

INTEGRATED PLAN

PART G – OTHER TECHNICAL INFORMATION (TABLES)

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Table 1: Summary Budget Movement Statement

2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
822.182 Original Budget	816.974	816.974	816.974	816.974
(2.542) Technical Adjustments	(5.506)	(7.646)	(9.161)	(9.161)
4.834 Inflation	8.141	24.809	41.343	58.206
824.474 Base Budget	819.609	834.137	849.156	866.019
Pressures for change:				
(0.250) Previous Policy Decisions	0.050	-	-	-
19.454 Demography	10.642	21.211	31.929	42.737
5.758 Legislative	6.029	10.491	15.834	16.074
3.577 Capital Financing	1.095	2.868	4.708	6.470
4.961 Other	23.980	20.572	21.580	24.332
33.500 Total Pressures for Change	41.796	55.142	74.051	89.613
857.974 Subtotal	861.405	889.279	923.207	955.632
Savings:				
(2.461) Existing efficiencies - ongoing impact	(5.013)	(5.807)	(5.786)	(5.807)
(5.039) Existing Policy Choice - ongoing impact	(0.563)	(1.157)	(1.862)	(1.912)
(22.663) New efficiencies	(21.200)	(31.305)	(42.763)	(54.812)
(10.837) New Policy Choice	(3.306)	(7.237)	(7.728)	(8.953)
- Further savings required	-	(8.087)	(23.966)	(29.747)
(41.000) Total Savings	(30.082)	(53.593)	(82.105)	(101.231)
816.974 REVENUE BUDGET (before funding specific to service area)	831.323	835.686	841.102	854.401

Table 2: Funding Statement

2017/18		2018/19	2019/20	2020/21	2021/22
£m		£m	£m	£m	£m
46.394	Business Rates Income	47.841	50.605	53.530	56.623
69.531	Business Rates Top-Up Grant	71.498	71.380	71.263	71.145
44.535	Revenue Support Grant	22.599	1.890	(5.916)	(13.892)
160.459		141.938	123.876	118.876	113.876
	<u>Non-ringfenced Grants:</u>				
	Compensation for impact of changes to				
3.139	Business Rates (S31 grant)	2.799	4.406	4.406	4.406
3.261	Education Services Grant (ESG)	-	-	-	-
5.648	New Homes Bonus	3.474	3.005	2.535	2.066
0.835	SEN Reform	0.835	-	-	-
2.070	Independent Living Fund	2.005	1.944	1.944	1.944
7.849	Transition Grant	-	-	-	-
4.153	Adult Social Care Support Grant	-	-	-	-
0.842	School Improvement Grant	-	-	-	-
1.085	Other non-ringfenced grants	1.000	1.006	1.006	1.006
28.883		10.114	10.361	9.891	9.422
	<u>Ringfenced Grants:</u>				
33.659	Public Health Grant	32.784	31.932	31.932	31.932
15.154	Public Health - Health visitors	14.760	14.376	14.376	14.376
2.605	Adult Skills and Community Learning	2.744	2.744	2.744	2.744
1.111	Local Authority Bus Subsidy Grant (formally				
	Bus Service Operators Grant)	1.111	1.111	1.111	1.111
1.122	Unaccompanied Asylum Seeking Children				
	Grant (UASC)	1.122	1.122	1.122	1.122
2.467	Troubled Families Grant	1.515	1.515	-	-
1.258	Music Education Grant	1.258	1.258	1.258	1.258
0.815	Youth Justice Good Practice Grant	0.815	0.815	0.815	0.815
58.191		56.109	54.873	53.358	53.358
	<u>Other Income:</u>				
	NHS funding - Better Care Fund including				
18.949	iBCF - old	24.722	32.904	32.904	32.904
13.701	iBCF - new	11.656	5.819	-	-
518.146	Council Tax	534.253	551.182	568.630	586.613
25.493	Council Tax relating to Social Care Precept				
	(3% 18/19; 0%19/20)	42.222	42.644	43.071	43.501
9.077	Collection Fund Balance - Council Tax	6.304	4.000	4.000	4.000
(2.225)	Collection Fund Balance - Business Rates	(1.500)	(1.500)	(1.500)	(1.500)
583.142		617.657	635.049	647.105	665.518
830.675	TOTAL	825.818	824.158	829.230	842.174

TABLE 3: SERVICE REVENUE BUDGET STATEMENT (2018/19 - 2021/22)

2017/18 Net Budget £'000		Children's Services £'000	Community Protection £'000	Environment £'000	Adult Care Services £000	Public Health £000	Resources £'000	Central Items £'000	Net Budget 2018/19 £'000	Forecast Net Budget 2019/20 £'000	Forecast Net Budget 2020/21 £'000	Forecast Net Budget 2021/22 £'000
822,182	Original Budget	171,895	35,195	107,636	344,396	48,867	72,565	36,420	816,974	816,974	816,974	816,974
-	Restructuring / Internal Transfers	1,163	(11)	-	(1,152)	-	(500)	500	-	-	-	-
(2,542)	Technical Adjustments	(388)	-	-	1,120	(1,255)	-	(4,983)	(5,506)	(7,646)	(9,161)	(9,161)
819,640	Adjusted Budget	172,670	35,184	107,636	344,364	47,612	72,065	31,937	811,468	809,328	807,813	807,813
4,834	Inflation	1,523	40	1,417	(1,127)	-	419	5,869	8,141	24,809	41,343	58,206
824,474	Base Budget	174,193	35,224	109,053	343,237	47,612	72,484	37,806	819,609	834,137	849,156	866,019
(250)	Pressures for Change:								50	-	-	-
	<i>Previous Policy Decisions (2016/17 & Prior Years)</i>	-	-	50	-	-	-	-	50	-	-	-
19,454	<i>Demography</i>	1,233	-	64	9,345	-	-	-	10,642	21,211	31,929	42,737
5,758	<i>Legislative Changes</i>	-	-	310	5,730	-	(11)	-	6,029	10,491	15,834	16,074
3,577	<i>Capital Financing</i>							1,095	1,095	1,859	3,563	3,563
4,961	<i>Other Pressures</i>	3,525	-	2,168	13,511	-	1,203	3,573	23,980	21,581	22,725	27,239
33,500	Total Pressures For Change	4,758	-	2,592	28,586	-	1,192	4,668	41,796	55,142	74,051	89,613
857,974	Standstill Budget	178,951	35,224	111,645	371,823	47,612	73,676	42,474	861,405	889,279	923,207	955,632
(41,000)	Savings	(4,027)	(241)	(2,803)	(16,048)	-	(2,734)	(4,229)	(30,082)	(45,506)	(58,139)	(71,484)
	Further savings required								0	(8,087)	(23,966)	(29,747)
816,974	REVENUE BUDGET (before funding specifically allocated to service area)	174,924	34,983	108,842	355,775	47,612	70,942	38,245	831,323	835,686	841,102	854,401
(28,327)	Funding specifically allocated to service area	(4,710)	-	(1,111)	(34,395)	-	-	-	(40,216)	(33,268)	(25,934)	(25,934)
788,647	REVENUE BUDGET	170,214	34,983	107,731	321,380	47,612	70,942	38,245	791,107	802,418	815,168	828,467
-	Use of reserves								-			
788,647	NET REVENUE BUDGET	170,214	34,983	107,731	321,380	47,612	70,942	38,245	791,107			
	Add Income from:											
116,233	Sales, Fees & Charges	14,462	1,842	9,964	53,778	37	37,968	-	118,051			
18,307	Partner Contributions	390	586	2,059	15,185	-	2,925	-	21,145			
20,931	Other Ringfenced Grants	8,502	-	110	2,122	-	1,895	-	12,629			
155,471	TOTAL INCOME (excluding dedicated schools grant)	23,354	2,428	12,133	71,085	37	42,788	-	151,825			
28,327	Specific Grants (ringfenced)								-			
972,445	GROSS BUDGET (excluding schools)	193,568	37,411	119,864	392,465	47,649	113,730	38,245	942,932			
906,041	Dedicated Schools Grant	939,523							939,523			
1,878,486	GROSS BUDGET (including schools)	1,133,091	37,411	119,864	392,465	47,649	113,730	38,245	1,882,455			

