

# Cabinet



Date of meeting:	14 January 2020
Title of Report:	<b>Budget 2020/21</b>
Lead Member:	Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director:	Andrew Hardingham (Service Director for Finance)
Author:	Paul Looby and Stephen Coker
Contact Email:	<a href="mailto:Paul.looby@plymouth.gov.uk">Paul.looby@plymouth.gov.uk</a> <a href="mailto:Stephen.coker@plymouth.gov.uk">Stephen.coker@plymouth.gov.uk</a>
Your Reference:	PL/Bud/2021
Key Decision:	No
Confidentiality:	Part I - Official

## Purpose of Report

To provide an update on progress on the development of the 2020/21 budget.

Under the Council's Constitution, Cabinet is required to recommend the 2020/21 Budget to Council. This report is the next stage in preparing the Budget for the 11 February 2020 Cabinet and to consider what recommendations to make to Council in respect of the 2020/21 budget.

## Recommendations and Reasons

1. That Cabinet notes the 2020/21 Draft Budget.
2. That Cabinet consider the impact of the 1.99% referendum limit on council tax increases and the 1.99% increase for Adult social care.
3. That the finance select committee consider the savings options for 2020/21.

## Alternative options considered and rejected

The approval of Council wide budget is a statutory requirement so there are no alternative options.

## Relevance to the Corporate Plan and/or the Plymouth Plan

The development and approval of the annual budget and the Medium Term Financial Plan (MTFP) is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

## Implications for the Medium Term Financial Plan and Resource Implications:

The resource implications are set out in the body of the report.

**Carbon Footprint (Environmental) Implications:**

The budget proposals are cognisance of the key implications and issues as set out within the Corporate Carbon Reduction Plan and the Climate Emergency Declaration as approved by Council on 16 December 2019. Budget provision has been made as part of the proposals for 2020/21 and future years.

**Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:**

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives to be a Pioneering, Growing, Caring and Confident City.

**Appendices**

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
I	Savings, Income Generation and Grant Income Detail							

**Background papers:**

\*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7

**Sign off:**

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Originating Senior Leadership Team member: Andrew Hardingham, Service Director for Finance											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 23/12/2019											
Cabinet Member approval: Councillor Mark Lowry, Cabinet Member for Finance approved verbally											
Date approved: 08/01/2020											

## **1.0 Introduction**

- 1.1 The Council would normally have received a Medium Term Financial Plan in the autumn. However, Members will be aware of the recent national events during the latter half of 2019 i.e. political uncertainty with regard to the Conservative Party Leadership, Brexit debate and the December General Election. This has been compounded by the delays to announcements with regard to the Local Government Finance Settlement and the fact local government will only receive a one year financial settlement for 2020/21.
- 1.2 As a result of this uncertainty and delays, the Council is presenting the framework for a one year budget and will present a Medium Term Financial Plan in the Spring of 2020.
- 1.3 This report provides details of the development of the 2020/21 budget but not details of the local government finance settlement. A separate briefing will be provided on this as part of the budget proposals. This report will form part of the key budget papers that will be made available as part of the Budget Scrutiny papers. These include:
- The draft 2020/21 Budget by service;
  - A list of savings proposals;
  - Treasury Management Strategy as approved by Audit Committee on 6 December 2019;
  - Capital Strategy as approved by Audit Committee on 6 December 2019.
- 1.4 Other papers that will be presented to Scrutiny include:
- Service Business Plans;
  - Strategic Risk Register.

## **2.0 Budget Development**

- 2.1 Although the council's 2019/20 budget is expressed in net revenue terms of £185m, the actual gross spend for the Council is over £500m per annum. This reflects a number of significant income streams which the Council either manage, or passport on to third parties.

