

**HERTFORDSHIRE COUNTY COUNCIL**

**CABINET  
MONDAY, 24 FEBRUARY 2020 AT 2.00 PM**

**COUNTY COUNCIL  
TUESDAY, 25 FEBRUARY 2020 AT 10.00 AM**

**INTEGRATED PLAN 2020/21 - 2023/24**

Report of the Director of Resources

Authors:

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Executive Member:

Ralph Sangster, Resources and Performance

**1 Purpose of report**

1.1 To propose the Integrated Plan for 2020/21 - 2023/24 for the Council. The Integrated Plan comprises:

- Part A – Overview of:
  - the proposed budget, including the capital investment programme,
  - the Director of Resources' statutory review of the budget estimates and adequacy of reserves
- Part B – Strategic Direction and Financial Consequences, by cabinet portfolio;
- Part C – Capital Strategy;
- Part D – Treasury Management Strategy;
- Part E – Insurance and Risk Strategy;
- Part F – Equalities Impact Assessment; and
- Part G – Other relevant finance summaries and technical information.

1.2 Page references in this report refer to the version of the IP printed and circulated in January 2020, and used throughout the scrutiny and cabinet panel discussion processes. The tables appended to this current report supersede the same tables in the January version of the IP and represent the current position for the purpose of decision-making. A final, updated, version of the full IP document will be published on the Council website after the February 2020 meeting of the County Council.

1.3 These proposals should be considered in light of the feedback on the draft Integrated Plan from Cabinet Panels and the Overview & Scrutiny Committee

Cabinet Agenda Item No.
<b>4(iii)</b>
County Council Agenda Item No.
<b>5A(iii)</b>

(elsewhere on this agenda) and the Public Engagement and Consultation report (item 4(i) on the 20 January 2020 Cabinet agenda.

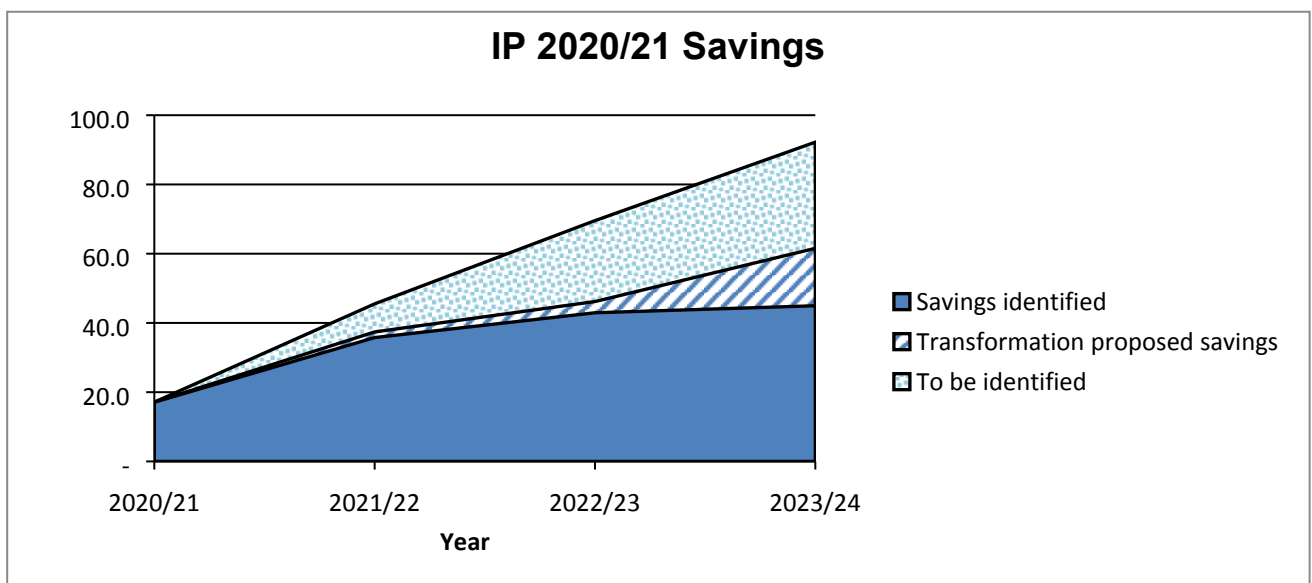
- 1.4 The final determination of these proposals will be by the County Council on 25 February 2020.
- 1.5 Appendix A to this report provides the updated tables covering the Council's proposed spending (table 1), funding (table 2), service-specific grants (table 3) and allocation to operational departments (table 4). The appended tables present the position on which the Council is asked to agree the budget and Council Tax for 2020/21, with indicative figures for later years.