TABLE 4: SUMMARY SUBJECTIVE ANALYSIS 2018/19

2017/18 TOTAL £'000	Subjective groups:	Children's Services £'000	Community Protection £'000	Environment £'000	Adult Care Services £000	Public Health £000	Resources £'000	Central Items £'000	2018/19 TOTAL £'000
244,666	Employees	90,566	32,653	13,463	58,182	3,074	45,426	-	243,364
	Running Expenses:								
27,248	Premises related expenditure	1,547	56	413	335	-	22,211	-	24,562
24,361	Transport related expenditure	7,027	1,377	250	1,550	32	930	-	11,166
87,099	Supplies & services	38,437	2,817	(519)	9,650	572	28,251	15,104	94,312
546,442	Third party payments	115,284	505	106,257	282,610	37,124	15,253	2,131	559,164
(14,928)	Transfer payments	(59,350)	-	-	40,132	6,847	-	-	(12,371)
2,233	Support services	57	3	-	-	-	1,529	-	1,589
672,455	Total Running Expenses	103,002	4,758	106,401	334,277	44,575	68,174	17,235	678,422
917,121	TOTAL SERVICE EXPENDITURE	193,568	37,411	119,864	392,459	47,649	113,600	17,235	921,786
25,886	Capital Financing Costs				6		130	21,010	21,146
	- Capital Investment (Revenue Contribution to Capital)							-	-
(154,360)	Income	(23,354)	(2,428)	(12,133)	(71,085)	(37)	(42,788)	-	(151,825)
788,647	REVENUE BUDGET (excluding funding specifically allocated to service area)	170,214	34,983	107,731	321,380	47,612	70,942	38,245	791,107
28,327	Add back funding allocated to service area, but held centrally	4,710	-	1,111	34,395	-	-	-	40,216
816,974	REVENUE BUDGET	174,924	34,983	108,842	355,775	47,612	70,942	38,245	831,323

TABLE 5: BUDGET RESTRUCTURING & TECHNICAL ADJUSTMENTS (2018/19 TO 2021/22)

Ref:	Description	Portfolio	Children's Services £'000	Community Protection £'000	Environment £'000	Adult Care Services £'000	Public Health £'000	Resources £'000	Central Items £'000	2018/19 TOTAL £'000	2019/20 TOTAL £'000	2021/22 TOTAL £'001	2021/22 TOTAL £'000
BUDGET RESTRUCTURING & TECHNICAL ADJUSTMENTS:													
	Restructuring / Internal Transfers												
	School Notification System - To CS		11	(11)						-	-	-	-
	CS HRS BUD TO CH SVS 18-19 ROSE CRT		30			(30)				-	-	-	-
	0-25 service restructure		1,122			(1,122)				-	-	-	-
	HCL dividends							(500)	500	-	-	-	-
	Total Restructuring / Internal Transfers		1,163	(11)	-	(1,152)	-	(500)	500	-	-	-	-
	Technical Adjustments												
TA1	Troubled Families (TF) Grant	CS	(952)							(952)	(952)	(2,467)	(2,467)
TA2	SEN Reform	EL&L	(271)							(271)	(271)	(271)	(271)
TA3	Independent Living Fund	AC&H				(65)				(65)	(126)	(126)	(126)
TA4	Better Care Fund	AC&H				1,046				1,046	1,046	1,046	1,046
TA5	HAFLS	EL&L				139				139	139	139	139
TA6	Public Health - Savings Requirement	EL&L					(1,255)			(1,255)	(2,499)	(2,499)	(2,499)
TA7	Revenue Contribution to Capital Programme - transferred to reserve	RP&E						(3,577)		(3,577)	(3,577)	(3,577)	(3,577)
TA8	SEN Reform - transferred to reserve	RP&E						(564)		(564)	(564)	(564)	(564)
TA9	School improvement monitoring and brokering grant - transferred to reserve	RP&E						(842)		(842)	(842)	(842)	(842)
TA10	SEND Implementation Grant	EL&L	835							835	-	-	-
	Total Technical Adjustments		(388)	-	-	1,120	(1,255)	-	(4,983)	(5,506)	(7,646)	(9,161)	(9,161)
	TOTAL BUDGET RESTRUCTURING & TECHNICAL ADJUSTMENTS		775	(11)	-	(32)	(1,255)	(500)	(4,483)	(5,506)	(7,646)	(9,161)	(9,161)

Portfolio Key:

Adult Care & Health	AC&H
Children's Services	CS
Community Safety & Waste Management	CS&WM
Environment, Planning & Transport	EP&T
Enterprise, Education & Skills	EL&L
Highways	HWY
Public Health, Libraries & Localism	PHP&P
Resources & Performance	RP&E
Cross cutting	XC

TABLE 6: 2018/19 PAY & PRICE INFLATION

	Children's Services £'000	Community Protection £'000	Environment £'0000	Adult Care Services £'000	Public Health £'000	Resources £'000	Central Items £'000	Total £'000
Pay Inflation:								
2018/19 Pay Inflation	-	-	-	-	-	-	5,869	5,869
Pay Inflation	-	-	-	-	-	-	5,869	5,869
Price Inflation:								
Countywide exceptional:								
<i>Council Tax (4.99%)</i>	-	-	-	-	-	4	-	4
<i>Insurance - Premiums Paid (0.48%)</i>	-	-	-	-	-	7	-	7
<i>Teachers/Fire Pensions (3.0%)</i>	120	21	-	-	-	-	-	141
<i>Repairs & maintenance (2.0%)</i>	4	4	-	1	-	65	-	74
<i>Gas (13.35%)</i>	8	-	-	-	-	126	-	134
<i>Electricity (10.98%)</i>	5	-	-	-	-	300	-	305
<i>Street Lighting Energy (0.12%)</i>	-	-	5	-	-	-	-	5
<i>Rates (3.0%)</i>	4	-	-	-	-	153	-	157
<i>Water (4.14%)</i>	-	-	-	-	-	6	-	6
<i>Wastewater (5.1%)</i>	-	-	-	-	-	5	-	5
<i>Diesel (9.81%)</i>	-	25	-	25	-	3	-	53
<i>PFI Service Element (5.01%)</i>	145	-	-	-	-	64	-	209
<i>SMS contract (1.01%)</i>	-	-	-	-	-	138	-	138
<i>Vensons contract (4.0%)</i>	-	27	-	19	-	1	-	47
<i>subtotal Countywide Exceptional</i>	286	77	5	45	-	872	-	1,285
Service specific exceptional (expenditure):								
Independent Placements (various from -1.33% to +7.48%)	751	-	-	-	-	-	-	751
In-house Fostering, Adoption allowances, Special Guardianship Orders, Child Arrangement Orders and Leaving Care (Various from 1.00% to 1.45%)	238	-	-	-	-	-	-	238
0-25 Together - Direct Payments (1.0%)	25	-	-	-	-	-	-	25
0-25 Together - homecare (3.52%)	48	-	-	-	-	-	-	48
Transport - bus and taxi contracts (1.6%)	276	-	102	-	-	-	-	378
Waste Management (0.86%)	-	-	346	-	-	-	-	346
Highways - Ringway contract (3.6%)	-	-	741	-	-	-	-	741
Highways - Opus contract (4.1%)	-	-	375	-	-	-	-	375
Coroner Service	-	-	-	-	-	4	-	4
<i>subtotal Service Specific exceptional (Expenditure)</i>	1,338	-	1,564	-	-	4	-	2,906

	Children's Services £'000	Community Protection £'000	Environment £'0000	Adult Care Services £'000	Public Health £'000	Resources £'000	Central Items £'000	Total £'000
Income:								
Standard (2.2%)	(101)	(37)	(267)	(1,172)	-	(507)	-	(2,084)
Service Specific exceptional (Income):								
Waste (0.0%)	-	-	57	-	-	-	-	57
Transport Access & Road Safety (0.0%)	-	-	58	-	-	-	-	58
Registration & Citizenship Service: Fees - Citizenship Ceremony (0.0%)	-	-	-	-	-	5	-	5
Registration & Citizenship Service: Fees - General (0.0%)	-	-	-	-	-	14	-	14
Property - Abel Smith (0.0%)	-	-	-	-	-	11	-	11
Libraries	-	-	-	-	-	20	-	20
	-	-	-	-	-	-	-	-
<i>subtotal Service Specific exceptional (Income)</i>	-	-	115	-	-	50	-	165
Total Price Inflation	1,523	40	1,417	(1,127)	-	419	-	2,272
TOTAL PAY & PRICE INFLATION	1,523	40	1,417	(1,127)	-	419	5,869	8,141

