) |
| Total Savings | (15) |
| NET TOTAL: CORONERS | (9) |
| Registration | |
| General Register Office annual consolidated payment withdrawal | 18 |
| Legislative changes | 18 |
| LGPS employers contributions | 18 |
| Capital payback | 1 |
| Other pressures | 19 |
| Total Pressures for Change | 37 |
| Savings: | |
| Computerised booking system | (10) |
| Single registration district | (4) |
| 2009/10 Cashable Efficiency Savings (VFM) | (14) |
| Draft borders and immigration bill | (15) |
| 2009/10 Cashable Efficiency Savings (Other) | (15) |
| Total Savings | (29) |
| NET TOTAL: REGISTRATION | 8 |
| Emergency Planning | |
| Implementation of Pitt Review recommendations | 20 |
| LGPS employers contributions | 8 |
| Other pressures | 28 |
| Total Pressures for Change | 28 |
| Service Improvements: | |
| Resilience Planning for the 2012 Olympics | 20 |
| Total service improvements | 20 |
| Savings: | |
| Support service review | (20) |
| Value for Money savings | (20) |
| Total Savings | (20) |
| NET TOTAL: EMERGENCY PLANNING | 28 |

| ENVIRONMENT | £'000 |
|--|--------------|
| Pressures for Change: | |
| Road length increases - routine maintenance | 200 |
| Demography | 200 |
| Landfill tax | 3,035 |
| Enhanced planned highway maintenance noticing (Traffic Management Act) | 50 |
| Carbon reduction management | 50 |
| Changes in working time directive | 19 |
| Independent Safeguarding Authority – Vetting & Barring Scheme | 2 |
| Legislative changes | 3,156 |
| Capital payback | 780 |
| Waste procurement | 706 |
| Cross boundary buses | 400 |
| LGPS employers contributions | 248 |
| Transport planning and county travel survey | 90 |
| New highway management system | 50 |
| Community Cohesion Strategy | 20 |
| Other pressures | 2,294 |
| Total Pressures for Change | 5,650 |
| Service Improvements: | |
| Responding to 2012 Olympic games | 100 |
| Economic Development Partnership | 90 |
| New Monitoring and Information System | 80 |
| Total service improvements | 270 |
| Savings: | |
| Close Tring HWRC | (100) |
| Dial-a-Ride Savings | (50) |
| Previous policy decisions | (150) |
| Revenue effects of telecomms | (3) |
| Business Rates | (5) |
| Other Pressures | (8) |
| PC leasing | (2) |
| FYE of previous efficiencies (VFM) | (2) |
| Household waste recycling centres (HWRC's) | (1,000) |
| Further savings from Holistic Cat 1 & 2 management | (500) |
| Efficiencies in use of Hertfordshire's Advanced Passenger Transport System | (200) |
| Separation of inert wastes at HWRC's | (125) |
| Income from third party recharges (Extra to 2008/09) | (100) |
| Highway management system (Extra to 2008/09) | (100) |
| Audit delivery through integrated team | (80) |
| Support service review | (63) |
| Reduce controllable overheads | (50) |
| HWRC central container service contract | (50) |
| Review of overheads | (50) |
| Project manager | (46) |

| | |
|--|----------------|
| | £'000 |
| Review and reconfigure consultancy | (35) |
| Deletion of Vacancy in Road Safety Unit | (33) |
| Incentivise delivery of Cat 2 and VXO orders | (25) |
| HWRC textiles income | (25) |
| HWRC wood waste contract | (25) |
| Forward Planning: delete vacant tech asst post | (24) |
| Savings from part night lighting trial | (15) |
| Environmental Management System efficiency | (14) |
| 2009/10 Cashable Efficiency Savings (VFM) | (2,560) |
| Increase income from the Rural Estate & Countryside Management Service | (70) |
| Projected concessionary fare income | (50) |
| Partners contribution to highway management system | (50) |
| Travel Plan: Charge for monitoring and advice | (30) |
| Herts Forward: Charge for conference and seek contributions | (20) |
| County Development Unit (CDU) Planning application charges | (20) |
| 2009/10 Cashable Efficiency Savings (Other) | (240) |
| Total Savings | (2,960) |
| NET TOTAL: ENVIRONMENT | 2,960 |
| CORPORATE SERVICES | £'000 |
| Pressures for Change: | |
| Independent Safeguarding Authority | 220 |
| International Financial Reporting Standards | 100 |
| Immigration, Asylum and Nationality Act 2006 | 30 |
| Changes in working time directive | 20 |
| Legislative changes | 370 |
| Loss of external income for property | 481 |
| LGPS employers contributions | 414 |
| EDRMS revenue effects of capital | 268 |
| Capital payback | 263 |
| Corporate procurement activity | 167 |
| Business rates | 150 |
| Loss of income from commercial payroll advertising | 31 |
| Revenue effects of telecomms | 27 |
| Corporate graduates | 15 |
| Other pressures | 1,816 |
| Total Pressures for Change | 2,186 |
| Service Improvements: | |
| Local member budgets | 1,000 |
| Total service improvements | 1,000 |
| Savings: | |
| PC leasing | (2) |
| FYE of previous efficiencies (VFM) | (2) |

| | |
|---|----------------|
| | £'000 |
| Restructuring of posts within Corporate Services | (106) |
| Service support review | (57) |
| Utility savings generated from the Smart Metering programme | (23) |
| Paper-based communications changing to an electronic format | (5) |
| 2009/10 Cashable Efficiency Savings (VFM) | (191) |
| Other general savings within Corporate Services | (35) |
| 2009/10 Cashable Efficiency Savings (Other) | (35) |
| Total Savings | (228) |
| NET TOTAL: CORPORATE SERVICES | 2,958 |
| CENTRAL ITEMS | £'000 |
| Pressures for Change: | |
| Interest on balances | 3,179 |
| Capital financing | 2,334 |
| Additional borrowing to support capital programme | 600 |
| LABGI | 500 |
| Other pressures | 6,613 |
| Total Pressures for Change | 6,613 |
| Savings: | |
| Reduction in provision for uncertainties | (2,500) |
| Office Rationalisation Project | (940) |
| Specific reserve | (655) |
| Adjustment for council tax rounding to 2 decimal places | (2) |
| Other pressures | (4,097) |
| Total Savings | (4,097) |
| NET TOTAL: CENTRAL ITEMS | 2,516 |

Summary of Pressures, Service Improvements and Savings by Service

| | Pressures £'000 | Service Improvements £'000 | Savings £'000 | Net £'000 |
|------------------------------|--------------------|----------------------------------|------------------|---------------|
| Adult Care Services | 12,191 | - | (9,669) | 2,522 |
| Children, Schools & Families | 14,184 | 1,000 | (13,923) | 1,261 |
| Community Safety | 266 | 160 | (767) | (341) |
| Environment | 5,650 | 270 | (2,960) | 2,960 |
| Corporate Services | 2,186 | 1,000 | (228) | 2,958 |
| Central Items | 6,613 | - | (4,097) | 2,516 |
| TOTAL | 41,090 | 2,430 | (31,644) | 11,876 |

Formula Grant

Appendix 3

Overview

The amount of Formula Grant which an authority receives is calculated using the four blocks detailed below.