## 2 Summary and Background

2.1 The Integrated Plan (IP) brings together the financial impact of service plans and the available funding to resource these, over the next four years. These plans have been set in the context of the difficult challenges that the council faces, including:

- Increasing demand for services from our growing and ageing population
- Increasing complexity of needs of existing service users, for example within social care related services
- Significant savings already delivered by the Council since 2010

2.2 As noted by Cabinet in January, while a balanced budget is presented for 2020/21 it should also be noted the medium term outlook is extremely challenging, with a savings requirement rising from £8.1m in 2021/22 to £30.7m in 2023/24. This is in addition to the delivery of already identified efficiencies and policy choices forecast to save £61.5m by 2023/24; any slippage in delivery in planned savings will increase the unfunded gap in future years.



- 2.3 The savings requirement is illustrated in the chart above, which confirms the level of savings required overall across the period, and, of those, the amounts already planned and the amounts still to be identified.
- 2.4 The Government announced the final Local Government Finance Settlement for 2020/21 on 6 February 2020. No significant changes arose between the provisional and final settlement details.
- 2.5 The Parliamentary debate and vote on the Local Government Finance Settlement was due to be held on 12 February. This has now been delayed until after Parliament's recess period. Parliament will return on 24 February and it is anticipated the debate and vote will take place that week. The budget presented is on the basis that the details of the final settlement remain unchanged through the debate.
- 2.6 This report provides an update on changes in available funding notified since January Cabinet, including impacts arising from the details of the Final Local Government Finance Settlement and final council tax and business rates information that has recently been provided by the ten District and Borough Councils in Hertfordshire (31 January). It sets out proposals for use of both this funding and of other budgets that, whilst included in the draft IP published in January, were flagged as provisional pending confirmation of these elements.
- 2.7 This report also summarises the key decisions on the financing of the capital programme and related budgets, and provides detail on the use of capital receipts and reserves to support this expenditure.
- 2.8 The Director of Resources has reviewed the overall level of reserves and has confirmed his view that the current level is appropriate. Further commentary is included in the Director's formal statement, including the low level of general reserves and the Invest to Transform fund, along with the level of earmarked reserves. This formal statement setting out the detail of this review is included in the January 2020 IP pack at Part A, appendix B. This statement has been reviewed by the Director of Resources as part of the preparation of this current report and he can confirm that he maintains the same view as he previously set out.
- 2.9 Details of changes to the revenue budget since January are given in section 4, and the summary position (assuming recommendations are agreed) is shown in the appendices to this report.

### **3 Recommendations**

- 3.1 Cabinet is recommended to:
- (a) approve the final version of the Integrated Plan as set out in this report and confirmed in the appended tables; noting that amendments to the budget may be required once any outstanding grants have been announced by the Government; and

- (b) recommend to the County Council that the Integrated Plan for 2020/21 - 2023/24 (as amended above) be adopted, and specifically that:

*In respect of all Parts:*

- (i) the Director of Resources, in consultation with the Executive Member for Resources & Performance, be authorised to make any necessary amendments to ensure the plan is in line with decisions taken by the County Council before final confirmation;

*In respect of Parts A & B:*

- (ii) a Revenue Budget of £858.568m and a Council Tax Requirement of £640.689m be agreed as per the updated Revenue Budget Statements included as an appendix to this report;
- (iii) a Band D Council Tax of £1,291.21 plus a Band D Social Care precept of £122.99 be agreed for the County Council in 2020/21, and that the amount of tax calculated for all bands be as follows:

