

Cabinet



Date of meeting: 11 February 2020
Title of Report: **Budget 2020/21**
Lead Member: Councillor Mark Lowry (Cabinet Member for Finance)
Lead Strategic Director: Andrew Hardingham (Service Director for Finance)
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Your Reference: PL/Bud/202021
Key Decision: No
Confidentiality: Part 1 - Official

Purpose of Report

Under the Council's Constitution, Cabinet is required to recommend the 2020/21 Budget to Council.

Recommendations and Reasons

1. Cabinet recommends the 2020/21 Budget to Council (as shown in appendix 2) to ensure the delivery of the Council's Corporate Plan;
2. Cabinet recommends the Capital Budget of £892.91m to Council to continue the investment within the City and Growth agenda.

Alternative options considered and rejected

The budget proposals have been considered at the Select Committee Scrutiny meetings. The Council must set a robust budget to deliver its statutory obligations.

Relevance to the Corporate Plan and/or the Plymouth Plan

The 2020/21 Budget sets out the resources available to deliver the Corporate Plan.

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 cognisant 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

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable)						
		If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
		1	2	3	4	5	6	7
1	Savings Proposals by Directorate							
2	Draft Budget by Directorate							

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Please list all unpublished, background papers relevant to the decision in the table below.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)						
	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.						
	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: 06/02/20											
Cabinet Member approval: Councillor Mark Lowry, Cabinet Member for Finance											
Date approved: 06/02/20											

I. Summary of Directorate responsibilities in delivering the plan

I.1 The Plymouth City Corporate Plan 2018-2022 sets out the Council’s mission of “making Plymouth a fairer City, where everyone does their bit.” The plan outlines the strategic direction of the Council for the next three years. The Budget proposals are essential to support the strategic direction and will enable Plymouth to be “A City to Be Proud Of” and deliver the City’s Vision. A copy of the summary of the Plymouth City Corporate Plan is shown below.

OUR PLAN

A CITY TO BE PROUD OF



CITY VISION
Britain’s Ocean City

One of Europe’s most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone.

OUR MISSION Making Plymouth a fairer city, where everyone does their bit.

OUR VALUES

WE ARE DEMOCRATIC

We will provide strong community leadership and work together to deliver our common ambition.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about our impact on others and expect others will do the same.

WE ARE FAIR

We are honest and open in how we act, treat everyone with respect, champion fairness and create opportunities.

WE ARE CO-OPERATIVE

We will work together with partners to serve the best interests of our city and its communities.

OUR PRIORITIES

A GROWING CITY

- A clean and tidy city
- An efficient transport network
- A broad range of homes
- Economic growth that benefits as many people as possible
- Quality jobs and valuable skills
- A vibrant cultural offer
- A green, sustainable city that cares about the environment.

A CARING COUNCIL

- Improved schools where pupils achieve better outcomes
- Keep children, young people and adults protected
- Focus on prevention and early intervention
- People feel safe in Plymouth
- Reduced health inequalities
- A welcoming city.

HOW WE WILL DELIVER

Listening to our customers and communities.

Providing quality public services.

Motivated, skilled and engaged staff.

Spending money wisely.

A strong voice for Plymouth regionally and nationally.



www.plymouth.gov.uk/ourplan

2 Growth Agenda - Place Directorate

- 2.1 The Place Directorate for 2019/20 has a net budget of £24.149m, this consists of a gross expenditure budget of £82.222m and a gross income budget of £58.074m. This equates to 13% of the Council's overall net budget.
- 2.2 Income targets have been exceeded within Economic Development, bringing in additional benefit to the Directorate, and to help offset other pressures being felt, either due to income targets not being met or to cost pressures being incurred.
- 2.3 Historically, the department has driven growth income over a number of years, the New Homes Bonus (NHB) element of the Growth Dividend, circa £30.7m (cumulative) of NHB alone has been brought into the city since its inception. The projection to 2022/23 is circa £38.0m. This would be in excess of £49.0m had government not introduced the deadweight factor (i.e. taking out what would happen naturally) and reduced NHB payment benefits from 6 to 4 years. In parallel to this, there will be Council Tax uplift reflecting occupation of the built homes.
- 2.4 With respect to business rates (NNDR), the new growth in the rateable value this year in the city is in excess £3.5m of which £3.2m can be directly attributed to the growth agenda driven by the Place directorate. However, there are deletions (circa £1.0m) and appeal reductions (circa £0.750m) that have an impact on collectable. So, without the £3.2m that can be directly attributed to growth activity, we would have a significant NNDR problem.
- 2.5 In 2017/18 there was successful RV appeal by Devonport Dockyard resulting in a significant backdated NNDR reduction which created an NNDR deficit position, therefore without the £3.194m growth that can be directly attributed to growth activity this position would exacerbate. The areas of largest rates growth can be found at the Range HQ, Barcode and Marsh Mills developments
- 2.6 It should be noted that the Place budget also levers in very significant external funding and investment that would not happen otherwise. In 2019/20 £300m of projects were completed or underway with a further investment pipeline of £900m. In addition, significant levels of external grant funding was secured across many areas including economic development, transport, Green infrastructure and housing in particular
- 2.7 The Growth Agenda is intrinsically linked to the capital programme with details set out later in this report. The council is investing in a range of capital projects including the Box which is a major scheme creating a museum of national importance and making Plymouth a cultural centre in the south west. The Box is a flagship project which will support Plymouth's Mayflower 400 commemorations and a range of further activities and events.
- 2.8 Continued investment within the council's infrastructure is a priority with major works including the Forder Valley Link Road and Forder Valley Interchange, improvements to Charles Cross and further improvements to the condition of the Cities highways and footpaths.

- 2.9 House building is a key priority. Plan for Homes 3 which was launched in March 2019 will support the delivery of 1,000 new homes per year for the next five years. In its first five years, Plan for Homes has supported the delivery of 5,563 homes. The Plan for Homes has enabled the release of 33 Council-owned sites and over 55 hectares of mainly brownfield land that is planned to deliver 1,680 homes of which 51% are affordable.
- 2.10 The council continues perform strongly against regional and national measures with respect to the growth agenda:
- Jobs created and facilitated by the Council include 3,271 directly and 1,737 indirectly;
 - There are 3,080 new jobs in the pipeline;
 - The council has facilitated £273.6m of inward investment supporting job creation;
 - The Range has opened their Head Office in Plymouth creating 500 Jobs.
- 2.11 Despite these successes pressures remain, particularly within Street Scene and Waste, where the delivery of cost-effective frontline services to a safe and consistent standard remains a priority. The service provides a front line operational service to all residents across the city and its base budget has largely remained unchanged in recent years, even with an increase of over 5,000 households in past 5 years with income from across the Place directorate being used to offset year on year pressures.

3. Climate Change

- 3.1 The City Council recognises that it has a significant part to play in tackling climate change. On 18 March 2019 Plymouth City Councilors voted unanimously to declare a climate emergency and pledged to make Plymouth carbon neutral by 2030. Delivering on this pledge is a significant challenge and we do not underestimate the changes that will need to be made. In order to explore these changes we have produced a Climate Emergency Action Plan
- 3.2 The Climate Emergency Action Plan sets out how we intend to respond to the city-wide climate emergency. It outlines Plymouth's current carbon emissions, the challenges associated with becoming carbon neutral and why the 2030 target is so important to tackling climate change. It sets this against the timescale of current national policy, recognising that not all the solutions to tackling climate change currently exist.
- 3.3 This Action Plan has been produced under the leadership of Plymouth City Council, but its successful delivery requires collective action across the city, from organisations and individuals. A city-wide collaborative effort is required if we are going to meet this enormous challenge head on and leave a positive legacy for our city.
- 3.4 The City Council recognises its responsibility and has developed a Corporate Carbon Reduction Plan to sit alongside this city-wide Climate Emergency Action Plan. As an organisation, the City Council's emissions account for approximately 1% of the city's overall greenhouse gas emissions. Whilst these emissions have been reducing year-on-year, the pledge to make Plymouth carbon neutral by 2030 has accelerated the work to do more, more quickly, to reduce the Council's

own emissions. The Corporate Carbon Reduction Plan sets out actions that will be taken focusing upon the activities that are under the direct influence of Plymouth City Council as part of our business, such as buildings and vehicle fleet. The document also outlines actions that relate to policies, governance and behavioural changes that contribute to the City Council's carbon emissions that need to be addressed.

