

Appendix 1

Buckinghamshire Council Revenue Budget

2020/21 - 2022/23

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Overall Revenue Budget

Budget by Portfolio

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		2020-21			2021-22	2022-23
		Income	Expenses	Net	Net	Net
		£000	£000	£000	£000	£000
Costs by Portfolio	Leader	(1,720)	23,968	22,248	22,737	22,763
	Adult Social Care	(43,397)	191,398	148,001	154,701	161,685
	Health & Culture	(23,665)	30,779	7,114	6,438	5,216
	Communities	(10,588)	20,916	10,328	10,448	10,558
	Children	(925)	78,190	77,265	73,188	73,403
	Education	(478,943)	504,450	25,507	25,008	25,008
	Environment	(8,377)	32,965	24,588	26,176	27,080
	Planning	(11,810)	15,470	3,660	3,340	3,266
	Transport	(16,255)	44,046	27,791	24,219	24,674
	Deputy Leader & Resources	(150,718)	186,182	35,464	34,336	33,947
	Net	(746,398)	1,128,364	381,966	380,591	387,600
Corporate Items	Corporate			50,207	38,398	44,453
	Reserves			8,276	5,596	6,811
				58,483	43,994	51,264
				440,449	424,585	438,864
Net Operating Expenditure				440,449	424,585	438,864
Funded by	Business Rates			(60,626)	(48,427)	(49,955)
	Council Tax Surplus			(3,777)	-	-
	New Homes Bonus			(12,462)	(9,159)	(9,251)
	Unringfenced Grants			(16,215)	(7,441)	(7,441)
	Special Expenses Council Tax			(1,146)	(1,146)	(1,146)
				(94,226)	(66,173)	(67,793)
Net Expenditure before Council tax				346,223	358,412	371,071
Council Tax				(346,223)	(358,412)	(371,071)

This is the first revenue budget for the new Buckinghamshire Council and represents the initial steps in delivering a revised vision for public services and investment in Buckinghamshire.

Additional investment has been made in both Adults and Children's Social Care budgets to address the continued increases in demand, cost and the complexity of cases.

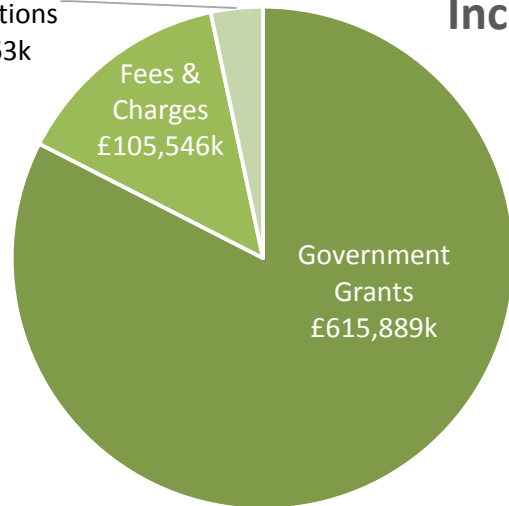
There is investment in new Community Boards to ensure the Council is close to residents and able to understand and respond to local needs.

The budget also includes the delivery of the first tranche of savings from the formation of the single Council.