### **Provisional Local Government Finance Settlement**

- 2.2 The provisional Settlement was announced late afternoon on 20 December 2019. The late timing of the announcement has not been helpful with regard to preparing the Council's budget. At the time of writing this report the provisional Settlement broadly confirmed the key announcements made as part of the Spending Review in September 2019. The details (where received) have been incorporated within the planning assumption below, however further analysis of the Settlement is being undertaken to ensure that the final budget proposals can be delivered with no detriment to the Council's overall financial position. The council is still awaiting formal notification of a number of grants. These will be reported as soon as confirmed by government.

### 3.0 Budget Planning Assumptions - Income

#### Council tax

- 3.1 The council tax base for 2019/20 is 73,172, an increase of 1,240 (1.7%) on 2018/19. The council tax base for 2020/21 is included within this Cabinet agenda and will be presented to Council on 30 January 2020. The actual council tax base and the assumptions for the increase in the council tax base in future years is set out in the table below.

	Council Tax Base
2019/20	73,172
2020/21	74,603
2021/22	75,254
2022/23	75,999

- 3.2 The table above shows the council tax base continues to grow and this reflects the council's strategy to grow the City, increase the population and increase the resources available to Plymouth. Previous planning assumptions assumed the council tax is increased by the maximum permissible before a referendum is required.
- 3.3 As part of the Spending Review in September 2019, it was proposed the council tax referendum limit will be amended to 1.99% and an adult social care precept of 1.99%. This was confirmed by the provisional Settlement. If the increase for the core council tax is assumed at 1.99% for 2021/22 & 2022/23 the following table indicates the level of resources that could be available to fund services.

Council Tax	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Council tax	105.767	110.807	117.470	120.854
increase in tax base	1.824	2.167	1.026	1.196
2.99% increase or 2019/20	3.216			
1.99% assumed		2.248	2.358	2.429
Adult Social Care precept		2.248		
<b>Council Tax Income</b>	<b>110.807</b>	<b>117.470</b>	<b>120.854</b>	<b>124.479</b>
Collection Fund surplus	0.750	0.700		
<b>Total Council Tax Income</b>	<b>111.557</b>	<b>118.170</b>	<b>120.854</b>	<b>124.479</b>

- 3.4 As part of developing the 2020/21 budget, Cabinet are asked to consider the level of council tax they wish to levy which Council consider the final budget proposals in February.

