



2008/2009

Budget Summary

If you need this information in another format
or language please contact us.

Telephone: (024) 7683 4092

Fax: (024) 7683 3940

e-mail: Tina.pinks@coventry.gov.uk

CONTENTS

	PAGE
Foreword	1
Future Outlook	1
Introduction	2
Summary of City Council Expenditure	3
Local Government Finance	4 - 5
Council Tax	6 - 7
Revenue Expenditure	8 - 9
Capital Programme	10 - 11
 PORTFOLIO BUDGET ANALYSIS	
Children, Learning & Young People	12 - 13
City Services	14 - 15
Community Services	16 - 17
Culture, Leisure & Libraries	18 - 19
Finance, Procurement & Value for Money	20 - 21
Customer Workforce & Legal Services	22 - 23
Neighbourhood & Community Services	24 - 25
Policy, Leadership & Governance	26 - 27
City Development	28 - 29
Climate Change, Housing & Sustainability	30 - 31
Personnel Summary	32
Glossary	33

FOREWORD

Welcome to Coventry City Council's Budget Summary booklet.

The City Council approved the 2008/09 budget at its meeting on 19th February 2008. The aim of the Booklet is to explain this budget, what services it will provide and where the money to pay for it will come from. We hope that you will find this information useful.

FUTURE OUTLOOK

The Government's current spending plans are guided by the Chancellor's Comprehensive Spending Review (CSR07) announced in October 2007. The impact of these plans is reflected in our budgets for 2008/09. This review announced significant limits on future spending plans and set challenging new targets for the achievement of efficiency.

Within this context the Council is nevertheless committed to improving performance and is now a "three star authority improving well" under the Government's Comprehensive Performance Assessment process.

Setting and managing the Council's budget is fundamental to this improvement, reflecting the investment of resources in priority areas and enabling the delivery of services on the ground. The Council's budget is therefore always set in the context of our Corporate Plan closely aligned with our performance management framework.

Stella Manzie **Chief Executive**

Chris West **Director of Finance and Legal Services**

April 2008

THE CITY COUNCIL'S POLICY AND FINANCIAL POSITION

INTRODUCTION

The City Council has a very clear vision for the City.

“The Council wants Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest.”

In order to deliver this vision, the City Council's has the following Corporate Objectives, which clearly state priority areas for the Council:

- Improve the quality and efficiency of services and make it easier to access them.
- Ensure the best quality education for all and that children and young people can achieve their maximum potential.
- Regenerate the city and ensure people have a good choice of jobs and housing and transform the City Centre.
- Promote health, independence and choice for all citizens.
- Create a city where people feel safe and confident and no-one is disadvantaged by where they live.
- Make the city clean and green and work to tackle climate change.
- Actively promote equality so that people from different backgrounds have similar life opportunities.

The Council has to consider a number of things when deciding upon its corporate objectives including: the needs of the City; the performance of and demand for its services; government policy and statutory plans; the Coventry Community Plan and other strategic plans and the views of local people.

After considering all of these things, the Council's revenue spending plans, budgets and capital programme have been set in order to help meet to the corporate objectives. The following pages show the outcome of this budget setting process. The main areas of change are shown below.

New Spending

Areas of new spending include:

- Capital investment of £29m for services for children & young people. Most of this will be invested in schools.
- £18m will be invested in highways including improvements to the Burges and Ironmonger Row areas of the City Centre.
- £4.5m is being invested in the Council's housing regeneration programme
- £530,000 of new money is going to community centres across the city and £100,000 will be spent on providing more staff to tackle anti-social behaviour, focusing particularly on preventing it in the first place.

Savings

To help pay for these increases in expenditure and investment, resources have had to be found from other Council budgets. The Council's priority is to ensure value for money for local people and a number of savings have been identified through streamlining some services and delivering efficiencies in others. Each Council Department has been required to identify savings as part of the budget setting process and £6.1m of these savings have been included in the budget for 2008/9.

SUMMARY OF CITY COUNCIL EXPENDITURE

The City Council's General Fund Budget Requirement for 2008/09 is £257.7m. This can be summarised as follows:

	£m
Cabinet Portfolios	215.5
Levies from Other Bodies	16.1
Contingencies and Corporate Budgets	1.0
Asset Management Revenue Account	29.4
Contributions from One-Off Resources	(4.3)
BUDGET REQUIREMENT	257.7

This Budget Requirement is funded as follows:

	£m
Revenue Support Grant and Business Rates	(145.4)
Council Tax	(111.1)
Council Tax Surplus	(1.2)
RESOURCES TO FUND BUDGET REQUIREMENT	(257.7)

In overall terms, the Budget Requirement has increased by £17.6m. Broadly this increase reflects:

	£m
Pay and price inflation	6.8
Cost of new developments and continuation of existing services	16.9
Efficiency Savings and Other Savings and Technical Changes	(6.1)
OVERALL BUDGET INCREASE	17.6

LOCAL GOVERNMENT FINANCE

BASIC PRINCIPLES

The Council's spending falls into one of two categories; revenue spending on day-to-day costs, such as employees and premises, and capital spending for major building works and improvements. The distinction is an important one because it affects not just the way the Council prepares its budget but also the way in which the Government controls how much the Council can spend. Income is likewise defined as capital or revenue.

REVENUE EXPENDITURE & INCOME

Most of the day-to-day spending on the City Council's services is paid for from a fund known as the General Fund. This includes spending on all the major services shown in this book. Costs that are incurred in providing these services include paying employees' salaries, the costs of occupying buildings, using materials and administration.

Some income is raised which directly relates to the provision of General Fund services, including charges for using services, rents paid by business tenants, and some government grants.

The difference between the cost of providing services and the income raised in the General Fund is known as the budget requirement. Local councillors decide how much to spend on individual services, and also set the levels of fees and charges at Council facilities. There are limits on local councillors' ability to do this because some Acts of Parliament provide controls over fees. The Government can also use reserve powers to cap any authority that it considers has excessively increased its budgets and therefore its council tax levels.

Councils can only spend money on services that Parliament has decided is the job of local authorities. This includes the power to spend money where this will promote or improve the economic, social or environmental wellbeing of the area.

GOVERNMENT SUPPORT & CONTROL OF REVENUE EXPENDITURE

Revenue expenditure is financed by three main sources:

- Business Rates (called National Non-Domestic Rates or NNDR)
- Government Grants (Revenue Support Grant plus specific grants)
- Council Tax

National Non Domestic Rates are a charge payable by local businesses. The Council collects NNDR, but the Government sets the rate payable. The Council does not however keep what it collects. All NNDR revenues are pooled by the Government and are then shared out between authorities in proportion to each authority's population.

Revenue Support Grant is a general grant calculated and paid by the Government to the City Council. The calculation is based upon the difference between:

- the amount of money the Government believes the City Council needs to deliver the services we provide
- the amount of money the Government assesses the Council would collect if it levied a standard amount of Council Tax added to its share of NNDR.

Council Tax is a charge on local homes, the level of which is set by the Council. The Council sets the level of Council Tax to balance the General Fund budget. The level of Council Tax that Coventry taxpayers have to pay is very sensitive to the grant made by the Government. If the formula that distributes the total grant amount to all local authorities is changed, it can either advantage or disadvantage the City Council.

CAPITAL EXPENDITURE & INCOME

Capital Expenditure is money spent on land, buildings, roads and equipment that have lasting benefit to the community.

Capital expenditure by local authorities is paid for principally by:

- Borrowing money that is repaid by the Council over future years
- The proceeds of selling assets (capital receipts)
- Government grants
- Using revenue monies

The Local Government Act 2003 allows local authorities to borrow whatever sums they see fit to support their capital programmes subject to their being able to afford the revenue costs. As such, local authorities are required to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. The Prudential Code requires a range of indicators and limits to be set before the start of a financial year.

COUNCIL TAX 2008/2009

COUNCIL TAX

Council Tax is a charge levied on properties, with properties being placed into one of eight bands (A-H) based on their April 1991 valuation.

Nationally, Council Tax bills have been rising above the rate of inflation for a number of years, reflecting the belief of Central Government that local residents should pay for a greater share of the cost of their local services.

This year the City Council's element of the Council Tax increase will be 2.7%. This increase is broadly consistent with Government plans. The Council Tax increase has been determined to strike a balance between what the Council needs to spend at a time of rising demand for services, and what Council Tax payers can afford to pay.

HOW THE COUNCIL TAX IS DETERMINED

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

The level of Council Tax is dependent on the level of grant the City Council, and the Police and Fire Authorities, receive from Central Government. If grant falls, then Council Tax will need to be increased just to maintain spending at the same level.

The amount of income required to be met from Council Tax to pay for all these services has gone up by 4.9% after taking into account Government grant and non domestic rate income. However, the number of properties that pay council tax in the city has increased. As a result, the overall increase in Council Tax for each household has gone up by 2.76%

This is shown in the tables below.

	2007/08 £m	2008/09 £m	% Change
Council Budget Requirement	240.1	257.7	
Revenue Support Grant	(134.1)	(145.4)	
Collection Fund Surplus	0.0	(1.2)	
City Council Tax Requirement	106.0	111.1	4.8%
Police Precept	8.0	8.4	
Fire Precept	3.9	4.1	
Total Council Tax	117.9	123.6	4.9%

	2007/08	2008/09	% Change
Taxbase (Band D)	87,387	89,175	
Council Tax (£) (Band D 2 or more adults)	1,349	1,386	2.76%
Average Council tax per Dwelling (£)	952	990	3.99%

THE IMPACT ON INDIVIDUAL HOUSEHOLDS

Each house or flat in Coventry is placed into one of eight valuation bands by the District Valuer (who is independent of the City Council). Those in higher value properties pay a higher council tax than those in lower band properties.

	2 or more Person Household	Number of Chargeable dwellings	% of Total Number of Properties
Band A	923.89	51,241	41.0
Band B	1,077.89	37,302	29.9
Band C	1,231.87	20,605	16.5
Band D	1,385.85	8,119	6.5
Band E	1,693.81	4,105	3.3
Band F	2,001.78	2,082	1.7
Band G	2,309.74	1,294	1.0
Band H	2,771.70	91	0.1

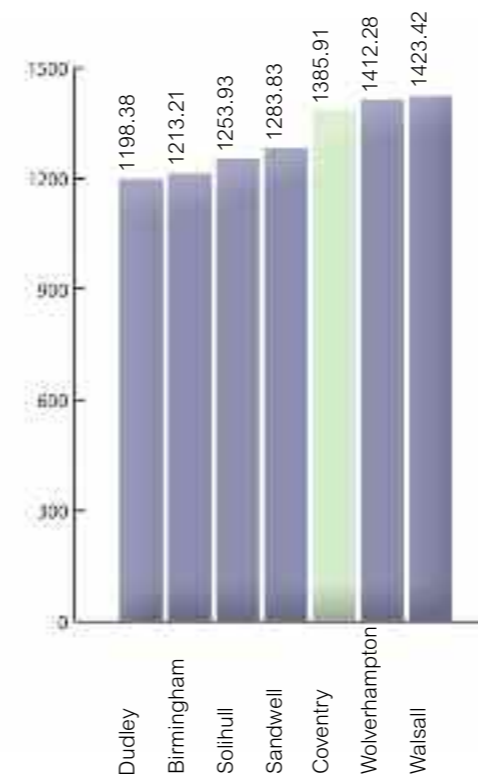
These amounts may be reduced if an individual is entitled to Council Tax Benefit. Single person households are entitled to a 25% discount.

88% of households in Coventry are in Bands A, B or C. Band A is most typical of Coventry households.

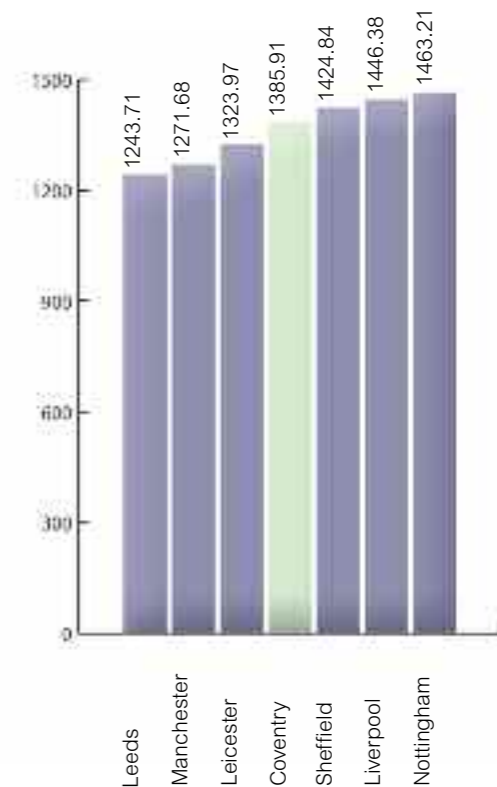
People living within the boundary of Allesley Parish are required to pay extra to fund parish council expenditure of £3,300 (£8.61 at Band D). People living within the boundary of Keresley Parish are required to pay extra to fund parish council expenditure of £1,650 (£7.43 at Band D).

A comparison is provided below of Coventry's total Band D Council Tax for 2008/09 with those set by other councils in the West Midlands and nationally.

West Midlands Metropolitan Districts -
Band D Council Tax 2008/09



Other Metropolitan and Unitary Districts -
Band D Council Tax 2008/09

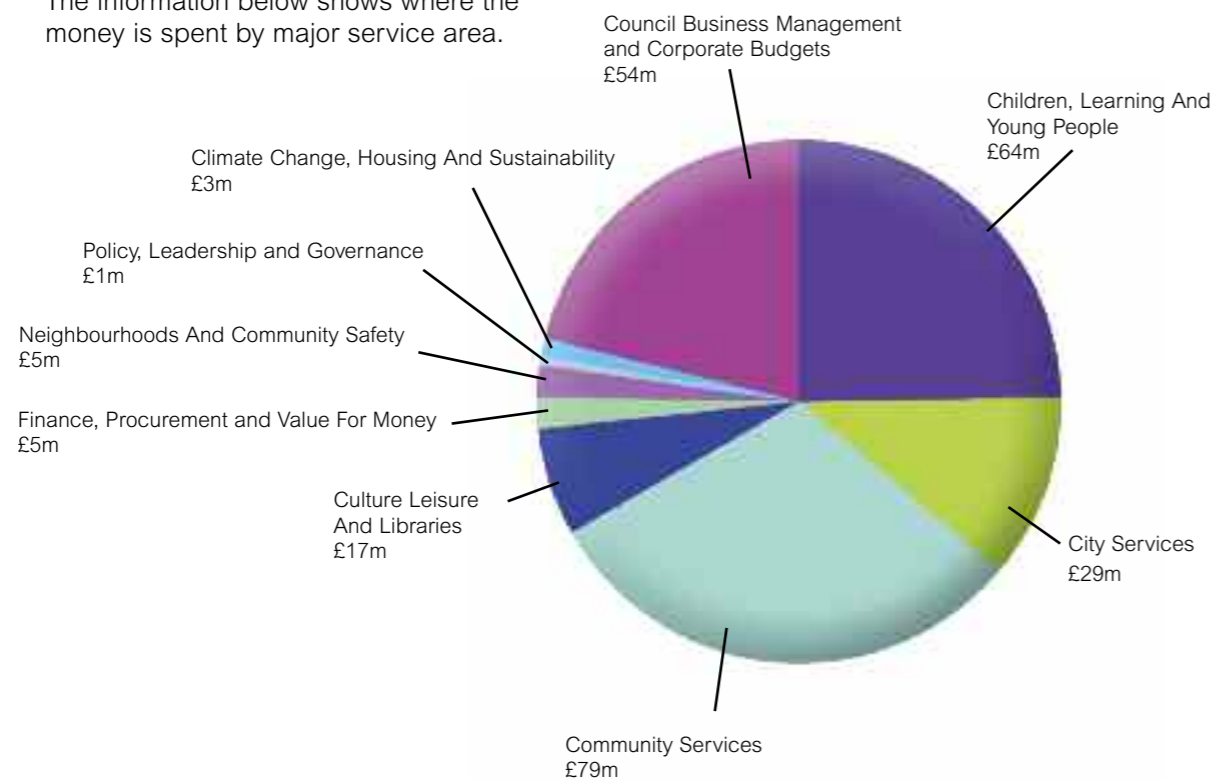


REVENUE SUMMARY TABLE

Portfolios	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Children, Learning And Young People	324,761	(260,832)	63,929
City Services	44,244	(14,903)	29,341
Community Services	102,792	(23,723)	79,069
Culture Leisure And Libraries	25,097	(7,740)	17,357
Finance, Procurement And Value For Money	99,314	(93,659)	5,655
Customer, Workforce And Legal Services	6,610	(8,217)	(1,607)
Neighbourhoods And Community Safety	7,212	(1,592)	5,620
Policy, Leadership And Governance	679	(49)	630
City Development	24,890	(24,872)	18
Climate Change, Housing And Sustainability	22,322	(19,072)	3,250
Total Cabinet Member Portfolio's	657,921	(454,659)	203,262
Council Business Management and Corporate Budgets	61,989	(7,534)	54,455
Gross Expenditure	719,910	(462,193)	257,717

Revenue Expenditure

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



REVENUE SUMMARY SUBJECTIVE ANALYSIS 2008/09

Excluding Schools £'000	SUMMARY GROSS EXPENDITURE	Including Schools £'000
173,980	Employees	359,296
18,713	Premises	32,559
15,642	Transport	16,568
61,255	Supplies & Services	90,043
125,490	Third Party Payments	135,953
94,857	Transfer Payments	95,459
51,565	Support Services	53,314
34,029	Capital Charges	33,965
(97,247)	Less: Expenditure between Services	(97,247)
478,284	Gross Expenditure	719,910
	SUMMARY GROSS INCOME	
(42,684)	Fees, Charges and Sales	(47,011)
(17,370)	Rents	(17,464)
(144,148)	Government Grants	(380,433)
(96,650)	Recharges	(97,247)
(17,285)	Other Income	(17,285)
97,247	Less: Income between Services	97,247
(220,890)	Gross Income	(462,193)
257,394	Net Expenditure	257,717

THE CAPITAL PROGRAMME

The Capital Programme has been updated through:

- Reviewing the programme to ensure that existing schemes meet current policy priorities
- Considering new proposals and allocating resources to projects that meet current policy priorities
- Reviewing the effects of any changes in timing of expenditure as a consequence of monitoring the programme for 2007/08 or reconsidering the phasing of expenditure in future years.

Capital Strategy

The Council's approach to the capital programme is set out in our Medium Term Financial Strategy.

The main principles of that strategy are outlined below:

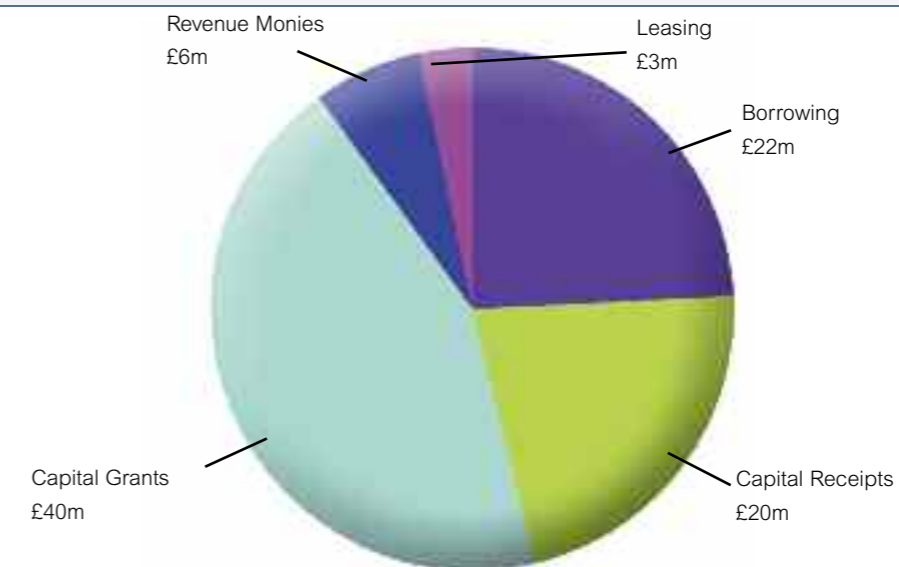
- We will set a multi year Programme, updated annually, identifying which capital schemes can be funded, and which schemes will be considered in a future year's budget setting process.
- Our capital spending decisions should arise directly from and be driven by the Council's policy priorities.
- Revenue and capital bids for corporate resources will be considered within the same broad planning process and capital investment decisions will be taken with full regard to the revenue spending consequences both in terms of service delivery and the cost of capital investment.
- Capital investment decisions will give due regard to the Council's Property Strategy and up to date asset management information
- Capital investment decisions must give due regard to all potential sources of external funding available.
- The choice of these options will be subject to transparent public decision-making processes.
- Decisions will align to the Council's Corporate Objectives via a robust and objective prioritisation process.
- We will continue to part fund the capital programme through a structured schedule of land and property disposals including that of our least well performing commercial property assets.

CAPITAL EXPENDITURE

The following information shows the sources of capital funding and the main areas of spending for 2008/09.

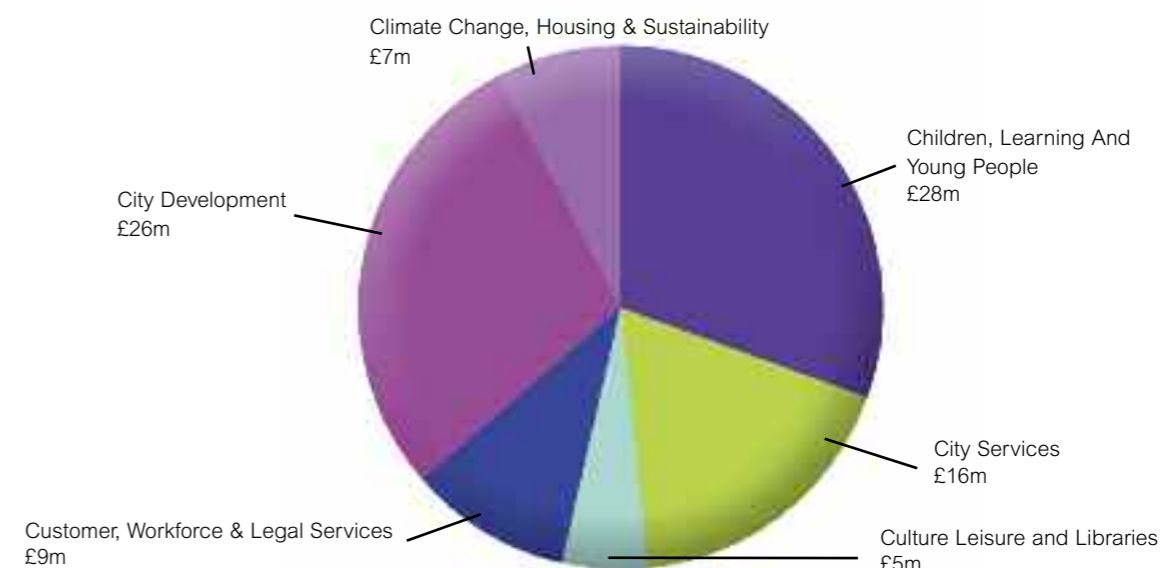
Where the money comes from

	2008/09 £m
Borrowing	22
Capital Receipts	20
Capital Grants	40
Revenue Monies	6
Leasing	3
Total	91



Where the money is spent

Cabinet Portfolios	2008/09 £m
Children, Learning and Young People	28
City Services	16
Culture Leisure and Libraries	5
Customer, Workforce & Legal Services	9
City Development	26
Climate Change, Housing & Sustainability	7
Total	91



CABINET PORTFOLIO BUDGETS

CHILDREN, LEARNING & YOUNG PEOPLE

The most significant area of spending within this portfolio is the budget delegated to schools including provision for sixth forms in secondary schools funded by the Learning and Skills Council.

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

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

A range of additional education based services within this portfolio includes:

- Providing specialist services for directly supporting children with special educational needs.
- Delivering a range of access services to schools and pupils including home to school transport, admissions and supply of schools places, asset management and the Dol-y-Moch Outdoor Centre.
- Supporting, guiding and challenging schools in their role of raising standards based on monitoring, evaluation and encouragement of school self-evaluation and identification of weaknesses.
- Delivering a range of youth and community services providing opportunities for people of all ages.
- Early Years provision working with the Early Years Development and Childcare Partnership.

A further range of social care services is also provided within this portfolio including:

- Working to protect children and young people from harm and neglect.
- Striving to keep families together when this is best and helping those who can no longer live with their families to find new homes with foster carers or adoptive parents.
- Providing children's homes for those for whom foster care is not appropriate, supporting and counseling the often-traumatised children who are in care, and aiding their transition to the point where the young person can live independently.
- Working closely with other agencies to reduce youth offending and helping school children back to proper schooling.
- Working with children with disabilities and sensory impairments.
- Supporting young carers who care for parents, siblings or other relatives.

CHILDREN, LEARNING AND YOUNG PEOPLE

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Individual Schools Budget	210,079	(41,872)	168,207
Services To Schools	25,491	(15,720)	9,771
Neighbourhood Services	22,067	(8,124)	13,943
Specialist Services	24,978	(942)	24,036
Strategic Services	33,601	(4,440)	29,161
Support Services & Other Central Budgets	12,163	(6,413)	5,750
Dedicated Schools Grant	0	(186,939)	(186,939)
Less: Expenditure/Income between Services	(3,618)	3,618	0
PORTFOLIO TOTAL	324,761	(260,832)	63,929

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	229,760
Premises	15,819
Transport	4,205
Supplies & Services	39,486
Third Party Payments	30,482
Transfer Payments	832
Support Services	7,859
Capital Charges	(64)
Less: Expenditure between Services	(3,618)
GROSS EXPENDITURE	324,761
Income	
Fees, Charges & Sales	(8,197)
Rents	(951)
Government Grants	(251,684)
Recharges	(3,618)
Less: Income between Services	3,618
GROSS INCOME	(260,832)
NET EXPENDITURE	63,929

CABINET PORTFOLIO BUDGETS

CITY SERVICES

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

Performance and Support Services Division

- Transporting 1,500 passengers daily as part of the social care and children's passenger transport services.
- Delivering 20,800 home meals to social care clients each year.
- Providing fleet management and technical workshop support for 685 vehicles, plant or equipment operated by front line services.
- Carrying out 1,200 taxi inspections and over 500 MOT inspections each year.
- Providing 15,000 school meals a day.
- Providing Cleaning Services to over 180 buildings.

Highway Services Division

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

Street Services and Public Protection Division

- Managing and Collecting the City's waste and recycling.
- Cleaning the city's streets.
- Maintaining the city's green spaces, including grass cutting and landscaping.
- Providing an Environmental Health Service covering issues from Licensing, Food Safety through to noise and pollution.
- Trading Standards Services and protecting consumers.
- Carrying out cremations and burials at the city's crematorium and cemeteries.
- Monitoring CCTV cameras, intruder, fire and panic alarms and care-lines for vulnerable people.

CITY SERVICES

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Refuse Collection	7,516	(3,805)	3,711
Recycling	2,570	(1,320)	1,250
Waste Disposal	8,893	(2,394)	6,499
Highways and Lighting	16,188	(8,587)	7,601
Road Safety and School Crossings	671	(22)	649
Street Cleansing	6,086	(3,693)	2,393
Grounds Maintenance	2,758	(213)	2,545
Public Conveniences	142	0	142
Bereavement Services	1,793	(2,270)	(477)
Emergency Services Unit	1,547	(954)	593
Environmental Health	3,594	(568)	3,026
Trading Standards	1,312	(21)	1,291
Other services	20,886	(20,768)	118
Less: Expenditure/Income between Services	(29,712)	29,712	0
PORTFOLIO TOTAL	44,244	(14,903)	29,341

Type of Spend	2008/09 Budget £000
Expenditure	
Employees	33,068
Premises	4,000
Transport	8,842
Supplies & Services	14,288
Third Party Payments	7,103
Transfer Payments	0
Support Services	5,629
Capital Charges	1,026
Less: Expenditure between Services	(29,712)
GROSS EXPENDITURE	44,244
Income	
Fees, Charges & Sales	(12,985)
Rents	(6)
Government Grants	(261)
Other Income	(1,651)
Recharges	(29,712)
Less: Income between Services	29,712
GROSS INCOME	(14,903)
NET EXPENDITURE	29,341

CABINET PORTFOLIO BUDGETS

COMMUNITY SERVICES

The services within this portfolio include:

Social Care for Adults and Older People

- Support for older people and younger adults with physical and sensory impairment, mental health problems and learning disabilities.
- Undertaking an assessment of people who may need support and decide whether they are eligible for services. We either arrange services for people who qualify or we enable them to purchase their own services through money that is given to them.
- Our underlying principle is that people should live as independently as possible and we will enable people who qualify for our help to achieve this.
- We work in partnership with other agencies such as the health service and independent providers to ensure a multi agency approach to social care, inclusion and health throughout the city.

COMMUNITY SERVICES

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Health Inequalities	561	(18)	543
Older People			
In House Care Services	15,888	(3,783)	12,105
Community Purchasing	32,861	(8,393)	24,468
Other Services	8,286	(1,127)	7,159
Adults			
Learning Disabilities	27,171	(6,129)	21,042
Mental Health	6,345	(2,233)	4,112
Physical Disabilities	9,157	(1,198)	7,959
Other Services	2,799	(1,118)	1,681
Less: Expenditure/Income between Services	(276)	276	0
PORTFOLIO TOTAL	102,792	(23,723)	79,069

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	33,035
Premises	1,379
Transport	2,240
Supplies & Services	5,342
Third Party Payments	51,224
Transfer Payments	4,389
Support Services	4,656
Capital Charges	803
Less: Expenditure between Services	(276)
GROSS EXPENDITURE	102,792
Income	
Fees, Charges & Sales	(7,469)
Government Grants	(9,431)
Other Income	(6,823)
Recharges	(276)
Less: Income between Services	276
GROSS INCOME	(23,723)
NET EXPENDITURE	79,069

CABINET PORTFOLIO BUDGETS

CULTURE, LEISURE AND LIBRARIES

The services within this portfolio include:

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

CULTURE LEISURE AND LIBRARIES

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Adult Education	6,818	(6,819)	(1)
Libraries	5,723	(382)	5,341
Arts & Heritage Services	4,355	(102)	4,253
Strategic Planning, Marketing & Performance	531	(14)	517
Events	792	0	792
Management & Administration	482	0	482
Parks Services	4,044	(625)	3,419
Sports & Recreation	2,601	(47)	2,554
Less: Expenditure/Income between Services	(249)	249	0
PORTFOLIO TOTAL	25,097	(7,740)	17,357

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	9,928
Premises	2,927
Transport	147
Supplies & Services	3,767
Third Party Payments	6,955
Transfer Payments	27
Support Services	1,595
Capital Charges	0
Less: Expenditure between Services	(249)
GROSS EXPENDITURE	25,097
Income	
Fees, Charges & Sales	(1,118)
Rents	(41)
Government Grants	(6,488)
Other Income	(93)
Recharges	(249)
Less: Income between Services	249
GROSS INCOME	(7,740)
NET EXPENDITURE	17,357

CABINET PORTFOLIO BUDGETS

FINANCE, PROCUREMENT AND VALUE FOR MONEY

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

- Services directly involving the public including the administration of Housing Benefits, the collection and administration of Council Tax and Non Domestic Rates and the Coventry Benefits Advice Line.
- Payment of bills, income collection, payment of staff and insurance matters.
- Financial accounting services and advice and an internal audit service.
- Procurement, insurance and risk management support to the City Council.
- Providing a strategic lead on Value For Money work undertaken across the authority.

FINANCE, PROCUREMENT AND VALUE FOR MONEY

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Value For Money			
Value For Money Team	292	0	292
Community Cohesion	57	(37)	20
Other Chief Executive Directorate	10	0	10
Finance			
Financial Management	8,373	(8,373)	0
Local Taxation	4,771	(2,838)	1,933
Benefits Administration	6,751	(3,613)	3,138
Council Tax & Benefit Payments	90,211	(89,752)	459
Advice Centres	904	0	904
Procurement	589	(592)	(3)
Risk Management & Insurance	501	(501)	0
Exchequer Services	1,486	(1,486)	0
Other Services	1,322	(2,420)	(1,098)
Less: Expenditure/Income between Services	(15,953)	15,953	0
PORTFOLIO TOTAL	99,314	(93,659)	5,655

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	12,071
Premises	12
Transport	115
Supplies & Services	3,633
Third Party Payments	311
Transfer Payments	90,211
Support Services	8,917
Capital Charges	(3)
Less: Expenditure between Services	(15,953)
GROSS EXPENDITURE	99,314
Income	
Fees, Charges & Sales	(802)
Government Grants	(92,857)
Recharges	(15,953)
Less: Income between Services	15,953
GROSS INCOME	(93,659)
NET EXPENDITURE	5,655

CABINET PORTFOLIO BUDGETS

CUSTOMER, WORKFORCE AND LEGAL SERVICES

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

Human Resources

Human Resources provides the following services:

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

Customer Services

Customer Services provides the following services:

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

Business Support – Post & Fast Print

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

ICT Services

ICT services provides the following services:

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

Democratic Services

Democratic services provides the following services:

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

Legal Services

Legal Services, within the Finance and Legal Services Directorate, provides services including:

- Legal services to the Directorates of the City Council.
- Legal services in relation to the political management arrangements of the Council.
- The registration of births, deaths, marriages, Local land charges & Coroners service.

CUSTOMER, WORKFORCE AND LEGAL SERVICES

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Human Resources	9,602	(10,387)	(785)
Customer Services	3,561	(3,636)	(75)
Post and Fastprint	2,005	(2,007)	(2)
ICT	12,947	(14,035)	(1,088)
Democratic Services	3,449	(2,903)	546
Legal Services	4,665	(4,868)	(203)
Corporate Safety Management	501	(501)	0
Less: Expenditure/Income between Services	(30,120)	30,120	0
PORTFOLIO TOTAL	6,610	(8,217)	(1,607)

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	15,710
Premises	345
Transport	228
Supplies & Services	14,427
Third Party Payments	307
Support Services	5,710
Capital Charges	3
Less: Expenditure between Services	(30,120)
GROSS EXPENDITURE	6,610
Income	
Fees, Charges & Sales	(7,562)
Government Grants	(19)
Other Income	(636)
Recharges	(30,120)
Less: Income between Services	30,120
GROSS INCOME	(8,217)
NET EXPENDITURE	(1,607)

CABINET PORTFOLIO BUDGETS

NEIGHBOURHOODS AND COMMUNITY SAFETY

This portfolio incorporates activity that:

- Co-ordinates and contributes directly to the delivery of the current Crime & Disorder Reduction Strategy, Community Safety Partnership's strategic assessment, and Drugs Plans.
 - Seeks to generate pride in communities and provide reassurance to residents by tackling issues at an early stage and through involving communities – this is achieved through the above work and through the work of Neighbourhood Management.
- Neighbourhood Management is the way in which the Council responds to needs and preferences in local neighbourhoods to improve services and the quality of life of local people. Principally, the service:
- Deals with local "liveability" problems, (the things that people see when they walk out their front door) and in particular Community Safety and Street Services issues.
 - Develops and maintains the Neighbourhood Warden Service in the City.
 - Leads on community engagement, helping to build social and community structures, working with communities on a preventative basis and hearing the views of local people in order to make services more responsive locally.

NEIGHBOURHOODS, HEALTH AND EQUALITIES

	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Division of Service			
Community Safety	2,775	(1,581)	1,194
Neighbourhood Management	5,001	(575)	4,426
Less: Expenditure/Income between Services	(564)	564	0
PORTFOLIO TOTAL	7,212	(1,592)	5,620

	2008/09 Budget £'000
Type of Spend	
Expenditure	
Employees	4,378
Premises	202
Transport	60
Supplies & Services	2,718
Support Services	418
Less: Expenditure between Services	(564)
GROSS EXPENDITURE	7,212
Income	
Government Grants	(1,110)
Other Income	(482)
Recharges	(564)
Less: Income between Services	564
GROSS INCOME	(1,592)
NET EXPENDITURE	5,620

CABINET PORTFOLIO BUDGETS

POLICY, LEADERSHIP AND GOVERNANCE

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

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

In service terms, this portfolio:

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

POLICY, LEADERSHIP AND GOVERNANCE

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Corporate Policy	1,104	(1,095)	9
Corporate Communications	1,097	(970)	127
Local Strategic Partnerships	254	(254)	0
Scrutiny	399	(367)	32
Summer of Cov	104	0	104
Support Services	159	(187)	(28)
Chief Executive Office	467	(446)	21
Emergency Planning	365	0	365
Less: Expenditure/Income between Services	(3,270)	3,270	0
PORTFOLIO TOTAL	679	(49)	630

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	2,365
Premises	9
Transport	28
Supplies & Services	980
Support Services	537
Less: Expenditure between Services	(3,270)
GROSS EXPENDITURE	679
Income	
Fees, Charges & Sales	(14)
Government Grants	(10)
Other Income	(25)
Recharges	(3,270)
Less: Income between Services	3,270
GROSS INCOME	(49)
NET EXPENDITURE	630

CABINET PORTFOLIO BUDGETS

CITY DEVELOPMENT

Services within this portfolio are provided in the following areas:

Planning and Strategic Transport provide the following services:

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

Regeneration provide the following services:

- Development of a long-term vision and strategy for the future of Coventry.
- Focus growth on transforming the city centre to create a vibrant and economically successful sub-regional centre for Coventry and Warwickshire.
- Supporting major partnership and regeneration schemes.
- Encouraging inward investment into and diversification of the local economy.
- Encouraging and assisting the City's businesses with development opportunities in order to create employment.
- Improving the visitor experience and encouraging tourism.
- Development of skills and employment strategy for Coventry and the sub-region
- Neighbourhood renewal and community regeneration.
- