

# 2010/2011 Budget Summary



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## FOREWARD

Welcome to Coventry City Council's Budget Summary booklet.

The City Council approved the 2010/11 budget at its meeting on 23rd February 2010.

The aim of the Booklet is to explain this budget, what services it will provide and where the money to pay for it will come from. We hope that you will find this information useful.

## SUMMARY OF CITY COUNCIL EXPENDITURE

The City Council's Gross Revenue Budget for 2010/11 is £809.2m. This can be summarised as follows:

|                           | £m           |
|---------------------------|--------------|
| Gross Expenditure         | 809.2        |
| Gross Income              | (539.8)      |
| <b>BUDGET REQUIREMENT</b> | <b>269.4</b> |

This Budget Requirement is funded as follows:

|   | £m             |
|---|----------------|
| Revenue Support Grant and Business Rates    | (153.0)        |
| Council Tax                                 | (117.3)        |
| Council Tax Deficit                         | 0.9            |
| <b>RESOURCES TO FUND BUDGET REQUIREMENT</b> | <b>(269.4)</b> |

## COUNCIL TAX 2010/2011

Council Tax pays for the budgeted expenditure of the City Council as well as the precepts raised by the West Midlands Police and West Midlands Fire & Civil Defence Authorities. The City Council's budget includes Coventry's share of the West Midlands Passenger Transport Authority and Environment Agency levies. These precepts and levies are fixed by the bodies raising them.

The amount of income required to be met from Council Tax to pay for these services has increased by 2.27% after allowing for Government grant and non domestic rate income. However, due to an increase in the number of households able to claim discounts, the increase in the Council Tax for each property is 2.33%. This year the City Council's element of the Council Tax increase is 2.40%.

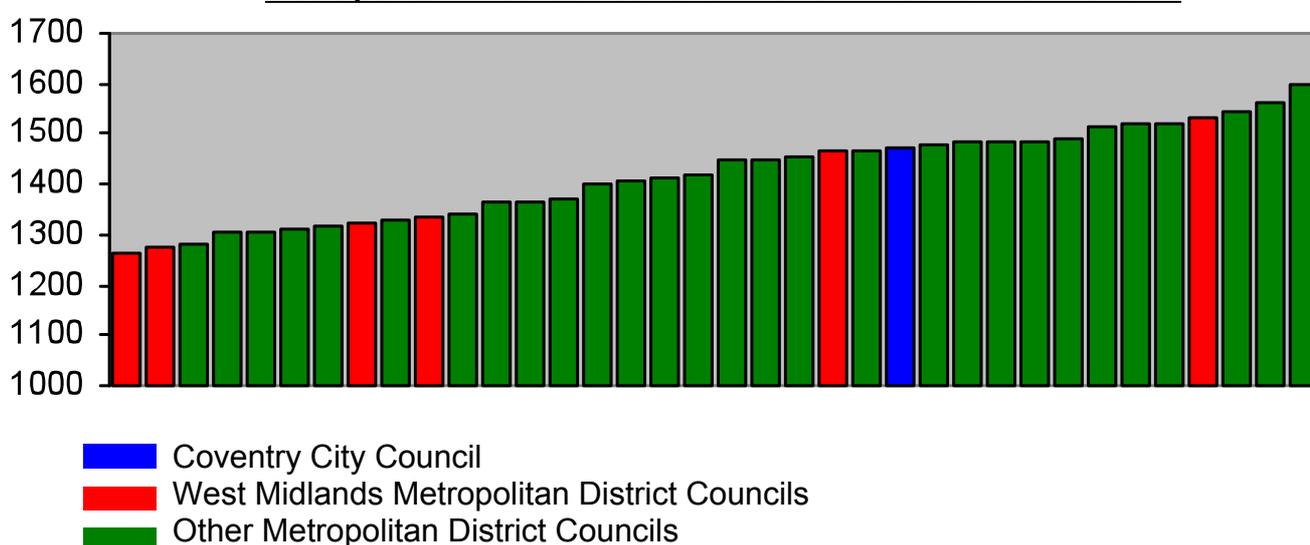
This is shown in the tables below.

|  | 2009/10 (£m)  | 2010/11 (£m)  | % Change     |
|--|---------------|---------------|--------------|
| Council Budget Requirement                   | 261.9         | 269.4         |              |
| Revenue Support Grant                        | (149.4)       | (153.0)       |              |
| Collection Fund Surplus                      | 2.1           | 0.9           |              |
| <b>City Council Tax Requirement</b>          | <b>114.6</b>  | <b>117.3</b>  | <b>2.85%</b> |
| Police Precept                               | 8.6           | 8.8           |              |
| Fire Precept                                 | 4.2           | 4.2           |              |
| <b>Total Council Tax</b>                     | <b>127.4</b>  | <b>130.3</b>  | <b>2.27%</b> |
|  | 2009/10       | 2010/11       | % Change     |
| Taxbase (Band D)                             | 88,624        | 88,578        |              |
| <b>Council Tax (Band D 2 or more adults)</b> | <b>£1,438</b> | <b>£1,471</b> | <b>2.33%</b> |
| <b>Average Council Tax per Dwelling</b>      | <b>£1,015</b> | <b>£1,027</b> | <b>1.21%</b> |

People living within the boundaries of Allesley Parish and Keresley Parish are required to pay extra to fund parish council expenditure of £3,500 (£8.31 Band D) and £1,500 (£7.06 Band D) respectively.

A comparison is provided below of Coventry's total Band D Council Tax for 2010/11 with those set by other metropolitan councils in the West Midlands and nationally.