#### Business Rates

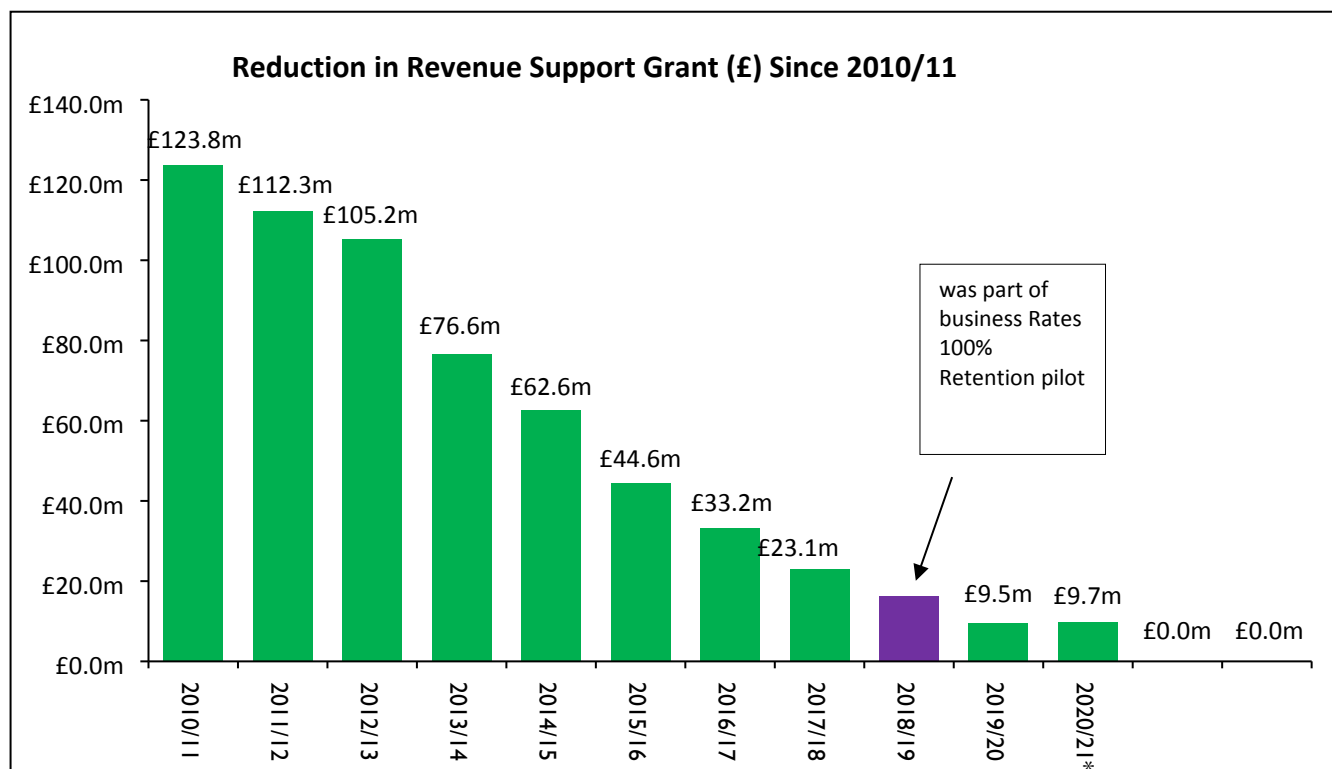
- 3.5 Plymouth is the lead administrator for the Devon-wide Business Rates pool. During 2018/19, under Plymouth's leadership the Devon Pool was a pilot for 100% Business Rates Retention. Unfortunately despite a successful pilot year the Government decided that the Devon Pool would not continue as a pilot in 2019/20. Due to forecast growth across Devon, the Council estimated an additional £1m of business rate income which was built into the 2018/19 budget.

- 3.6 Future planning for business Rates income reflects the increase rates over the base figure of 2017/18 which represents a combination of growth in the rates base and the annual CPI uplift applied to the business rates multiplier. It is assumed business rates continues to grow but rate of growth reflects the economic uncertainty resulting in a downturn of growth. Due to the volatility within economy and particularly the retail sector the estimated growth may not be achieved. The assumptions for business rates is set out in the table below.

Business Rates	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Business Rates		64.392	65.414	68.232
Increase in base		1.022	2.818	3.295
<b>Forecast Business Rates Income</b>	<b>64.392</b>	<b>65.414</b>	<b>68.232</b>	<b>71.527</b>

### Revenue Support Grant (RSG)

- 3.7 The graph below sets out the scale of the reduction to Plymouth's RSG since 2010/11. In 2018/19 Plymouth was part of a Devon wide county business rates 100% retention pool. The RSG (£16.3m) scheduled as part of the 4 year settlement to be received in 2018/19 was substituted by the retained business rates.



- 3.8 As part of the Spending Review, it was confirmed that there would only be a one year funding Settlement and the Fair Funding review and move to 75% Business Rates Retention will not take place in time for the 2020/21 budget. Therefore the 2019/20 RSG settlement has been rolled forward and uplifted for inflation and this was confirmed by the provisional announcement.

- 3.9 However, there is huge uncertainty about the future RSG allocations and it won't be clear until the Government provides details for future local government funding settlements. At this stage it is assumed that there will be an ongoing reduction in funding beyond 2020/21 and RSG is predicted to fall away completely from 2021/22.