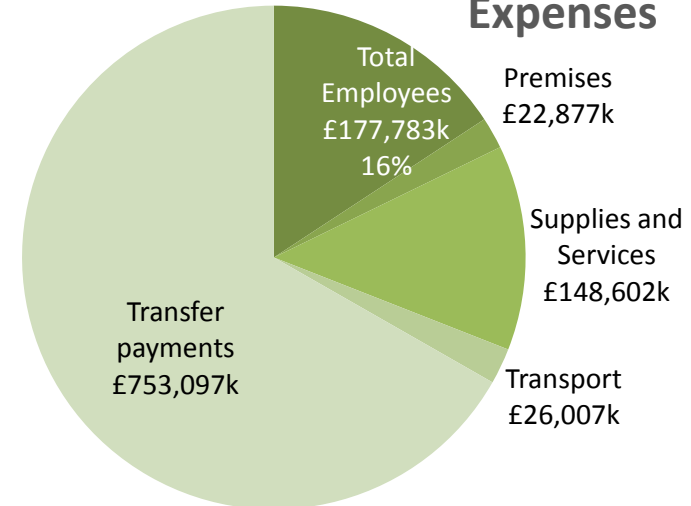
Revenue Budget Subjective Analysis

	Leader	Adult Social Care	Health & Culture	Communities	Children	Education	Environment	Planning	Transport	Deputy Leader & Resources	Grand Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income											
Government Grants	(123)	(550)	(20,007)	(1,811)	(497)	(472,508)	-	(10)	(465)	(119,917)	(615,889)
Fees & Charges	(1,326)	(22,763)	(3,460)	(8,231)	-	(6,421)	(8,377)	(11,800)	(15,584)	(27,585)	(105,546)
Other Grants and Contributions	(271)	(20,084)	(197)	(546)	(428)	(14)	-	-	(206)	(3,216)	(24,963)
Income Total	(1,720)	(43,397)	(23,665)	(10,588)	(925)	(478,943)	(8,377)	(11,810)	(16,255)	(150,718)	(746,398)
Expenses											
Employees	13,121	24,135	7,652	9,589	32,387	17,208	7,608	13,537	4,487	48,058	177,783
Premises	121	133	2,097	1,628	2,310	2,953	1,996	12	2,578	9,050	22,877
Supplies and Services	8,706	7,378	20,307	7,954	6,607	32,807	22,763	2,485	28,548	11,048	148,602
Transport	86	2,957	122	70	477	20,034	1,694	104	260	202	26,007
Transfer payments	1,934	156,795	601	1,676	36,409	431,449	(1,096)	(667)	8,174	117,822	753,097
Expenses Total	23,968	191,398	30,779	20,916	78,190	504,450	32,965	15,470	44,046	186,182	1,128,366
Grand Total	22,248	148,001	7,114	10,328	77,265	25,507	24,588	3,660	27,791	35,464	381,968

Other Grants and Contributions
£24,963k



Expenses



Changes to Budget (Net Cost of Services)

3

Net Cost of Services - 3 Year Cumulative Changes by Portfolio

	Leader	Adult Social Care	Health & Culture	Communities	Children	Education	Deputy Leader & Resources	Environment	Planning	Transport	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Change											
Additional Income	-	(500)	(1,244)	-	-	-	(2,355)	(124)	(450)	(1,037)	(5,710)
Service Developments	3,416	-	131	40	439	220	(1,265)	15	882	86	3,963
Special Items	(1,230)	1,671	(505)	(97)	(1,759)	(963)	(473)	60	(200)	(1,083)	(4,578)
Unavoidable Growth	271	1,000	(88)	34	291	8,654	1,279	4,226	45	2,211	17,923
Service Efficiency	(289)	(2,011)	(381)	(30)	(5,565)	(7,222)	(1,247)	(400)	(1,074)	(248)	(18,466)
Growth in Demand for Social Care	-	23,214	-	-	4,656	-	-	-	-	-	27,870
Growth for Schools	-	-	-	-	-	22,339	-	-	-	-	22,339
Additional Grant for Schools	-	-	-	-	-	(22,339)	-	-	-	-	(22,339)
Change Total	2,170	23,374	(1,946)	65	(1,938)	690	(4,036)	3,778	(796)	(70)	21,291
Total	22,763	161,685	5,216	10,558	73,403	25,008	33,947	27,080	3,266	24,674	387,600

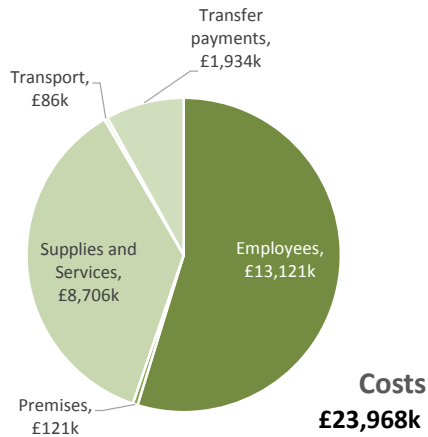
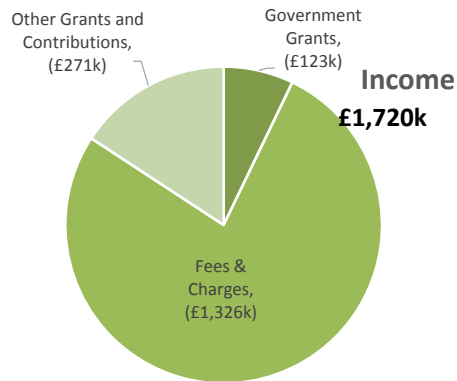
Changes to Net Cost of Services by Year