**Table 1: Proposed HCC Council Tax for 2020/21 by band**

Band	2019/20 Council Tax			2020/21 Council Tax		
	Basic	ASC Precept	Total	Basic	ASC Precept	Total
A	£842.78	£63.85	£906.63	£860.82	£81.98	£942.80
B	£983.22	£74.51	£1,057.73	£1,004.26	£95.67	£1,099.93
C	£1,123.70	£85.14	£1,208.84	£1,147.75	£109.32	£1,257.07
<b>D</b>	<b>£1,264.15</b>	<b>£95.79</b>	<b>£1,359.94</b>	<b>£1,291.21</b>	<b>£122.99</b>	<b>£1,414.20</b>
E	£1,545.08	£117.07	£1,662.15	£1,578.16	£150.31	£1,728.47
F	£1,825.99	£138.37	£1,964.36	£1,865.07	£177.66	£2,042.73
G	£2,106.93	£159.64	£2,266.57	£2,152.03	£204.97	£2,357.00
H	£2,528.30	£191.58	£2,719.88	£2,582.42	£245.98	£2,828.40

- (iv) the precept amount of £640,688,970.01 be required from the district and borough councils as follows:

**Table 2: Analysis of HCC 2020/21 precept amount by district and borough**

<b>District</b>	<b>Taxbase</b>	<b>Precept Amount £</b>
Borough of Broxbourne	35,446.60	50,128,581.72
Dacorum Borough Council	58,567.40	82,826,017.08
East Hertfordshire District Council	61,272.00	86,650,862.40
Hertsmere Borough Council	41,889.20	59,239,706.64
North Hertfordshire District Council	49,979.60	70,681,150.32
St Albans District Council	62,821.04	88,841,514.77
Stevenage Borough Council	27,780.70	39,287,465.94
Three Rivers District Council	39,212.60	55,454,458.92
Watford Borough Council	33,480.70	47,348,405.94
Welwyn Hatfield Council	42,590.02	60,230,806.28
<b>TOTAL</b>	<b>453,039.86</b>	<b>640,688,970.01</b>

- (v) the Chief Executive, in consultation with the Leader of the Council, be authorised to issue the Council Tax Information in accordance with demand notice regulations;
- (vi) the schools budget be agreed at the level of the Dedicated Schools Grant (DSG) including any use of carried forward DSG. The total amount is currently estimated at £1,024m - less deductions in respect of academies and high needs places in further education; and that the Director of Resources in consultation with the Director of Children’s Services, the relevant Executive Members and the Schools Forum, be authorised to amend the schools budget to match any changes to the DSG and the planned approach to balancing the schools budget in future years of the Integrated Plan;
- (vii) the Director of Resources, and the relevant service Chief Officer, be authorised to determine the use of any other non-ringfenced grants not yet allocated to services;
- (viii) the Director of Resources in consultation with the Executive Member for Resources & Performance, be authorised to make such arrangements as are necessary to enable the Hertfordshire Business Rates Retention Pool to be set up, noting the role of the Council as accountable body for this pool and the ongoing work to confirm the necessary changes to accommodate this (including treatment of s31 compensation amounts);

*In respect of Part C:*

- (ix) based on the information available at the time of preparing the IP, that a capital programme totalling £1,348.956m for the period 2020/21 to 2023/24 be agreed and financed as set out in the Integrated Plan Part A, and also in

part C. Any changes to these proposals would be required to go through separate decision-making processes in accordance with the Council's financial regulations;

- (x) the Director of Resources be authorised to vary the capital programme during the year to include additional schemes that are wholly funded by grants or third party contributions and to vary existing schemes to match any changes in funding from grants or third party contributions, in accordance with the Council's financial regulations;
- (xi) the Capital Strategy, including the Investment Strategy (included as Appendix E to Part C) be approved;
- (xii) the Minimum Revenue Provision policy and capital expenditure prudential indicators be approved (IP Part C);

*In respect of Part D:*

- (xiii) the Treasury Management Strategy, including the Borrowing, Lending and Financial Derivative policies (included as required by guidance and set out at p295 and the Treasury Management and Prudential Indicators at p307) be approved.