3.5 The Council is already undertaking a number of projects which will support the delivery of its targets. These include:

- Installing PV solar panels at Ballard House, the materials recovery facility at Chelson Meadow, roofs at Prince Rock Depot and the Box;
- Installing renewable ground source heat solutions to support the low carbon regeneration of the city centre and Millbay;
- Installation of 24 electric vehicle charge points across the City and 100 new charging points in work places and 6 new charging points in public car parks before April 2020;
- The purchase of electric vehicles as part of the council's fleet replacement programme;
- Increasing the number of recycling bins in high footfall areas;
- The boiler replacement programme;
- Launch a campaign to reduce waste generation by 25% by 2025;
- Work with stakeholders to continue the expansion of district energy networks;
- Work with stakeholders to identify land and roof space for new renewable energy installations;
- Review opportunities within the Plan for Homes 3 Programme to develop flagship zero carbon developments;
- Investment of £2.771m into the Cycle network for the City.

4. Caring Plymouth

- 4.1 Plymouth is experiencing unprecedented demands within Social Care and these are set out within the report. The People Federation provides a range of services which have to manage these challenges, service pressures and financial pressures.
- 4.2 The People Federation continues to face significant external challenges from welfare reform, the Care Act, the economy and the changing structure of the population. We are now facing further financial challenges as a result of changes to our Education Services grant (ESG) and the introduction of a national Funding Formula (NFF) for all schools from 2018/19.
- 4.3 A significant proportion of our revenue budget is spent on adult care services and the costs of providing health and wellbeing services are rising as demand increases. We have an ageing population with more complex needs and higher levels of young children requiring our services. We have been lobbying for more funding for both adult social care and funding for schools and school services and for our Fair Share allocation of NHS funding.

- 4.4 A particularly acute pressure is felt within Children's Social Care, where the cost of care is particularly high due to the level of support needed to keep young people safe, such as specialist residential care placements with high levels of staffing and the need to place young people with complex needs in wraparound support as no suitable placement is available. This increasing financial demand on Children's Services is not just a local issue, but is seen nationally and is a culmination of rising demand, complexity of care, rising costs and the availability of suitable placements.
- 4.5 In terms of Adult Social Care, The National Audit Office (NAO) has estimated that, between 2010 and 2017, the number of people in need of care aged 65 and over increased by 14.3%, fuelling greater demand for services. In addition rising disability among working-age adults has seen the proportion of working-age adults approaching local authorities for support has risen by 4 per cent – over 23,000 people – since 2015/16. At the same time, England's increasing older population is fuelling greater demand for services. Together, this has led to over 1.8 million requests for adult social care, up 2 per cent since 2015/16. However, nearly 13,000 fewer people are receiving support and in real-terms local authority spending on social care is £700 million below what it was in 2010/11.
- 4.6 The single commissioning function is focusing on developing joined-up population based, public health, preventative and early intervention strategies and adopting an asset based approach to providing an integrated system of health and wellbeing, focusing on increasing the capacity and assets of people and place. Health and Wellbeing Commissioning is being delivered through four interconnected strategies:
- Wellbeing;
 - Children and Young people;
 - Community Based Care;
 - Enhanced and Specialist Care.
- 4.7 Integrated commissioning provides the opportunity to commission an integrated provider function stretching across health and social care providing the right care at the right time in the right place. Integrated commissioning also has a key role in ensuring that every Child in the City achieves the Best Start to Life. All these changes are underpinned by high quality statutory services aimed at protecting the most vulnerable in society from harm and neglect and ensuring services are focused on delivering better outcomes for individuals.
- 4.8 In response to the pressures facing Adult Social Care we have developed a three year plan-Caring for Plymouth. This outlines a series of system-wide transformations across social care and communities designed to improve the experience of our citizens and deliver improvements to the Plymouth care system. As outlined within the Corporate Plan, one of the Council's priorities is to be a Caring Council and this proposal supports that ambition. There will be a strong focus on working with individuals at the earliest point on the pathway to understand what they feel are their strengths and challenges in order to enable professionals and the community to better understand how they can prevent the situation from worsening. This in turn will lead to reducing health inequalities and keeping those we are responsible for safe.
- 4.9 At the heart of the new model will be the principle of "promoting independence", recognising the assets and strengths of people and enabling people to live independent and fulfilled lives as part of their communities. The revised system will operate as a whole but with four key elements:
- Plymouth Independent Living Service;

- Gateway to Social Care;
- Short Term Care (Recovery, Reablement, Rehabilitation);
- Long Term Care.

A Bright Future

- 4.10 In response to the demand and cost pressures facing children's services nationally and locally, and Children's Social Care in particular, a three year plan is in development – A Bright Future. This plan will build on the Children and Young People's Commissioning Strategy and describe the next steps to be taken to support all children and young people in Plymouth to have the best start to life, leading to a fulfilling childhood and building aspiration and resilience into adulthood.
- 4.11 We recognise that we are not always responding early enough to emerging need, leading to system resource and energy being drawn towards meeting the most complex needs and providing a crisis response. We need to address this by making sure that we have the right support available at the right time and in the right place to support our families as soon as need emerges, to reduce the need for more intrusive and higher cost interventions.
- 4.12 Our approach will be underpinned by trauma informed practice, recognising the experiences and needs of the whole family. We will also take a proactive approach to managing risk and resilience, taking into account the full context of the child's environment.
- 4.13 Key areas of focus for 2020/21 will be:
- A transformed education system including review of school transport
 - Redesign of the early help system with partners, including improving the effectiveness of our front door and advice offer
 - Driving improved placement sufficiency, with a particular focus on availability of local foster placements
 - Robust review of existing placement cost and volume, to inform changes to practice and strategic approaches to the provider market

Office of the Director of Public Health

- 4.14 Our goal is to reduce health inequalities through impacting on health and on the social, economic and environmental determinants of health.
- 4.15 The City Vision refers to everyone enjoying an outstanding quality of life; this requires the reduction of inequalities, and improvements in health and wellbeing which impact considerably on our quality of life. Much of our work relates to these wider determinants, and we influence health and wellbeing through:
- Developing health-promoting environments;
 - Changing the context of choice;
 - Improving the quality of services across the city;
 - Protecting the public from harm.
- 4.16 The Office of the Director of Public Health (ODPH) within Plymouth City Council covers the functions of:

- Public Health
 - Public Protection Services;
 - Environmental Health (Food Safety);
 - Environmental Health (Environmental Protection);
 - Trading Standards;
 - Licensing;
 - Civil Protection;
 - Bereavement Services.
- 4.17 Plymouth's grant at £14.925m in 2019/20 is 22% below the level which our population requires based on the Advisory Committee on Resources (ACRA) formula. Despite this being recognised by the government, after a small increase towards "fair shares", reductions have been made year on year at a flat percentage (around 2.6%) therefore continuing the inequality.
- 4.18 The grant for 2020/21 has not yet been confirmed; there has been a suggestion of an increase in funding but with additional responsibilities that are likely to also increase costs.
- 4.19 As well as the specific grant, the directorate generates income. The directorate has a number of income streams; most notably from Bereavement Services, and other teams within the directorate also contribute significant income. Some income such as Licensing, is ring-fenced to cover the costs of the licensing process.

Key priorities

- Improving health and wellbeing overall and reducing inequalities by working with partners to develop an integrated population health and wellbeing system that enables positive choices for better health in a growing city.
- Continue to deliver environmental health and protection services.
- Continue to deliver an intelligence-led trading standards service, protecting the public from harm.
- Continuing to use licensing to promote high standards and support health and wellbeing as well as economic growth.
- Continue to ensure that Plymouth City Council can fulfil its requirements as a "Category I" Responder as defined within the Civil Contingencies Act 2004, and maintain resilience.
- Development of new "fit for the future" crematorium facilities for our population

5. Corporate Services

Finance

- 5.1 The Department continues to support the Council both directly in delivering essential services and through the support activity undertaken. The Facilities team will contribute to delivering solutions as part of the Corporate Climate Emergency plan. A small provision (£0.250m) has been set aside to pump prime initiatives to be held by the Senior Responsible Officer (SRO). The department is responsible for delivering the Treasury Management Strategy (attached elsewhere on this agenda), seeking to maximise income returns and minimise debt cost.