- Block 1: **Relative Needs** - based on a series of formulae which take into account an authority's relative circumstances by using information such as population and social structure.
- Block 2: **Relative Resources** - this is a negative figure and relates to the authority's ability to raise money locally through council tax, by reference to its taxbase.
- Block 3: **Central Allocation** - allocated on a per head (resident population) basis.
- Block 4: **Floor Damping Block** - if the calculations from the above three blocks do not provide sufficient funding to meet the guaranteed minimum increase in grant, the authority receives additional funding from this block.

Breakdown of 2009/10 Formula Grant and 2010/11 Provisional Formula Grant

The Formula Grant for 2009/10 has been set at £173.5 million, an increase of 1.75 per cent after taking account of changes in function and funding.

| | 2009/10 £m | 2010/11 £m |
|--------------------|-------------------|-------------------|
| Relative Needs | 164.646460 | 169.706695 |
| Relative Resource | (171.095800) | (175.478839) |
| Central Allocation | 147.695973 | 153.675251 |
| Floor Damping | 32.240194 | 28.061789 |
| Total | 173.486827 | 175.964896 |

Main Changes in Formula Grant

Following the government's review of the grant distribution system the grant floors are tapered over the three year settlement period in order that the underlying formula changes feed through into actual grant settlements. The floors are now set at 1.75% and 1.50% in years 2009/10 and 2010/11 respectively.

Other changes which have impacted on the level of formula grant in 2009/10 include:

1. Changes in function and funding, which include a phased transfer of the function of assessing the level of student awards to the Student Loans Company.
2. Data changes - due to the fixed level of funding nationally, data changes at both a local and national level affect individual local authority Formula Grant allocation. The population projections for 2009 and 2010 are based on 2004 ONS data.

Breakdown of Area Based Grant

Appendix 4

| Grant | Source | 2008/09 Original Estimate £'000 | 2008/09 Revised Estimate £'000 | 2009/10 Estimate £'000 |
|--|--------|--|---|------------------------------|
| Adult Care Services | | | | |
| Preserved Rights | DoH | 4,207 | 4,207 | 4,051 |
| Carers | DoH | 3,042 | 3,042 | 4,121 |
| Adult Social Care workforce | DoH | 2,276 | 2,276 | 2,344 |
| Mental Health | DoH | 1,997 | 1,997 | 2,104 |
| Child & Adolescent Mental Health Services | DoH | 1,437 | Note 1 | - |
| Supporting People - Administration | DCLG | 680 | 680 | 626 |
| LD Development fund | DoH | 626 | 626 | 627 |
| Mental Capacity Act | DoH | 397 | 397 | 501 |
| Local Involvement Networks | DoH | 361 | 361 | 361 |
| Adult Care Services Total | | 15,023 | 13,586 | 14,735 |
| Children, Schools & Families | | | | |
| Connexions | DCSF | 8,576 | 8,576 | 8,141 |
| Standards Fund | DCSF | 5,487 | Note 2 | - |
| Prevention Grant (formerly Children's Fund) | DCSF | 1,614 | 1,614 | 1,614 |
| Carers grant | DoH | 803 | 803 | Note 4 |
| Care Matters White Paper | DCSF | 556 | 556 | 760 |
| Children's Social Care Workforce | DCSF | 282 | 282 | 282 |
| Child & Adolescent Mental Health Services | DoH | - | 1,437 | 1,517 |
| Teenage Pregnancy Local Implementation | DCSF | 245 | 245 | 245 |
| Positive Activities for Young People | DCSF | 191 | 191 | 329 |
| Child Death Review Processes | DCSF | 111 | 111 | 115 |
| Extended Schools Start-up (Note 2) | DCSF | - | 1,757 | 2,666 |
| School Development (Note 2) | DCSF | - | 854 | 854 |
| School Improvement Partners (Note 2) | DCSF | - | 559 | 559 |
| School Intervention (Note 2) | DCSF | - | 354 | 354 |
| Secondary Strategy – Behaviour & Attendance (Note 2) | DCSF | - | 183 | 183 |
| Secondary Strategy – Central Co-ordination (Note 2) | DCSF | - | 471 | 473 |
| Primary Strategy – Central Co-ordination (Note 2) | DCSF | - | 513 | 511 |
| Choice Advisers (Note 2) | DCSF | - | 54 | 54 |
| Education Health Partnership (Note 2) | DCSF | - | 226 | 198 |
| Extended Rights to Free Travel (Note 2) | DCSF | - | 213 | 438 |
| Flexible 14-19 Partnership Fund (Note 2) | DCSF | - | 330 | 331 |
| Child Trust Fund | DCSF | - | 12 | 17 |
| Young People Substance Misuse Partnership | HO | - | 207 | 207 |
| Young People Substance Misuse Partnership | DCSF | - | 151 | 151 |
| Designated Teacher Funding | DCSF | - | - | 79 |
| Preventing Violent Extremism Toolkit | DCSF | - | 20 | - |

| Grant | Source | 2008/09 Original Estimate £'000 | 2008/09 Revised Estimate £'000 | 2009/10 Estimate £'000 |
|--|--------|--|---|------------------------------|
| School Travel Advisers (Note 3) | DCSF | - | - | 181 |
| Sustainable Travel to School - General Duty (Note 3) | DCSF | - | - | 96 |
| Children, Schools & Families Total | | 17,865 | 19,719 | 20,355 |
| Environment | | | | |
| Safety Camera (LTP) | DfT | 2,136 | - | - |
| Road De-trunking | DfT | 3,346 | 3,346 | 3,430 |
| Rural Bus Services | DfT | 762 | 762 | 782 |
| Road Safety Partnership | DfT | - | 2,137 | 2,186 |
| School Travel Advisers | DCSF | 181 | 181 | Note 3 |
| Sustainable Travel to School - General Duty | DCSF | 96 | 96 | Note 3 |
| Environment Total | | 6,521 | 6,522 | 6,398 |
| Corporate Services | | | | |
| Safer Stronger Communities (MIDAS) | DCLG | 118 | 118 | 118 |
| Corporate Services Total | | 118 | 118 | 118 |
| Crime & Drugs Strategy Unit | | | | |
| Safer, Stronger Communities | DCLG | 323 | 221 | 1,001 |
| Young People Substance Misuse Partnership | HO | 358 | - | - |
| Crime & Drugs Strategy Unit Total | | 681 | 221 | 1,001 |
| Total Area Based Grant | | 40,208 | 40,166 | 42,607 |

Notes:

1. Transferred from Adult Care Services to Children, Schools and Families from 2008/09.
2. The 2008/09 Original Estimate figure for Standards Fund has now been broken down into the individual grants listed under this note.
3. This funding, which is now being shown under CSF, was previously included in the section for Environment.
4. Funding for Carers was previously split between ACS and CSF, but is now being shown entirely in ACS.