Table 7: Service Specific Exceptional Inflation (Expenditure) 2018/19

	Service Area	Description	Alternative Inflation Increase %	Increase set by other bodies / contract Yes / No ?	Brief explanation for variation	SAP Budget £	Inflation if alternative increase applied £
Adult Care Services							
	Included within NLW pressure					-	-
Children's Services							
1	Independent Placements	Placement costs for CLA placed in Independent Provision	various from - 1.33% to +7.48%	No	Inflation has been calculated based on the change in average cost of each placement type between 16/17 and 17/18 to date. As placements are purchased on an individual basis it is not possible to use an inflationary rate from a contract	22,021,591	750,842
2	In-house Fostering, Adoption allowances, Special Guardianship Orders, Child Arrangement Orders and Leaving Care	Expenditure includes: • Fostering fees (1% - linked to pay inflation) • Carer's allowances and day care. Allowances for Child Arrangement order, Special Guardianship Order and Adoption Order.(1.32% - SSI required) • Section 23 In-house Fostering 18+ (1.45% - SSI required) • Leaving Care (0% - SSI not required)	Various from 1.00% to 1.45%	In part	• Fostering fees – inflation is based HCC pay rate of 1%. • Carer's allowances and day care. Allowances for Child Arrangement order, Special Guardianship Order and Adoption Order – 1.32% inflation is based on the increase to the DfES National Minimum Fostering Allowance (South East) rates • Section 23 In-house Fostering 18+ - 1.45% inflation is based on the in house foster carers allowance increase, as per above, less pocket money and clothing allowance	19,079,167	238,564
3	0-25 Together - Direct Payments	Direct Payments for disabled children	1.00	No	Based on ACS calculation, DP payments allow carer to employ carer, this increase will allow 1% pay increase to carers	2,550,000	25,500
4	0-25 Together - homecare	Homecare for disabled children	3.52	No	Based on ACS calculation, Homecare providers give both personal care and provide enabling services to Disabled Children. The basis of the 3.52% is the increase in providers Spot purchasing costs	1,351,800	47,583
5	Transport	Mainstream Bus contracts, Mainstream Taxi, Special Needs Bus, Special Needs Taxi, CLA Direct Spend, CLA Disability Client Expenditure, DCS Transport, Mainstream Bus Passes,	1.60	Yes	The price increase is a clause within the bus contract on page 22, the increase is set at CPI minus 1. There are individual contracts with each taxi provider. The rate of inflation used in these is set at the same rate as the overall bus contract.	17,229,024	275,663
						62,231,581	1,338,152
Community Protection							
	None					-	-
Environment							
6	Transport Access & Road Safety - Bus Contracts	Bus Contracts	1.60%	Yes	Clause in the bus contract (page 22) that allows for a price increase of CPI minus 1	6,367,299	101,877
7	Waste Management	Various waste disposal categories	0.86%	Yes	indexation in Waste Management Contracts	40,358,840	346,279
8	Highways - Ringway Contract	Ringway - Structural Maintenance	3.60%	Yes	Indexation for 2018/19 under the contract is based on estimated Highways Term Maintenance Association indices	1,039,764	37,432
		Ringway - Routine Maintenance	3.60%			13,720,333	493,932
		Ringway - Lighting	3.60%			2,754,521	99,163
		Ringway - Winter Maintenance	3.60%			3,078,382	110,822
9	Highways - Opus Arup Contract	Opus - Structural Maintenance	4.10%	Yes	Indexation for 2018/19 under the contract is based on RPIX estimated between January 2017 and January 2018.	1,581,000	64,821
		Opus - Routine Maintenance	4.10%			96,000	3,936
		Opus - Transport Planning Policy & Strategy	4.10%			7,074,000	290,034
		Opus - Highway Locality Budget	4.10%			391,000	16,031
						76,461,139	1,564,326
Resources							
10	Coroner Service	Mortuary Services	2.00	Yes	HCC has a contract with 3 NHS Trusts to provide mortuary services for Coroner's Post Mortems (West Herts, East & North Herts and Princess Alexandra). The contract allows for the Trusts annual fee rises in line with NHS inflation. NHS inflation has consistently been higher than general inflation. Economic assumptions 2016/17 to 2020/21 paper on NHS website projects that NHS inflation for 2018/19 will be 2.0%.	207,004	4,140
						207,004	4,140
						138,899,724	2,906,618

Table 7: Service Specific Exceptional Inflation (Income) 2018/19

	Service Area	Description	Alternative Inflation Increase %	Increase set by other bodies / contract Yes / No ?	Brief explanation for variation	SAP Budget £	Inflation @ 2.2% £	Inflation if alternative increase applied £	Impact (above) / below standard inflation £
Adult Care Services									
		Included within NLW pressure					0	0	0
						-	0	0	0
Children's Services									
		None					0	0	0
						-	0	0	0
Community Protection									
		None					0	0	0
						-	0	0	0
Environment									
1	Waste	DC Clect CInc Wst	0.00	No	expectation for increased income is undeliverable and unrealistic	(33,000)	(730)	0	730
		Priv Sector Waste	0.00	No		(10,000)	(220)	0	220
		DC Collect Waste Inc	0.00	No		(2,036,000)	(44,790)	0	44,790
		Recovery of Dir Cost	0.00	Yes		(26,507)	(580)	(265)	315
		Contract Income	0.00	Yes		(500,000)	(11,000)	0	11,000
2	Transport Access & Road Safety	RSET-TRAINING-CYCLING	0.00	Yes	Fixed amount per course booked.	(111,397)	(2,450)	0	2,450
		SCHOOL CROSSING PATROLS	0.00	Yes	Fixed contributions from Academies towards school crossing patrols	(10,100)	(220)	0	220
		PT-ETS-PTU-BUS SERVICES-HCC BUS CONTRACT	0.00	Yes	S106 - income figures already agreed.	(544,634)	(11,980)	0	11,980
		PT-ETS-PTU-CF-SAVERCARD	0.00	Yes	Fixed amount per card issued.	(148,261)	(3,260)	0	3,260
		Passenger Transport Services Supp Costs	0.00	Yes	Fixed amount per CRB check.	(64,297)	(1,410)	0	1,410
		Rset-Training-Speed Awareness	0.00	Yes	Nationwide fixed amount per course booked (National Driver Training Reoffending Scheme)	(1,731,896)	(38,100)	0	38,100
		Road Safety	0.00	Yes	Fixed contribution already agreed with OPCC.	(43,367)	(950)	0	950
					(5,259,459)	(115,690)	(265)	115,425	
Resources									
3	Registration & Citizenship Service	Fees - Citizenship Ceremony	0.00	Yes	Fees within this GL account are statutory and are set by the Home Office. There is no indication of proposed increase in fees for 2018/19, thus income will not rise.	(210,000)	(4,620)	0	4,620
4	Registration & Citizenship Service	Fees - General	0.00	Yes	Fees within this GL account are statutory and are set by the General Register Office. There is no indication of proposed increase in fees for 2018/19, thus income will not rise.	(650,000)	(14,300)	0	14,300
5	Other Properties	Abel Smith	0.00	Yes	Abel Smith is currently fully let to businesses that have agreed rent payments to HCC at set prices until the rent reviews which will not be happening until 19/20 this also means that adding income inflation would create a pressure to the budget that can not be met.	(508,370)	(11,180)	0	11,180
6	Libraries	Various fees and charges	0.00	No	A review of fees and charges was carried out in 2015/16 and 2017/18. There is no scope to increase charges again in April 2018.	(915,481)	(20,170)	0	20,170
						(2,283,851)	(50,270)	0	50,270
TOTAL						(7,543,310)	(165,960)	(265)	165,695