	2020-21	2021-22	2022-23
	£000	£000	£000
Change			
Additional Income	(2,070)	(3,835)	(5,710)
Service Developments	10,256	4,540	3,963
Special Items	(4,726)	(4,528)	(4,578)
Unavoidable Growth	14,414	16,485	17,923
Service Efficiency	(13,557)	(17,961)	(18,466)
Growth in Demand for Social Care	11,054	19,294	27,870
Growth for Schools	22,339	22,339	22,339
Additional Grant for Schools	(22,339)	(22,339)	(22,339)
Change Total	15,658	14,283	21,291
Total	381,967	380,592	387,600

PORTFOLIO BUDGET DETAIL

Portfolio	Section
Leader	4
Adult Social Care	5
Health & Culture	6
Communities	7
Children	8
Education	9
Environment	10
Planning	11
Transport	12
Deputy Leader & Resources	13

Leader



Net Budget 2020/21: £22,248k

Leader Portfolio	2020-21		2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget
Community & Voluntary Sector	-	1	1	1
Economic Growth & Regeneration	(367)	2,833	2,466	2,457
Legal & Democratic Services	(444)	8,227	7,783	7,780
Chief Executives office	(5)	944	939	939
Localities & Strategic Partnerships	-	4,141	4,141	4,641
Policy Performance & Comms	(299)	5,328	5,029	5,030
Strategic Infrastructure & Projects	(596)	1,099	504	504
Transformation	-	1,101	1,101	1,101
Business Operations	(10)	294	284	284
Net	(1,720)	23,968	22,248	22,763

Changes Summary		2020-21	2021-22	2022-23
Change	Service Developments	2,916	3,416	3,416
	Special Items	(1,230)	(1,230)	(1,230)
	Unavoidable Growth	221	246	271
	Service Efficiency	(254)	(289)	(289)
Grand Total		22,248	22,737	22,763

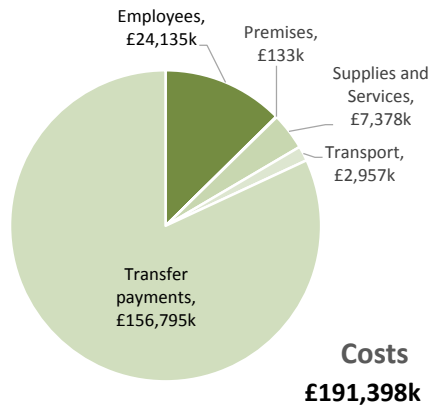
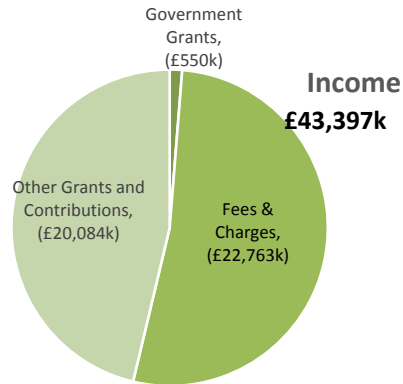
The establishment of new Community Boards, with an overall budget of £5.165m including over £4m of new investment and £1m of budgets re-aligned, will enable local leadership and facilitate partnership working on solving local issues.

The budget includes senior management savings from the formation of the new Council.

The reduction in Economic Development relates to the end of a one-off pilot of investment funded from Business rates pooling.

Further investment in feasibility and regeneration is planned with an ambitious Capital programme of over £100m supported by £4m revenue funding for feasibility to enable Economic Growth and Development and vibrancy of the area.

Adult Social Care



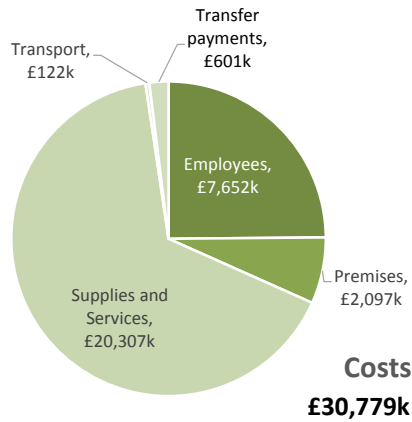
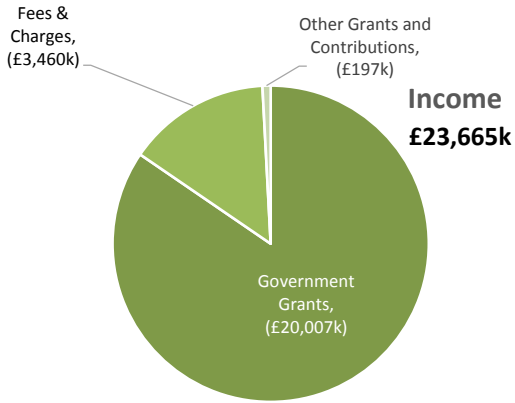
Net Budget 2020/21: £148,002k

