

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Position Carried Forward from 2019/20	16,720	23,796	30,370	34,370	
	Resources (Spending Round update)					
1	Local Government Settlement	(13,705)	(12,597)	(13,233)	(18,927)	Latest estimate based on Spending Round.
2	Council Tax Collection Fund Surplus	(1,913)	0	0	0	This represents the 2018/19 Council Tax Collection Fund surplus which is available to support the 2020/21 Budget.
3	Council Tax Referendum cap at 2%	1,288	2,660	4,121	5,676	This reflects the assumed Council Tax referendum cap reducing from 3% to 2%. The Council's previous assumption had been a cap of 3%. Therefore there is a reduction in the assumed level of Council tax income.
4	New Homes Bonus	(1,653)	0	0	0	The Spending Round indicates continuation of the New Homes Bonues scheme at a higher level than previously assumed. The Finance Settlement Technical Consultation indicates a further review of scheme for 2021/22 onwards so no additional resources have been assumed beyond 2020/21.
5	Adults' and Children's Social Care Grant (2019/20 Local Government Settlement)	(2,650)	0	0	0	The Spending Round indicates that this funding will continue at the 2019/20 level. The initial assumption is that this will not be available in future years.
6	New Adults & Children's Social Care Grant	(6,781)	0	0	0	This is the allocation of additional resources for Adults' and Children's social care announced in Spending Round. The initial assumption is that the funding will not be available in future years.

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
7	Adult Social Care Precept	(2,576)	(2,576)	(2,576)	(2,576)	This assumes full use of the Adult Social Care Precept advised within the Local Government Finance 2020/21 Technical Consultation. The initial assumption is that additional precept will not be available in future years.
8	Independent Living Fund	2,300	2,300	2,300	2,300	This is the level of ILF that the Council has received in 20219/20. The ILF is one of the few grant funding streams not referenced in the Spending Round and which the Council believes may potentially not be available from 2020/21.
9	Coventry & Warwickshire Business Rates Pool	(400)	0	0	0	The Technical Consultation has indicated that no new Business Rates Pilots will be announced for 2020/21. One impact of this is that the Coventry and Warwickshire Business Rates Pool should continue for a further year. The current budgeted amount of Business rates pooling gain had therefore been asusmed for one further year.
	Total Resources Change	(26,090)	(10,213)	(9,388)	(13,527)	

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Non-Achieved Savings					
10	Workforce Strategy	4,442	4,442	4,442	4,442	This removes the savings assumption made in previous Budgets on the basis that there are no existing proposals to deliver this. Work is under way to bring future Workforce Strategy proposals and any savings resulting from this will be introduced in a future Budget.
	Total Non-Achieved Savings	4,442	4,442	4,442	4,442	
	Expenditure Pressures					
11	Inflation Assumptions	2,674	7,822	6,424	7,486	Incorporates 2% CPI forecast for pay and contracts, 5% for energy and 1% for some other Council budgets.
12	Adult Social Care	1,813	3,462	8,458	11,530	This reflects anticipated market pressure, demographic growth and inflation on social care contracts including those connected to increases in the National Living Wage. It also incorporates an Adult Social Care Funding Strategy approach which allocates resources to the financial year in which they are required.
13	Children's Social Care (Looked After Children & Supported Accommodation)	2,000	2,000	2,000	2,000	There are continuing pressures within Children's social care budgets resulting from the number and cost of placements.

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
14	SEND (Special Educational Needs and Disability) T	1,300	1,300	1,300	1,300	The 2019/20 budgetary control position reflects a forecast overspend on SEND transport driven by a significant increase in demand (but proportionate to the number of Special School Placements and Education, Health and Care (EHC) Plans.
15	DSG Historic Liabilities	900	900	900	900	Costs currently being funded by Dedicated Schools Grant for which it is anticipated DSG may be reduced in 2020/21
16	Housing & Homelessness	2,400	2,400	2,400	2,400	The 2019/20 budgetary control position reflects a forecast overspend within Housing and Homelessness budgets driven by increased demand, activity transferring to the Council from the previously outsourced contract and a delay in more cost efficient Temporary Accommodation solutions being available. This line assumes that these costs wil cntinue beyond 2019/20.
17	Waste Disposal	495	879	1,279	1,679	Assumes growth in waste per household, housing growth and the gate fee paid for waste disposal.
18	ICT Licences	150	150	150	150	Anticipated increase in computer system licence costs.
19	Godiva	200	200	200	200	Estimated cost of providing the Godiva Festival on an annual basis, taking account of higher costs of staging the festival and measures to increase income generation.
20	West Midlands Combined Authority (WMCA) Business Rates Growth Contribution	900	1,050	1,200	1,350	The original funding model for the WMCA Devolution Deal included funding from West Midlands councils from the assumed growth in Business Rates. The Council initially agreed a time-limited budget allocation pending the changes to the local government funding arrangements. Given that these have been further delayed this proposal builds in an ongoing contribution.
	Total Expenditure Pressures	12,832	20,163	24,311	28,995	

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Technical Savings					
21	Exit Costs (Reduction in existing £2.5m Budget)	(1,500)	(1,500)	(1,500)	(1,500)	The Council holds a current budget of £2.5m for exit costs, primarily the costs of redundancy and early retirement decisions. Given a significant reduction in such costs in recent years and the fact that the Council also holds a reserve to fund these costs, the proposal here is to reduce the ongoing budget to £1m for exit costs.
22	Street Lighting PFI Re-Fi	(100)	(100)	(100)	(100)	The Council and its partner organisations within the Street Lighting Private Finance Initiative project are approaching the final stages of renegotiating the contract to release a financial benefit. This is in line with the report to August on 27th August. The final figure will be confirmed as part of the final Budget Report.
	Total Technical Savings	(1,600)	(1,600)	(1,600)	(1,600)	

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Service Savings Policy Options					
	Adult Social Care					
23	Adult Social Care Internally Provider Services	(45)	(45)	(45)	(45)	Cease weekend provision at Maymorn day centre for dementia (Cabinet - 9th July)
24	Adult Social Care Digitalisation	(350)	(500)	(500)	(500)	Digitise Adult Social Care Operations
25	Adult Social Care Internally Provided Services Delivery Models	0	(300)	(625)	(625)	Review alternative delivery models for the provision of Internally provided adult social care services. For example, Telecare services
26	Adult Social Care Therapy	(50)	(100)	(100)	(100)	Increasing therapy input into adults with disabilities to reduce long term demand
27	Adult Social Care Financial Assessment Process Digitalisation	(30)	(60)	(60)	(60)	Introduce digitised approaches to Financial Assessment process
28	Adult Social Care Community Purchasing	(200)	(400)	(600)	(600)	Reduce residential placements and increase people supported at home (at maximum saving this equates to a reduction of 30 from current activity including off-set for alternative care costs).
	Business Investment and Culture					
29	Place Directorate Management and Support	(15)	(15)	(15)	(15)	Consolidate Directorate Management & Support function
30	Corporate Sponsorship & Advertising	(100)	(150)	(200)	(200)	Review of Corporate Sponsorship & Advertising opportunities

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Children's Services					
31	Looked After Children Joint Commissioning	0	(240)	(240)	(240)	Joint Commissioning - Redesign of process and governance to ensure we reclaim the appropriate level of funding from partners towards the cost of Looked After Children placements.
32	Children's Services Section 17 Payments	(35)	(35)	(35)	(35)	Section 17 - Review of expenditure incurred to ensure tighter controls, and enhanced decision making.
33	Children's Services Responsive Services & Quality and Assurance	(56)	(169)	(169)	(169)	Minor review of responsive services and quality and performance
	Finance and Corporate Services					
34	Treasury Management Investments	(100)	(100)	(100)	(100)	Improved treasury management returns through amendment to the Council's Investment Strategy
35	Registrars Income Generation	(50)	(50)	(50)	(50)	Increased Income generation within the registrars service

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Housing and Transformation					
36	ICT & Digital Provision of Mobile Handsets	0	(125)	(125)	(125)	Remove provision of Corporate Mobile handsets and use dual sim capability within officers' own mobiles
37	Citivision	(35)	(35)	(35)	(35)	Digitise citivision reducing printed circulation
38	Housing Services	0	0	(250)	(250)	Reduce capacity across Housing to reflect delivery of other schemes/approaches
39	Consolidation of ICT Systems	0	0	(250)	(250)	Reduction of IT costs linked to user reduction/Consolidation of Systems
40	Communications Team	(50)	(50)	(50)	(50)	Restructure of Communications team
41	Human Resources and Organisational Development	(150)	(350)	(500)	(500)	A review of the HR service is to be completed to ensure resources are matched to the future business need and commercial opportunities are maximised.
42	Transformation Team	0	0	(150)	(150)	Restructure of Transformation Team

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Project Management and Property Services					
43	Friargate Floor Space	(300)	(480)	(480)	(480)	Rationalise floor space occupied at Friargate and let a floor
44	Operational Property	0	(250)	(500)	(500)	Further rationalisation of operational property
45	Building Cleaning	(50)	(50)	(50)	(50)	Reduce cleaning standards across Corporate property
46	Commercial Property Income	(1,000)	(2,000)	(2,500)	(2,500)	Ringfence and reinvest £30m-£40m in capital receipts from non income earning assets into income earning assets
	Public Health and Wellbeing					
47	Migration Services	(450)	(450)	(450)	(450)	The Council provides support to recipients of migration services from across all services. This reflects a contribution from the grant towards the other services provided across the Council.
48	Public Health Lifestyles Service	0	(20)	(20)	(20)	The Lifestyles service is a relatively new service and there are options to look at further developing the self care support element within the contract as well as further targeting of coaching and specialist interventions
49	Public Health Blood Borne Virus Testing	(27)	(27)	(27)	(27)	Remove Public Health Grant Funding for GP Blood Borne Virus testing services
50	Public Health Keeping Coventry Warm	(50)	(50)	(50)	(50)	Remove Public Health Grant Funding for Keeping Coventry Warm Scheme
51	Corporate Insight & Engagement function	(153)	(153)	(153)	(153)	Restructure of Corporate Insight & Engagement function
52	Community Capacity and Resilience Grants	(50)	(50)	(50)	(50)	Reduction of Community Capacity & Resilience grants

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Streetscene and Regulation					
53	War Memorial Park Charging for Parking	(300)	(300)	(300)	(300)	Charge to park at War Memorial Park
54	War Memorial Park Charging for Water Feature	(15)	(15)	(15)	(15)	Commercialise the WMP water feature by levying a charge to offset the ongoing maintenance costs
55	Pet Cemetery	(10)	(10)	(10)	(10)	Provision of a pet cemetery and burial service using an appropriate redundant recreational area within the City
56	Bereavement Services - Funeral Director Service	0	(160)	(160)	(160)	Diversification into Funeral Director service through growth or acquisition
57	Bereavement Services Fees	(50)	(100)	(150)	(150)	Increase bereavement fees in line with top quartile
58	Licensing Charges	(100)	(100)	(100)	(100)	Review of licensing services/charges

Appendix 1: 2020/21 Pre-Budget Financial Position (changes to existing budget)

		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	
	Transportation and Highways					
59	Street Lighting Replacement Cycle	(20)	(20)	(20)	(20)	Extend replacement cycle of street lamps
60	Highways Inspection Digitalisation	0	(25)	(50)	(50)	Digitalisation of highways information capture
61	Increased Recovery of Parking/Bus Gate Fines	(65)	(130)	(130)	(130)	Increased recovery of parking/bus gate fines linked to return of back office function
62	Traffic Management NRSWA Service	(82)	(82)	(82)	(82)	Insource of NRSWA (New Roads & Street Works Act) service currently provided externally
63	Bus Lane/Gate Enforcement	(60)	(60)	(60)	(60)	Bus Lane/Gate enforcement - install cameras at 3 currently unenforced bus gates/lanes and enforce their use through issuing Penalty Charge Notices
64	Street Lighting	(250)	(250)	(250)	(250)	Options to switch street lights off on some routes at certain times
65	Highways Drainage Design and Advice Service	(50)	(100)	(150)	(150)	Provide design and advice services relating to drainage for developments and planning requirements, potentially through arms length company
66	Car Park Charges	0	(100)	(200)	(300)	Review of parking charges for city centre car parks
67	Highways Maintenance	(850)	(350)	0	0	Manage revenue funded highways maintenace spend over 3 year period
68	Residents Parking Charging	(300)	(400)	(500)	(500)	Review of residents parking charges/zones
	Total Service Savings Policy Options	(5,498)	(8,456)	(10,556)	(10,656)	
	Overall Financial Deficit Position	806	28,132	37,579	42,024	