TABLE 8: PRESSURES FOR CHANGE 2018/19 - 2021/22

	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s
Previous Policy Decision	50	-	-	-
Demography	10,642	21,211	31,929	42,737
Legislative	6,029	10,491	15,834	16,074
Other Pressures	25,075	23,440	26,288	30,802
TOTAL	41,796	55,142	74,051	89,613

Ref	Description	Portfolio	Type of pressure	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
CHILDREN'S SERVICES								
D1	Children Looked After (CLA)	CS	Demography	803	1,746	2,780	3,936	44,100
D2	Unaccompanied Asylum Seeking Children (UASC)	CS	Demography	259	259	259	259	1,926
D8	Adoption & Special Guardianship Orders	CS	Demography	171	171	171	171	7,693
OP1	SN HTS Transport	EL&L	Other Pressures	450	450	450	450	12,456
OP2	Hadham Road Development appeal costs	EL&L	Other Pressures	(200)	(200)	(200)	(200)	200
OP3	SEN Home to School Transport	EL&L	Other Pressures	1,530	1,890	2,250	2,610	12,456
OP4	Nascott Lawn consequential costs	CS	Other Pressures	383	383	383	383	8,085
OP6	Section 17 No Recourse to Public Funds/Intentionally Homeless	CS	Other Pressures	340	340	340	340	874
OP7	SEND reform programme implementation	EL&L	Other Pressures	-	838	1,017	1,017	1,561
OP8	ICT transformation programme	CS	Other Pressures	103	103	103	103	n/a
OP31	Independent Placements	CS	Other Pressures	919	919	919	919	21,498
TOTAL CHILDREN'S SERVICES				4,758	6,899	8,472	9,988	
COMMUNITY PROTECTION								
	None							
TOTAL COMMUNITY PROTECTION				-	-	-	-	
ENVIRONMENT								
PPD1	County Travel Survey	EP&T	Previous Policy Decision	50	-	-	-	
D3	Road length increases - routine maintenance	HWY	Demography	64	94	124	155	16,864
L1	Sustainable drainage systems	EP&T	Legislative	-	-	60	60	180
L2	Impact of Landfill Tax - Waste Management (rate change)	CS&WM	Legislative	160	310	480	560	43,743
L3	Environment Protect Act - Recycling credits	CS&WM	Legislative	150	300	450	610	43,743
OP10	Residual Waste Disposal Contract	CS&WM	Other Pressures	1,650	1,750	2,420	2,900	38,905
OP11	Essential Upgrade of Highways Asset Management System	HWY	Other Pressures	(50)	(50)	(50)	(50)	
OP12	Advice on Tree Health	EP&T	Other Pressures	-	(10)	(10)	(10)	378
OP13	Legal Support for Procurement	HWY	Other Pressures	(100)	(100)	(100)	(50)	2,596
OP14	Revenue impact of the A120 Bypass Capital programme	HWY	Other Pressures	-	-	35	35	
OP15	Driver Training	EP&T	Other Pressures	250	250	250	250	1,000
OP16	Waste - reduction in income	CS&WM	Other Pressures	93	93	93	93	43,743
OP29	Review of Spatial Planning - Responding to Growth	EP&T	Other Pressures	325	650	650	650	1,677
TOTAL ENVIRONMENT				2,592	3,287	4,402	5,203	

Ref	Description	Portfolio	Type of pressure	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
ADULT CARE SERVICES								
D4	Older People	AC&H	Demography	2,894	6,261	9,539	12,963	78,499
D5	Learning Disability	AC&H	Demography	5,994	11,787	17,754	23,570	144,952
D6	Physical Disability	AC&H	Demography	294	561	824	1,068	25,954
D7	Mental Health	AC&H	Demography	163	332	478	615	16,287
L4	National Living Wage for Commissioned Homecare and Residential	AC&H	Legislative	5,730	9,892	14,855	14,855	126,956
OP17	Loss of CCG contributions	AC&H	Other Pressures	9,505	9,505	9,505	9,505	
OP18	Additional spend from IBCF-New	AC&H	Other Pressures	4,006	2,310	-	-	
TOTAL ADULT CARE SERVICES				28,586	40,648	52,955	62,576	
PUBLIC HEALTH								
None								
TOTAL PUBLIC HEALTH				-	-	-	-	
RESOURCES								
L5	County Councillors - ending of superannuation scheme	RP&E	Legislative	(11)	(11)	(11)	(11)	
OP19	Robertson & Farnham House - sub-lease expiry	RP&E	Other Pressures	589	1,168	1,168	1,168	15,179
OP20	Customer Engagement & Libraries 2017/18 Vacancy Factor	EL&L	Other Pressures	257	257	257	257	15,728
OP21	Herts Fullstop - Invest to transform and increased revenue	RP&E	Other Pressures	112	-	-	-	(1,611)
OP22	County Council Elections	RP&E	Other Pressures	85	85	85	85	308
OP23	Service Property - Libraries	RP&E	Other Pressures	42	42	42	42	451
OP30	Loss of income from PCC	RP&E	Other Pressures	24	31	31	31	87
OP33	Sessional fees for Assistant Coroners	RP&E	Other Pressures	20	20	20	20	822
OP34	Provision of body removals service	RP&E	Other Pressures	74	74	74	74	822
TOTAL RESOURCES				1,192	1,666	1,666	1,666	
CENTRAL ITEMS								
OP24	Interest cost - HCC borrowing	RP&E	Other Pressures	342	1,993	4,065	5,927	
OP25	Interest on Balances held Internally	RP&E	Other Pressures	(43)	(7)	33	33	
OP26	Capital Financing - Minimum Revenue Provision Policy choice	RP&E	Other Pressures	450	625	625	625	
OP27	Additional Borrowing to fund the Capital Programme	RP&E	Other Pressures	645	2,243	4,083	5,845	
OP28	Review of contingency	RP&E	Other Pressures	(292)	(2,253)	(2,253)	(2,253)	
OP32	Environment Agency Thames/Anglian Region Levy	RP&E	Other Pressures	19	19	19	19	
OP36	Interest on Investment Balances	RP&E	Other Pressures	56	22	(16)	(16)	
OP37	Infrastructure & Investment	RP&E	Other Pressures	3,491	-	-	-	
TOTAL CENTRAL ITEMS				4,668	2,642	6,556	10,180	
TOTAL PRESSURES				41,796	55,142	74,051	89,613	

TABLE 9: SAVINGS 2018/19 - 2021/22

	2017/18 TOTAL £000s	2018/19 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s
Existing Efficiencies (ongoing impact) - EE	(5,013)	(5,807)	(5,786)	(5,807)
Existing Policy Choice (ongoing impact) - EPC	(563)	(1,157)	(1,862)	(1,912)
New Efficiencies - NE	(21,200)	(31,305)	(42,763)	(54,812)
New Policy Choice - NPC	(3,306)	(7,237)	(7,728)	(8,953)
TOTAL	(30,082)	(45,506)	(58,139)	(71,484)