Summary Revenue Budget - Excluding Capital Charges & Pension Adjustments

Appendix 5

| | 2008/09 Original Budget £'000 | 2008/09 Revised Budget £'000 | 2009/10 Original Budget £'000 |
|---|--|---------------------------------------|--|
| Adult Care | 253,413 | 254,868 | 283,586 |
| Children, Schools & Families: | | | |
| Education (Schools) | - | - | - |
| Education (Non-schools) | 71,979 | 71,592 | 85,709 |
| Children's Services | 101,644 | 101,420 | 112,724 |
| Libraries, Culture & Learning | 21,535 | 21,617 | 22,135 |
| Community Safety: | | | |
| Fire & Rescue | 36,462 | 36,456 | 36,993 |
| Trading Standards | 2,970 | 2,969 | 2,849 |
| Crime & Drugs Strategy Unit | 2,262 | 2,290 | 2,772 |
| Coroners Service | 1,040 | 1,040 | 1,016 |
| Registration Service | 968 | 976 | 1,103 |
| Emergency Planning | 669 | 729 | 718 |
| Environment | 106,033 | 108,357 | 119,585 |
| Corporate Services | 5,599 | 4,923 | 9,563 |
| Central Items: | | | |
| Contingency / Special Provision | 11,135 | 11,779 | 7,951 |
| Lee Valley Regional Park / Flood Defence Levies | 2,212 | 2,212 | 2,232 |
| Capital Financing & Interest on Balances | 32,035 | 32,016 | 38,129 |
| Additional Capital Programme Support | 6,000 | 6,000 | - |
| Office Rationalisation Project | 619 | 619 | - |
| LABGI | (500) | (1,788) | - |
| Appropriation to a Specific Reserve | 655 | 655 | - |
| NET REVENUE BUDGET | 656,730 | 658,730 | 727,065 |
| Funded from Reserves | (6,765) | (8,765) | (11,322) |
| BUDGET REQUIREMENT | 649,965 | 649,965 | 715,743 |

Best Value Budget Analysis

Appendix 6

In order to reflect the Best Value initiative the financial accounting requirements for local authorities have been amended with the intention of making the calculation of the local cost of services comparable across all authorities. This includes capital charges and overheads.

The figures shown in the summary revenue budget on page 13 reflect the county council's portfolio/departmental structure. However, this appendix presents the information using service analysis required by BVACOP.

| | 2008/09 Original Budget £,000 | 2009/10 Original Budget £,000 |
|---|--|--|
| Central Services | 10,475 | 11,209 |
| Court Services | 1,038 | 995 |
| Cultural, Environmental & Planning Services | 69,296 | 73,728 |
| Children's & Education Service | 787,392 | 827,785 |
| Fire | 42,496 | 41,184 |
| Highways, Roads & Transport Services | 83,945 | 88,816 |
| Housing Services | (158) | (187) |
| Adult Social Care | 255,268 | 284,236 |
| Subtotal | 1,249,752 | 1,327,766 |
| Dedicated Schools Grant | (621,456) | (641,266) |
| Net Cost of Services | 628,296 | 686,500 |
| Net (surplus)/deficit on Trading Services | (148) | (737) |
| Movement on General Fund Balances | (39,528) | (43,914) |
| Flood Defence Precepts | 867 | 867 |
| Lee Valley Regional Park | 1,345 | 1,365 |
| Interest & Investment Income | (5,470) | (2,291) |
| Pension Interest Cost & Expected Return on Assets | 14,903 | 28,250 |
| Contingency | 11,135 | 7,951 |
| Net Operating Expenditure | 611,400 | 677,991 |
| Appropriations: | | |
| Financing of Capital Expenditure | 45,330 | 49,074 |
| Contribution to/(from) Reserves | (6,765) | (11,322) |
| Budget for Council Tax Purposes | 649,965 | 715,743 |

Summary of Specific Grants

Appendix 7

| Grant | Source | 2008/09 Original Estimate £'000 | 2008/09 Revised Estimate £'000 | 2009/10 Estimate £'000 |
|--|--------|--|---|------------------------------|
| Adult Care Services | | | | |
| Supporting People - Social Services | DCLG | 21,001 | 21,001 | 21,001 |
| Social Care Reform | DoH | 1,414 | 1,414 | 3,309 |
| AIDS support | DoH | 279 | 279 | 222 |
| Learning Disability Campus Closure Grant | DoH | - | 129 | 286 |
| CSCI Reimbursement Grant | DoH | - | 13 | - |
| Stroke Strategy | DoH | - | - | 140 |
| Handy Person Grant | DCLG | - | - | 150 |
| Adult Care Services Total | | 22,694 | 22,836 | 25,108 |
| Children, Schools & Families | | | | |
| Dedicated Schools Grant (DSG) | DCSF | 621,456 | 621,928 | 641,265 |
| LSC grant for Sixth Forms | LSC | 81,339 | 81,536 | 83,800 |
| Standards Fund & National Grid for Learning | DCSF | 47,837 | 47,837 | 47,281 |
| School Standards Grant | DCSF | 34,132 | 34,130 | 34,847 |
| Sure Start & Transformation | DCSF | 15,769 | 17,637 | 19,467 |
| LSC grant for Adult Education | LSC | 2,825 | 2,884 | 2,727 |
| Youth Offending Teams Funding | YJB | 1,120 | 1,240 | 1,147 |
| Youth Opportunity | DCSF | 597 | 597 | 597 |
| Higher Level Teaching Assistants | TDA | 468 | 362 | 362 |
| HEFC Payments | DCSF | 400 | 400 | 400 |
| Sharing IS Index (Now Contact Point) | DCSF | 328 | 328 | 328 |
| SWA and workforce modernisation development | DCSF | 303 | 303 | - |
| Integrated Children's Services/Systems IT Phase 2 | DCSF | 292 | 292 | - |
| Milk Subsidy | TDA | 283 | 116 | 116 |
| Musical Instruments in Primary Schools | DCSF | 230 | 210 | 210 |
| Nursery Milk Subsidy | DoH | 191 | 291 | 291 |
| Student Finance | DCSF | - | 64 | - |
| Support Work in Schools | TDA | 127 | 127 | - |
| Transforming Short Breaks | DCSF | 70 | 70 | 1,193 |
| Think Family Grant (was Parenting grant) | DCSF | - | 255 | 400 |
| Playbuilders Revenue Grant | DCSF | - | - | 28 |
| Young People Substance Misuse Partnership | HO | Note 2 | 102 | 102 |
| Workforce Reform Grant | CWDC | - | 48 | 50 |
| Children, Schools & Families Total | | 807,767 | 810,757 | 834,611 |

| Grant | Source | 2008/09 Original Estimate £'000 | 2008/09 Revised Estimate £'000 | 2009/10 Estimate £'000 |
|---|--------------|--|---|------------------------------|
| Crime & Drugs Strategy Unit | | | | |
| Young People Substance Misuse Partnership | HO | 458 | Note 2 | - |
| LAA - Safer, Stronger Communities | DCLG | Note 1 | - | - |
| Crime & Drug Strategy Unit Total | | 458 | - | - |
| Environment | | | | |
| Various | EU/ DEFRA | 142 | 142 | 211 |
| Environment Total | | 142 | 142 | 211 |
| Central Items | | | | |
| LABGI | DCLG | 500 | 2,467 | 300 |
| Central Items Total | | 500 | 2,467 | 300 |
| Total Specific Grants | | 831,561 | 836,202 | 860,230 |

Notes:

1. From 2008/09 this grant now form part of the Area Based Grant (see Appendix 4)
2. Grant is transferred from CDSU to CSF

Capital Programme 2009/10 - 20011/12

Appendix 8

| | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|--|----------------------------------|------------------|------------------|------------------|
| PART A: MAJOR SCHEMES | | | | |
| Adult Care Services | 6,231 | 1,695 | 25 | - |
| Children, Schools and Families | 189,420 | 67,101 | 59,062 | 1,260 |
| Libraries, Culture & Learning | 4,280 | 2,498 | 506 | - |
| Community Safety - Fire & Rescue | 8,512 | 338 | 1,674 | - |
| Community Safety - Other | 67 | 67 | - | - |
| Resources (Corporate Services) | 5,378 | 2,683 | 825 | - |
| Environment | 278,327 | 53,498 | 47,704 | 36,360 |
| TOTAL MAJOR SCHEMES | 492,215 | 127,880 | 109,796 | 37,620 |
| PART B: ANNUAL PROVISIONS | | | | |
| Adult Care Services | | 979 | 979 | 979 |
| Children, Schools and Families | | 16,479 | 16,479 | 16,479 |
| Libraries, Culture & Learning | | 649 | 649 | 649 |
| Community Safety - Fire & Rescue | | 472 | 472 | 472 |
| Community Safety - Other | | 48 | 48 | 48 |
| Resources (Corporate Services) | | 7,608 | 7,608 | 7,608 |
| Environment | | 1,880 | 1,880 | 1,880 |
| TOTAL ANNUAL PROVISIONS | | 28,115 | 28,115 | 28,115 |
| PART C: TOTAL CAPITAL PROGRAMME | | | | |
| Adult Care Services | | 2,674 | 1,004 | 979 |
| Education | | 83,580 | 75,541 | 17,739 |
| Libraries, Culture & Learning | | 3,147 | 1,155 | 649 |
| Community Safety - Fire & Rescue | | 810 | 2,146 | 472 |
| Community Safety - Other | | 115 | 48 | 48 |
| Resources (Corporate Services) | | 10,291 | 8,433 | 7,608 |
| Environment | | 55,378 | 49,584 | 38,240 |
| Projected capital spend required to release receipts | | 3,800 | 1,300 | 1,300 |
| TOTAL CAPITAL PROGRAMME | | 159,795 | 139,211 | 67,035 |

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|----------------------------------|------------------|------------------|------------------|
| PART D: FINANCED BY | | | |
| Central Government: | | | |
| Capital Grants | 61,645 | 66,291 | 800 |
| Schools' Revenue Contribution | 9,504 | 9,884 | 10,280 |
| Total Central Government | 71,149 | 76,175 | 11,080 |
| County Council: | | | |
| Capital Receipts | 12,000 | 26,925 | 22,222 |
| Borrowing | 72,562 | 25,493 | 25,000 |
| Direct Revenue Contributions | 1,323 | 1,376 | 1,431 |
| Capital Payback Reserve | - | 7,442 | 7,302 |
| Contributions from Third Parties | 2,761 | 1,800 | - |
| Total County Council | 88,646 | 63,036 | 55,955 |
| TOTAL CAPITAL PROGRAMME | 159,795 | 139,211 | 67,035 |

List of Major Capital Schemes 2009/10 - 2011/12

Appendix 9

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|-------------------------------------|----------------------------|------------------|------------------|------------------|
| ADULT CARE SERVICES | | | | | |
| IRIS - Future Development | GP | 3,100 | 500 | - | - |
| Day Centre Modernisation, Phase 1 | CR | 2,911 | 1,000 | - | - |
| Learning Disability Housing & Support Strategy – Maximising opportunities | GP new | 100 | 75 | 25 | - |
| Self contained ground floor extension at 9 Spring Drive Stevenage | GP new | 120 | 120 | - | - |
| TOTAL MAJOR SCHEMES FOR ADULT CARE SERVICES | | 6,231 | 1,695 | 25 | - |
| CHILDREN, SCHOOLS AND FAMILIES | | | | | |
| Building Schools for the Future Procurement | GP | 4,500 | 1,000 | 1,000 | - |
| Key Stage 4 Learning Centres: | | | | | |
| South East Herts | GP | 1,500 | 37 | - | - |
| St Albans | GP | 750 | 525 | 38 | - |
| Dacorum | GP | 350 | 150 | - | - |
| Primary Area Reviews: | | | | | |
| Hoddesdon/ Wormley | CR | 3,843 | 75 | - | - |
| Potters Bar | CR | 2,340 | 50 | - | - |
| Hemel Hempstead | CR | 4,600 | 100 | - | - |
| Bernards Heath Infants' School | GP | 400 | 40 | - | - |
| Letchworth Primary Review: | | | | | |
| Radburn Primary | CR | 340 | 101 | - | - |
| Icknield Infants | CR | 542 | 434 | - | - |
| Wilbury Juniors | CR | 275 | 275 | - | - |
| Westbury Pre-School | CR | 370 | 296 | - | - |
| Highfield - Sports Hall | GP | 2,770 | 197 | - | - |
| Sir John Lawes - Separation of wood preparation | GP | 200 | 50 | - | - |
| Hemel Hempstead - Food Technology provision | GP | 730 | 511 | 36 | - |
| Thundridge - Replacement of double mobile classroom | GP | 600 | 420 | 30 | - |

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|--|--|--|--------------------------------|--------------------------------|--------------------------------|
| Ponsbourne St Mary's - New classroom | GP | 263 | 53 | - | - |
| Woolenwick - Remodel of open plan classrooms | GP | 420 | 84 | - | - |
| Beech Hyde - Remodel of open plan classrooms | GP | 368 | 74 | - | - |
| First phase of Science: | | | | | |
| Chancellors | GP | 409 | 82 | - | - |
| Fearnhill | GP | 402 | 80 | - | - |
| Priory | GP | 416 | 83 | - | - |
| Sele | GP | 397 | 79 | - | - |
| Second phase of Science: | | | | | |
| St Albans Girls School | GP | 397 | 79 | - | - |
| Sandringham | GP | 374 | 75 | - | - |
| Cavendish | GP | 408 | 82 | - | - |
| Chauncy | GP | 318 | 55 | - | - |
| First phase of staff and admin: | | | | | |
| Woolgrove | GP | 320 | 64 | - | - |
| Camps Hill | GP | 230 | 46 | - | - |
| Stonehill | GP | 220 | 44 | - | - |
| Hartsfield JMI | GP | 190 | 38 | - | - |
| Mount Pleasant Lane JMI | GP | 190 | 38 | - | - |
| Abbots Langley | GP | 184 | 37 | - | - |
| Newberries | GP | 165 | 33 | - | - |
| Hartsbourne | GP | 165 | 33 | - | - |
| Eastbury Farm | GP | 185 | 37 | - | - |
| Second phase of staff and admin: | | | | | |
| Kimpton | GP | 158 | 32 | - | - |
| Morgans JMI | GP | 184 | 37 | - | - |
| Wheatcroft Primary | GP | 184 | 37 | - | - |
| Priors Wood | GP | 158 | 32 | - | - |
| Redbourn Junior | GP | 158 | 32 | - | - |
| Thorn Grove | GP | 158 | 32 | - | - |
| Spellbrook Primary | GP | 123 | 25 | - | - |
| Broadfield Junior School | GP | 336 | 168 | - | - |
| Additonal Funding – Staff & Admin | GP top up | 200 | 200 | - | - |
| Graveley - Replacement of mobiles | GP | 525 | 368 | 26 | - |
| Edwinstree - Changing rooms | GP | 250 | 175 | 12 | - |
| De Havilland - Car parking | GP | 210 | 147 | 11 | - |
| Sir John Lawes - Replacement of mobiles | GP | 1,400 | 1,000 | 90 | - |

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|--|--|--------------------------------|--------------------------------|--------------------------------|
| Aycliffe Drive - Replacement of nursery mobile and staff & administration block | GP | 500 | 350 | 25 | - |
| Presdales - Sports Hall | GP | 2,570 | 2,100 | 225 | - |
| Devolved formula capital to schools | CG | 70,571 | 23,507 | 23,507 | - |
| Extended schools | CG | 4,432 | 1,801 | 931 | - |
| ICT - Harnessing Technology | CG | 11,823 | 3,892 | 3,851 | - |
| Primary Capital Pilot | CG | 26,266 | 8,694 | 11,072 | - |
| Cowley Hill – Borehamwood – 3 classrooms | GP new S106 | 951 89 | 920 89 | 31 - | - - |
| Holywell – Watford – 3 classrooms | GP new | 1,040 | 1,000 | 40 | - |
| Greenway First - Berkhamstead - 2 classrooms | GP new | 810 | 785 | 25 | - |
| Wheatcroft - Hertford - 0.5 FE increase - 5 classrooms | GP new | 3,000 | 500 | 2,000 | 500 |
| Green Lanes - Hatfield - 0.5 FE increase | GP new S106 | 1,409 91 | 500 20 | 909 71 | - - |
| Hailey & Stanstead Abbots - 0.5 FE increase | GP new S106 | 971 1,729 | 500 - | 271 1,729 | 200 - |
| Bernards Heath Junior - St. Albans - 1FE | GP new | 1,500 | 500 | 1,000 | - |
| Area Reviews - Feasibility for basic need expansion in Watford, Borehamwood, Welwyn Garden City, Turnford | GP new | 100 | 100 | - | - |
| Roundwood Park - Harpenden - Sports Hall | GP new | 2,800 | 400 | 2,000 | 400 |
| TOTAL MAJOR SCHEMES FOR EDUCATION | | 164,827 | 53,400 | 48,930 | 1,100 |
| CHILDREN, SCHOOLS & FAMILIES - YOUTH & COMMUNITY | | | | | |
| Youth Capital Grant | CG | 1,032 | 516 | 516 | - |
| Hatfield One Stop Shop | GP new | 200 | 200 | - | - |
| Borehamwood - All Saints - New Library/Youth and Community facility | GP new CR S106 | 700 3,112 750 | 700 1,522 150 | - 1,430 - | - 160 - |
| TOTAL MAJOR SCHEMES FOR YOUTH & COMMUNITY | | 5,794 | 3,088 | 1,946 | 160 |

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|--|--|--------------------------------|--------------------------------|--------------------------------|
| CHILDREN, SCHOOLS AND FAMILIES - CHILDREN'S SERVICES | | | | | |
| Sure Start, Early Years and Childcare | CG | 18,319 | 10,373 | 7,946 | - |
| Contactpoint Implementation | GP new | 480 | 240 | 240 | - |
| TOTAL MAJOR SCHEMES CHILDREN'S SERVICES | | 18,799 | 10,613 | 8,186 | - |
| CHILDREN, SCHOOLS AND FAMILIES - LIBRARIES, CULTURE AND LEARNING | | | | | |
| South Oxhey Community Library Project | CG | 1,424 | 84 | - | - |
| | GP | | 64 | - | - |
| Replacement of Library Management System/RFID | GP new | 2,806 | 2,300 | 506 | - |
| Disability Discrimination Act | GP new | 50 | 50 | - | - |
| TOTAL MAJOR SCHEMES FOR LIBRARIES, CULTURE AND LEARNING | | 4,280 | 2,498 | 506 | - |
| COMMUNITY SAFETY - FIRE & RESCUE | | | | | |
| Watford Fire Station | CR | 6,500 | - | - | - |
| Stevenage Fire Station | CG | 1,686 | 150 | 1,536 | - |
| Road Traffic Collision Equipment | GP new | 326 | 188 | 138 | - |
| TOTAL MAJOR SCHEMES FOR FIRE & RESCUE | | 8,512 | 338 | 1,674 | - |
| COMMUNITY SAFETY - REGISTRATION | | | | | |
| Modernisation of Archive Space | GP new | 67 | 67 | - | - |
| TOTAL MAJOR SCHEMES FOR REGISTRATION | | 67 | 67 | - | - |

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|--|--|--------------------------------|--------------------------------|--------------------------------|
| CORPORATE SERVICES | | | | | |
| Library Service to put in place a network of walk-in face to face customer access points for all county council services. The costs include £45k of project & marketing expenses | GP new | 190 | 95 | - | - |
| Whole Estate Review | GP | 1,000 | 325 | - | - |
| Salix Carbon Management Strategy to reduce carbon footprint from HCC buildings and to meet the obligations imposed through the Climate Change Bill. | GP new | 543 | 543 | - | - |
| | CG | 458 | 458 | - | - |
| Electronic Documents and Records Management System | GP | 2,560 | 860 | 600 | - |
| To bring the range of residential dwellings, group homes and hostels, occupied by several categories of tenant, up to the Decent Housing Standards as set by government and to be completed by the end of 2010. | GP new | 627 | 402 | 225 | - |
| TOTAL MAJOR SCHEMES FOR CORPORATE SERVICES | | 5,378 | 2,683 | 825 | - |
| ENVIRONMENT | | | | | |
| Structural Maintenance - Non Principal Roads | GP | 38,760 | 16,920 | 10,920 | 10,920 |
| Structural Maintenance - Principal Roads | GP | 13,650 | 4,550 | 4,550 | 4,550 |
| LTP - Maintenance - Roads & Footways | GP | 20,541 | 6,847 | 6,847 | 6,847 |
| Additional Structural maintenance | GP | 12,000 | 4,000 | 4,000 | 4,000 |
| Next Generation Hermis | GP | 360 | 105 | - | - |
| Rights of Way - Management of the Network | GP | 1,050 | 350 | 350 | 350 |
| Road Safety | CG | 965 | 486 | 479 | - |
| Bridge Parapet Upgrading | GP | 1,500 | 500 | 500 | 500 |
| | CG | 1,646 | 746 | 900 | - |
| Former LTP - Maintenance – Bridges | GP | 2,820 | 940 | 940 | 940 |
| | CG | 2,190 | 710 | 1,480 | - |
| LTP - Baldock Bypass | CG | 1,546 | 1,300 | 246 | - |

| | Funding Source (see key on p.88) | Total Scheme Cost £'000 | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|--|--|--|--------------------------------|--------------------------------|--------------------------------|
| LTP - Integrated Transport | GP | 12,519 | 4,173 | 4,173 | 4,173 |
| | CG | 7,761 | 3,870 | 3,891 | |
| Section 106 contributions | S106 | 1,747 | 1,747 | - | - |
| Other third party / grant contributions | S106 | 755 | 755 | - | - |
| Street Lighting Refurbishment | GP | 1,560 | 520 | 520 | 520 |
| Street Lighting - Emergency Column Replacement | GP | 2,760 | 920 | 920 | 920 |
| Work to Secure LTP Funding | GP | 360 | 120 | 120 | 120 |
| Road Marking Refurbishment | GP | 1,050 | 350 | 350 | 350 |
| Accessibility - Disabled Crossing Facilities | GP | 1,230 | 410 | 410 | 410 |
| Safety at Road/Rail Interfaces | GP | 480 | 160 | 160 | 160 |
| Waste Infrastructure | CG | 2,777 | 2,029 | 748 | - |
| Supplement to Waste Infrastructure Grant | GP | 3,000 | - | 3,000 | - |
| Croxley Rail Link | CG | 118,700 | 420 | 800 | 800 |
| | GP new | 25,130 | 570 | 1,400 | 800 |
| | S106 | 1,470 | | | |
| TOTAL MAJOR SCHEMES FOR ENVIRONMENT | | 278,327 | 53,498 | 47,704 | 36,360 |

Funding Source key:

| | |
|-----------|--|
| GP | Existing General Programme |
| GP new | General Programme: new item |
| GP top up | Additional funding for schemes in the existing General Programme |
| CR | Capital Receipt |
| CG | Capital Grant |
| S106 | Section 106 contribution |

List of Annual Provision Capital Schemes

Appendix 10

Any projects which exceed £50,000 in value are shown individually below.

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|--|------------------|------------------|------------------|
| ADULT CARE SERVICES | | | |
| Planned maintenance | 578 | 578 | 578 |
| Minor works | 113 | 113 | 113 |
| Minor adaptations | 288 | 288 | 288 |
| TOTAL ADULT CARE SERVICES | 979 | 979 | 979 |
| CHILDREN, SCHOOLS AND FAMILIES | | | |
| Minor Works Improvements: | | | |
| Bernards Heath Infants' | 100 | | |
| Hatfield Girls' School / St Phillip Howard | 25 | | |
| Graveley | 30 | | |
| Longlands | 100 | | |
| Tudor | 100 | | |
| Chorleywood | 100 | | |
| Cuffley Camp | 25 | | |
| Cavendish | 100 | | |
| Colney Heath | 100 | | |
| Haywood Grove | 90 | | |
| Maple Grove | 29 | | |
| Youth Service | 100 | | |
| Other Minor works | 52 | | |
| Unallocated | | 951 | 951 |
| Minor Works Improvements Total | 951 | 951 | 951 |
| Structural Repairs and Maintenance: | | | |
| Electrical: | | | |
| Batford Nursery | 54 | | |
| The Sele Secondary | 123 | | |
| Barnwell Secondary | 62 | | |
| Verulam Secondary | 54 | | |
| Mechanical: | | | |
| Heath Barn | 138 | | |
| Leavesden Green | 60 | | |
| Leverstock Green | 50 | | |
| The Sele Secondary | 176 | | |
| Batchwood | 92 | | |
| Nascot Wood | 59 | | |
| Larwood | 67 | | |
| Holywell | 50 | | |