## **4 Integrated Plan 2020/21 - 2023/24**

### **Revenue Budget 2020/21**

- 1.1 The Final Local Government Finance Settlement for 2020/21 was announced on 6 February 2020. This confirmed the overall funding indicated in the Provisional Settlement.
- 4.2 Since the report to January Cabinet, Districts have provided forecasts for Council Tax Base and Collection Fund balances for 2020/21. There has been growth in the Council Tax base (including some improvement in collection rates). Latest figures show an additional £0.884m of ongoing income from Council Tax and the Social Care Precept, above previous assumptions. The Council Tax Collection Fund forecast shows an additional £1.606m income in 2020/21, compared with the previous estimates.
- 4.3 In January, business rates income had been assumed at MHCLG's assessed baseline level, and in line with 2019/20 estimates. Actual income for 2020/21 will reflect any local growth or reduction against baseline. Figures provided by Districts at the end of January show estimated income for 2020/21 of £49.254m, £0.496m lower than assumed in the draft IP. Districts are also forecasting a surplus of £0.396m on the Business Rates Collection Fund: a deficit of £1.500m had been assumed in the draft IP, resulting in an improvement of £1.896m. There has also been an increase in S31 grants that compensate for business rates changes introduced in previous Autumn Statements from previous assumptions for 2019/20.

4.4 The summary of these changes compared with previous estimates is set out below.

**Table 3: Comparison of district and borough council tax and business rates amounts**

<b>Additional income from:</b>	<b>January revised estimates £m</b>	<b>Already in IP £m</b>	<b>Movement £m</b>
Taxbase	8.471	7.587	0.884
Collection fund - C Tax	5.606	4.000	1.606
Collection fund - NNDR	0.396	(1.500)	1.896
Business Rates Income	49.254	49.750	(0.496)
S31 BRRTLGR grant	9.078	4.972	4.106
Environment Agency Levy	(1.013)	(0.995)	(0.018)
<b>TOTAL</b>	<b>71.792</b>	<b>63.814</b>	<b>7.978</b>

4.5 The net impact of funding changes since the draft IP approved by Cabinet in January is an increase in ongoing revenue funding of £4.972m in 2020/21. This assumes Government will continue to compensate for business rate changes in previous Autumn Statements. There is also one-off income totalling £3.006m from collection fund balances relating to Council Tax and Business Rates. These are shown in the Table below:

**Table 4: Changes to Revenue Funding from January IP – impact on IP**

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>
Tax Base Growth – additional council tax and related social care precept	0.884	0.912	0.941	0.972
S31 BRRTLGR grant	4.106	4.594	4.594	4.594
Environment Agency Levy	(0.018)	(0.018)	(0.018)	(0.018)
<b>Additional Ongoing Revenue Funding</b>	<b>4.972</b>	<b>5.488</b>	<b>5.517</b>	<b>5.548</b>
<b>Adjustment for One Offs:</b>				
Business Rates Income	(0.496)			
Council Tax Collection Fund balance	1.606			
Business Rates Collection Fund balance	1.896			
<b>Additional One Off income</b>	<b>3.006</b>			
<b>Total Funding Movement</b>	<b>7.978</b>	<b>5.488</b>	<b>5.517</b>	<b>5.548</b>

4.6 It is proposed that the favourable funding movement (an increase of £7.978m as set out in table 4) is added to the Invest to Transform Fund (ITT). The contribution to the ITT fund has therefore been increased from £3.130m to £11.108m.

4.7 The Chief Finance Officer's report on the level of reserves outlined concern at the low level of the Invest to Transform fund (potentially down to £2m once all approvals are drawn down). Significant sums have been approved in 2019/20, and are supporting some of the major savings programmes within the IP, including:

- £2.4m to support children's transformation, including developing more specialist care capacity within the county capacity
- £4.5m to deliver next generation programme
- £1.6m for mental health transformation

This additional contribution will provide a much needed top up to the fund to help continue driving forward transformation, and to help deliver further savings to close the budget gaps in future years. It will also provide flexibility to support bids that provide for investment in prevention and initiatives to support the emerging Sustainable Herts Strategy.

4.8 It is proposed that any further movements in general funding be taken to / from contingency, under delegated powers; and any movements in service specific grants are taken to reserves and applied under delegated powers.

4.9 If required, decisions to meet any shortfall in income, or to use any additional funds, will be brought to members during 2020/21, for approval by Cabinet in accordance with financial regulations.

4.10 To reflect the changes above an updated Summary Budget Movement Statement (Table 1 - IP Part A), Funding Statement (Table 2 – IP Part A), Service specific funding (Table 3, - IP Part G), and Service Revenue Budget Statement (Table 4 - IP Part G) have been appended to this report. These tables confirm the final position which provides the context for setting the council tax.