Ref	Project title	Portfolio	Project Status	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
CHILDREN'S SERVICES								
EE2	Schools PFI contract	EL&L	EE	200	200	200	200	7,736
EE3 (X1)	Printing Contract Savings	XC	EE	(16)	(16)	(16)	(16)	237
EE4	Further ESG related savings	EL&L	EE	(2,043)	(2,043)	(2,043)	(2,043)	2,043
NE1	Families First ITT Bid	CS	NE	(37)	(87)	(236)	(236)	700
NPC1	Family Centre Recommissioning	CS	NPC	(62)	(2,169)	(2,169)	(2,169)	10,844
NE2 (X1)	Serco SMS contract savings	CS	NE	-	(99)	(126)	(126)	1,599
NPC2	Youth Connexions Proposed service restructure - decision deferred to November. 3 different potential scenarios: 10% £829k saving 20% £1.658m saving 30% £2.487m saving	CS	NPC	(829)	(1,658)	(1,658)	(1,658)	8,290
NPC3 (X1)	Efficiencies - savings on salaries	CS & EL&L	NPC	(150)	(150)	(150)	(150)	48,242
NE69	Valuing Care ITT bid	CS	NE	-	-	-	(194)	43,055
NE85	Independent Placements - additional use of DSG	CS	NE	(1,090)	(1,090)	(1,090)	(1,090)	21,498
TOTAL CHILDREN'S SERVICES				(4,027)	(7,112)	(7,288)	(7,482)	171,895
COMMUNITY PROTECTION								
EE5	Officer Response Vehicles - change from Lease to Capital Provision	CS&WM	EE	(40)	(80)	(80)	(80)	200
EE6	Staffing	CS&WM	EE	210	210	210	210	21,659
NE3	Fire Prevention – continue transition of Grey to Green Book roles	CS&WM	NE	(16)	(16)	(16)	(16)	755
NE4	Removal of Risk Reduction role	CS&WM	NE	(30)	(30)	(30)	(30)	755
NE5	Trading Standards	CS&WM	NE	(50)	(50)	(50)	(50)	(189)
NE6	Restructure and gradual shift of some roles from Grey to Green Book using model trialled in JPS	CS&WM	NE	(50)	(50)	(50)	(50)	26,848
NE7	Occupational Health – income from commercial services	CS&WM	NE	(20)	(20)	(20)	(20)	-
NE8	Cease Sophtlogic licencing	CS&WM	NE	(50)	(50)	(50)	(50)	1,110
NE9	Vision licencing	CS&WM	NE	(80)	(80)	-	-	1,110
NE95	Financial Investigating Officer - utilise Proceeds of Crime	CS&WM	NE	(20)	(20)	(20)	(20)	2,047
NE96	Primary Authority - further increase in income from Primary Authority work	CS&WM	NE	(15)	(15)	(15)	(15)	(193)
NE97	Prevention Team - reduction in funding for community safety prevention initiatives	CS&WM	NE	(5)	(5)	(5)	(5)	130
NE98	Property Maintenance Post - review of the long-term requirement	CS&WM	NE	(25)	-	-	-	101
NE99	Property Maintenance Budget review	CS&WM	NE	(30)	-	-	-	156
NE100	Reduction in Response Central Budget	CS&WM	NE	(5)	(5)	(5)	(5)	21,659
NE101	Reduction in Printing Costs	CS&WM	NE	(15)	(15)	(15)	(15)	40
TOTAL COMMUNITY PROTECTION				(241)	(226)	(146)	(146)	35,195

Ref	Project title	Portfolio	Project Status	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
	ENVIRONMENT							
EE3 (X1)	Printing Contract Savings	XC	EE	(7)	(7)	(7)	(7)	n/a
EE7	Review of Discretionary Waste Disposal Payments	CS&WM	EE	(333)	(666)	(666)	(666)	38,905
NE10	Residual Waste Treatment Programme	CS&WM	NE	(250)	(250)	(250)	(250)	530
NE11	Review & Integrate Countryside Management Service / Rights of Way	EP&T	NE	(100)	(150)	(150)	(150)	1,326
EE8	Household Waste Recycling Centre Re-Use Targets	CS&WM	EE	(50)	(100)	(100)	(100)	3,435
EPC1	Revenue impact of the LED Street Lighting – Phase 4 Capital programme	HWY	EPC	(468)	(1,012)	(1,717)	(1,717)	15,656
NE12	Revenue impact of the Street Lighting Refurbishment Programme – 2017/18-2019/20 Capital programme	HWY	NE	(26)	(133)	(161)	(188)	15,656
NE22	Revenue impact of the Replacement of Existing Belisha Beacons with LED Units Capital programme	HWY	NE	(31)	(31)	(31)	(31)	(370)
NE13	Hertfordshire Waste Partnership	CS&WM	NE	(20)	(40)	(40)	(40)	57
NE14	Reduced Street Lighting Scouting frequency	HWY	NE	(18)	(53)	(71)	(71)	6,594
NE70	Revenue savings from the Traffic Signals Replacement 18/19 Capital Bid	HWY	NE	-	(31)	(31)	(31)	6,594
NE23	Planning advisory work - increase charging	EP&T	NE	(30)	(45)	(65)	(65)	278
NPC9	Review of funding to Groundwork Hertfordshire and Herts & Middlesex Wildlife Trust	EP&T	NPC	(15)	(35)	(51)	(51)	(41)
NE15	Hadham Towers Restoration Fund - one off contribution from Reserves	CS&WM	NE	(125)	-	-	-	(125)
NE16	Strategic Planning Authority Inquiries Fund - one-off contribution from Reserves	EP&T	NE	(200)	-	-	-	(387)
NE17	Waste Week 53 Reserve - one off contribution from Reserves	CS&WM	NE	(760)	-	-	-	(1,065)
NE18	National Nature Reserve - one off contribution	EP&T	NE	(20)	-	-	-	(187)
NE19	Environmental Records Centre - one-off contribution	EP&T	NE	(20)	-	-	-	(20)
NE20	Savercard- revised payment system	EP&T	NE	-	(200)	(200)	(200)	1,600
NE21	Concessionary Bus Fares (Elderly & Disabled)	EP&T	NE	(100)	(200)	(200)	(200)	12,500
NE24	Savercard - increase income	EP&T	NE	(30)	(60)	(60)	(60)	
NE81	Waste Collection Authority (WCA) Transport	CS&WM	NE	(150)	(150)	(150)	(150)	43,743
NE82	Composting contract	CS&WM	NE	(50)	(50)	(50)	(50)	43,743
	TOTAL ENVIRONMENT			(2,803)	(3,213)	(4,000)	(4,027)	107,636