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|------------------|------------------|------------------|
| Roofing: | | | |
| Cherry Tree | 140 | | |
| Mandeville | 215 | | |
| York Road Nursery | 72 | | |
| Millfield First | 145 | | |
| South Hill | 215 | | |
| The Barclay Secondary | 245 | | |
| Cavendish Secondary | 69 | | |
| Beaumont Secondary | 120 | | |
| Hollybush | 87 | | |
| Kenilworth | 145 | | |
| Barley First | 75 | | |
| Window Walling: | | | |
| Meryfield | 306 | | |
| Tanners Wood | 77 | | |
| Broom Barns | 77 | | |
| Warren Dell | 67 | | |
| Sir John Lawes Secondary | 239 | | |
| Galley Hill | 736 | | |
| Kenilworth | 68 | | |
| Cherry Tree | 205 | | |
| Cavendish Secondary | 215 | | |
| Camps Hill | 215 | | |
| Birchwood High Secondary | 72 | | |
| Highover | 87 | | |
| South Hill | 416 | | |
| Sheredes Secondary | 265 | | |
| Structural: | | | |
| Thomas Allyene Secondary | 168 | | |
| Kings Langley Secondary | 936 | | |
| Belswains | 183 | | |
| South Hill | 72 | | |
| Broxbourne Secondary | 82 | | |
| Astley Cooper Secondary | 87 | | |
| Broadfield | 98 | | |
| Non Schools: | | | |
| Hudnall Park | 220 | | |
| Foundation: | | | |
| Dame Alice Owen | 102 | | |
| Queens | 206 | | |
| Allocated to repairs and maintenance schemes under £50,000 | 6,283 | 13,995 | 13,995 |
| Structural Repairs and Maintenance Total | 13,995 | 13,995 | 13,995 |

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|------------------|------------------|------------------|
| Mobile Classrooms | 473 | 473 | 473 |
| Health & Safety | 345 | 345 | 345 |
| Feasibility Studies | 25 | 25 | 25 |
| School Meals Equipment | 665 | 665 | 665 |
| Music Service Instrument Purchase | 25 | 25 | 25 |
| TOTAL CHILDREN, SCHOOLS AND FAMILIES | 16,479 | 16,479 | 16,479 |
| LIBRARIES, CULTURE AND LEARNING | | | |
| Planned Repairs and Maintenance | 162 | 162 | 162 |
| Library Automation | 205 | 205 | 205 |
| Public PC provision | 184 | 184 | 184 |
| Libraries Security, Risk Management & Health and Safety | 13 | 13 | 13 |
| Minor Refurbishments to a number of Libraries and HALS | 85 | 85 | 85 |
| TOTAL LIBRARIES, CULTURE AND LEARNING | 649 | 649 | 649 |
| COMMUNITY SAFETY - FIRE & RESCUE | | | |
| Repairs & Maintenance | 221 | 221 | 221 |
| Equipment | 96 | 96 | 96 |
| IT Equipment | 155 | 155 | 155 |
| TOTAL COMMUNITY SAFETY - FIRE & RESCUE | 472 | 472 | 472 |
| COMMUNITY SAFETY - OTHER | | | |
| Trading Standards | 27 | 27 | 27 |
| Registration | 21 | 21 | 21 |
| TOTAL COMMUNITY SAFETY - OTHER | 48 | 48 | 48 |
| CORPORATE SERVICES | | | |
| Vehicle purchasing | 3,273 | 3,273 | 3,273 |
| PC purchasing | 1,234 | 1,234 | 1,234 |
| Land Purchase, Feasibility Studies, Rationalisation Schemes & Development Opportunities Fund, of which Smallford Pit, St Albans exceeds £50,000. | 1,150 | 1,150 | 1,150 |
| Energy Conservation | 236 | 236 | 236 |
| Civic Buildings | 1,136 | 1,136 | 1,136 |
| Civic Buildings -Health & Safety | 150 | 150 | 150 |
| ICT: Core network infrastructure, which underpins and supports the growing demands being placed on the data network to meet service needs. Technical Security capacity upgrade is the only item exceeding £50,000 | 429 | 429 | 429 |
| TOTAL CORPORATE SERVICES | 7,608 | 7,608 | 7,608 |

| | 2009/10 £'000 | 2010/11 £'000 | 2011/12 £'000 |
|---|------------------|------------------|------------------|
| ENVIRONMENT | | | |
| Sustainable Transport Policies (note 1) | 1,640 | 1,640 | 1,640 |
| Waste Management (note 2) | 151 | 151 | 151 |
| Environmental Management | 89 | 89 | 89 |
| TOTAL ENVIRONMENT | 1,880 | 1,880 | 1,880 |
| TOTAL ANNUAL PROVISIONS | 28,115 | 28,115 | 28,115 |

Notes:

1. Contribution towards larger schemes that are part financed through the Local Transport Plan. Whilst individual projects are often over £50,000, funding from this budget to each scheme are not.
2. This budget is usually used to fund minor improvements of less than £50,000 each at the county council's 19 Household Waste Recycling Centres. However, it is occasionally used to contribute towards more significant developments as and when opportunities arise.

Glossary of Terms

Annual Provisions

Capital expenditure on minor capital works of a non-routine nature, such as repairs and refurbishment schemes.

Area Based Grant

General government grant allocated to local authorities according to specific policy criteria. Recipients are free to use this funding as they see fit to support the delivery of local and national priorities.

Base Budget

The 2008/09 original budget, adjusted for changes in funding and/or function (technical adjustments) and inflation. These figures are calculated before any changes are made as a result of policy decisions. Once all policy decisions have been made the budget for 2009/10 is set.

Best Value Budget

The budget adjusted to incorporate the requirements of the CIPFA Best Value Accounting Code of Practice (BVACOP), to allow greater consistency between authorities for Best Value comparisons.

Budget Requirement

The approved total net spending of a local authority to be financed from Revenue Support Grant, Re-distributed Business Rates and Council Tax. It is net of income from fees and charges, certain specific grants and reserves.

Capital Charges

Charges covering fixed assets used in the provision of the service.

Capital Expenditure

All expenditure on the acquisition, creation or enhancement of (fixed) assets should be treated as capital expenditure. Fixed assets are tangible assets that yield benefits to the local authority for more than one year. Section 40 of the Local Government and Housing Act 1989 defines expenditure for capital purposes. It broadly comprises expenditure on:

1. The acquisition of land, buildings, plant, apparatus and vehicles.
2. The construction of roads and buildings.
3. The enhancement of land, roads and buildings (where it lengthens substantially the useful life of the asset or market value or increases substantially the extent to which the asset can be used).