6 Customer and Corporate Services

- 6.1 The Customer and Corporate Services Directorate delivers a number of key frontline and support services including Libraries, the Contact Centre, the Service Centre, the Coroner, the Registration Service, the Transformation function including the client function for DELT, Human Resources, Health Safety and Wellbeing. The total budget for 2020/21 is £16.8m, however the service has a forecast budget pressure of £2.0m which will be addressed through the Council's Modernisation Programme and a Directorate restructure
- 6.2 The key priority for the directorate in 2020/21 will be to lead the Council's Modernisation Programme, "The Way We Work". This programme will bring improvements to the way we deliver our services, as well as deliver long term sustainable savings in excess of £3.0m which includes the cost for delivering the programme. In order to achieve these outcomes a number of service reviews are being undertaken, with the initial focus on Adult Social Care, Children's Services and Street Scene & Waste. Alongside the service reviews there are a number of other significant projects focusing on Digital, Accommodation, Community Empowerment and Workforce Modernisation.
- 6.3 Customer Services will start to develop a new plan for Libraries to replace the one that expires at the end of 2020. This will give us the opportunity to further develop the first class service it provides to local communities, as well as support those who require help with online services.
- 6.4 The Digital Service Team will be supporting the roll out of LFFN (Local Full Fibre Network) across the City in 2020/21. This will enhance broadband connectivity across the public sector estate circa to 200 premises. Once complete this will enhance future capabilities for "5G" deployment and greater choice for consumers.

7 Introduction To Budget Report

- 7.1 Cabinet received an update on the development of the 2020/21 budget at its meeting on 14 January 2020. This report provided an update on the latest budget gap which was £4.386m.

- 7.2 The report set out the main budget planning assumptions including resources for council tax, business rates and revenue support grant and other grant income including New Homes Bonus and the Public Health Grant. Changes to the cost base were summarised as were the plans proposed to address the budget gap through the Council's ongoing savings and income generation programme.
- 7.3 The Council would normally have received a Medium Term Financial Plan (MTFP) in the autumn. However due to a number of national political events including political uncertainty with regard to the Conservative Party Leadership, the Brexit debate and the December General Election, the grant announcements from government were delayed.
- 7.4 Furthermore the Provisional Settlement only announced a one year funding allocation. As a result of this uncertainty the MTFP will be presented to Members in the Spring of 2020.

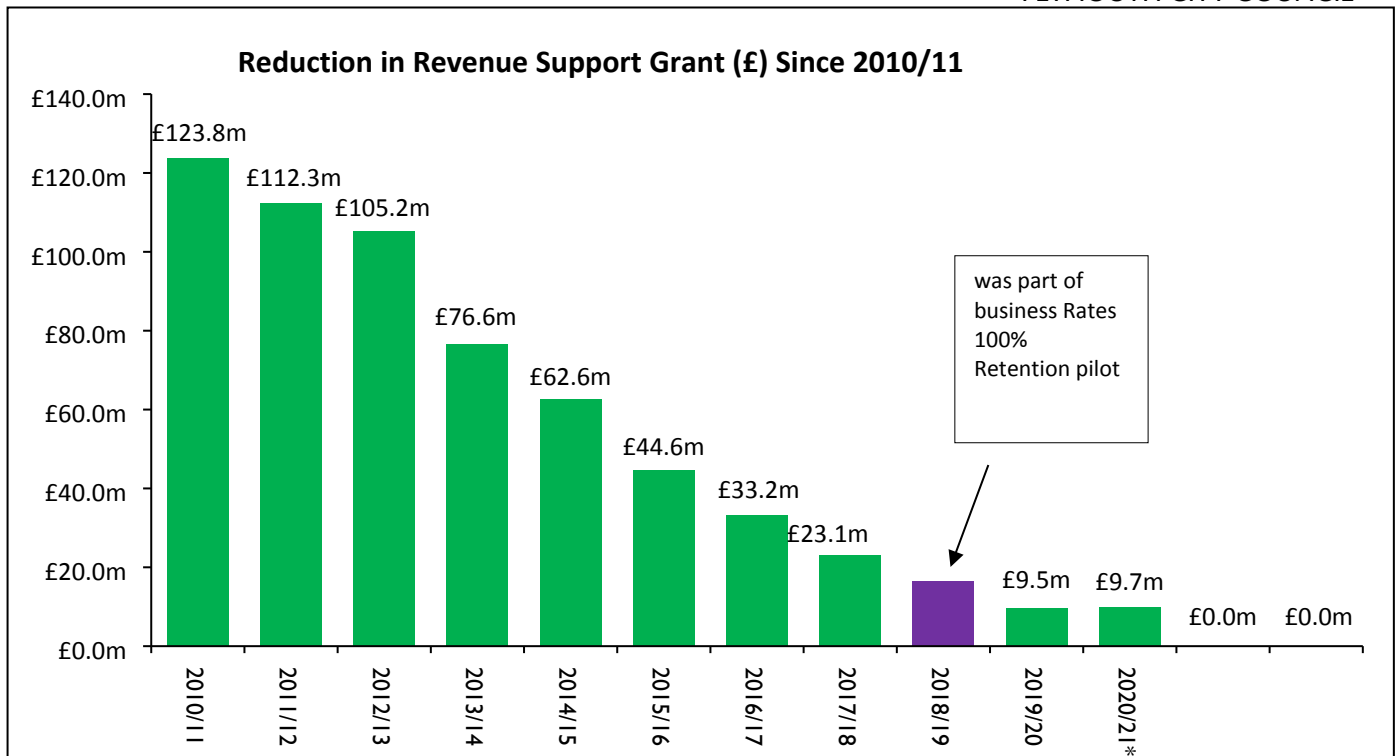
8 Provisional Local Government Finance Settlement

- 8.1 The report to Cabinet on 14 January 2020 was written before all of details from the Provisional Local Government Finance Settlement had been received. The initial details were not received until late afternoon on 20 December 2019. At the time of writing this report the Final Settlement had not been confirmed.
- 8.2 The main changes from the Settlement are summarised below which resulted in an additional £0.497m.

	Estimate Allocation £m	Actual Allocation £m	Variance £m
Revenue Support Grant	9.703	9.688	0.015
Business Rates	65.414	65.403	0.011
New Homes Bonus	3.259	3.423	(0.164)
Social Care Grant	5.300	5.659	(0.359)
Total	83.676	84.173	(0.497)

Revenue Support Grant

- 8.3 The impact of the Government's austerity measures over the last decade will continue to have a major impact upon all council services. This is highlighted by the significant reduction in Plymouth's Revenue Support Grant (RSG).



Council Tax

- 8.4 As part of the Spending Review in September 2019, it was proposed the council tax referendum limit would be amended to 1.99% and an adult social care precept of 1.99%. This was confirmed by the Settlement.
- 8.4.1 The Government has allowed local authorities to raise additional income through the Adult Social Care Precept and greater flexibility to use capital receipts to fund revenue expenditure, however these measures have not provided sufficient revenue resources to mitigate against the large reductions in local government funding and increased demands across all Council services.

Business Rates

- 8.5 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
- 8.6 The budget for 2020/21 reflects the increase for business rates over the base figure of 2017/18 and represents a combination of growth in the rates base and the annual CPI uplift applied to the business rates multiplier. The annual multiplier has increased from 49.1 pence in 2019/20 to 49.9 pence in 2020/21. It has been assumed that business rates will continue to grow both in 2020/21 and future years, however there is volatility for the tax base for business rates due to the economic uncertainty particularly within the retail sector. In 2020/21 £1.028m of business rates growth was due to an increase in the multiplier and the forecast growth in the tax base.

- 8.7 The Government intends to move to 75% Business Rates Retention. The assumption is that this will be for 2021/22 for all authorities. Plymouth and the Devon Pool are currently operating a 50% scheme in 2020/21.

Grant Funding Announced As Part of Settlement

- 8.8 As part of the Settlement the government confirmed a number of grants. This included Social Care Grants which were previously announced as part of the Spending Review in 2019.
- 8.9 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 additional funding for Social Care has not been ring fenced, therefore Plymouth has used this funding to increase the base budget for Children's by £5m in 2020/21.
- 8.10 The Public Health Grant is a key source of funding used to improve the health of the population, and in particular to tackle large differences in health that we see between local areas. 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

9 Fair Funding Review

- 9.1 Since 2013, the Government has not significantly changed the formula to calculate Plymouth's spending need. The Government has announced that it will implement a new methodology for allocating resources to local authorities – initially this was planned for 2020. At this stage officers are waiting for announcements as to the timetable for this review.
- 9.2 Detailed exemplifications are needed so Plymouth can fully assess the financial impact and these are not expected until later in the year, however, any move away from the weighting applied to deprivation for allocating resources would be a fundamental change to the principal of ensuring fairness within the system and will not be supported by Plymouth.