Ref	Project title	Portfolio	Project Status	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
	ADULT CARE SERVICES							
EE9	Older People Homecare - use of community alternatives	AC&H	EE	(1,275)	(1,325)	(1,325)	(1,325)	28,953
EE10	Positive outcomes for people through new specialist care at home schemes	AC&H	EE	(300)	(600)	(600)	(600)	28,953
EE11	Preventative Telecare	AC&H	EE	(400)	(400)	(400)	(400)	109,278
EE12	Older People and Physical Disability Care Purchasing	AC&H	EE	(100)	(100)	(100)	(100)	1,600
NE25	Best Value Team target	AC&H	NE	(500)	(500)	(500)	(500)	113,713
EPC2	Mental Health	AC&H	EPC	(45)	(45)	(45)	(45)	16,287
EE13 (X2)	Enabling the Worker	XC	EE	(685)	(685)	(685)	(685)	28,718
EE3 (X1)	Printing Contract Savings	XC	EE	(8)	(8)	(8)	(8)	n/a
NE26	OP Strategy 1: Demand management at CSC / deferring need - 1% less?	AC&H	NE	(1,260)	(2,520)	(3,780)	(5,040)	76,084
NE27	OP Strategy 2: Optimising enabling outcomes for people (less homecare)	AC&H	NE	(400)	(800)	(1,200)	(1,600)	34,909
NE28	OP Strategy 3: Flexible outcome-based care plans with Telecare	AC&H	NE	(750)	(1,500)	(2,250)	(3,000)	34,909
NE29	OP Strategy 4: Fewer residential care placements / more Flexicare Housing	AC&H	NE	(1,100)	(2,100)	(3,100)	(4,100)	85,343
NE30	OP Strategy 5: New nursing care commissioning - average fees lower	AC&H	NE	(500)	(1,000)	(1,500)	(2,000)	25,665
NE31	OP Strategy 6: More CHC income	AC&H	NE	(250)	(250)	(250)	(250)	76,084
NE32	OP Other savings: HES Commercial Innovation	AC&H	NE	(250)	(350)	(450)	(450)	2,407
NE33	DS Strategy 1: Education, work, vol and personal budgets - linked to day ops	AC&H	NE	(1,100)	(1,600)	(2,100)	(2,600)	130,000
NE34	DS Strategy 2: Optimal accommodation options for all - housing and Shared Lives	AC&H	NE	(1,100)	(3,600)	(5,100)	(6,600)	16,216
NE35	DS Strategy 3: Review OOC placements and TCP clients	AC&H	NE	(450)	(1,100)	(1,750)	(2,400)	113,713
NE36	DS Strategy 4: Negotiating strategies with key providers / Inflation strategy targetting non VfM providers	AC&H	NE	(1,300)	(2,100)	(2,900)	(3,400)	115,040
NPC18	DS Other savings: In-House Services: Commercial Innovation	AC&H	NPC	-	(250)	(500)	(1,500)	25,400
NE37	Housing related support savings	AC&H	NE	(425)	(425)	(425)	(425)	5,658
NPC19	Community hubs	AC&H	NPC	-	(200)	(400)	(600)	9,541
NE42	Reduce grants to vol orgs	AC&H	NE	(100)	(200)	(300)	(400)	10,786
NPC11	Strategy 6: Charging Income for Community Based Adult Social Care	AC&H	NPC	(2,250)	(2,275)	(2,300)	(2,325)	(19,475)
NE43	Transport rationalisation	AC&H	NE	(500)	(600)	(700)	(800)	4,469
NE44	Reduction of central teams	AC&H	NE	-	(100)	(200)	(300)	3,146
NE2 (X1)	Serco SMS Contract savings	AC&H	NE	-	(124)	(248)	(248)	N/A
NE83	Utilisation of Better Care Fund	AC&H	NE	(1,000)	(1,000)	(1,000)	(1,000)	125,854
	TOTAL ADULT CARE SERVICES			(16,048)	(25,757)	(34,116)	(42,701)	357,467
	PUBLIC HEALTH							
NE45	Statutory Healthchecks	PHL&L	NE	(150)	(150)	(150)	(150)	1,238
NE46	Corporate PH	PHL&L	NE	(360)	(500)	(500)	(500)	2,624
NE47	Stop Smoking Service	PHL&L	NE	(250)	(250)	(250)	(250)	1,973
NE48	Drugs & Alcohol	PHL&L	NE	(220)	(220)	(220)	(220)	7,477
NE49	Physical Activity	PHL&L	NE	(50)	(50)	(50)	(50)	67
NE50	Healthy Weight	PHL&L	NE	(130)	(280)	(280)	(280)	280
NE51	Healthy Workplace	PHL&L	NE	(25)	(25)	(25)	(25)	25
NE52	District Offer	PHL&L	NE	(33)	(333)	(333)	(333)	333
NE53	Public Health Carry Forward	PHL&L	NE	(1,171)	-	-	-	n/a
NE86	Sexual Health	PHL&L	NE	-	(350)	(500)	(500)	9,295
NE87	Drugs & Alcohol	PHL&L	NE	-	(520)	(520)	(520)	7,477
NE88	Non Statutory Prevention Services	PHL&L	NE	-	(100)	(200)	(200)	312
NE54	School Nurses / Health Visitors	PHL&L	NE	(340)	(1,130)	(1,565)	(1,886)	19,537
NE89	Stop Smoking Service - PC	PHL&L	NE	-	(340)	(340)	(340)	1,973
NE55	Grant Reduction	PHL&L	NE	1,255	2,499	2,499	2,499	n/a
	TOTAL PUBLIC HEALTH			(1,474)	(1,749)	(2,434)	(2,755)	48,867
	RESOURCES							
EE14	Improvement & Technology - Management Graduate scheme	RP&E	EE	(31)	(31)	(31)	(31)	11,549
EE15	Finance - Prompt payment discount	RP&E	EE	(80)	(80)	(80)	(80)	12,878
EE16	Engagement and Consultation	RP&E	EE	21	-	21	-	2,782

Ref	Project title	Portfolio	Project Status	2018/19 TOTAL £000s	2019/20 TOTAL £000s	2020/21 TOTAL £000s	2021/22 TOTAL £000s	Approximate current budget £'000
EE17	Hertfordshire Archives & Local Studies	PHL&L	EE	(30)	(30)	(30)	(30)	587
EE18	Corporate Communications	RP&E	EE	(40)	(40)	(40)	(40)	1,034
EE3 (X1)	Printing Contract Savings	XC	EE	(6)	(6)	(6)	(6)	n/a
NE56	Registration & Citizenship Service - Further channel shift to online bookings	RP&E	NE	-	(40)	(40)	(40)	(354)
NE57	Democratic Services	RP&E	NE	-	(20)	(20)	(20)	337
NE58	Property Data collection - Site capacity and Net capacity commissions	RP&E	NE	(100)	(100)	(100)	(100)	259
NE59	25 by 20	RP&E	NE	(487)	(987)	(1,487)	(1,487)	9,701
NE60	Herts Fullstop	RP&E	NE	-	(420)	(657)	(909)	(1,611)
NE62	Legal - increased income	RP&E	NE	(100)	(100)	(100)	(100)	4,414
NE66	Prop Co - Estimated revenue returns from Property JV ph1	RP&E	NE	-	-	(1,000)	(4,500)	-
NPC17	Libraries	RP&E	NPC	-	(500)	(500)	(500)	9,400
EPC3	Museum & Archives	RP&E	EPC	-	-	-	(50)	587
EPC4	Corporate Communications: Horizons	RP&E	EPC	(50)	(100)	(100)	(100)	1,034
NE63	Customer Service – Web Team	RP&E	NE	-	(10)	(30)	(30)	572
NE64	Customer Service - Income and Payments	RP&E	NE	-	(30)	(70)	(70)	572
NE65	Carbon Reduction Credits - Accumulated effect of previous energy saving works	RP&E	NE	(100)	(100)	(100)	(100)	319
NE2 (X1)	Serco SMS contract savings	RP&E	NE	(199)	(310)	(317)	(291)	12,878
NE67	Trading: HCL	RP&E	NE	(500)	(300)	(500)	(700)	(500)
NE72	E-commerce	RP&E	NE	(72)	(72)	(72)	(72)	235
NE73	Property Managed Services (PMA) Contract	RP&E	NE	(100)	(100)	(100)	(100)	1,514
NE74	Property - Elderly Peoples Residential Homes (EPH)	RP&E	NE	(401)	(401)	(401)	(401)	(5,034)
NE75	Reduction in translation services under new contract	RP&E	NE	(25)	(25)	(25)	(25)	199
NE76	Reorganisation within Improvement Team	RP&E	NE	(15)	(15)	(15)	(15)	996
NE77	Technology - contract renewals / software replacement	RP&E	NE	(82)	(82)	(82)	(82)	7,373
NE78	HR stretch target	RP&E	NE	-	-	(73)	(184)	3,665
NE79	Finance stretch target	RP&E	NE	-	-	(73)	(183)	3,520
NE80	Reduction in SIAS days	RP&E	NE	(25)	(25)	(25)	(25)	614
NE90	Property - utilities - non-schools Salix savings	RP&E	NE	(129)	(157)	(221)	(221)	3,878
NE91	Reprocurement of external audit fee via Public Sector Audit Appointments (PSAA)	RP&E	NE	-	(17)	(17)	(17)	235
NE92	Additional Property saving	RP&E	NE	(100)	(100)	(100)	(100)	16,171
NE93	Reserve balance	RP&E	NE	(83)	-	-	-	(988)
	TOTAL RESOURCES			(2,734)	(4,198)	(6,391)	(10,609)	72,565
	CENTRAL ITEMS							
NE61	Better Contract Management	XC	NE	-	(500)	(1,000)	(1,000)	150,000
NE94	Minimum Revenue Provision - Impact of further policy savings	RP&E	NE	(2,755)	(2,751)	(2,764)	(2,764)	
	TOTAL CENTRAL ITEMS			(2,755)	(3,251)	(3,764)	(3,764)	36,420
	SAVINGS IDENTIFIED BY SERVICES			(30,082)	(45,506)	(58,139)	(71,484)	

TABLE 10: STATEMENT OF PROJECTED SPECIFIC RESERVES

Category	Reserve name	Balance at 1 April 2017 £000s	Forecast Balance at 31 March 2018 £000s	Forecast Balance at 31 March 2019 £000s	Revised Description	Service	Lead Director
Schools	Schools Balances	(58,783)	(55,000)	(50,000)	Cash reserves held in schools shown as carry forward balances.	Schools	Jenny Coles
Schools	Strategic Area Partnership	(194)	(195)	(195)	To finance the provision of new learning opportunities to deliver the learner entitlement for 14 to 19 year olds (now included in schools budget shares).	Schools	Jenny Coles
Schools	Community Focused Extended School Activities	(846)	(700)	(600)	Balances carried forward by schools relating to community focused activities.	Schools	Jenny Coles
Schools	Schools Budget Central Expenditure	(21,289)	(21,289)	(21,289)	Previous underspend against the central expenditure budgets within the Schools Budget. This will be used to finance the Council's Schools Budget in future years, in line with the requirements of the Dedicated Schools Grant.	Schools	Jenny Coles
Schools	ESC Balances	(1,731)	(1,700)	(1,700)	Cash reserves held in Education Support Centres shown as carry forward balances.	Schools	Jenny Coles
	Balances held by schools under a scheme of delegation	(82,842)	(78,884)	(73,784)			
Other bodies	Hertfordshire Safeguarding Adults Board	(162)	(140)	(120)	Partner contributions held to fund additional expenditure/meet any future shortfalls.	Adult Care Services	Iain MacBeath
Other bodies	East Coast & Humberside Control Room Consortium	(2,896)	(1,229)	-	Hertfordshire has taken over as the lead authority of the East Coast and Humberside Control Room Consortium from Humberside. The Consortium is comprised of 4 authorities (Hertfordshire, Humberside, Norfolk and Lincolnshire) and was set up to improve the resilience and efficiency of the control rooms of each authority. The consortium is funded by a MHCLG grant and Humberside have transferred the balance of the grant which will be held on a reserve to fund the Consortium going forward.	Community Protection	Darryl Keen
Other bodies	Local Enterprise Partnership (LEP) Capital Reserves - <i>DFT LEP Core Funding</i>	(62)	-	-	This reserve is the balance of a DFT grant awarded in 2013 to support transport schemes.	Local Enterprise Partnership	Owen Mapley
Other bodies	Local Enterprise Partnership (LEP) Revenue Reserves - <i>LEP Growing Places Fund (Revenue)</i>	(6,187)	(6,000)	(5,000)	This reserve is the balance of the Growing Places Fund grant that was received in 2012. It is used as a recycling fund to unlock development in Herts.	Local Enterprise Partnership	Owen Mapley
Other bodies	Local Enterprise Partnership (LEP) Revenue Reserves - <i>LEP Operational Reserve</i>	(609)	(800)	(800)	This reserve is to support the Operational Budget of the LEP.	Local Enterprise Partnership	Owen Mapley
Other bodies	Local Enterprise Partnership (LEP) Revenue Reserves - <i>LEP Growth Hub Reserve</i>	(49)	-	-	This reserve is used to support the Hertfordshire Growth Hub.	Local Enterprise Partnership	Owen Mapley
Other bodies	Local Enterprise Partnership (LEP) Revenue Reserves - <i>LEP Career & Enterprise Company</i>	(80)	(50)	(50)	This reserve is used to support the Hertfordshire Career & Enterprise Company.	Local Enterprise Partnership	Owen Mapley
Other bodies	Economic Growth Fund	(190)	-	-	Hertfordshire County Council has set aside 32% of its share of the Business Rates Pool gain (8% of the total Net Retained Levy) in an Economic Growth Fund, to be allocated to projects and initiatives that support economic development and the growth of the NNDR taxbase in Hertfordshire. This fund will be fully allocated in 17/18.	Resources	Owen Mapley
Other bodies	Shared Anti Fraud Service (SAFS) Surplus	(97)	(55)	(55)	Surplus to be used to fund additional expenditure/meet any shortfall in future years.	Resources	Owen Mapley
Other bodies	Shared Internal Audit Service Surplus	(70)	(22)	(22)	Surplus to be used to fund additional expenditure/meet any shortfall in future years.	Resources	Owen Mapley
	Balances held jointly or on behalf of other organisations	(10,402)	(8,296)	(6,047)			

Category	Reserve name	Balance at 1 April 2017 £000s	Forecast Balance at 31 March 2018 £000s	Forecast Balance at 31 March 2019 £000s	Revised Description	Service	Lead Director
Earmarked	Adult Care Services Carryforwards	(472)	(4,374)	-	Carry forward reserve to be used for Local Welfare Provision and Health Funding.	Adult Care Services	Iain MacBeath
Earmarked	Academy Conversion Reserve	(1,000)	(402)	(202)	To finance the planning and legal costs associated with Academy conversions as the number of schools converting escalates.	Children's Services	Jenny Coles
Earmarked	Education Support Reserve	-	(1,290)	(900)	To support improved educational outcomes in schools.	Children's Services	Jenny Coles
Earmarked	Education & Early Intervention Reserve - <i>CSF-E&EI SUBSTANCE MISUSE</i>	(200)	(200)	(200)	To be used for education, support & intervention in Schools, Learning Centres and alternative education settings. Includes Substance Misuse grant funding that supports a multi-year programme.	Children's Services	Jenny Coles
Earmarked	Education & Early Intervention Reserve - <i>CSF-E&EI RESERVES</i>	(90)	(47)	(47)	To be used for education, support & intervention in Schools, Learning Centres and alternative education settings. Includes Substance Misuse grant funding that supports a multi-year programme.	Children's Services	Jenny Coles
Earmarked	Herts Music Service - Music Donations	(264)	(264)	(264)	This fund comprises of legacy donations to the Music Service held in practice on trust for the purposes for which it was donated, namely to support Music Centres across the County.	Children's Services	Jenny Coles
Earmarked	Innovation Fund (Children's Services)	(2,489)	(1,505)	(958)	This reserve will be used to fund both phase 1 and phase 2 of the Family Safeguarding (Innovation Fund) project.	Children's Services	Jenny Coles
Earmarked	Nobel Lifecycle Fund	(358)	(250)	(250)	Reserve set up to be used over the next 10 years to fund future obligations for lifecycle works as they become required.	Children's Services	Jenny Coles
Earmarked	PFI Equalisation Reserve	(1,754)	(1,763)	(1,820)	The reserve represents the excess of PFI credits over current expenditure levels carried forward to fund future obligations in respect of young persons' homes and family centres.	Children's Services	Jenny Coles
Earmarked	Safeguarding & Specialist Services - <i>CSF-HSCB BALANCE</i>	(60)	(60)	(60)	Partner contributions held to fund additional expenditure/meet any future shortfall.	Children's Services	Jenny Coles
Earmarked	Safeguarding & Specialist Services - <i>CS - S&SS PBS Carry Forwards</i>	(10)	-	-	To be used to finance safeguarding vulnerable children.	Children's Services	Jenny Coles
Earmarked	Safeguarding & Specialist Services - <i>CS - S&SS Grant Carry Forward</i>	(272)	(142)	-	This reserve comprises grant received in advance from the Innovation Fund for the family finding project.	Children's Services	Jenny Coles
Earmarked	Thriving Families	(565)	(501)	(501)	Relates to grant monies for Thriving Families, a multi-year programme which has recently been extended by central government.	Children's Services	Jenny Coles
Earmarked	Watford Music Service	(221)	(219)	(219)	This fund - a requirement of the agreement with Watford Grammar School for Boys is held against future liabilities for this Music Centre.	Children's Services	Jenny Coles
Earmarked	POCA Receipts	(329)	(305)	(235)	Proceeds of Crimes Act held by the Council in respect of ongoing trading standards and Serious and Organised Crime Agency (SOCA) court cases, to be spent on Community Protection activities.	Community Protection	Darryl Keen
Earmarked	Commuted Maintenance	(516)	(518)	(518)	Commuted Maintenance represents sums secured in year through the development of legal agreements to fund maintenance of non-standard assets in the future. A withdrawal is made on the basis of a long term plan of maintenance need. Income is added end of each year from negotiated settlements with contractors for new developments.	Environment	John Wood
Earmarked	MHCLG Planning delivery Grant	(109)	(29)	-	Funds to be drawn down for the installation of a new development management IT system, approx 17/18 cost of £80k, remaining funds to support the implementation of the new system in 18/19, eg additional scanning costs.	Environment	John Wood