Capital Programme

The council's three year plan for capital expenditure on both major capital schemes and minor capital works.

Capital Receipts

Proceeds from the sale of land, buildings or other capital assets. Capital receipts are used to repay the debt outstanding on assets financed from loans, or to finance new capital expenditure. Receipts however cannot be used to finance revenue expenditure.

Collection Fund Surplus/Deficit

A surplus/deficit arising from either more or less council tax than expected being collected by the district councils.

Corporate and Democratic Core (CDC)

The costs of support to elected members (e.g. advice, reports and attendance at meetings) carried out in service departments but charged centrally in the Best Value budget.

Demography

Used in context of pressures for growth on the budget, resulting from changes in the population. For example, where the number of clients increases, but the cost of the care package per person remains the same between years.

Fees and Charges

Income raised by charging users of services for the facilities. For example, the supply of school meals and home care.

Financing Charges

Charges borne by the committee revenue accounts to meet the cost of financing the council's capital expenditure. These charges include the principal and interest elements of loans outstanding, leasing rentals and revenue contributions to capital outlay.

Floor Authority

Education and Personal Social Services authorities will receive at least a minimum formula grant increase of 1.75 per cent in 2009/10. An authority which receives the minimum grant increase is known as a floor authority. Hertfordshire is a floor authority in 2009/10.

Financial Reporting Standard 17 (FRS 17) Retirement Benefits

FRS17 is an accounting standard that requires that an organisation should account for retirement benefits when it is committed to give them, even if the actual giving will be many years into the future.

General Programme

A collective term used to describe those major capital schemes financed by government borrowing and resources generated by the authority such as proceeds from the sale of council property (general usable capital receipts) as well as revenue budget.

Gross Expenditure

Total expenditure before any income is taken into account.

Net Expenditure

The result of gross expenditure reduced by income from sales, fees, charges and grants (but not Revenue Support Grant and Redistributed Business Rates).

Net Revenue Budget 2009/10

The original estimated cost of services for the financial year from April 2009 to March 2010.

Non-distributed costs

This includes the costs of other long-term unused but unrealisable assets i.e. capital charges for non-operational assets.

Original Budget 2008/09

The original estimated cost of services for the financial year from April 2008 to March 2009.

Pensions Charge under Financial Reporting Standard 17 (FRS 17) Retirement Benefits

This adjustment reflects the reporting requirements of FRS17. All defined pension costs, including the amount relating to discretionary awards have been taken out of revenue accounts and replaced with pension entitlement earned in the year as advised by an actuary.

Pensions Interest Cost and Expected Return on Assets

The interest cost is the expected increase during the period in the present value of the pension scheme liabilities because the benefits are one period closer to settlement. The expected return on assets is the average rate of return expected over the remaining life of the related obligation on the actual assets held by the scheme.

Precept

The levying of an amount by one local authority on another. Thus the county council levies a precept on the district council (which is the charging authority). The charging authority must include in the tax it levies a sum sufficient to meet the county council precept.

Pressures for Change

Those items required to achieve the same level of service as last year, including demography, new legislation, increments, and increased employer pension contributions.

Previous Policy Decisions

The additional costs or savings falling on the new budget that arose from decisions taken in previous budgets.

Prudential Capital Finance System

The new Prudential Capital Finance system introduced from April 2004 is underpinned by the CIPFA Prudential Code for Capital Finance in Local Authorities. The Prudential Code sets out indicators that local authorities must use, and the factors that they must take into account to demonstrate that their capital plans are affordable, prudent and sustainable.

Recharges

The transfer of costs from one account to another. Part of the cost of Central Services is recharged/transferred to the service departments that use them. For example, the cost of legal work completed by the authority's solicitors in the County Secretary's department for Children, Schools & Families will be recharged to the Children, Schools & Families' budget.

Redistributed Business Rates

People who occupy non-domestic properties (such as shops, factories, offices and warehouses) do not pay council tax on those properties. Instead they pay business rates which are based on a national rate in the pound set by the government, multiplied by the rateable value of the premises they occupy. Business rates are collected by billing authorities (district councils) on behalf of central government and then redistributed among all local authorities, police authorities and fire authorities on the basis of an amount per head of population.

Reserves

Sums set aside to meet general revenue or capital expenditure needs in the future without being earmarked for any particular service or project. Reserves offer scope for greater flexibility in financing future expenditure.

Revenue Budget

An estimate of annual income and expenditure, which sets out the financial implications of the Council's policy for the year.

Revenue Support Grant (RSG)

A grant paid by Central Government in aid of local authority services in general, as opposed to specific grants, which may only be used for a specific purpose.

Specific Grants

Government grants to local authorities for particular projects or services. These do not include Formula Grant, Area Based Grant or Capital Grants.

Statement of the Movement on the General Fund Balance

The total cost of providing services shown in the service revenue accounts differs from that used for council tax purposes (budget requirement). This statement provides the entries which explain the difference. When calculating council tax for example, capital investment is accounted for as it is financed, rather than when the fixed assets are consumed; and retirement benefits are charged as amounts become payable to pension fund and pensioners, rather than as future benefits are earned.

Strategic Compass

This is a process which assesses how well key service priorities are being met in terms of performance and cost. The aim is to achieve high performing services at a low cost over a period of time. It is also about aligning the budget with key service priorities.

Tax Base

A measure of the ability to raise council tax in the county. It is the sum of estimates made by finance offices in district councils of the number of Band D equivalent properties on which council tax is expected to be paid.

Technical Adjustments

These refer to changes relating to transfer of function, changes in funding or changes in responsibility between departments.

The Way We Work (TW3)

Hertfordshire County Council's comprehensive organisational change programme. This will deliver efficiency savings by reducing the number of county council offices from 51 sites to three main bases and by centralising core functions of the business. The council is relocating 4,500 staff over a three year period, taking the opportunity to introduce a range of new ways of working and new technology. This programme of change is helping to simplify processes, reduce bureaucracy and provide a more effective service to the residents of Hertfordshire.

Value for Money Gains

Each year central government requires local authorities to achieve 4 per cent cash releasing efficiency savings. Cash releasing savings arise when the same level of service activity can be delivered at a lower cost.

Hertfordshire County Council - making Hertfordshire
an even better place to live by providing:

Care for older people
Support for schools, pupils and parents
Support for carers
Fire and rescue
Fostering and adoption
Support for people with disabilities
Libraries
Admission to schools
Road maintenance and safety
Protecting adults and children at risk
Trading standards and consumer protection
Household waste recycling centres

These are only some of our services.
Find out more at www.hertsdirect.org