10. Resources Summary

- 10.1 A summary of the budget position for the council is set out below.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
	BUDGET	FORECAST		
REVENUE RESOURCES AVAILABLE	185.482	189.181	184.451	191.231
Baseline spend requirement	185.556	185.482	189.181	184.451
Plus identified additional costs	17.395	21.069	10.460	9.139
Overall spend requirement	202.951	206.551	199.641	193.590
Total funding Gap Before Savings	(17.469)	(17.370)	(15.190)	(2.359)
Savings	9.798	7.974	(0.620)	0.345
Income Generation	1.946	0.725	1.090	0.303
Grant Income	5.725	4.175	(6.827)	(0.398)
Total Savings	17.469	12.874	(6.357)	0.250
REVISED SPENDING FOR YEAR	185.482	193.677	205.998	193.340
Budget Gap	0.000	4.496	21.547	2.109

10.2 The budget gap considered by Cabinet on the 14th January was prior to calculating adjustments arising from the Draft Settlement announced on the 20th December. Other adjustments have also been made in light of updated workings. These are all presented below.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
	BUDGET	FORECAST		
Budget Gap Reported to Cabinet 14/1/2020	0.000	4.386	20.788	2.109
Settlement Changes				
RSG		(0.015)	0.015	
Business rates changes		(0.011)		
Social Care Grant		0.359	(0.359)	
New Homes Bonus		0.164		
Total Settlement Changes	0.000	0.497	(0.344)	0.000
Other Changes				
Collection Fund		0.415	(0.415)	
TWWW Programme Resource		(1.022)		
Total Other Changes	0.000	(0.607)	(0.415)	0.000
Revised Budget Gap	0.000	4.496	21.547	2.109

10.3 As previously considered by Cabinet the table below sets out the increased costs that have had to be included in the budget for 2020/21.

Item / area	2020/21	2021/22	2022/23
	£m	£m	£m
Climate Change Contingency	0.250		
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		
TWWW Programme Resource	1.023		
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		
Total	21.069	10.460	9.139

10.4 The impact of pressures within Social Care continues to have a significant impact upon the Council's resources. Nationally and locally the costs of providing health and wellbeing services are rising as demand increases. Plymouth has an ageing population with more complex needs and higher levels of young children requiring our services.

10.5 Budget provision of over £9m has been added to the base budget to fund the costs of Social Care in 2020/21 and over £20m added to the base budget over the next three years.

The National Living Wage was increased to £8.67 per hour from April 2020. This increasing cost is a key driver in the increasing costs of providing our adult social care packages and services.

10.6 Within Children's Services cost and volume analysis is refreshed on a quarterly basis. The increase in the cost of the care packages and placements and the in-year pressures within the service have been recognised with the allocation of new funding.

10.7 A summary of the proposed plans for savings, income generation and grant income is summarised below. The detail by service is shown in Appendix one.

Total Savings, Income Generation and Grant Income	2020/21 £m	2021/22 £m	2022/23 £m
Savings			
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	0.313	0.450	0.166
Corporate items	4.931	(1.100)	(1.000)
Total Savings	7.974	(0.620)	0.345
Income Generation			
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
Customer & Corporate Services	(0.100)		
Total Income Generation	0.725	1.090	0.303
Grant Income			
Place Directorate including GAME 2	(0.603)	(1.168)	(0.398)
Corporate items	4.778	-5.659	
Total Grant Income	4.175	(6.827)	(0.398)
Total	12.874	(6.357)	0.250

10.8 The proposed budget by Directorate is shown in appendix 2.

11. Options to close the Budget Gap

11.1 As part of the budget development, a number of assumptions have been made. In particular for planning purposes and after taking into account the council tax base changes.

11.2. Members will be aware the referendum limit for council tax increases is 1.99% and there is an option to charge a 1.99% Adult Social Care precept. The tax base for 2020/21 will be 74,603 and after taking into account adjustments for discounts £114.090m of council tax income will be generated. This is based on no council tax increase.

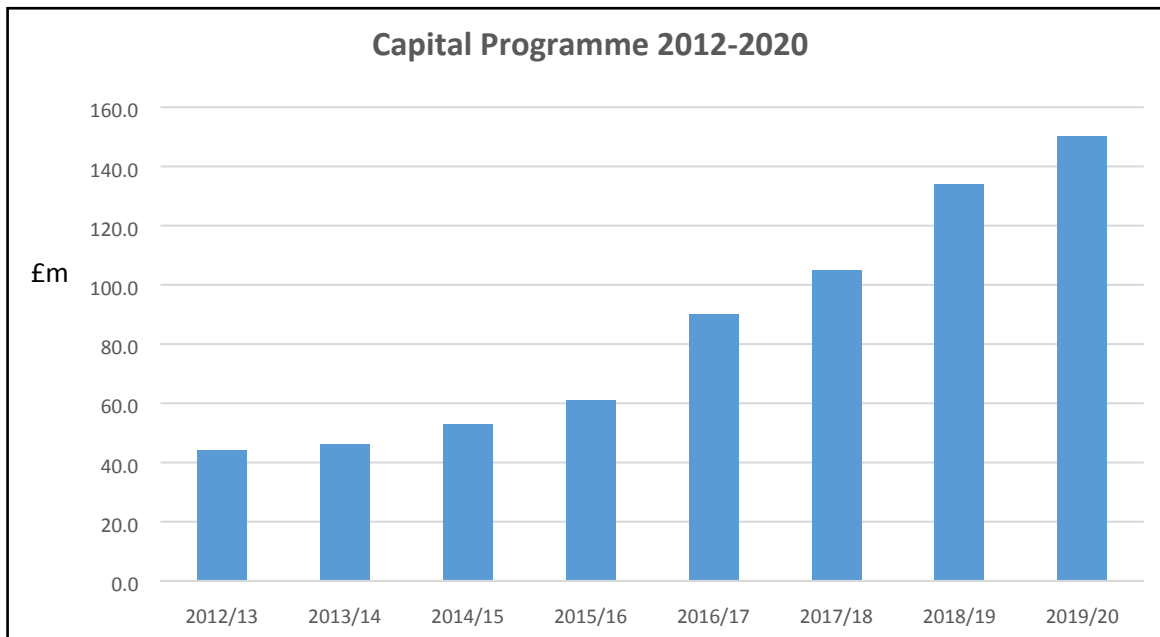
- 11.3 Increasing council tax income is an essential component of the Council's resources and is an option available to Council to reduce the budget gap. Each 1% increase in council tax will generate £1.1m in income.
- 11.4 Use of balances in any year is a one-off saving and increases the savings tariff in the next financial year. As part of the annual review of the budget all reserves and provisions have been reviewed to assess if any one off resources are available in 2019/20.
- 11.5 The Council can review its reserves and provisions to establish if any can be credited to the General Fund. A saving of this nature is a one off and could leave the Council exposed to risk, depending on the nature of the provision used.
- 11.6 There is always the option to undertake further reviews within Directorates to ascertain if further efficiencies or reduction can be delivered. This needs to be considered in the context of savings already identified. All Directorates are expected to spend within their approved budget in 2019/20 and are managing a range of new and legacy pressures due to increased demand and increased costs.

12 Capital budget

- 12.1 The Plymouth Plan remains the principal driver for the Council's capital programme. It contains the most ambitious set of proposals this City has ever seen. Primarily through its planning vehicle, the Plymouth and South West Devon Joint Local Plan, there are proposals to build 26,700 new homes across the area, create 13,200 new jobs, and to undertake an unprecedented major investment programme in modernising infrastructure including transport, schools and green spaces.
- 12.2 This investment will enable Plymouth to become the key economic driver for the far South West; will prepare the Council to show the world how to celebrate for Mayflower 2020; and will ensure that communities and businesses have the facilities they need to continue to thrive and prosper. The investment will enable growth within the economy as well as a significant level of new housebuilding and will therefore assist in generating additional business rates, Council Tax, New Homes Bonus and Community Infrastructure Levy.
- 12.3 The Council continues to take a strategic approach to the capital programme, having established 15 strategic outcomes within which individual projects sit. Increasingly the programme will need to be aligned with the strategic outcomes set out in the Plymouth Plan and Plymouth and South West Devon Joint Local Plan as well as the investment and business planning programmes of other organisations to maximise delivery on the ground.
- 12.4 The Council's Capital Programme consists of the approved capital projects the Council intends to deliver over a five year period. In recent years, the Programme has been running at an average of £60m per year. During the last four years, the programme has exceeded this average and

continued a significant growth up to £150m per year for 2019/20. The scale of the last 5 years annual programmes is shown in the graph below.