Category	Reserve name	Balance at 1 April 2017 £000s	Forecast Balance at 31 March 2018 £000s	Forecast Balance at 31 March 2019 £000s	Revised Description	Service	Lead Director
Earmarked	Flood and Water Mgmt	(159)	-	-	Funds set aside to support the new sustainable urban drainage responsibility.	Environment	John Wood
Earmarked	Hadham Towers Restoration	(126)	-	-	To provide for essential restoration work to return the former Hadham Towers Waste Disposal site to its original use as agricultural land.	Environment	John Wood
Earmarked	Members Highway Locality	(50)	-	-	Carry forward of unspent balance of members locality budget.	Environment	John Wood
Earmarked	Spatial Planning Reserve	(111)	(111)	(111)	To fund development of strategic spatial framework for the County and in particular, support the outcomes from the "Devo" discussions which are specifically examining joint working on planning and infrastructure issues. There is also a need to use this reserve to fund transport strategy work to support the next round of transport infrastructure bids to the LEP's Strategic Growth Fund.	Environment	John Wood
Earmarked	Statutory Planning Authority Inquiries	(387)	(187)	(140)	To meet costs associated with attending public inquiries as the Statutory Planning Authority, which vary significantly between years and the public examination of local plans. The next one of these will be the Minerals Local Plan in 2017/18.	Environment	John Wood
Earmarked	Waste PFI reserve	(8,000)	(8,000)	(8,000)	Set up to deal with a range of risks which could result from the project dealing with the long term treatment of residual waste.	Environment	John Wood
Earmarked	Waste Week 53	(1,064)	(163)	(163)	Required to provide payment to contractor as per an agreed schedule. The annual schedule is payment for exactly 52 weeks over any given year. Every six or seventh year the schedule has to increase to 53 weeks, and an annual contribution is made to the reserve to cover this. Currently anticipate drawing down £142k in 17/18 (as at 08/11/17)	Environment	John Wood
Earmarked	Property Development Programme <i>- Former LAMS reserve</i>	(2,234)	(1,691)	(1,225)	Balance of reserve set aside to support the Local Authority Mortgage Scheme, now designated to support the Property Development Programme, including Herts Living. (Cabinet March 2017)	Resources	Owen Mapley
Earmarked	Public Health - <i>Public Health</i>	(3,146)	(2,965)	(1,697)	Carry forward reserve to support Public Health priorities and development.	Public Health	Jim McManus
Earmarked	Public Health - <i>PH NICE Risk Reserve & Health Protection</i>	(800)	(800)	(800)	Carry forward reserve to support Public Health against risks of the cost of new mandated drugs and health epidemics.	Public Health	Jim McManus
Earmarked	BSF PFI Reserve	(4,116)	(4,520)	(4,980)	The excess of PFI credits over current expenditure levels carried forward to fund future obligations in respect of the Building Schools for the Future project.	Resources	Owen Mapley
Earmarked	Capital Receipts Spend to Release Reserve	(823)	(823)	(823)	To be applied as Revenue Contributions to Capital Outlay to support capital spend enabling achievement of capital receipts.	Resources	Owen Mapley
Earmarked	Corporate Carry Forwards	(1,091)	(784)	(125)	High Needs Strategic Planning Fund and Fire Revenue Grant elements will be fully drawn down by 31.03.18. Balances at 31.03.18/19 refer to HBS technology carry forward only.	Resources	Owen Mapley
Earmarked	Corporate Managed Properties	(290)	(290)	(190)	Monies carried forward to be used as an investment fund for major works in future years.	Resources	Owen Mapley
Earmarked	County Council Elections	(1,015)	-	(393)	To meet the cost of the County Council election held every 4 years.	Resources	Owen Mapley
Earmarked	Capital Financing Reserve	-	-	-	To support the Capital Programme, a contribution of £2.287m is expected to be used in year.	Resources	Owen Mapley
Earmarked	MMI Reserve	(953)	(942)	(842)	A specific reserve set up in recognition of the increased risk relating to the Municipal Mutual Insurance contingent liability.	Resources	Owen Mapley

Category	Reserve name	Balance at 1 April 2017 £000s	Forecast Balance at 31 March 2018 £000s	Forecast Balance at 31 March 2019 £000s	Revised Description	Service	Lead Director
Earmarked	Investment Reserve	-	(6,330)	(12,660)	Reserve to be created from one-off savings from Change to Minimum Revenue Provision policy in 2017/18 to be used for Capital Financing, or other investment.	Resources	Owen Mapley
Earmarked	Salix	(77)	(77)	(77)	A recycling reserve for energy efficiency projects, spend in year expected to equal ongoing repayments.	Resources	Owen Mapley
Earmarked	Self Insurance	(1,832)	(1,832)	(1,832)	A reserve to cover for uninsured liabilities in respect of employer's liability, third party insurance and potential costs incurred as a result of storm damage.	Resources	Owen Mapley
Earmarked	SEND Reform grant	(489)	-	-	A reserve created from grant funding received to support the transition from statements of SEN to combined Education, Health & Care (EHC) Plans.	Resources	Owen Mapley
	Balances earmarked for specific purposes	(35,470)	(41,384)	(40,232)			
ITT	Invest to Transform	(21,070)	(17,462)	(13,958)	Reserve set aside to support innovative projects across the Council that will underpin service transformation and deliver future efficiencies.	Resources	Owen Mapley
TOTAL		(149,785)	(146,026)	(134,021)			

Glossary of Terms

Base Budget	The original budget 2017/18 plus technical adjustments and inflation.
Business Rates	These rates are levied on businesses based on the rateable value of the property occupied.
Business Rates Pooling	An arrangement by which local authorities may form groups and retain a higher proportion of business rates growth, whilst also bearing liability for any Safety Net payments due to authorities whose business rates have fallen beyond a specified threshold
Business Rates Retention Scheme	Introduced April 2013 to replace Formula Grant. A start-up assessment of need is funded by the expected level of business rates to be collected, plus any top-up or tariff; with the balance of assessed need met by Revenue Support Grant.
Capital Programme	The Council's four-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, and to finance new capital expenditure. The receipts 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.
Community Infrastructure Levy	A levy that local authorities can choose to charge on new developments in their area, to help fund additional infrastructure requirements
Council Tax	A local tax set by local authorities in order to meet their council tax requirement. The tax is levied on households and the amount payable is based on the value of the domestic property.
Council Tax Requirement	The amount of revenue expenditure to be met from council tax (equivalent to an authority's Band D council tax multiplied by its council tax base).
Dedicated Schools Grant (DSG)	A ring fenced grant introduced in 2006/07 to fund school spending.
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.

Glossary of Terms (cont'd)

Direct Revenue Financing	Resources provided from the revenue budget to finance the cost of capital projects.
Financing Charges	Charges borne by the revenue budget 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 direct revenue financing.
Growth	Additional expenditure which increases the quality or volume of service.
Inflation	The additions made to the budget each year to take account of pay and price increases.
Local Government Finance Settlement	The annual determination of local authority spending made by the Government and debated by Parliament. It includes details of the amount of central Government support for spending and how it will be distributed amongst local authorities.
Minimum Revenue Provision	Where the Council finances capital expenditure by debt it must set aside resources to repay that debt in later years. The amount charged to revenue for the repayment of this debt is known as the Minimum Revenue Provision (MRP).
Original Budget 2017/18	The original estimated cost of services for the financial year from 1st April 2017 to 31st March 2018.
Pay Inflation	Pay inflation includes the additional cost of the previous year's pay awards and any part year cost of the budget year's awards.
Price Inflation	In any year there may be a year-on-year cost movement equivalent to the forecast change in the published Consumer Price Index (CPI) in the Bank of England August Inflation Report.
Pressures for Change	Those items required to achieve the same level of service as last year, including demography, new legislation and increased employer's pension contributions.
Previous Policy Decisions	The additional costs falling on the new budget that arose from decisions taken in previous years.

Prudential Indicators	Indicators relating to capital expenditure, external debt and treasury management, together with other information, in order to demonstrate that local authority capital spending plans are affordable, prudent and sustainable.
Reserves	Sums set aside to meet specific revenue or capital expenditure needs in the future.
Revenue Budget	An estimate of annual income and expenditure which sets out the financial implications of the Council's policy for the year.
Spending Review	The government's public expenditure planning process, normally covering a period determined by Central Government.
Standstill Budget	The total budget that would be required to maintain services at the previous year's levels. These figures include efficiency savings but are before changes are made as a result of policy decisions.
Tax Base	A measure of the ability to raise council tax in the county. It is the sum of estimates made by 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, change in funding or changes in responsibility between departments.