**Metropolitan District Councils - Band D Council Tax 2010/11**

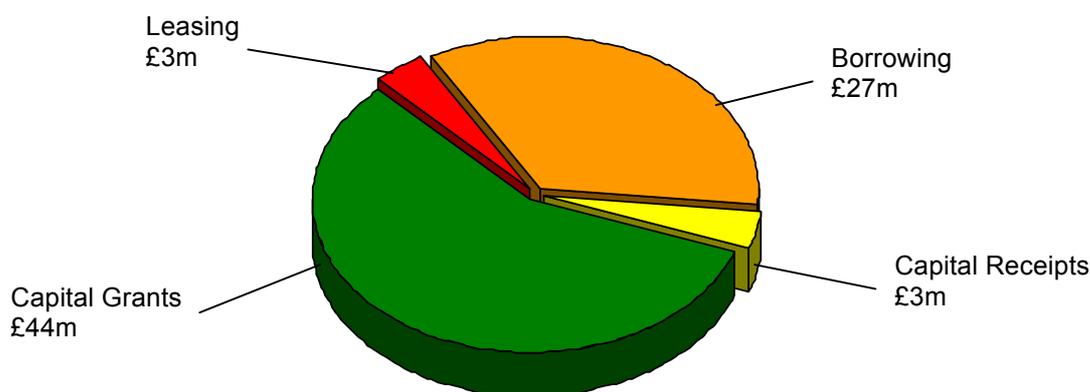


## CAPITAL EXPENDITURE

The following information shows the sources of capital funding and the main areas of spending for 2010/11.

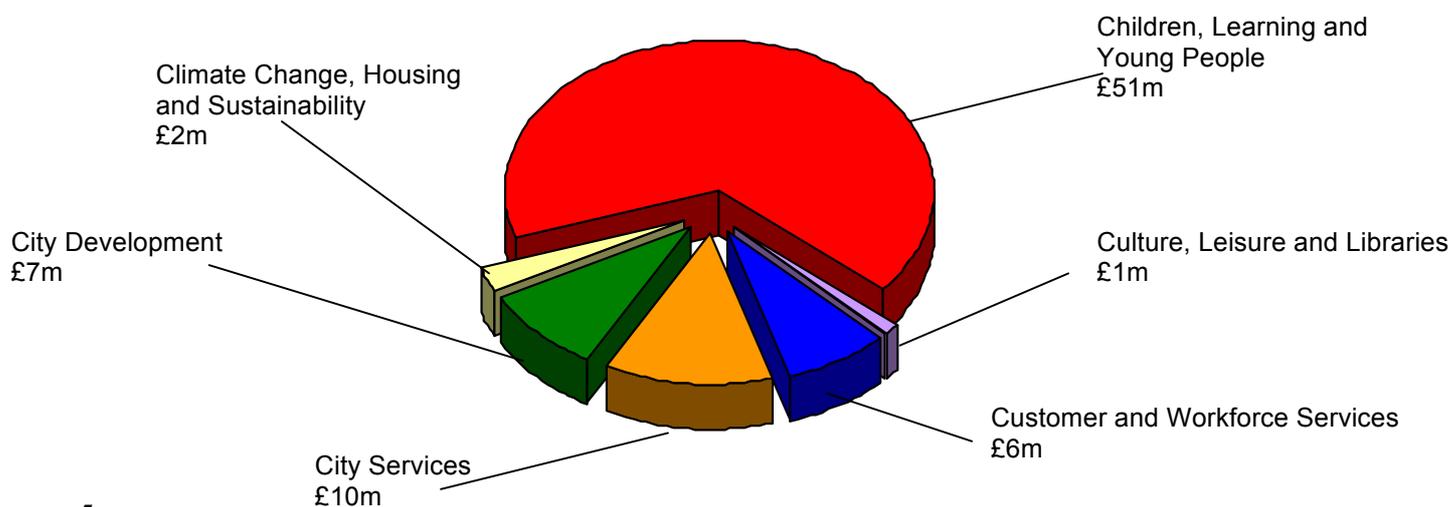
### Where the money comes from

|                  | 2010/11<br>£m |
|------------------|---------------|
| Borrowing        | 27            |
| Capital Receipts | 3             |
| Capital Grants   | 44            |
| Leasing          | 3             |
| <b>Total</b>     | <b>77</b>     |



### Where the money is spent

| Cabinet Portfolios                         | 2010/11<br>£m |
|--|---------------|
| Children, Learning and Young People        | 51            |
| City Services                              | 10            |
| Culture, Leisure and Libraries             | 1             |
| Customer & Workforce Services              | 6             |
| City Development                           | 7             |
| Climate Change, Housing and Sustainability | 2             |
| <b>Total</b>                               | <b>77</b>     |



# REVENUE EXPENDITURE

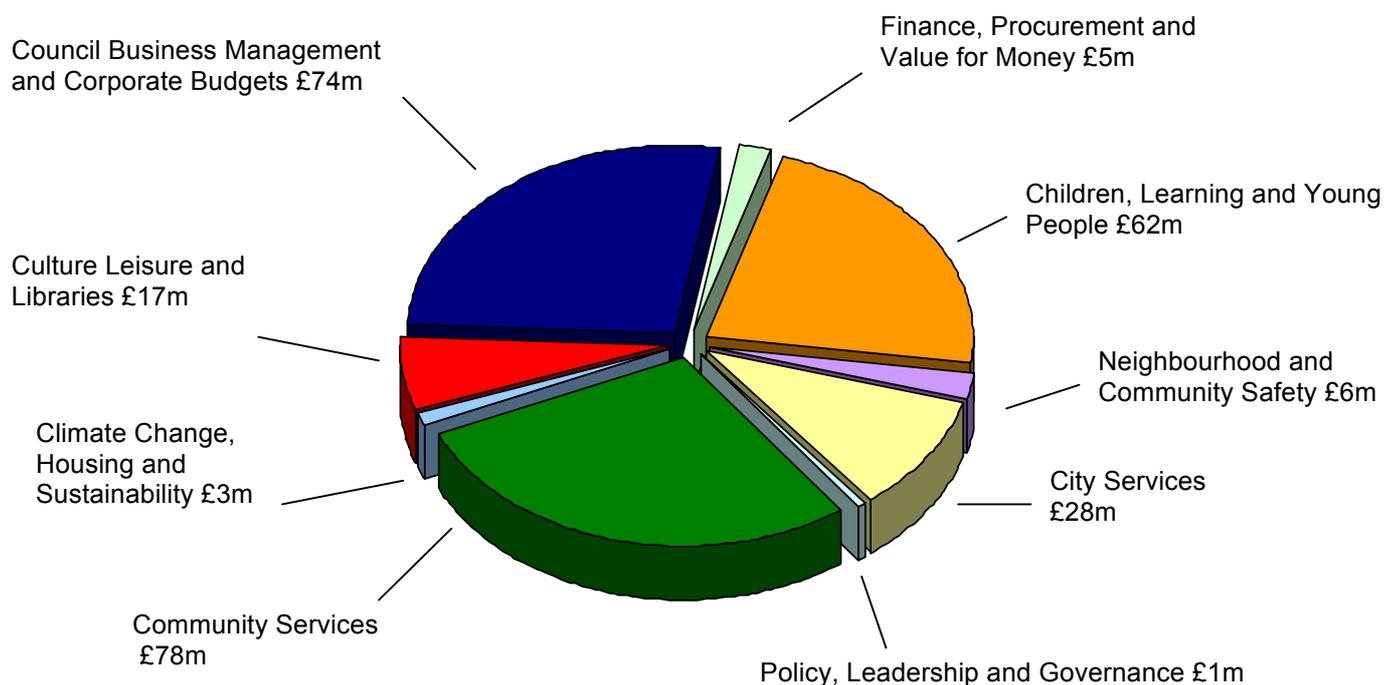
## Revenue Summary Table

| Portfolios  | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Children, Learning & Young People                 | 344,082                                  | (282,197)                           | 61,885                                 |
| City Services                                     | 42,400                                   | (14,629)                            | 27,771                                 |
| Community Services                                | 106,759                                  | (29,092)                            | 77,667                                 |
| Culture, Leisure & Libraries                      | 26,808                                   | (9,815)                             | 16,993                                 |
| Finance, Procurement & Value for Money            | 154,556                                  | (149,505)                           | 5,051                                  |
| Customer, Workforce & Legal Services              | 4,659                                    | (6,597)                             | (1,938)                                |
| Neighbourhood & Community Safety                  | 7,209                                    | (1,564)                             | 5,645                                  |
| Policy, Leadership & Governance                   | 1,107                                    | (50)                                | 1,057                                  |
| City Development                                  | 27,009                                   | (28,691)                            | (1,682)                                |
| Climate Change, Housing & Sustainability          | 20,430                                   | (17,363)                            | 3,067                                  |
| <b>Total Cabinet Member Portfolio's</b>           | <b>735,019</b>                           | <b>(539,503)</b>                    | <b>195,516</b>                         |
| Council Business Management & Corporate Budgets * | 74,191                                   | (313)                               | 73,878                                 |
| <b>Gross Expenditure</b>                          | <b>809,210</b>                           | <b>(539,816)</b>                    | <b>269,394</b>                         |

\* Contains Asset Management Revenue Account (£31.3m), Levies from other bodies (£16.8m), Contingencies and Corporate Budgets (£13.0m) and Corporate Democratic Core & unapportioned overheads (£12.8m).

## Revenue Expenditure

The information below shows where the money is spent by major service area.



## REVENUE EXPENDITURE

### REVENUE SUMMARY SUBJECTIVE ANALYSIS 2010/11

| Excluding Schools           | SUMMARY GROSS EXPENDITURE          | Including Schools |
|-----------------------------|------------------------------------|-------------------|
| <b>£'000</b>                |                                    | <b>£'000</b>      |
| 191,763                     | Employees                          | 355,596           |
| 22,369                      | Premises                           | 37,107            |
| 18,266                      | Transport                          | 18,894            |
| 106,562                     | Supplies & Services                | 123,663           |
| 140,082                     | Third Party Payments               | 140,082           |
| 148,156                     | Transfer Payments                  | 148,784           |
| 47,612                      | Support Services                   | 48,964            |
| 35,931                      | Capital Charges                    | 35,865            |
| (99,745)                    | Less: Expenditure between Services | (99,745)          |
| <b>610,996</b>              | <b>GROSS EXPENDITURE</b>           | <b>809,210</b>    |
| <b>SUMMARY GROSS INCOME</b> |                                    |                   |
| (48,999)                    | Fees, Charges and Sales            | (49,373)          |
| (16,398)                    | Rents                              | (16,398)          |
| (260,761)                   | Government Grants                  | (458,306)         |
| (15,739)                    | Recharges                          | (15,739)          |
| (99,745)                    | Other Income                       | (99,745)          |
| 99,745                      | Less: Income between Services      | 99,745            |
| <b>(341,897)</b>            | <b>GROSS INCOME</b>                | <b>(539,816)</b>  |
| <b>269,099</b>              | <b>NET EXPENDITURE</b>             | <b>269,394</b>    |

# CABINET PORTFOLIO BUDGETS

## CHILDREN, LEARNING & YOUNG PEOPLE

The most significant area of spending within this portfolio is the budget delegated to schools including provision for sixth forms in secondary schools.

Expenditure on schools and other educational provision made by the local authority is funded by ring-fenced government grant (Dedicated Schools Grant) and so is outside of the main local government funding system.

Significant additional resources are made available through Standards Fund and other government grant regimes to support schools in delivering their national and local educational priorities.

A range of additional services for children and young people within this portfolio include:

- Providing specialist services for directly supporting children with special educational needs.
- Delivering a range of access services to schools and pupils including home to school transport, admissions and supply of schools places, asset management and the Dolly-Moch Outdoor Centre.
- Supporting, guiding and challenging schools in their role of raising standards based on monitoring, evaluation and encouragement of school self-evaluation and identification of weaknesses.
- Delivering a range of integrated youth support services providing opportunities for people of all ages.
- Delivering and supporting other agencies in providing early intervention services for children and young people including implementation of the Common Assessment Framework
- Commissioning Information, Advice and Guidance services for 14 to 19 yr olds
- Early Years provision working with the Early Years Development and Childcare Partnership

Social care services are also provided within this portfolio including:

- Working to protect children and young people from harm and neglect.
- Striving to keep families together when this is best and helping those who can no longer live with their families to find new homes with foster carers or adoptive parents.
- Providing for children and young people in foster or residential care who are looked after by the local authority, supporting and counseling the children, supporting their education and ensuring they have good access to health services and aiding their transition to the point where the young person can live independently.
- Working closely with other agencies to reduce youth offending and helping school children back to proper schooling.
- Working with children with disabilities and sensory impairments.
- Supporting young carers who care for parents, siblings or other relatives.

## CHILDREN, LEARNING & YOUNG PEOPLE

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Individual Schools Budget                 | 223,088                                  | (42,199)                            | 180,889                                |
| Services To Schools                       | 36,625                                   | (12,813)                            | 23,812                                 |
| Neighbourhood Services                    | 31,219                                   | (15,076)                            | 16,143                                 |
| Specialist Services                       | 31,294                                   | (4,044)                             | 27,250                                 |
| Strategic Services                        | 22,665                                   | (10,286)                            | 12,379                                 |
| Support Services & Other Central Budgets  | 5,812                                    | (2,028)                             | 3,784                                  |
| Dedicated Schools Grant                   | 0  | (202,372)                           | (202,372)                              |
| Less: Expenditure/Income between Services | (6,621)                                  | 6,621                               | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>344,082</b>                           | <b>(282,197)</b>                    | <b>61,885</b>                          |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 220,239                    |
| Premises                           | 17,868                     |
| Transport                          | 4,156                      |
| Supplies & Services                | 68,559                     |
| Third Party Payments               | 31,416                     |
| Transfer Payments                  | 943                        |
| Support Services                   | 7,595                      |
| Capital Charges                    | (73)                       |
| Less: Expenditure between Services | (6,621)                    |
| <b>GROSS EXPENDITURE</b>           | <b>344,082</b>             |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (9,922)                    |
| Rents                              | (969)                      |
| Government Grants                  | (271,299)                  |
| Other Income                       | (7)                        |
| Recharges                          | (6,621)                    |
| Less: Income between Services      | 6,621                      |
| <b>GROSS INCOME</b>                | <b>(282,197)</b>           |
| <b>NET EXPENDITURE</b>             | <b>61,885</b>              |

# CABINET PORTFOLIO BUDGETS

## CITY SERVICES

To many people, Services within this portfolio are the public face of the City Council and people judge the Council by the standard of the everyday services provided. The services which are primarily provided from within the City Services & Development Directorate are outlined below, and all make a significant direct contribution to the quality of life in Coventry.

### **Planning, Transport & Highways Division**

- Repairing and maintaining the city's highways, pavements and street lights
- Management of the City's Traffic Control system
- Providing school crossing patrols at sites across the city
- Winter gritting of roads
- Enforcement of on and off-street parking contraventions in order to contribute to the free flow of traffic and improve safety across the road network

### **Streetpride & Fleet Management Division**

- Managing and collecting the city's waste and recycling
- Cleaning the city's streets
- Maintaining the city's green spaces, including grass cutting and landscaping
- Carrying out cremations and burials at the city's crematorium and cemeteries
- Monitoring CCTV cameras, intruder, fire and panic alarms and care-lines for vulnerable people
- Transporting 1,500 passengers daily as part of the social care and children's passenger transport services
- Providing fleet management and technical workshop support for 685 vehicles , plant or equipment operated by frontline services
- Carrying out 1,200 taxi inspections and over 500 MOT inspections each year

### **Property Asset Management Division**

- Delivering 75,000 home meals to social care clients each year
- Providing around 14,000 school meals a day
- Providing Cleaning Services to over 180 buildings

### **Community Services – Public Safety**

- Enforce Statutory Controls which protect public health, safety, the environment and economic prosperity
- Develop and deliver services/initiatives which reduce crime, protect and improve health and the environment
- Work in partnership with residents, businesses and other agencies to develop safe, healthy and sustainable communities

## CITY SERVICES

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Refuse Collection                         | 7,638                                    | (4,473)                             | 3,165                                  |
| Recycling                                 | 2,653                                    | (417)                               | 2,236                                  |
| Waste Disposal                            | 7,813                                    | (2,682)                             | 5,131                                  |
| Highways & Lighting                       | 16,375                                   | (8,058)                             | 8,317                                  |
| Road Safety and School Crossings          | 683                                      | (22)                                | 661                                    |
| Street Cleansing                          | 2,639                                    | (218)                               | 2,421                                  |
| Grounds Maintenance                       | 5,371                                    | (3,658)                             | 1,713                                  |
| Public Conveniences                       | 142                                      | 0                                   | 142                                    |
| Bereavement Services                      | 1,818                                    | (2,638)                             | (820)                                  |
| Emergency Services Unit                   | 1,365                                    | (888)                               | 477                                    |
| Environmental Health                      | 3,453                                    | (573)                               | 2,880                                  |
| Trading Standards                         | 1,311                                    | (23)                                | 1,288                                  |
| Trading Services                          | 25,312                                   | (25,152)                            | 160                                    |
| Less: Expenditure/Income between Services | (34,173)                                 | 34,173                              | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>42,400</b>                            | <b>(14,629)</b>                     | <b>27,771</b>                          |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 33,588                     |
| Premises                           | 3,926                      |
| Transport                          | 11,203                     |
| Supplies & Services                | 14,255                     |
| Third Party Payments               | 7,210                      |
| Support Services                   | 6,310                      |
| Capital Charges                    | 81                         |
| Less: Expenditure between Services | (34,173)                   |
| <b>GROSS EXPENDITURE</b>           | <b>42,400</b>              |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (12,099)                   |
| Rents                              | (6)                        |
| Government Grants                  | (651)                      |
| Other Income                       | (1,873)                    |
| Recharges                          | (34,173)                   |
| Less: Income between Services      | 34,173                     |
| <b>GROSS INCOME</b>                | <b>(14,629)</b>            |
| <b>NET EXPENDITURE</b>             | <b>27,771</b>              |

# CABINET PORTFOLIO BUDGETS

## COMMUNITY SERVICES

The services within this portfolio include:

### **Social Care for Adults and Older People**

- Support for older people and adults of working age with physical and sensory impairment, mental health problems and learning disabilities.
- Adult Social Care vision is to: directly support, or influence others, to enable every adult and older person in Coventry to live a fulfilling life based on their individual choices and aspirations.
- Coventry Adult and Older People's Social Care strives to support people to live as independently as possible to help adults, older people and their carers to get the best advice and support to maintain their independence, to support a time-limited period of promoting independence or re-ablement combined with an assessment and to identify their ongoing outcomes and care support needs, including any ongoing statutory responsibility to fund/provide this
- Working in partnership with other agencies such as the NHS, Third sector and independent sector providers to ensure a multi agency approach to social care, inclusion and health throughout the city.

## COMMUNITY SERVICES

| Division of Service                            | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|--|--|-------------------------------------|--|
| <b>Older People</b>                            |  |                                     |  |
| In House Services (HwC, residential, day care) | 10,243                                   | (3,921)                             | 6,322                                  |
| Intermediate Care                              | 4,608                                    | 0                                   | 4,608                                  |
| Community Purchasing                           | 32,927                                   | (10,189)                            | 22,738                                 |
| Commissioning                                  | 2,650                                    | (333)                               | 2,317                                  |
| Partnerships                                   | 481                                      | (328)                               | 153                                    |
| Assessment and Care Management                 | 6,686                                    | (540)                               | 6,146                                  |
| Service Management                             | 427                                      | 0                                   | 427                                    |
| <b>Adults</b>                                  |  |                                     |  |
| Learning Disabilities                          | 29,767                                   | (6,908)                             | 22,859                                 |
| Mental Health                                  | 6,319                                    | (2,473)                             | 3,846                                  |
| Physical Disabilities                          | 9,265                                    | (1,512)                             | 7,753                                  |
| Health Related Services                        | 4,082                                    | (3,584)                             | 498                                    |
| Less: Expenditure/Income between Services      | (696)                                    | 696                                 | 0                                      |
| <b>PORTFOLIO TOTAL</b>                         | <b>106,759</b>                           | <b>(29,092)</b>                     | <b>77,667</b>                          |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 33,114                     |
| Premises                           | 1,412                      |
| Transport                          | 2,166                      |
| Supplies & Services                | 6,840                      |
| Third Party Payments               | 54,080                     |
| Transfer Payments                  | 4,434                      |
| Support Services                   | 4,606                      |
| Capital Charges                    | 803                        |
| Less: Expenditure between Services | (696)                      |
| <b>GROSS EXPENDITURE</b>           | <b>106,759</b>             |
| <b>Income</b>                      | <b>(8,461)</b>             |
| Fees, Charges & Sales              | 0                          |
| Government Grants                  | (10,275)                   |
| Other Income                       | (10,356)                   |
| Recharges                          | (696)                      |
| Less: Income between Services      | 696                        |
| <b>GROSS INCOME</b>                | <b>(29,092)</b>            |
| <b>NET EXPENDITURE</b>             | <b>77,667</b>              |

## CABINET PORTFOLIO BUDGETS

### CULTURE, LEISURE & LIBRARIES

The services within this portfolio include:

- Adult Education funded by the Learning and Skills Council, offering a wide range of vocational and non-vocational day and evening courses provided across the city.
- A Libraries Service providing books, books on tape, music, newspapers and magazines in libraries throughout the City as well as a mobile library service and a wide range of community information and events.
- Strategic co-ordination of all aspects of cultural activity in the City and work with a wide range of partners to provide and improve cultural and leisure opportunities. This includes a wide range of City-wide services covering parks, open spaces and community recreation, heritage services, events, arts and sports.

## CULTURE, LEISURE AND LIBRARIES

| Division of Service                         | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Adult Education                             | 6,986                                    | (7,019)                             | (33)                                   |
| Libraries                                   | 5,533                                    | (368)                               | 5,165                                  |
| Arts & Heritage Services                    | 4,978                                    | (629)                               | 4,349                                  |
| Strategic Planning, Marketing & Performance | 224                                      | (24)                                | 200                                    |
| Events                                      | 718                                      | 0                                   | 718                                    |
| Management & Administration                 | 352                                      | 0                                   | 352                                    |
| Parks Services                              | 4,383                                    | (649)                               | 3,734                                  |
| Sports & Recreation                         | 3,810                                    | (1,302)                             | 2,508                                  |
| Less: Expenditure/Income between Services   | (176)                                    | 176                                 | 0                                      |
| <b>PORTFOLIO TOTAL</b>                      | <b>26,808</b>                            | <b>(9,815)</b>                      | <b>16,993</b>                          |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 9,993                      |
| Premises                           | 3,348                      |
| Transport                          | 175                        |
| Supplies & Services                | 3,827                      |
| Third Party Payments               | 7,516                      |
| Transfer Payments                  | 110                        |
| Support Services                   | 1,814                      |
| Capital Charges                    | 201                        |
| Less: Expenditure between Services | (176)                      |
| <b>GROSS EXPENDITURE</b>           | <b>26,808</b>              |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (1,224)                    |
| Rents                              | (120)                      |
| Government Grants                  | (7,663)                    |
| Other Income                       | (808)                      |
| Recharges                          | (176)                      |
| Less: Income between Services      | 176                        |
| <b>GROSS INCOME</b>                | <b>(9,815)</b>             |
| <b>NET EXPENDITURE</b>             | <b>16,993</b>              |

# CABINET PORTFOLIO BUDGETS

## FINANCE & VALUE FOR MONEY

The Finance and Value For Money Portfolio is responsible for the following areas:

- Services directly involving the public including the administration of Housing Benefits, the collection and administration of Council Tax and Non Domestic Rates and the Coventry Benefits Advice Line.
- Payment of bills, income collection, payment of staff and insurance matters.
- Financial accounting services and advice and an internal audit service.
- Procurement, insurance and risk management support to the City Council.
- Providing a strategic lead on Value For Money work undertaken across the authority
- Legal services to the Directorates of the City Council
- Legal services in relation to the political management arrangements of the Council
- The registration of births, deaths, marriages, Local land charges & Coroners service

## FINANCE AND VALUE FOR MONEY

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Revenues & Benefits                       | 156,628                                  | (151,655)                           | 4,973                                  |
| Financial Management                      | 6,941                                    | (7,016)                             | (75)                                   |
| Financial Services                        | (477)                                    | (186)                               | (663)                                  |
| Advice Centres                            | 1,156                                    | 0                                   | 1156                                   |
| Legal Services                            | 4,040                                    | (4,223)                             | (183)                                  |
| Procurement                               | 652                                      | (1,161)                             | (509)                                  |
| Insurance                                 | 295                                      | (298)                               | (3)                                    |
| Chief Executives                          | 355                                      | 0                                   | 355                                    |
| Less: Expenditure/Income between Services | (15,034)                                 | 15,034                              | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>154,556</b>                           | <b>(149,505)</b>                    | <b>5,051</b>                           |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 14,836                     |
| Premises                           | 19                         |
| Transport                          | 105                        |
| Supplies & Services                | 3,487                      |
| Third Party Payments               | 491                        |
| Transfer Payments                  | 143,297                    |
| Support Services                   | 7,355                      |
| Less: Expenditure between Services | (15,034)                   |
| <b>GROSS EXPENDITURE</b>           | <b>154,556</b>             |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (1,835)                    |
| Government Grants                  | (146,999)                  |
| Other Income                       | (671)                      |
| Recharges                          | (15,034)                   |
| Less: Income between Services      | 15,034                     |
| <b>GROSS INCOME</b>                | <b>(149,505)</b>           |
| <b>NET EXPENDITURE</b>             | <b>5,051</b>               |

# CABINET PORTFOLIO BUDGETS

## CUSTOMER & WORKFORCE SERVICES

This portfolio provides functions supporting those services that are provided directly to the public and other internal support services. The portfolio includes:

### Human Resources

Human Resources provides the following services

- Delivery of the Corporate People Management Framework.
- Development & implementation of corporate HR strategies, policies and procedures
- Promotion of equalities and diversity work in relation to the workforce
- Operational support to Directorates, facilitating organisational change and service improvement and the meeting of corporate and service objectives
- Provision of a positive framework for consultation & negotiation with Trade Unions
- Comprehensive HR service for payroll & employment contractual matters
- Comprehensive recruitment, selection and assessment service
- Support to elected members on the HR agenda and through the provision of elected member development opportunities

### Customer Services

Customer Services provides the following services

- Development, implementation and mainstreaming customer service strategies, policies, access channels, processes, systems and standards
- Managed customer service operations through Coventry Direct Contact Centre, Council House, Civic Centre 1 and Broadgate House receptions.
- The Coventry Direct Express service.
- Provision of a comprehensive programme of training, development and learning across the council; running the Corporate Training Centre
- Equalities initiatives: Entry to Employment.

### Business Support – Post & Fast Print

This service provides mail distribution & document fast-printing services for the Council.

### ICT Services

ICT services provides the following services

- A comprehensive corporate ICT service to the City Council and management of our relationship with our IT service suppliers,
- Development of Internet and e-government opportunities.
- Managing and maintaining IT and Telecom's infrastructure including server rooms and data centers across the city.
- Manage contracts & performance, assist with ICT related procurements & contracts
- Develops policies and standards for ICT, Data security, Corporate Information Management and Knowledge Management.

### Democratic Services

Democratic services provides the following services:

- Core governance services for the council and encourages democratic engagement, including recording of council's decisions.
- Members' support and development services, including secretariat and casework support for the leadership and members.
- Support for the Mayoralty and maintaining town twinning links.
- Elections and electoral Services.

## CUSTOMER AND WORKFORCE SERVICES

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Human Resources                           | 7,727                                    | (7,830)                             | (103)                                  |
| Customer Services                         | 3,357                                    | (3,522)                             | (165)                                  |
| Post and Fastprint                        | 1,264                                    | (1,278)                             | (14)                                   |
| ICT                                       | 12,699                                   | (14,926)                            | (2,227)                                |
| Democratic Services                       | 3,551                                    | (2,967)                             | 584                                    |
| Corporate Safety Management               | 922                                      | (935)                               | (13)                                   |
| Less: Expenditure/Income between Services | (24,861)                                 | 24,861                              | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>4,659</b>                             | <b>(6,597)</b>                      | <b>(1,938)</b>                         |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 13,685                     |
| Premises                           | 451                        |
| Transport                          | 228                        |
| Supplies & Services                | 12,751                     |
| Support Services                   | 2,215                      |
| Capital Charges                    | 190                        |
| Less: Expenditure between Services | (24,861)                   |
| <b>GROSS EXPENDITURE</b>           | <b>4,659</b>               |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (6,579)                    |
| Government Grants                  | (18)                       |
| Recharges                          | (24,861)                   |
| Less: Income between Services      | 24,861                     |
| <b>GROSS INCOME</b>                | <b>(6,597)</b>             |
| <b>NET EXPENDITURE</b>             | <b>(1,938)</b>             |

## CABINET PORTFOLIO BUDGETS

### NEIGHBOURHOODS & COMMUNITY SAFETY

This portfolio incorporates activity that:

- Co-ordinates and contributes directly to the delivery of the current Crime & Disorder Reduction Strategy, Community Safety Partnership's strategic assessment, and Drugs Plans.
- Seeks to generate pride in communities and provide reassurance to residents by tackling issues at an early stage and through involving communities – this is achieved through the above work and through the work of Neighbourhood Management and Neighbourhood Wardens.
- Provides assistance, both financial and development support, to community associations responsible for community centres in accordance with the Council's ten year strategy *Supporting Community Groups, Neighbourhood and Community Cohesion*.

Neighbourhood Management and the Neighbourhood Warden service are the way in which the Council responds to needs and preferences in local neighbourhoods to improve services and the quality of life of local people. Principally, these services:

- Deals with local "liveability" problems, (the things that people see when they walk out their front door) and in particular Community Safety and Street Services issues.
- Leads on community engagement, helping to build social and community structures, working with communities on a preventative basis and hearing the views of local people in order to make services more responsive locally.

## NEIGHBOURHOOD AND COMMUNITY SAFETY

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Community Safety                          | 3,385                                    | (2,394)                             | 991                                    |
| Neighbourhood Management                  | 5,110                                    | (456)                               | 4,654                                  |
| Less: Expenditure/Income between Services | (1,286)                                  | 1,286                               | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>7,209</b>                             | <b>(1,564)</b>                      | <b>5,645</b>                           |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 4,413                      |
| Premises                           | 188                        |
| Transport                          | 72                         |
| Supplies & Services                | 3,431                      |
| Support Services                   | 391                        |
| Less: Expenditure between Services | (1,286)                    |
| <b>GROSS EXPENDITURE</b>           | <b>7,209</b>               |
| <b>Income</b>                      |                            |
| Government Grants                  | (522)                      |
| Other Income                       | (1,042)                    |
| Recharges                          | (1,286)                    |
| Less: Income between Services      | 1,286                      |
| <b>GROSS INCOME</b>                | <b>(1,564)</b>             |
| <b>NET EXPENDITURE</b>             | <b>5,645</b>               |

# CABINET PORTFOLIO BUDGETS

## **POLICY, LEADERSHIP & GOVERNANCE**

The Portfolio includes overall responsibility for the Council's corporate policy and performance.

This includes Coventry's Sustainable Communities Strategy and Local Area Agreement, the Council's corporate plan and the council's corporate performance framework, and the comprehensive performance assessment. The portfolio also includes strategic communications, relationships with external bodies including the Coventry Partnership, partnership companies and international relations, and Emergency Planning.

In service terms, this portfolio:

- Provides support and advice to members and City Council departments on communications, international relations, emergency planning and business continuity management.
- Co-ordinates the City Council's performance management framework and policy planning process and acts as the key point of liaison with Government on the Comprehensive Performance Assessment.
- Leads the City Council's contribution to the Coventry Community Plan and Local Area Agreements.
- Provides a leadership role for the City and the City Council on a diverse range of issues such as civic pride, and peace and reconciliation.

## POLICY, LEADERSHIP AND GOVERNANCE

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Chief Executive Office                    | 807                                      | (815)                               | (8)                                    |
| Civil Contingency                         | 355                                      | 0                                   | 355                                    |
| Corporate Policy                          | 1,720                                    | (1,087)                             | 633                                    |
| Corporate Communications                  | 1,537                                    | (1,438)                             | 99                                     |
| Performance & Scrutiny                    | 392                                      | (387)                               | 5                                      |
| Chief Executive Services                  | 162                                      | (189)                               | (27)                                   |
| Less: Expenditure/Income between Services | (3,866)                                  | 3,866                               | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>1,107</b>                             | <b>(50)</b>                         | <b>1,057</b>                           |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 3,020                      |
| Premises                           | 3                          |
| Transport                          | 35                         |
| Supplies & Services                | 1,399                      |
| Support Services                   | 516                        |
| Less: Expenditure between Services | (3,866)                    |
| <b>GROSS EXPENDITURE</b>           | <b>1,107</b>               |
| <b>Income</b>                      |                            |
| Other Income                       | (50)                       |
| Recharges                          | ( 3,866)                   |
| Less: Income between Services      | 3,866                      |
| <b>GROSS INCOME</b>                | <b>(50)</b>                |
| <b>NET EXPENDITURE</b>             | <b>1,057</b>               |

# CABINET PORTFOLIO BUDGETS

## CITY DEVELOPMENT

Services within this portfolio are provided in the following areas from within the City Services & Development Directorate:

### **Planning, Transport & Highways division provide the following services:**

- Planning and transportation strategy and development across the city including:
  - Input to regional decision-making processes
  - Working with other partners and City Council sections to deliver major development projects
  - The development of sustainable travel and innovative transportation
- A wide range of other responsibilities including processing all planning and building regulation applications, managing the taxi licensing function, promoting and developing green travel facilities, conservation and protection of archaeology.

### **Economy & Community division provide the following services:**

- Development of the economic strategy priorities of a long-term vision for the future of Coventry
- Supporting and developing major partnership and regeneration schemes eg. Canley and New Deal for Communities.
- Delivering Employment, Enterprise and Skills services, including employment placements for unemployed people.
- Development of skills and employment strategy for Coventry and the sub-region.
- Neighbourhood renewal and community regeneration.
- Supporting the development of a low carbon economy and more sustainable city.

### **Property Asset Management provide the following services:**

- Maintenance of buildings owned and used by the City Council.
- Managing the Council's commercial portfolio and retail market.
- Acquisitions, disposals and valuation advice.
- Operational and facilities management of Council operational properties and energy conservation and management.
- Procurement of new buildings, extensions and refurbishment.
- Management of central office accommodation and facilities.
- Ownership and performance data.

### **City Centre and Development services division carry out the following:**

- Focus growth on transforming the city centre to create a vibrant and economically successful sub-regional centre for Coventry and Warwickshire.
- Encouraging and assisting the City's businesses with development opportunities in order to create employment.
- Planning and co-ordinating property development including building design, project management, appointment of contractors and quality control of construction work.
- Encouraging inward investment
- Acquisitions, disposals and valuation advice
- Improving the greening of the city street scene.
- Improving the public realm of the city.
- Client management of the CVOne contract.

## CITY DEVELOPMENT

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Strategic Transportation                  | 1,383                                    | (729)                               | 654                                    |
| City Planning                             | 2,323                                    | (1,388)                             | 935                                    |
| Building Control                          | 1,029                                    | (923)                               | 106                                    |
| Regeneration Strategy & Resources         | 1,203                                    | (35)                                | 1,168                                  |
| Employment & Enterprise                   | 5,805                                    | (3,621)                             | 2,184                                  |
| Project Champions                         | 204                                      | 0                                   | 204                                    |
| Development Services                      | 2,276                                    | (40)                                | 2,236                                  |
| Car Parks & Companies                     | 5,679                                    | (6,466)                             | (787)                                  |
| Commercial Property                       | 5,271                                    | (16,154)                            | (10,883)                               |
| Strategic Property Management             | 5,748                                    | (5,093)                             | 655                                    |
| Building and Consultancy Services         | 6,764                                    | (6,575)                             | 189                                    |
| Projects                                  | 551                                      | (452)                               | 99                                     |
| Central Repairs Fund                      | 1,558                                    | 0                                   | 1,558                                  |
| Less: Expenditure/Income between Services | (12,785)                                 | 12,785                              | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>27,009</b>                            | <b>(28,691)</b>                     | <b>(1,682)</b>                         |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 14,731                     |
| Premises                           | 8,093                      |
| Transport                          | 704                        |
| Supplies & Services                | 6,421                      |
| Third Party Payments               | 5,160                      |
| Support Services                   | 4,685                      |
| Less: Expenditure between Services | (12,785)                   |
| <b>GROSS EXPENDITURE</b>           | <b>27,009</b>              |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (8,766)                    |
| Rents                              | (15,903)                   |
| Government Grants                  | (3,817)                    |
| Other Income                       | (205)                      |
| Recharges                          | (12,785)                   |
| Less: Income between Services      | 12,785                     |
| <b>GROSS INCOME</b>                | <b>(28,691)</b>            |
| <b>NET EXPENDITURE</b>             | <b>(1,682)</b>             |

# CABINET PORTFOLIO BUDGETS

## CLIMATE CHANGE, HOUSING & SUSTAINABILITY

### Climate Change and Sustainability

To lead the City's response to tackling the global challenge of climate change and to deliver the City's Climate Change Strategy. This includes providing environmental advice to citizens and businesses, tackling issues such as sustainable waste management and energy consumption and working with communities and the media to raise the profile of climate change and the positive steps we can all take.

### Housing

To be responsible for delivering the City Council's housing responsibilities including:

- Leading in the development and delivery of the city's 'Housing Strategy'
- Administering the Council's 'Supporting People' programme, procuring, contracting and paying for schemes delivering housing-related support to vulnerable people.
- Enforcing housing legislation in the private rented sector.
- Administering schemes to improve home energy efficiency and bring back into use empty privately owned property.
- Administering grant schemes helping people with disabilities adapt their properties so that they are more suited to their needs.
- Administering the 'Coventry Homefinder' scheme through which social housing vacancies in the city are let.
- Dealing with homelessness. The responsibilities in respect of homelessness include both the commissioning of services for the homeless to be procured through the 'Supporting People' programme and the delivery of the statutory responsibilities placed directly on the council by the homeless legislation.

## CLIMATE CHANGE, HOUSING AND SUSTAINABILITY

| Division of Service                       | 2010/11<br>Gross<br>Expenditure<br>£'000 | 2010/11<br>Gross<br>Income<br>£'000 | 2010/11<br>Net<br>Expenditure<br>£'000 |
|---|--|-------------------------------------|--|
| Climate Change and Sustainability         | 714                                      | (227)                               | 487                                    |
| Housing                                   | 2,409                                    | (513)                               | 1,896                                  |
| Asylum Seekers & Refugees                 | 1,726                                    | (1,677)                             | 49                                     |
| Supporting People                         | 15,828                                   | (15,193)                            | 635                                    |
| Less: Expenditure/Income between Services | (247)                                    | 247                                 | 0                                      |
| <b>PORTFOLIO TOTAL</b>                    | <b>20,430</b>                            | <b>(17,363)</b>                     | <b>3,067</b>                           |

| Type of Spend                      | 2010/11<br>Budget<br>£'000 |
|------------------------------------|----------------------------|
| <b>Expenditure</b>                 |                            |
| Employees                          | 3,122                      |
| Premises                           | 16                         |
| Transport                          | 50                         |
| Supplies & Services                | 415                        |
| Third Party Payments               | 16,368                     |
| Support Services                   | 734                        |
| Capital Charges                    | (28)                       |
| Less: Expenditure between Services | (247)                      |
| <b>GROSS EXPENDITURE</b>           | <b>20,430</b>              |
| <b>Income</b>                      |                            |
| Fees, Charges & Sales              | (487)                      |
| Government Grants                  | (16,872)                   |
| Other Income                       | (4)                        |
| Recharges                          | (247)                      |
| Less: Income between Services      | 247                        |
| <b>GROSS INCOME</b>                | <b>(17,363)</b>            |
| <b>NET EXPENDITURE</b>             | <b>3,067</b>               |

## PERSONNEL SUMMARY

| Cabinet Portfolio                          | Full Time    | Part Time    | Total         | Full Time Equivalent |
|--|--------------|--------------|---------------|----------------------|
| Children, Learning and Young People*       | 4,330        | 5,124        | 9,454         | 6,910                |
| City Services                              | 779          | 1,117        | 1,896         | 1,274                |
| Community Services                         | 496          | 765          | 1,261         | 993                  |
| Culture Leisure and Libraries              | 180          | 477          | 657           | 365                  |
| Finance, Procurement and Value for Money   | 383          | 154          | 537           | 480                  |
| Customer, Workforce and Legal Services     | 356          | 142          | 498           | 443                  |
| Neighbourhood and Community Safety         | 57           | 6            | 63            | 61                   |
| Policy, Leadership & Governance            | 65           | 16           | 81            | 72                   |
| City Development                           | 380          | 102          | 482           | 443                  |
| Climate Change, Housing and Sustainability | 73           | 20           | 93            | 87                   |
| <b>GRAND TOTAL</b>                         | <b>7,099</b> | <b>7,923</b> | <b>15,022</b> | <b>11,128</b>        |

\*The Children, Learning & Young People portfolio figures include all schools' staff. The table below shows the split within this portfolio of Teachers and Officers.

| Cabinet Portfolio                                  | Full Time    | Part Time    | Total        | Full Time Equivalent |
|--|--------------|--------------|--------------|----------------------|
| Teachers   | 2,591        | 728          | 3,319        | 2,982                |
| Officers   | 1,739        | 4,396        | 6,135        | 3,928                |
| <b>Children, Learning &amp; Young People Total</b> | <b>4,330</b> | <b>5,124</b> | <b>9,454</b> | <b>6,910</b>         |

## GLOSSARY

**Base Budget** – The amount services need to continue at their current level, adjusted only for inflation.

**Budget Requirement** – The amount of Council spending to be financed from the Revenue Support Grant, Council tax and National Non Domestic Rates.

**Council Business Management and Corporate Budgets** – Central costs and overheads

**Capital Expenditure** – Expenditure on items that are expected to provide benefit for at least a year, such as roads and buildings

**Collection Fund** – A separate account into which Council Tax and National Non Domestic Rates is paid. This must then be consolidated into the main revenue account.

**Comprehensive Performance Assessment** – The framework for performance measurement used to assess Local Authorities.

**Council Tax** – The tax levied on all domestic properties, according to which band the property falls into.

**Formula Spending Share** – Each local authorities allocation of resources. This is determined using complex formulae that include information on the population, social structure and other characteristics of each authority.

**General Fund** – The Council's overall revenue account, which includes all services.

**National Non-Domestic Rates** – Rates are levied on business properties and collected by Councils to be paid into a national pool. Each Authority then receives a proportion, based on its population.

**Precepting Authority** – An authority (e.g. Police and Fire) that sets a "precept" on billing authorities, such as the Council. The Council then collects this on their behalf.

**Prudential Code** – System that allows Authorities to borrow what they need, provided they can afford the associated revenue costs.

**Revenue Expenditure** – Expenditure on day to day running costs such as employees and supplies and services

**Revenue Support Grant** – The primary general government grant received by local authorities. This is determined by the Government's assessment of how much money the council needs to provide services.

**Specific Revenue Grant** – Grants received from external organisations in respect.

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