RSG	2019/20 £m	2020/21 £m	2021/22 £	2022/23 £m
RSG	9.533	9.703	0.000	0.000

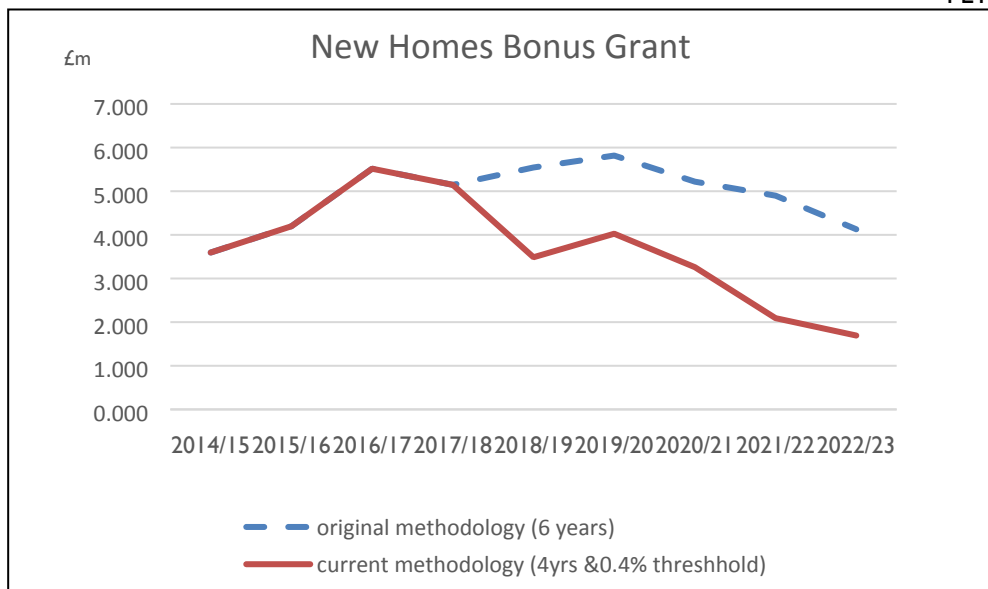
### New Homes Bonus

- 3.10 The New Homes Bonus (NHB) is an important component of funding for local government. The Government scheme is aimed at encouraging local authorities to grant planning permissions for the building of new houses in return for additional revenue. Local authorities are not obliged to use the NHB funding for housing development. The scheme was introduced in April 2011 and to date the Council has received in excess of £26m up to 2018/19. The amount of NHB that each authority receives is dependent upon these elements;

- The Council tax band of each additional property built, multiplied by the national average Council tax level from the preceding year i.e. 2018/19 allocations are based upon the average Band D Council tax set in 2018/19 at £1,671;
- A payment of £350 for each affordable home;
- Empty homes coming back into use;
- No payment is made on growth in new homes of less than 0.4% as this is deemed to be 'normal' growth;
- Each year's bonus is payable for 4 years.

- 3.11 The government changed the basis of the allocation of NHB in 2016/17 based on payment being made over 6 years to 4 over years. In addition a threshold was introduced to the extent that the council only receives NHB once the growth threshold of 0.4% has been attained. The broken line on the chart below illustrates the NHB that would have been received if the changes had not been introduced. This represents a loss of just under £2m per year.

- 3.12 There was no confirmation as to the future arrangements for New Homes Bonus beyond 2020/21 as set out within the September 2019 Spending Review. However the provisional Settlement confirmed allocations for New Homes Bonus which were broadly in line with our assumptions.



3.13 Since July 2018, the Housing Delivery Team has investigated more than 1,250 long term empty homes and identified 436 that were occupied. By removing these empty homes from the council tax list, £0.5m of New Homes Bonus will be paid each year for the next four years (subject to any changes to the NHB scheme). This is equivalent to £2.1m of funding that would otherwise have been lost. To date the Empty Homes Review has generated an estimated £10.0m of additional NHB over the last 5 years.

New Homes Bonus	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Year 1	1.319	1.168	0.398	1.141
Year 2	1.168	0.398	1.141	0.552
Year 3	0.398	1.141	0.552	
Year 4	1.141	0.552		
<b>Total Payable</b>	<b>4.026</b>	<b>3.259</b>	<b>2.091</b>	<b>1.693</b>

3.14 The chart below forecasts NHB until March 2023 based upon the latest information available from government. However, it should be noted that there is considerable uncertainty regarding the future of the NHB scheme. Whilst the Council continues work to deliver new housing through the Plan for Homes whether this will attract NHB it is hard to predict.

New Homes Bonus	2011 / 12	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021/22	2022/23
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Year 1	832	832	832	832	832	832						
Year 2		706	706	706	706	706						
Year 3			868	868	868	868	868					
Year 4				1,189	1,189	1,189	1,189					
Year 5					602	602	602	602				
Year 6						1,319	1,319	1,319	1,319			
Year 7							1,168	1,168	1,168	1,168		
Year 8								398	398	398	398	
Year 9									1,141	1,141	1,141	1,141
Year 10										552	552	552
Year 11												
Year 12												
<b>New Homes Bonus</b>	<b>£832</b>	<b>£1,538</b>	<b>£2,406</b>	<b>£3,595</b>	<b>£4,197</b>	<b>£5,516</b>	<b>£5,146</b>	<b>£3,487</b>	<b>£4,026</b>	<b>£3,259</b>	<b>£2,091</b>	<b>£1,693</b>
<b>Cumulative Payments</b>	<b>£832</b>	<b>£2,370</b>	<b>£4,776</b>	<b>£8,371</b>	<b>£12,568</b>	<b>£18,084</b>	<b>£23,230</b>	<b>£26,717</b>	<b>£30,743</b>	<b>£34,002</b>	<b>£36,093</b>	<b>£37,786</b>
<b>Year on Year Movement</b>		<b>£706</b>	<b>£868</b>	<b>£1,189</b>	<b>£602</b>	<b>£1,319</b>	<b>(£370)</b>	<b>(£1,659)</b>	<b>£539</b>	<b>(£767)</b>	<b>(£1,168)</b>	<b>(£398)</b>

## Public Health Grant

- 3.15 The Public health grant is another key source of income and is used to improve the health of the population, and in particular to tackle large differences in health that we see between local areas.
- 3.16 The amount of funding available should be closely related to the needs of the population. The Advisory Committee for Resource Allocation (ACRA) provides advice to the government on how health spending should be distributed and the formula is based on factors such as the numbers of the population of different ages, and the outcomes in health and factors that influence that (such as deprivation).
- 3.17 At the point of transfer in 2013, the funding received by each LA primarily reflected historical NHS spend. This meant that some LAs received more than their target allocation under the ACRA formula and others received funding under target; Plymouth was considerably under target by around **24%**. The table below sets out the changes in funding for Public Health since 2013/14.

Year	PH Grant (£m)	Comment
2013/14	11.160	Original funding
2014/15	12.276	Increase, moving closer to target
2015/16	14.851	Frozen; in year cut of £920k 6 months HV and school nursing
2016/17	16.133	Now incl. 12 months 0-5 PH (920k plus a further cut of 2.3%)
2017/18	15.735	Further cut of 2.4%
2018/19	15.330	Further cut of 2.6%
2019/20	14.925	Further cut of 2.6%
2020/21	15.432	Forecast increase of 3.4%

- 3.18 In the medium term it has been assumed the Public Health grant will be subsumed into the new funding regime at the current funding levels and the ring-fence will no longer be in place. It is probable that the concept of a public health grant will be no longer. If this is the case the each authority will be able to determine the resources required to meet its public health obligations.
- 3.19 For the purpose of the budget development it is assumed therefore that a ring-fenced grant will cease after 2020/21 and be subsumed into the new devolved business rates. However, with the delay to the Fair Funding Review and Business Rates review this assumption will be kept under review and changes made accordingly.



3.20 Although the Public Health Grant is showing a growth of £0.507m, we are still awaiting confirmation of the additional initiatives which will have to be funded from this increase. As a minimum, we are expecting the additional costs to equate fully to this increased grant allocation

#### 4. Resources Summary

4.1 In addition to the resources referred to above the council receives a range of other one off specific grants including better care fund grant and social care grant, and others which are due to be announced following the local government finance settlement announcement. The key resources are summarised below. However, at this stage it should be noted that **no increase in council tax has been assumed.**

Unringfenced Resources	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Council Tax	111.557	113.674	116.229	119.714
Business Rates	64.392	65.414	68.232	71.527
RSG	9.533	9.703	0.000	0.000
Public Health grant	14.925	15.432	15.432	15.432
NHB	4.026	3.259	2.091	1.693
<b>Total</b>	<b>204.433</b>	<b>207.482</b>	<b>201.984</b>	<b>208.366</b>

#### 4. Spending plans

5.1 In preparing the 2020/21 budget the key assumptions made have been set out below: assumptions are:

- There is no Adults Social Care precept increase;
- Role forward of 2019/20 local government funding settlement for 2020/21 only;
- New fair funding model introduced with effect from April 2021;
- Public Health grant retained for 2020/21 at 2019/20 level plus 3.4% and then subsumed into business rates;
- NHB continues as per 2019/20 in 2020/21 but no new income from 2021/22;
- There is no Council tax increase.

5.2 To minimise the impact upon the overall cost base for the council, additional costs accepted within the budget plans are only those that are exceptional in nature and not avoidable. The inherent assumption within budget planning is that spending departments will absorb the increased cost of service demand and inflation through proactive management action and efficiencies through “business as usual” operations. A clear business case must be approved through the Corporate Management Team (CMT) in order to incorporate future year funding allocations.

5.3 The additional costs within the budget plans for 2020/21 and beyond are detailed below in the following table. These include significant costs due to the impact of that national living wage and cost and volume cost increases for Adults and Children’s. The City has an ambitious capital

investment programme which supports the local economy and the revenue implications of this investment are set out below. Essential investment is required with the council's IT and provision has been made for unavoidable costs with treasury management, repairs and maintenance and health and safety requirements. Investment has been made within Street Services and provision made to tackle the climate change agenda. Additional costs are kept under constant review as part of on-going budget monitoring.

- 5.4 As part of the development of the budget initial work has started to consider the impact of costs pressures in future years. These will be updated when a MTFP is produced in the Spring of 2020.

Item / area	2020/21	2021/22	2022/23
	£m	£m	£m
Salary and pension inflation	2.630	1.750	1.750
ASC care & volume (including national living wage)	4.124	4.120	4.120
Children's social care	4.960	1.960	1.960
Oceansgate and Mayflower	0.483	-0.317	-0.978
ICT re-provisioning and requirements	1.300	0.800	0.300
Financing capital programme & capitalisation rebase	1.771	1.499	1.688
Organisation development	0.500		
Retain working balances at 5%.	0.350	0.350	
Schools PFI	0.483	0.048	0.049
Oceansgate borrowing	0.100		
The Box Corporate Landlord	0.375		
Street Scene and Waste Investment	0.200		
Interest and other Treasury Management pressures	1.500	0.250	0.250
Health & Safety Capital Financing (to provide for £5m of corporately funded borrowing)	0.350		
Asbestos & Repairs and Maintenance	0.500		
Insurance Provision Contribution	0.100		
Fraud Detection rebasing budget	0.070		
Climate Change Contingency	0.250		
<b>Total</b>	<b>20.046</b>	<b>10.460</b>	<b>9.139</b>

## Salary and Pension / Inflation

- 5.5 Pay awards have been significantly reduced over recent years, including a prolonged period of staff pay freeze. A one per cent increase in our payroll roughly equates to £0.9m added revenue spend within our base budget. Looking forward, we have assumed a three per cent in 2020/21 and a further two per cent award in 2021/22 and 2022/23.

## Adults and Children's Social Care, plus National Living Wage

- 5.6 A significant proportion of our revenue budget – over 70% - is spent on two main areas; adult social care services and children's social care provision. Nationally and locally the costs of providing health and wellbeing services are rising as demand and complexity increases. We have an ageing population and higher levels of young children requiring our services.
- 5.7 The National Living Wage (NLW) was increased to £8.21 per hour from April 2019 and is expected to increase to £8.67 in April 2020, according to the latest information released. This increasing cost is shown separately in our additional costs analysis but in reality is a key driver in the increasing costs of providing our adult social care packages and services. The draft MTFP is forecasting £3.364m for the NLW in 2020/21 and increases in each year as we move towards the Government's new pledge of £10.50 per hour by 2024/25.
- 5.8 Nationally there has been significant pressures within Children's Services. A combination of increased numbers and increasingly complex cases has meant costs have been rising beyond the existing budget provision. The government allocated additional funding to Social Care as part of the Spending Review in September 2019. Plymouth has used this funding to increase the base budget by £5m in 2020/21.

## 6. Savings Plans

- 6.1 As in previous years, the additional resources available to fund the budget for 2020/21 are insufficient to cover the base budget plus the additional costs. Therefore a range of savings are required. An analysis of savings plans by directorate and individual plans and income plans are set out below. Individual savings templates are being developed as supporting information for each saving and will be available as part of the Scrutiny meetings later this month.
- 6.2 Cabinet Portfolio Members and Officers have worked to identify these savings proposals to offset these increased budget pressures which are an inevitable consequence of the ongoing reduction to funding for Plymouth.
- 6.3 The savings plans will be supported by The Way We Work programme (TWWW). This will oversee the next phase of continuous improvement, modernising the way we work, making sure we deliver efficient and cost effective services as well as working with our partners and communities so everyone does their bit.

- 6.4 The Way We Work Programme will align with the Council's operating model and design principles. The drivers for change link back to the recommendations of the Customer Services Peer Review and help to address the increasing financial pressures Local Government faces. The programme outcomes seek to address getting the basics right, to simplify and standardise our processes, to have an engaged and motivated workforce, increase growth and income across the city, drive best value from our contracts, and make we have policies that support becoming a carbon free city.

### Savings Summary by Directorate

- 6.7 The table below summarise savings/income generation/grant income by Directorate identified. A full schedule is included in Appendix I

<b>Total Savings, Income Generation and Grant Income</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>
<b>Savings</b>			
Chief Executive	0.050		
Place Directorate including GAME 2	0.030		0.250
Federated Directorates (People, Children's & ODPH) "One System, One Aim"	2.650	0.030	0.929
Customer & Corporate Services	3.213	0.450	0.166
Corporate items	2.031	(1.100)	(1.000)
<b>Total Savings</b>	<b>7.974</b>	<b>(0.620)</b>	<b>0.345</b>
<b>Income Generation</b>			
Place Directorate including GAME 2	0.817	1.082	0.295
Federated Directorates (People, Children's & ODPH) "One System, One Aim"	0.008	0.008	0.008
Corporate items	(0.100)		
<b>Total Income Generation</b>	<b>0.725</b>	<b>1.090</b>	<b>0.303</b>
<b>Grant Income</b>			
Place Directorate including GAME 2	(0.767)	(1.168)	(0.398)
Federated Directorates (People, Children's & ODPH) "One System, One Aim"	5.300	(5.300)	
Corporate items	(0.881)		
<b>Total Grant Income</b>	<b>3.652</b>	<b>(6.468)</b>	<b>(0.398)</b>
<b>Total</b>	<b>12.351</b>	<b>(5.998)</b>	<b>0.250</b>

## 7. Summary Budget Position

- 7.1 A summary of the overall budget position is shown below taking into account the estimated resources available to the council, increased costs pressures and identified savings to address the funding gap.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
	BUDGET	FORECAST		
<b>REVENUE RESOURCES AVAILABLE</b>	<b>185.482</b>	<b>188.791</b>	<b>184.461</b>	<b>191.241</b>
Baseline spend requirement	185.556	185.482	188.791	184.461
Plus identified additional costs	17.395	20.046	10.460	9.139
<b>Overall spend requirement</b>	<b>202.951</b>	<b>205.528</b>	<b>199.251</b>	<b>193.600</b>
<b>Total funding Gap Before Savings</b>	<b>(17.469)</b>	<b>(16.737)</b>	<b>(14.790)</b>	<b>(2.359)</b>
Savings	9.798	7.974	(0.620)	0.345
Income Generation	1.946	0.725	1.090	0.303
Grant Income	5.725	3.652	(6.468)	(0.398)
<b>Total Savings</b>	<b>17.469</b>	<b>12.351</b>	<b>(5.998)</b>	<b>0.250</b>
<b>REVISED SPENDING FOR YEAR</b>	<b>185.482</b>	<b>193.177</b>	<b>205.249</b>	<b>193.350</b>
<b>Budget Gap</b>	<b>0.000</b>	<b>4.386</b>	<b>20.788</b>	<b>2.109</b>

## 8. Conclusion

- 8.1 Due largely to the late distribution of the local government finance settlement (23 December 2019) the work to finalise the budget for 2020/21 is ongoing. Cabinet are asked to note this report and recommend the savings options to the Budget Select Committee for review.
- 8.2 Officers are continuing to work on the outcome of the settlement. A full report including final options to balance the budget will be considered by Cabinet on February 2019.

## Appendix I

## Savings, Income Generation and Grant Income Detail

Savings	2020/21 £m	2021/22 £m	2022/23 £m
<b>Chief Executive Office</b>	0.050		
<b>Place Directorate</b>			
Economic Development Efficiency and Income	0.030		0.250
<b>Federated Directorates (People, Children's &amp; ODPH) "One System, One Aim"</b>			
ODPH efficiencies	0.050		
Adults - Caring for Plymouth	1.570		
Children's Delivery Plans	0.930	0.030	0.030
Sports development efficiencies	0.100		
Review of contracts			0.899
<b>Customer &amp; Corporate Services</b>			
Self Funding Star Awards	0.013		
Reduce / stop mobile phones - BYOD			0.166
Introduction of Robotics		0.250	
Streamline Financial and Benefit Assessments	0.200	0.200	
Council Wide Transformation Savings - TWWW	3.000		
<b>Corporate Items</b>			
New Temporary Labour Contract	0.100		
Reduction in Overtime	0.221		
Flexible benefits up to 5 days unpaid annual leave	0.050		
Travel & Subsistence	0.060		
Transfer from Reserves	0.100	(0.100)	
Section 106 Income reversal		(0.500)	(0.500)
Impact of Pension Fund revaluation	1.500	(0.500)	(0.500)
<b>Total Savings</b>	<b>7.974</b>	<b>(0.620)</b>	<b>0.345</b>

Income Generation	2020/21 £m	2021/22 £m	2022/23 £m
<b>Place Directorate</b>			
Commercialisation of Strategic Planning and Infrastructure functions	0.107		
Street Services – increased income	0.177		
Asset Investment Fund	0.250	0.850	0.250
Advertising revenue from highways	0.063	0.187	
Fees & Charges in accordance with Policy	0.120		
Future Parks Accelerator	0.100		

<b>Income Generation</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Mount Edgumbe to zero budget		0.045	0.045
<b>Federated Directorates (People, Children's &amp; ODPH) "One System, One Aim"</b>			
ODPH Directorate	0.008	0.008	0.008
<b>Customer &amp; Corporate Services</b>			
Dividend reduction	(0.160)		
Officer Travel Plan	0.060		
<b>Total Income Generation</b>	<b>0.725</b>	<b>1.090</b>	<b>0.303</b>

<b>Grant Income</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Place Directorate</b>			
New Homes Bonus	(0.767)	(1.168)	(0.398)
<b>Federated Directorates (People, Children's &amp; ODPH) "One System, One Aim"</b>			
Social Care Grant	5.300	(5.300)	
<b>Corporate Items</b>			
Levy Account Surplus	(0.881)		
<b>Total Grant Income</b>	<b>3.652</b>	<b>(6.468)</b>	<b>(0.398)</b>