Recent annual Capital Programmes



12.5 The capital programme covers the five years from 2019 to 2024. It consists of £314.450m of projects. The current year's programme (2019/20) is expected to exceed £150.0m. Future years are also expected to exceed the recent average. This is primarily for three reasons: the establishment of the Asset Investment Fund, investment in a series of key economic development projects, and the programme of investment in city infrastructure to support the Plymouth Plan.

12.6 The programme includes the following major projects that have already commenced but are not yet completed, or are due to start:

- The Box (£40m);
- Oceansgate phase two (£6m);
- The Eastern Corridor junction improvement scheme and cycle network (£5m);
- Further Asset Investments (£60m);
- Forder Valley Link Road (£53m);
- Forder Valley Interchange (£9m);
- Brunel Plaza (Plymouth Railway Station) (£29m);
- Improvements to Charles Cross (£7.4m);
- Expansion of Pennycross Primary School (£3m);
- Outdoor play area improvements (£1.8m);
- Transforming Cities Fund (£7.8m);
- Plan for Homes 3 (£13m)
- Central Park improvements (£5.7m);
- Further improvements to the condition of our highways and footpaths;
- Investment in ICT;

- Morlaix Drive (£4.5).

- 12.7 Building on our Plan for Homes programme, Plan for Homes 3 was launched in March 2019 with the vision to deliver the homes that Plymouth people need. It establishes a Housing Investment Fund with a first funding programme of £13.485m and dedicates agreed Council owned sites to support the delivery of 1,000 new homes per year for the next five years. It supports a range of housing delivery and service initiatives, helping to tackle housing needs, homelessness and poor housing conditions. In its first five years, Plan for Homes has supported the delivery of 5,563 homes. The Plan for Homes has enabled the release of 33 Council-owned sites and over 55 hectares of mainly brownfield land that is planned to deliver 1,680 homes of which 51% are affordable.
- 12.8 Plan for Homes 3 responds to the scale of the housing crisis, recognising there is a need to take a more interventionist approach to market failure and the delivery of and improvements to the homes the people of Plymouth need. Working in partnership to deliver the Plan to meet identified housing and maximising investment whilst seeking to generate future capital and revenue receipts back into Plan for Homes to support future investment and actions.
- 12.9 The breakdown of the current five year Capital Programme forecast across the Directorates is shown below.

Five year Capital Programme by Directorate

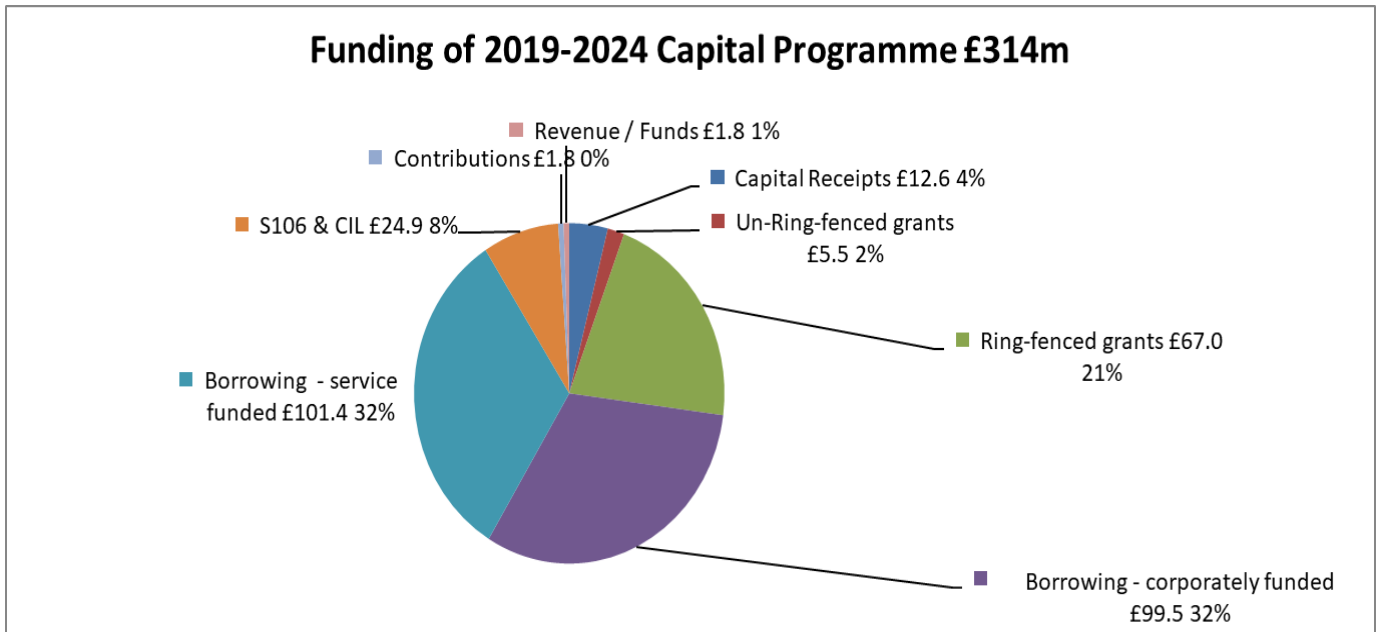
Directorate	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m	£m	£m
People	8.274	0.187	0.172	0.172	-	8.805
Place	141.407	85.511	28.273	18.836	7.851	281.878
Transformation & change	9.935	2.565	-	-	-	12.500
Public Health	6.423	4.844	-	-	-	11.267
Total	166.039	93.107	28.445	19.008	7.851	314.450

12.10 The breakdown of the five year Programme by outcome is shown below.

Five year Capital Programme by outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	26.703
Securing Growth in Derriford and the Northern Corridor	64.335
Securing Growth in the Eastern Corridor	7.510
Delivering More/Better Housing	17.078
Ensuring Essential City Infrastructure	27.092
Improving Neighbourhoods and Community Infrastructure	5.347
Ensuring Good Quality School Places	3.631
Growing the Economy	19.150
Delivering Oceansgate	15.437
Connecting the City	31.263
Celebrating Mayflower	5.635
Delivering The Box	14.442
Asset Investment Fund	44.721
Transforming Services	32.105
Total	314.450

13. Funding of the Capital Programme



13.1 Funding for the capital programme comes from a variety of sources with the highest proportion from borrowing 64%. Service borrowing accounts for 32% of the capital programme. It is an effective strategy to fund capital investment as the borrowing repayments are covered by income or savings being made within the Service Department.

13.2 The Council will continue to fund a number of projects from Corporate Borrowing (32%). This is largely for projects that are considered to be overall strategic priorities and where the borrowing repayments are covered by making revenue provision in the annual budget. The revenue implications of the current programme and the agreed priorities has been addressed in developing the 2020/21 to 2023/24 Medium Term Financial Plan.

13.3 To ensure the capital programme remains sustainable in the long term the level of borrowing needs to be carefully monitored. The external funding environment is rapidly changing and new opportunities are constantly arising. By continuing to take an organised and proactive approach to identifying, bidding for and then securing, external grants will make the budget sustainable and reduce the pressure on the revenue budget.

13.4 Other options to prevent a funding gap in the future include:

- Additional capital receipts to fund the projects in place of borrowing;
- Increasing Corporate Borrowing and provided increase revenue budget to pay for the loan repayments;
- Generating additional revenue savings from Council wide budgets;
- Increasing the Council Tax;
- Review the scope of the Capital Programme.

14 Forecast Corporate Borrowing

- 14.1 There is provision in the MTFP to cover the financing cost of additional Corporate Borrowing. This provides a budget for Treasury Management to cover the interest and MRP (loan repayments) costs for future corporate borrowing. This does not give approval for any new project and each project will be considered on its own merit when a full business case is submitted to officers and members.

Forecast borrowing	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Corporate Borrowing	12.150	19.600	21.800	53.550

15. Capital Budget 2019/20-2023/24

- 15.1 The latest forecast for the Capital Budget 2019-2024 is £892.911m.