Adult Social Care Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Access	(6,415)	28,002	21,587	23,760	26,317
ASC Transformation		85	85	85	85
Commissioning & Service Improvement	(1,510)	10,507	8,997	8,997	8,997
Learning Disabilities & CHC	(2,770)	49,157	46,388	48,078	50,066
Mental Health	(1,734)	6,845	5,111	5,111	5,111
Older People / OP Mental Health / PSD	(13,081)	65,471	52,391	55,228	57,667
Quality, Performance & Standards	(1)	2,766	2,765	2,765	2,765
Safeguarding		1,680	1,680	1,680	1,680
Senior Management Team	(10,271)	19,269	8,999	8,999	8,999
Partnership with Health	(7,615)	7,615	-	-	-
Net	(43,397)	191,398	148,002	154,701	161,685

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	(500)	(500)	(500)
	Special Items	1,671	1,671	1,671
	Unavoidable Growth	1,000	1,000	1,000
	Service Efficiency	(2,011)	(2,011)	(2,011)
	Growth in Demand for Social Care	9,530	16,230	23,214
Grand Total		148,002	154,701	161,685

Additional investment in Adults Social Care budgets to address the continued increases in demand, cost and the complexity of the cases managed. These demands impact in particular around older people and young people becoming adults with social care support needs; funded primarily from the continuation of the Adult Social Care precept, with one off investments made from the Adult Social Care grant.

Health & Culture



Net Budget 2020/21: £7,115k

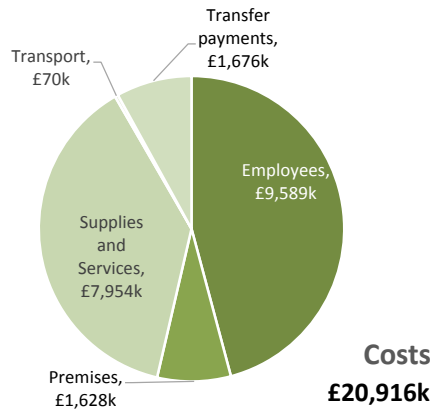
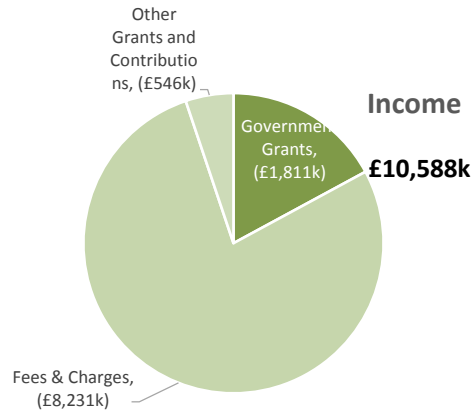
Health & Culture Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Leisure Centres	(1,116)	991	(126)	(765)	(2,006)
Libraries	(615)	4,303	3,688	3,678	3,678
Public Health & Commissioning	(19,997)	19,997	-	-	-
Country Parks, Parks & Play Areas	(1,785)	3,804	2,020	2,036	2,053
Arts & Culture	(152)	1,219	1,068	1,025	1,026
Museums & Heritage	-	464	464	464	464
Net	(23,665)	30,779	7,115	6,438	5,216

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	478	(94)	(1,244)
	Service Developments	131	131	131
	Special Items	(505)	(505)	(505)
	Unavoidable Growth	35	(15)	(88)
	Service Efficiency	(327)	(381)	(381)
Grand Total		7,115	6,438	5,216

The Budget includes £20m investment in Leisure Centres primarily linked to the Chiltern Lifestyle Centre (total £36m) where construction commences in 2019/20. The new operating arrangements are anticipated to be beneficial overall.