4.11 The IP Pack will be amended for the above changes.

4.12 The Director of Resources reviewed the robustness of the budget and adequacy of reserves in the draft IP (Part A p24-28); following the Final Settlement and other latest information, he is content that the statutory requirements are met. This has been further reviewed following the latest information received (described in this report). The Director of Resources is content to maintain his view as previously set out.

### **Capital Programme**

4.13 The Capital Programme is unchanged from that presented to January Cabinet. Recommendations in this report include delegated powers to allow the programme to be varied in year for any schemes met by external funding.



## **5 Treasury Management**

- 5.1 The Treasury Management Strategy (Part D) has been prepared as required by statutory guidance, and with regard to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management Code of Practice, both published by CIPFA.

## **6 Equality Implications**

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 The Integrated Plan (Part F) includes information on the Council's commitment to equality and potential equality implications.
- 6.5 As part of the consideration of these issues Members should have regard to the mitigation measures proposed in the equality impact assessments which are intended to minimise the impact on any service user who may be adversely affected by the proposals.
- 6.6 There are no equality implications associated with the Treasury Management Strategy (Part D).
- 6.7 In addition to the need for Members to have due regard to the Public Sector Duty under the Equality Act 2010, they also need to be aware that the County Council when making decisions is under a general duty of Best Value to make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.
- 6.8 Individual Departments will be making further decisions on how to take forward the budget proposals approved by Members. This will be done having considered

the Public Sector Equality Duty, the Best Value Duty and having consulted as appropriate.

- 6.9 If after taking all relevant considerations into account Members conclude the proposals regarding the budget are not appropriate, officers can be requested to re-visit the budget.

*Background information*

- Draft Integrated Plan 2020/21 to 2023/24, Cabinet 20 January 2020, Agenda Item 4(ii)
- Provisional Local Authority Finance Settlement for 2020/21:  
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2020-to-2021>
- Final Local Authority Finance Settlement for 2020/21:  
<https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2020-to-2021>
- Integrated Planning Process 2020/21 - 2023/24:
  - Comments from Service Cabinet Panels at their meetings held between 3 February and 12 February 2020
  - Scrutiny of the Integrated Plan Proposals 2020/21 - 2023/24, Overview and Scrutiny Committee, 22 January and 30 January 2020

**Appendix A: Revised tables 1-4 for the IP 2020/21-2023/24**

**NB - These tables replace those previously set out in the IP pack circulated in January 2020, and are amended for the latest information available.**

<b>Table 1: Summary Budget Movement Statement (2020/21 – 2023/24)</b>					
<b>2019/20</b>		<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>£m</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>804.577</b>	<b>Original Budget</b>	<b>818.743</b>	<b>818.743</b>	<b>818.743</b>	<b>818.743</b>
(14.371)	Technical Adjustments	(16.213)	(16.213)	(16.213)	(16.213)
10.673	Inflation	12.783	27.972	43.763	60.754
<b>800.879</b>	<b>Base Budget</b>	<b>815.313</b>	<b>830.502</b>	<b>846.293</b>	<b>863.284</b>
	<b>Pressures for change:</b>				
	Reversal of time limited expenditure	(5.343)	(5.394)	(5.379)	(5.394)
10.545	Demography	11.757	22.233	33.032	44.048
6.289	Legislative	5.597	7.871	11.227	14.987
0.948	Capital Financing	3.156	8.657	16.492	22.679
24.902	Other	45.225	50.633	52.649	53.840
42.684	<b>Total Pressures for Change</b>	60.392	84.000	108.021	130.160
<b>843.563</b>	<b>Subtotal</b>	<b>875.705</b>	<b>914.502</b>	<b>954.314</b>	<b>993.444</b>
	<b>Savings:</b>				
(9.562)	Existing efficiencies - ongoing impact	(8.629)	(18.839)	(22.277)	(22.066)
(3.952)	Existing Policy Choice - ongoing impact	(0.779)	(1.657)	(1.561)	(1.459)
(5.346)	New efficiencies	(7.729)	(16.906)	(22.340)	(38.023)
-	Further savings required	-	(8.111)	(23.370)	(30.671)
(18.860)	<b>Total Savings</b>	(17.137)	(45.513)	(69.548)	(92.219)
(5.960)	Transfer to reserve - Transition Reserve	-	-	-	-
<b>818.743</b>	<b>Resultant Budget</b>	<b>858.568</b>	<b>868.989</b>	<b>884.766</b>	<b>901.225</b>

**Table 2: Funding Statement (2020/21 – 2023/24)**

2019/20 £m		2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
	<b>Business Rates and Collection Fund Balances:</b>				
124.737	Business Rates Pilot: Baseline	-	-	-	-
1.308	Business Rates Pilot : Gain	-	-	-	-
-	Business Rates Retention Scheme: Settlement Funding Assessment	-	119.565	114.565	109.565
-	Business Rates Retention Scheme: Business Rates Income	49.254	-	-	-
-	Business Rates Retention Scheme: Top-up grant	74.312	-	-	-
4.406	Business Rates Retention Tax Loss Re-imbursement	9.079	9.000	9.000	9.000
1.873	Levy Account Surplus	-	-	-	-
(1.581)	Collection Fund Balance - Business Rates	0.396	(1.500)	(1.500)	(1.500)
<b>130.743</b>		<b>133.041</b>	<b>127.065</b>	<b>122.065</b>	<b>117.065</b>
	<b>Council Tax and Collection Fund Balances:</b>				
565.138	Council Tax	584.970	604.891	625.466	646.715
42.823	Council Tax relating to Social Care Precept	55.719	56.388	57.065	57.749
5.181	Collection Fund Balance - Council Tax	5.606	4.000	4.000	4.000
<b>613.142</b>		<b>646.295</b>	<b>665.279</b>	<b>686.530</b>	<b>708.464</b>
	<b>Non-ringfenced Grants:</b>				
-	Revenue Support Grant	1.921	-	-	-
7.063	Social Care Support Grant	7.063	7.063	7.063	7.063
-	Social Care Support Grant - additional funding	14.643	14.643	14.643	14.643
3.033	New Homes Bonus	2.770	2.049	1.574	1.099
1.944	Independent Living Fund	1.944	1.944	1.944	1.944
1.882	Fire Pension Grant	2.197	2.197	2.197	2.197
0.600	School Improvement Grant	-	-	-	-
-	Teacher's Pension Grant	0.200	0.200	0.200	0.200
1.125	Other non-ringfenced grants	1.405	1.460	1.460	1.460
<b>15.647</b>		<b>32.143</b>	<b>29.556</b>	<b>29.081</b>	<b>28.606</b>
	<b>Ringfenced Grants:</b>				
46.302	Public Health Grant	47.089	47.089	47.089	47.089
12.909	iBCF - old	-	-	-	-
<b>59.211</b>		<b>47.089</b>	<b>47.089</b>	<b>47.089</b>	<b>47.089</b>
<b>818.743</b>	<b>TOTAL</b>	<b>858.568</b>	<b>868.989</b>	<b>884.766</b>	<b>901.225</b>

**Table 3: Ringfenced Funding (above £1m) Specifically Allocated to Services**

2019/20 £m		2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
	<b>Adult Care Services:</b>				
2.744	Adult Skills and Community Learning grant	2.651	2.651	2.651	2.651
21.104	Better Care Fund*	20.305	20.305	20.305	20.305
12.909	Improved Better Care Fund (iBCF)*	12.909	12.909	12.909	12.909
5.819	Additional Improved Better Care Fund (Additional iBCF)*	5.819	5.819	5.819	5.819
4.134	Winter Pressures (Revenue) Grant *	4.134	4.134	4.134	4.134
	<b>Environment &amp; Infrastructure:</b>				
1.111	Local Authority Bus Subsidy Grant	1.111	1.111	1.111	1.111
	<b>Children's Services:</b>				
1.122	Unaccompanied Asylum Seeking Children Grant (UASC)	1.122	1.122	1.122	1.122
1.515	Troubled Families Grant	1.515	1.515	1.515	1.515
1.258	Music Education Grant	1.258	1.258	1.258	1.258
<b>51.716</b>		<b>50.824</b>	<b>50.824</b>	<b>50.824</b>	<b>50.824</b>
<b>818.743</b>	<b>NET REVENUE BUDGET</b>	<b>858.568</b>	<b>868.989</b>	<b>884.766</b>	<b>901.225</b>
51.716	Ringfenced Funding Specifically Allocated to Services	50.824	50.824	50.824	50.824
<b>870.459</b>	<b>NET REVENUE BUDGET (after funding specific to service area)</b>	<b>909.392</b>	<b>919.813</b>	<b>935.590</b>	<b>952.049</b>
	<b>Central Items:</b>				
15.344	S31 Business Rates Retention Tax Loss Reimbursement - additional income, for allocation countywide, arising from impact of Herts Business Rates Retention Pilot	-	-	-	-

\* Under the grant conditions for these items, the County Council is required to place them in a pooled arrangement with Health Partners. The administration of the pool and the allocation of the expenditure is agreed jointly, and consequently these sums will not form part of the County Council Budget. Further, and also in fulfilment of the terms of the grants, the partners must nominate a host authority to administer the pool which in this case is the County Council.

**TABLE 4: SERVICE REVENUE BUDGET STATEMENT (2020/21 - 2023/24)**

Net Budget 2019/20 £'000		Adult Care Services £'000	Children's Services £'000	Community Protection £'000	Environment & Infrastructure £'000	Public Health £000	Resources £'000	Central Items £'000	Net Budget 2020/21 £'000	Forecast Net Budget 2021/22 £'000	Forecast Net Budget 2022/23 £'000	Forecast Net Budget 2023/24 £'000
804,577	<b>Original Budget</b>	341,913	174,929	37,523	110,819	46,356	71,630	35,573	818,743	818,743	818,743	818,743
-	Restructuring / Internal Transfers	(2)	-	989	-	-	(116)	(871)	-	-	-	-
(4,066)	Technical Adjustments	(15,900)	(600)	-	-	787	-	(500)	(16,213)	(16,213)	(16,213)	(16,213)
800,511	<b>Adjusted Budget</b>	326,011	174,329	38,512	110,819	47,143	71,514	34,202	802,530	802,530	802,530	802,530
10,673	Inflation	3,342	3,897	1,094	2,571	-	1,879	-	12,783	27,972	43,763	60,754
811,184	<b>Base Budget</b>	329,353	178,226	39,606	113,390	47,143	73,393	34,202	815,313	830,502	846,293	863,284
(10,355)	Pressures for Change:											
	<i>Reversal of time limited expenditure</i>	-	(351)	-	(231)	-	-	(4,761)	(5,343)	(5,394)	(5,379)	(5,394)
10,545	<i>Demography</i>	10,799	928	-	30	-	-	-	11,757	22,233	33,032	44,048
6,289	<i>Legislative Changes</i>	4,963	-	-	594	-	40	-	5,597	7,871	11,227	14,987
948	<i>Capital Financing</i>							3,156	3,156	8,657	16,492	22,679
24,952	<i>Other Pressures</i>	14,755	10,957	395	1,823	-	3,579	13,716	45,225	50,633	52,649	53,840
32,379	<b>Total Pressures For Change</b>	30,517	11,534	395	2,216	-	3,619	12,111	60,392	84,000	108,021	130,160
843,563	<b>Standstill Budget</b>	359,870	189,760	40,001	115,606	47,143	77,012	46,313	875,705	914,502	954,314	993,444
(18,860)	Savings	(9,312)	(3,742)	30	(1,009)	-	(2,065)	(1,039)	(17,137)	(37,402)	(46,178)	(61,548)
-	Further savings required								-	(8,111)	(23,370)	(30,671)
(5,960)	Transfer to reserve - Transition Reserve							-	-	-	-	-
818,743	<b>NET REVENUE BUDGET</b>	350,558	186,018	40,031	114,597	47,143	74,947	45,274	858,568	868,989	884,766	901,225
	<b>Add Income from:</b>											
117,821	Sales, Fees & Charges	55,710	14,313	1,954	10,259	46	35,838	-	118,120			
20,303	Partner Contributions	17,209	1,697	565	2,224	-	3,368	-	25,063			
18,419	Other Ringfenced Grants	25,927	12,398	-	1,236	-	1,897	-	41,458			
156,543	<b>TOTAL INCOME (excluding dedicated schools grant)</b>	98,846	28,408	2,519	13,719	46	41,103	-	184,641			
975,286	<b>GROSS BUDGET (excluding schools)</b>	449,404	214,426	42,550	128,316	47,189	116,050	45,274	1,043,209			
959,052	Dedicated Schools Grant		1,021,409						1,021,409			
1,934,338	<b>GROSS BUDGET (including schools)</b>	449,404	1,235,835	42,550	128,316	47,189	116,050	45,274	2,064,618			