Capital Budget 2019-2024

Capital Budget for 2018-2023	£m
Capital Programme Approved by CCIB	454.844
Income Assumptions	438.067
Total	892.911

16 Income Assumptions

- 16.1 The current income assumptions forecast for the five year capital budget 2019-2024 is £530.904m is based on future grants and external contributions.
- 16.2 External funding currently contributes approximately towards 39% of resources within the capital resource envelope; this is included within the income assumptions and included both ring-fenced and un-ring-fenced grants, S106 and contributions.
- 16.3 The council will endeavour to ensure a significant proportion of the funding for the Programme comes from external sources – grants from other organisations and Government departments and agencies (27%). Capital receipts make up about 3% of the programme with S106 contributions and CIL constituting about 4%. Every effort is being made to secure funding from grant programmes and other external sources.

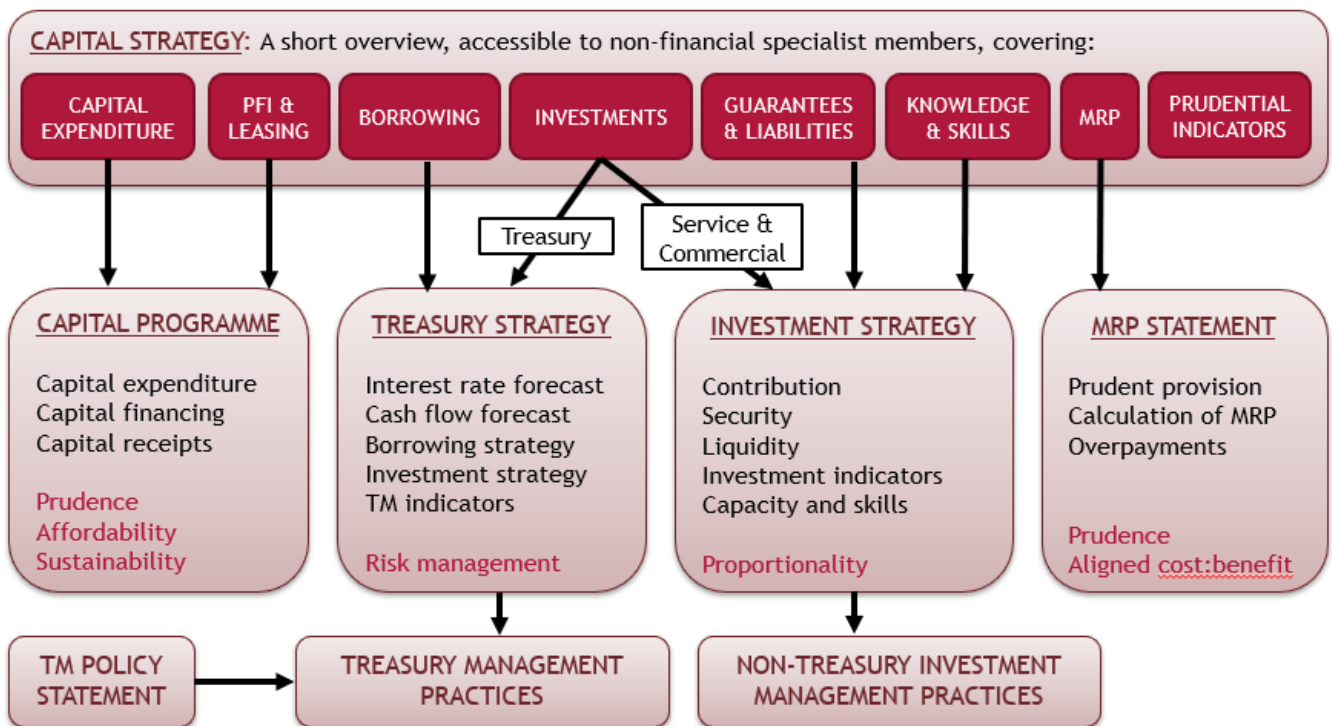
Some of the grant recently awarded:

- NPIF - Forder Valley Interchange £ 5.000m
- LEP Funding - Charles Cross £ 2.100m
- LEP Funding – Forder Valley Link Road £22.558m
- Highways England Growth & Housing Fund - FVLR £ 4.470m
- LEP Funding - Plymouth Central Station £ 5.000m
- Transforming Cities Fund tranche I £ 7.800m

16.4 Bidding for further external funding is strongly encouraged during the preparation of business cases for new projects

17. Statutory Guidance

Strategy Reports: England



17.1 The above diagram shows how the requirements of the January 2018 Ministry of Housing, Communities and Local Government (MHCLG) Guidance and The CIPFA Code interacts with the Capital and Treasury Management. There is a requirement for the Council to produce a Capital Financing Strategy and a Non-Treasury Management Investment Strategy.

17.2 The main reason for the guidance changes is because local authorities have been investing in commercial properties to increase their income. There are obviously risks in these investments and new strategies are to ensure that local authorities have the correct safeguards and due diligence in place to mitigate these risks.

- 17.3 Plymouth City Council's commercial property and development activities operate under robust and effective governance arrangements as set out in the Council's constitution. The Council has a small team of experienced in-house chartered surveyors including an Asset Manager recruited specifically for the Asset Investment Fund who has significant experience in property fund management obtained in the private sector.
- 17.4 The Capital Strategy gives an overview of how the associated risks are managed and the implications for future financial sustainability.

Savings Proposals by Directorate

Savings	2020/21 £m	2021/22 £m	2022/23 £m
Chief Executive Office	0.050		
Place Directorate			
Economic Development Efficiency and Income	0.030		0.250
Federated Directorates (People, Children's & ODPH) "One System, One Aim"			
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
Customer & Corporate Services			
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		
Transformation Savings		0.200	
New Temporary Labour Contract	0.100		
Corporate Items			
Council Wide Transformation Savings - TWWW	3.000		
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)
Total Savings	7.974	(0.620)	0.345

Income Generation	2020/21	2021/22	2022/23
	£m	£m	£m
Place Directorate			
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		
Green Estate	0.100		
Mount Edgumbe holiday lettings		0.045	0.045
Federated Directorates (People, Children’s & ODPH) “One System, One Aim”			
ODPH Directorate	0.008	0.008	0.008
Customer & Corporate Services			
Dividend reduction	(0.160)		
Officer Travel Plan	0.060		
Total Income Generation	0.725	1.090	0.303

Grant Income	2020/21	2021/22	2022/23
	£m	£m	£m
Place Directorate			
New Homes Bonus	(0.603)	(1.168)	(0.398)
Federated Directorates (People, Children’s & ODPH) “One System, One Aim”			
Social Care Grant	5.659	(5.659)	
Corporate Items			
Levy Account Surplus	(0.881)		
Total Grant Income	4.175	(6.827)	(0.398)