Only the net operating budget is shown within the Health & Culture portfolio with the capital financing costs reported within the corporate budget

Communities



Net Budget 2020/21: £10,328k

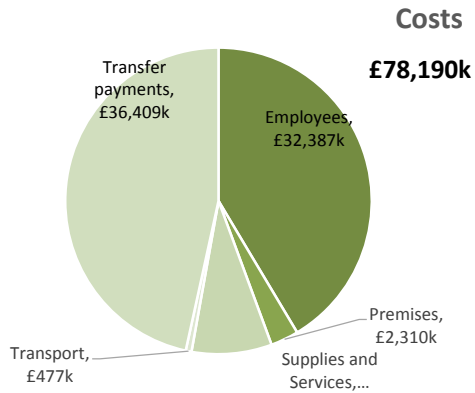
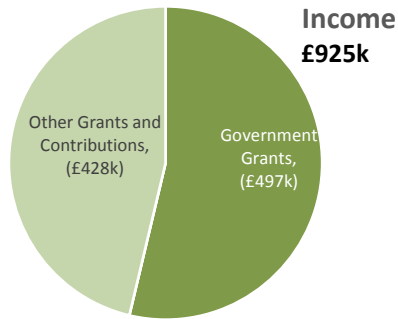
Communities Portfolio	2020-21		Net Budget	2021-22	2022-23
	Income £000	Expense £000			
CCTV	(136)	418	282	282	282
Cemeteries & Crematoria	(3,012)	2,836	(175)	(175)	(175)
Community & Voluntary Sector	(322)	2,564	2,242	2,246	2,251
Community Centres	(137)	410	273	276	279
Community Safety	(517)	1,544	1,027	1,023	1,019
Coroners		811	811	821	821
Environmental Health	(202)	1,905	1,703	1,705	1,707
Homelessness	(2,154)	3,823	1,668	1,668	1,668
Licensing	(1,588)	1,041	(547)	(547)	(547)
Registrars & Celebratory services	(1,488)	1,330	(159)	(159)	(159)
Trading Standards	-	911	911	911	911
Housing	(780)	2,925	2,145	2,145	2,145
Community services	(251)	398	147	252	357
Net	(10,588)	20,916	10,328	10,448	10,558

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	-	-	-
	Service Developments	40	40	40
	Special Items	(97)	(97)	(97)
	Unavoidable Growth	15	29	34
	Service Efficiency	(240)	(135)	(30)
Grand Total		10,328	10,448	10,558

Predominately a stand still budget that maintains in particular the existing investment in tackling Homelessness and services delivered directly to communities across Buckinghamshire, maintaining the current investment and the proximity to residents.

The budget includes some investment in Coroners to meet increasing volumes, complexity and costs

Children



Net Budget 2020/21: £77,265k

Children Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Care Services	(428)	39,609	39,180	38,233	39,125
Children in Care	(497)	5,022	4,525	4,525	4,525
Children in Need	-	13,436	13,436	13,186	13,186
Early Help	-	5,778	5,778	5,778	5,778
Management and Central costs	-	1,192	1,192	1,127	1,127
Prevention & Commissioning	-	7,680	7,680	7,137	7,037
Quality, Standards & Performance	-	5,473	5,473	3,202	2,625
Net	(925)	78,190	77,265	73,188	73,403

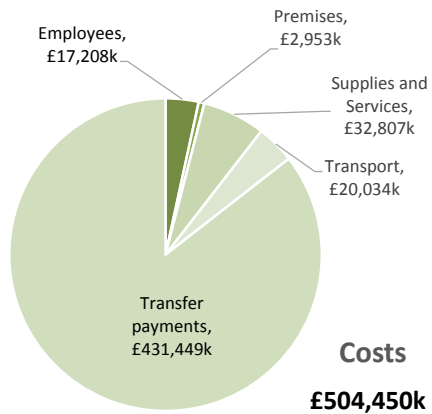
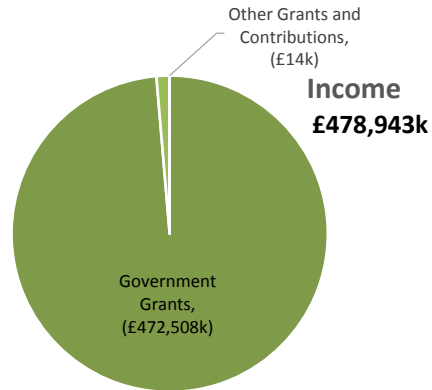
Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Service Developments	3,352	1,016	439
	Special Items	(1,316)	(1,759)	(1,759)
	Unavoidable Growth	1,957	641	291
	Service Efficiency	(3,593)	(5,115)	(5,565)
	Growth in Demand for Social Care	1,524	3,064	4,656
Grand Total		77,265	73,188	73,403

Additional investment has been made in Children’s Social Care budgets to address the continued increase in demand, cost and complexity of the cases managed, particularly in placements for Children in Care and care packages for children and young people supported at home.