APPENDIX 2

Draft Budget by Directorate

Plymouth City Council General Fund Budget 2020/21			Budget 19/20			Budget 2020/21						
Directorate	Department	Division	Expenditure	Income	Net Budget	Cost Increases	Savings	Income Generation	Grant Income	Total Expenditure	Total Income	Net Budget
Executive Office	Chief Executives Office	Policy & Intelligence	0.397	0.000	0.397	0.013	(0.000)	0.000	0.000	0.410	0.000	0.410
		Communications and Engagement	0.557	(0.049)	0.508	0.018	(0.000)	0.000	0.000	0.574	(0.049)	0.525
		Civic Events	0.176	(0.018)	0.158	0.004	(0.000)	0.000	0.000	0.180	(0.018)	0.162
		Performance	0.541	(0.090)	0.451	0.016	(0.000)	0.000	0.000	0.557	(0.090)	0.467
		Total Chief Executives Office	1.670	(0.156)	1.514	0.051	(0.000)	0.000	0.000	1.721	(0.156)	1.565
	Business Support	Departmental Support	0.866	(0.010)	0.856	0.025	(0.051)	0.000	0.000	0.841	(0.010)	0.831
	Electoral Function	Electoral Function	0.678	(0.002)	0.677	0.018	(0.000)	0.000	0.000	0.696	(0.002)	0.694
	Members	Members	1.046	0.000	1.046	0.049	(0.000)	0.000	0.000	1.095	0.000	1.095
		Neighbourhood inits and Comm Grants	0.300	0.000	0.300	0.000	0.000	0.000	0.000	0.300	0.000	0.300
		Total Members	2.890	(0.011)	2.879	0.092	(0.051)	0.000	0.000	2.931	(0.011)	2.920
	Legal	Legal	1.880	(0.422)	1.458	0.059	(0.000)	0.000	0.000	1.939	(0.422)	1.516
	Total Executive Office	6.440	(0.590)	5.850	0.202	(0.051)	0.000	0.000	6.591	(0.590)	6.001	
People	Children, Young People, Families	QA Safeguarding and Bus Suppt	4.059	(0.267)	3.792	0.101	(0.015)	0.000	0.000	4.146	(0.267)	3.879
		Permanency	10.057	(0.245)	9.812	0.081	(0.003)	0.000	0.000	10.135	(0.245)	9.890
		CAMHS Specialist Services	0.654	(0.045)	0.609	0.001	(0.000)	0.000	0.000	0.656	(0.045)	0.610
		Childrens Social Work	3.472	0.000	3.472	0.104	(0.003)	0.000	0.000	3.573	0.000	3.573
		Plymouth Referral and Assmnt	3.536	(0.476)	3.060	0.113	(0.001)	0.000	0.000	3.647	(0.476)	3.171
		Adoption	3.464	0.000	3.464	0.005	0.000	0.000	0.000	3.469	0.000	3.469
		Children in Care	13.571	(3.918)	9.653	4.970	(0.590)	0.000	0.000	17.951	(3.918)	14.033
		Targeted	5.010	(1.839)	3.171	0.120	(0.004)	0.000	0.000	5.126	(1.839)	3.288
		Total Children, Young People, Families	43.824	(6.790)	37.034	5.496	(0.616)	0.000	0.000	48.704	(6.790)	41.913
	Strategic Commissioning	Service Delivery	91.412	(28.221)	63.191	4.280	(0.008)	0.000	0.000	95.684	(28.221)	67.463
		Commissioning	15.051	(3.500)	11.551	0.047	(1.570)	0.000	0.000	13.528	(3.500)	10.028
		Leisure Management	2.745	(0.101)	2.644	0.002	(0.000)	0.000	0.000	2.746	(0.101)	2.645
		Management and Transformation	(1.899)	(3.521)	(5.420)	0.026	(0.000)	0.000	0.000	(1.873)	(3.521)	(5.394)
		Social Care contract	6.910	0.000	6.910	0.000	0.000	0.000	0.000	6.910	0.000	6.910
		Childrens Commissioning	4.984	(0.159)	4.825	0.009	(0.000)	0.000	0.000	4.993	(0.159)	4.834
		Total Strategic Commissioning	119.203	(35.502)	83.701	4.364	(1.578)	0.000	0.000	121.989	(35.502)	86.487
	Education Participation Skills	SEND	25.987	(21.677)	4.309	0.179	(0.003)	0.000	0.000	26.162	(21.677)	4.485
		School Improvement	2.181	(1.505)	0.676	0.060	(0.001)	0.000	0.000	2.240	(1.505)	0.734
		School Support	3.812	(2.876)	0.936	0.005	(0.000)	0.000	0.000	3.817	(2.876)	0.941
		Schools	56.393	(56.393)	0.000	0.000	0.000	0.000	0.000	56.393	(56.393)	0.000
		External	2.704	(2.704)	0.000	0.007	0.000	0.000	0.000	2.711	(2.704)	0.007
		Skills and Employability	0.400	(0.171)	0.229	0.010	(0.000)	0.000	0.000	0.410	(0.171)	0.239
		Schools Access Planning	5.777	(0.737)	5.040	0.083	(0.319)	0.000	0.000	5.541	(0.737)	4.804
		EP&S Delivery Plans	(1.533)	0.000	(1.533)	0.000	(0.030)	0.000	0.000	(1.563)	0.000	(1.563)
	Total Education Participation Skills	95.722	(86.064)	9.658	0.343	(0.354)	0.000	0.000	95.710	(86.064)	9.647	
	Community Connections	Community Connections Access	2.771	(0.886)	1.886	0.036	(0.000)	0.000	0.000	2.807	(0.886)	1.922
		Community Connections Localities	1.545	(1.067)	0.478	0.041	(0.001)	0.000	0.000	1.585	(1.067)	0.518
		Communities Connections Youth	0.547	(0.080)	0.467	0.017	(0.000)	0.000	0.000	0.564	(0.080)	0.484
		Management	(0.003)	0.000	(0.003)	0.003	(0.000)	0.000	0.000	(0.000)	0.000	(0.000)
		Sports Development	0.903	(0.671)	0.232	0.008	(0.100)	0.000	0.000	0.811	(0.671)	0.140
		Total Community Connections	5.762	(2.704)	3.059	0.106	(0.101)	0.000	0.000	5.767	(2.704)	3.063
	Management and Support People	Management and Support People	0.404	(0.187)	0.217	0.011	(0.000)	0.000	0.000	0.415	(0.187)	0.227
		Total People	264.915	(131.247)	133.668	10.320	(2.650)	0.000	0.000	272.585	(131.247)	141.337

Plymouth City Council General Fund Budget 2020/21			Budget 19/20			Budget 2020/21						
Directorate	Department	Division	Expenditure	Income	Net Budget	Cost Increases	Savings	Income Generation	Grant Income	Other Savings	Other Savings	Net Budget
Place	Economic Development	Management & Support	1.665	(1.465)	0.201	(0.101)	(0.036)	0.000	0.000	1.529	(1.465)	0.064
		Business Parks	0.365	(0.822)	(0.456)	0.007	0.000	0.000	0.000	0.373	(0.822)	(0.449)
		Mount Edgcombe	0.885	(0.784)	0.101	0.000	(0.004)	0.000	0.000	0.881	(0.784)	0.097
		Museum Services	3.759	(2.411)	1.348	0.092	0.004	0.000	0.000	3.855	(2.411)	1.444
		Land and Property	7.879	(11.586)	(3.707)	0.020	0.001	(0.250)	0.000	7.901	(11.836)	(3.935)
		Events & Tourist Information	1.589	(0.791)	0.798	0.020	0.002	0.000	0.000	1.611	(0.791)	0.820
		Enterprise and employment	1.011	(0.354)	0.657	0.029	0.001	0.000	0.000	1.041	(0.354)	0.686
		Theatre and Entertainments	0.415	0.000	0.415	0.000	0.000	0.000	0.000	0.415	0.000	0.415
		Arts & Cultural Development	0.050	0.000	0.050	0.000	0.000	0.000	0.000	0.050	0.000	0.050
		Strategic Projects Development	0.712	(0.445)	0.267	0.009	0.000	0.000	0.000	0.720	(0.445)	0.276
	City Deal	1.681	(1.327)	0.354	0.014	0.000	0.000	0.000	1.695	(1.327)	0.368	
	Total Economic Development	20.012	(19.985)	0.028	0.090	(0.031)	(0.250)	0.000	20.071	(20.235)	(0.164)	
	Strategic Planning	SP&I Core Budgets	8.704	(4.338)	4.365	0.237	(0.003)	(0.107)	0.000	8.938	(4.445)	4.492
		SP&I Projects	1.190	(1.186)	0.004	0.000	0.000	0.000	0.000	1.190	(1.186)	0.004
		SP&I Transport Revenue	5.682	(0.164)	5.518	0.000	0.000	0.000	0.000	5.682	(0.164)	5.518
		Total Strategic Planning	15.575	(5.688)	9.887	0.237	(0.003)	(0.107)	0.000	15.809	(5.795)	10.014
	Street Services	Highways Parking and Marine Sv	8.585	(6.230)	2.355	0.056	(0.000)	(0.183)	0.000	8.641	(6.413)	2.228
		Street Scene & Waste Services	34.696	(18.928)	15.768	0.526	(0.000)	(0.277)	0.000	35.223	(19.205)	16.017
		Garage	1.639	(1.701)	(0.062)	0.016	0.000	0.000	0.000	1.656	(1.701)	(0.045)
		Fleet Hire	1.623	(1.447)	0.175	0.007	0.000	0.000	0.000	1.630	(1.447)	0.182
		Street Services Overhead	(0.150)	0.000	(0.150)	0.000	0.000	0.000	0.000	(0.150)	0.000	(0.150)
	Total Street Services	46.393	(28.306)	18.087	0.606	(0.000)	(0.460)	0.000	46.999	(28.766)	18.232	
	Management and Support - Place	Management and Support	(0.087)	0.000	(0.087)	0.006	(0.000)	0.000	0.000	(0.081)	0.000	(0.081)
		Business Support	0.328	(0.068)	0.260	0.014	0.000	0.000	0.000	0.342	(0.068)	0.274
		GAMÉ Transformation	0.000	(4.026)	(4.026)	0.000	0.000	0.000	0.603	0.000	(3.423)	(3.423)
		Total Management and Support - Place	0.241	(4.095)	(3.854)	0.020	(0.000)	0.000	0.603	0.262	(3.492)	(3.230)
	Total Place	82.222	(58.074)	24.148	0.953	(0.034)	(0.817)	0.603	83.140	(58.288)	24.852	
	Public Health	Public Health	Prescribed Functions	7.440	0.000	7.440	0.000	0.000	0.000	0.000	7.440	0.000
Non-Prescribed Functions			7.748	(0.288)	7.460	0.049	(0.001)	0.000	0.000	7.796	(0.288)	7.508
ODPH Funding Streams			0.000	(14.925)	(14.925)	0.000	0.000	0.000	0.000	0.000	(14.925)	(14.925)
Total Public Health			15.188	(15.213)	(0.025)	0.049	(0.001)	0.000	0.000	15.236	(15.213)	0.023
Operational and Development		PPS Management	(0.066)	0.000	(0.066)	0.000	(0.050)	0.000	0.000	(0.116)	0.000	(0.116)
		PPS Technical Support	0.177	(0.009)	0.168	0.005	(0.000)	0.000	0.000	0.182	(0.009)	0.174
Total Operational and Development		0.111	(0.009)	0.103	0.005	(0.050)	0.000	0.000	0.067	(0.009)	0.058	
Trading Standards		Trading Standards	0.439	(0.019)	0.420	0.014	(0.000)	0.000	0.000	0.453	(0.019)	0.434
		Environ Health (Food & Safety)	0.431	(0.037)	0.394	0.014	(0.000)	0.000	0.000	0.445	(0.037)	0.407
Bereavement Services		Contracts Cems & Cems	1.017	(2.844)	(1.827)	0.019	(0.000)	0.000	0.000	1.035	(2.844)	(1.808)
		Cems & Cems Improvements	0.132	(0.132)	0.000	0.001	0.000	0.000	0.000	0.133	(0.132)	0.001
		Total Bereavement Services	2.018	(3.031)	(1.013)	0.048	(0.001)	0.000	0.000	2.065	(3.031)	(0.966)
Licensing		Licensing	0.328	(0.401)	(0.072)	0.011	(0.000)	0.000	0.000	0.339	(0.401)	(0.062)
		Neighbourhood & Enviro Quality	0.723	(0.326)	0.398	0.021	(0.000)	0.000	0.000	0.744	(0.326)	0.418
Environmental Protection		Enviro Protection & Monitoring	0.000	(0.006)	(0.006)	0.000	0.000	(0.008)	0.000	0.000	(0.014)	(0.014)
		Total Environmental Protection	1.052	(0.732)	0.319	0.032	(0.000)	(0.008)	0.000	1.083	(0.740)	0.343
Civil Protection Unit		Civil Protection Unit	0.203	(0.034)	0.169	0.006	(0.000)	0.000	0.000	0.209	(0.034)	0.175
Total Public Health		18.572	(19.019)	(0.447)	0.140	(0.052)	(0.008)	0.000	18.660	(19.027)	(0.367)	

Plymouth City Council General Fund Budget 2020/21			Budget 19/20			Budget 2020/21						
Directorate	Department	Division	Expenditure	Income	Net Budget	Cost Increases	Savings	Income Generation	Grant Income	Other Savings	Other Savings	Net Budget
Finance	Finance	Service Director for Finance	(0.589)	0.000	(0.589)	0.003	(0.000)	0.000	0.000	(0.586)	0.000	(0.586)
		Head of Integrated Finance	0.787	(0.058)	0.729	0.029	(0.000)	0.000	0.000	0.815	(0.058)	0.757
		External Audit	0.128	0.000	0.128	0.000	0.000	0.000	0.000	0.128	0.000	0.128
		Treasury Management	6.735	(1.745)	4.989	2.721	0.000	0.000	0.000	9.456	(1.745)	7.710
		Head of Commercial Finance	0.792	(0.113)	0.679	0.028	(0.000)	0.000	0.000	0.820	(0.113)	0.707
		Financial Planning and Rpting	1.396	(0.494)	0.902	0.049	(0.000)	0.000	0.000	1.446	(0.494)	0.951
		Internal Audit	0.592	(0.036)	0.556	0.000	0.000	0.000	0.000	0.592	(0.036)	0.556
		Soft FM	2.200	(0.783)	1.417	0.077	(0.000)	0.000	0.000	2.277	(0.783)	1.493
		Hard FM	9.084	(1.184)	7.900	0.024	(0.000)	0.000	0.000	9.108	(1.184)	7.924
		Project and Contract Services	0.763	(0.637)	0.126	0.025	(0.000)	0.000	0.000	0.788	(0.637)	0.151
Total Finance			21.889	(5.051)	16.837	2.957	(0.001)	0.000	0.000	24.844	(5.051)	19.793
Customer and Corporate Service	Customer Services	Customer Services	3.743	(2.453)	1.290	0.178	(0.200)	0.000	0.000	3.721	(2.453)	1.268
		Library Service	2.536	(0.581)	1.955	0.069	(0.000)	0.000	0.000	2.605	(0.581)	2.024
		Revenues & Benefits	75.173	(75.614)	(0.440)	0.000	0.000	0.000	0.000	75.173	(75.614)	(0.440)
		Registration Service	0.604	(0.525)	0.079	0.021	(0.000)	0.000	0.000	0.625	(0.525)	0.100
		Service Centre	1.964	(0.940)	1.025	0.074	(0.000)	0.000	0.000	2.038	(0.940)	1.098
		Coroner	1.144	(0.475)	0.669	0.007	(0.000)	0.000	0.000	1.151	(0.475)	0.676
		Total Customer Services	85.165	(80.588)	4.576	0.350	(0.201)	0.000	0.000	85.314	(80.588)	4.726
	Human Resources & OD	OD & Talent	0.720	(0.052)	0.668	0.020	(0.000)	0.000	0.000	0.740	(0.052)	0.688
		HR & OD Management	0.176	0.000	0.176	0.004	(0.113)	(0.060)	0.000	0.067	(0.060)	0.007
		HR Specialist Services	0.749	(0.001)	0.748	0.023	(0.000)	0.000	0.000	0.772	(0.001)	0.771
		Health, Safety & Wellbeing	0.405	(0.055)	0.349	0.013	(0.000)	0.000	0.000	0.418	(0.055)	0.363
	Total Human Resources & OD	2.050	(0.109)	1.942	0.060	(0.113)	(0.060)	0.000	1.997	(0.169)	1.828	
	Departmental Management	Director for Corporate Service	7.547	(0.475)	7.071	1.300	0.000	0.160	0.000	8.847	(0.315)	8.531
	ICT	ICT	0.960	(0.076)	0.884	0.000	0.000	0.000	0.000	0.960	(0.076)	0.884
		Migrations to DELT	(0.260)	0.000	(0.260)	0.006	(0.000)	0.000	0.000	(0.254)	0.000	(0.254)
Total ICT		8.247	(0.551)	7.695	1.306	(0.000)	0.160	0.000	9.552	(0.391)	9.161	
Transformation	Transformation	1.079	0.000	1.079	0.037	(0.000)	0.000	0.000	1.116	0.000	1.116	
Total Customer and Corporate Service			96.541	(81.248)	15.292	1.753	(0.314)	0.100	0.000	97.979	(81.148)	16.831
Corporate Finance	Corporate Items	Pensions, PFI, IBCF and Other	10.716	(20.383)	(9.667)	4.745	(4.871)	0.000	(4.778)	10.590	(25.161)	(14.571)
		Corporate Items Budget Savings	(0.200)	0.000	(0.200)	0.000	0.000	0.000	0.000	(0.200)	0.000	(0.200)
Total Corporate Finance			10.516	(20.383)	(9.867)	4.745	(4.871)	0.000	(4.778)	10.390	(25.161)	(14.771)
Total General Fund			501.095	(315.612)	185.482	21.069	(7.974)	(0.725)	(4.175)	514.190	(320.512)	193.677