Investment is also being made for a number of measures to address current costs of agency staff and to support recruitment of permanent high quality social work staff.

Savings over the 3 year period are linked to the impact of the increasing our in house placements options as set out in our placement sufficiency strategy and the ongoing children’s transformation programme.

Education



Net Budget 2020/21: £25,508k

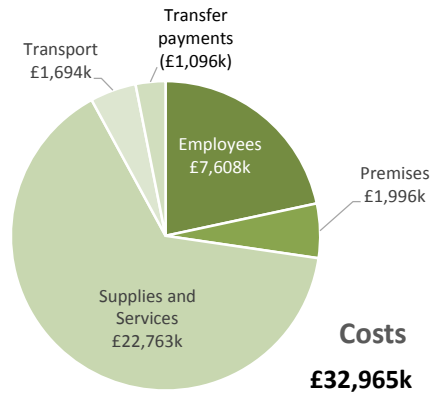
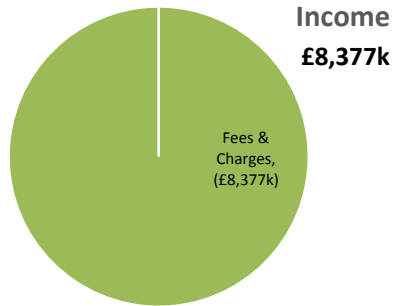
Education Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Adult Learning & Skills	(4,665)	4,605	(59)	(59)	(59)
Central Block	(239)	6,664	6,425	6,425	6,425
Early Years Block	-	31,559	31,559	31,559	31,559
Funding Block	(466,187)	(1,048)	(467,235)	(467,235)	(467,235)
High Needs Block	(1,332)	91,171	89,839	89,839	89,839
Integrated Transport	(3,380)	20,403	17,023	16,523	16,523
Management and Central costs	(95)	(513)	(608)	(608)	(608)
School Improvement and Early Years	(267)	1,986	1,719	1,719	1,719
Schools Block	(2,652)	342,064	339,411	339,411	339,411
Special Educational Needs	(126)	5,554	5,428	5,428	5,428
Strategic Commissioning	-	2,005	2,005	2,005	2,005
Net	(478,943)	504,450	25,508	25,008	25,008

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Service Developments	720	220	220
	Special Items	(963)	(963)	(963)
	Unavoidable Growth	7,098	8,654	8,654
	Service Efficiency	(5,666)	(7,222)	(7,222)
	Growth for Schools	22,339	22,339	22,339
	Additional Grant for Schools	(22,339)	(22,339)	(22,339)
Grand Total		25,508	25,008	25,008

Additional investment has been made in increasing capacity within the Special Educational Needs and Disability (SEND) service and in meeting increased Home to School Transport costs.

Increases in the Dedicated Schools Grant (DSG) over the next 3 years will enable increased funding allocations to schools and academies in Buckinghamshire, increases in the hourly rates paid to Early Years providers delivering the free entitlement to early years and childcare for 3 and 4 year olds and vulnerable 2 year olds. Additional funding has also been received in 2020-21 to address some of the pressures in budgets for pupils with SEND. Pressures against DSG budgets mean that over the course of the medium term financial plan the Council will need to continue to review how services are delivered within the overall levels of the grant allocation.

Environment



Net Budget 2020/21: £24,588k

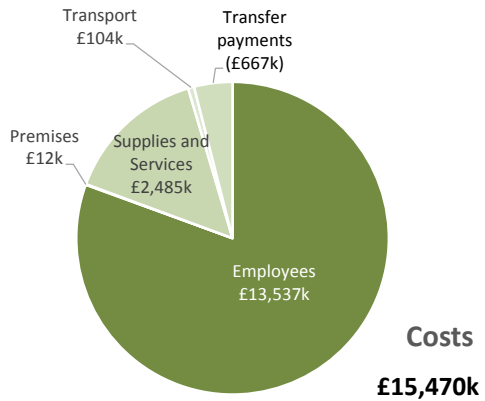
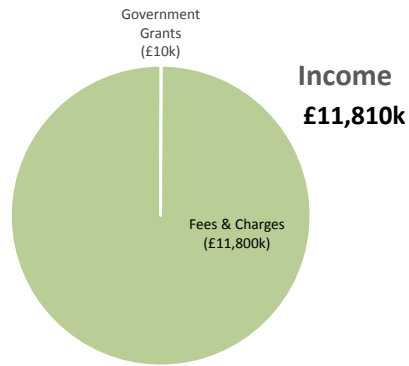
Environment Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
EFW & Residual Waste	(1,176)	1,032	(144)	1,000	1,212
Energy & Resources	(410)	586	176	176	106
Flood Management	(25)	526	501	501	461
Natural Environment	(56)	132	76	76	76
Public conveniences	(19)	407	388	390	393
Rights of way	(1)	397	396	396	396
Street Cleansing	(9)	1,011	1,002	1,032	1,064
Waste Collection	(3,775)	20,400	16,625	17,019	17,470
Waste disposal	(37)	2,485	2,448	2,389	2,339
Waste Strategy & Management	(1,783)	3,079	1,295	1,298	1,434
Household Waste Recycling Centres	(1,087)	2,912	1,826	1,897	2,131
Net	(8,377)	32,965	24,588	26,176	27,080

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	(80)	(54)	(124)
	Service Developments	15	15	15
	Special Items	(601)	60	60
	Unavoidable Growth	2,351	3,252	4,226
	Service Efficiency	(400)	(400)	(400)
Grand Total		24,588	26,176	27,080

The Environment budget reflects growth due to increased volume of waste, growth in property numbers and households.

New pressures have been identified around dry recycling sorting and reprocessing costs and a volatile recyclable materials market.

Planning



Net Budget 2020/21: £3,661k

Planning Portfolio	2020-21		Net Budget	2021-22	2022-23
	Income £000	Expense £000			
Building Control	(2,658)	1,963	(695)	(933)	(933)
Development Management	(6,395)	4,962	(1,432)	(2,100)	(2,135)
Heritage, Design & Landscape	(167)	1,439	1,273	1,273	1,273
Highways DM	(1,095)	1,115	20	20	20
Land Charges	(952)	325	(627)	(627)	(627)
Planning Enforcement	(75)	1,871	1,796	1,796	1,756
Strategic Planning & Policy	(176)	975	799	799	799
Planning Policy & Mgmt	(292)	2,820	2,528	3,114	3,114
Net	(11,810)	15,470	3,661	3,340	3,266

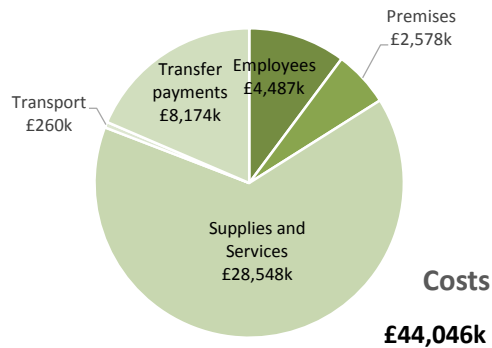
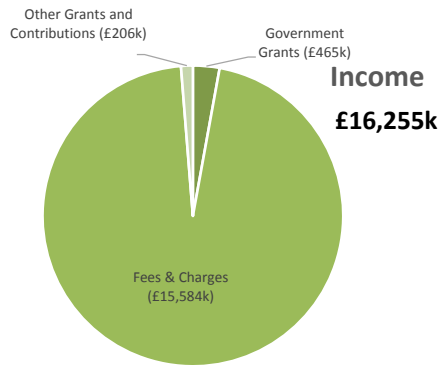
Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	(103)	(400)	(450)
	Service Developments	132	882	882
	Special Items	(200)	(200)	(200)
	Unavoidable Growth	54	69	45
	Service Efficiency	(285)	(1,074)	(1,074)
Grand Total		3,661	3,340	3,266

Investment is included within Planning Policy to meet the demands of a new Local Plan for the new Council as well as maintaining customer service standards.

Fees & Charges are being harmonised and income levels have been reviewed in line with growth in demand and to maximise cost recovery.

Future service efficiency is anticipated from the shared planning service across the new Council.

Transport



Net Budget 2020/21: £27,791k

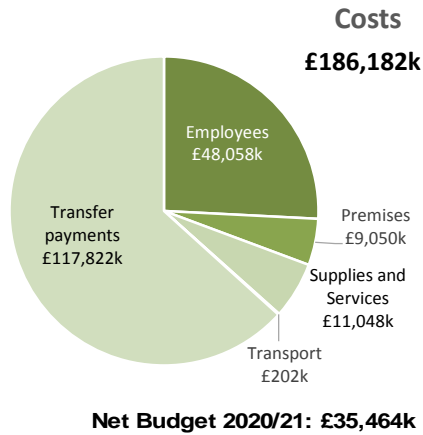
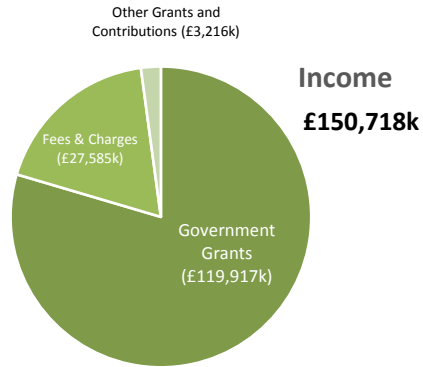
Transport Portfolio	2020-21		2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget
Integrated Transport	(1,323)	10,757	9,433	8,889
Parking Operations	(10,592)	5,107	(5,484)	(5,571)
Other Highways & Technical	(33)	2,054	2,021	2,022
Transport Strategy & Leadership team	(230)	1,056	826	826
TFB RJ Contract	(3,987)	24,768	20,782	17,840
Leadership team		(129)	(129)	(129)
Service Improvement	(91)	432	341	341
Net	(16,255)	44,046	27,791	24,219

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	(582)	(725)	(1,037)
	Service Developments	4,165	86	86
	Special Items	(1,083)	(1,083)	(1,083)
	Unavoidable Growth	635	1,444	2,211
	Service Efficiency	(89)	(248)	(248)
Grand Total		27,791	24,219	24,674

The budget includes an extension of current highways and footways programmes and also the continuation of the current additional works to drainage and weed treatment that was put in place by the former County Council; plus investment to meet ongoing growth in the highways network and inflationary pressures.

A new Parking strategy is being developed for the new Council and additional income is anticipated in particular linked to the proposal for a new car park at Gerrards Cross.

Deputy Leader & Resources



Deputy Leader & Resources Portfolio	2020-21			2021-22	2022-23
	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
HR & OD	(1,653)	6,435	4,782	4,711	4,711
Revenues & Benefits	(122,021)	121,882	(138)	(577)	(871)
Property & Assets	(22,368)	16,976	(5,392)	(5,892)	(5,865)
ICT	(627)	13,604	12,976	12,983	12,911
Corporate Finance	(2,993)	10,949	7,956	7,956	7,906
Business Operations	(892)	10,374	9,482	9,357	9,357
Service Finance	(164)	5,961	5,798	5,798	5,798
Net	(150,718)	186,182	35,464	34,336	33,947

Changes Summary		2020-21	2021-22	2022-23
		£000	£000	£000
Change	Additional Income	(1,283)	(2,062)	(2,355)
	Service Developments	(1,214)	(1,265)	(1,265)
	Special Items	(403)	(423)	(473)
	Unavoidable Growth	1,047	1,165	1,279
	Service Efficiency	(692)	(1,087)	(1,247)
Grand Total		35,464	34,336	33,947

The budget reflects the ongoing efficiency programmes; plus planned investments in commercial acquisitions within Property & Assets.

Corporate

Corporate		2020-21	2021-22	2022-23
		Net Budget	Net Budget	Net Budget
Capital Financing	Interest payable	10,804	10,984	11,081
	MRP	9,891	9,891	10,940
	RCCR	9,162	3,521	4,013
Capital Financing Total		29,857	24,396	26,034
Corporate Costs	Budget Risk Contingency	15,272	8,430	11,157
	Pay Contingency	5,510	9,293	13,172
	Corporate Items	1,756	1,670	1,519
Corporate Costs Total		22,538	19,393	25,848
Treasury Management	Interest receivable	(3,914)	(4,020)	(3,755)
	Treasury Management	705	705	705
Treasury Management Total		(3,209)	(3,315)	(3,050)
Unitary savings	Unitary savings	-	(3,096)	(5,399)
Unitary savings Total		-	(3,096)	(5,399)
Net		49,187	37,378	43,433

Reserves		2020-21	2021-22	2022-23
		Net Budget	Net Budget	Net Budget
Reserves	Earmarked Reserves	12,158	5,869	6,541
	General Reserves	(3,877)	(268)	276
Reserves Total		8,281	5,601	6,816
Net		8,281	5,601	6,816

Total **58,483** **43,994** **51,264**

This represents those budgets which do not apply to individual Portfolios.

This includes borrowing costs, returns made on Treasury Management investments, contingency budgets held to mitigate risk and fund future commitments, and the use of and contribution to Reserves.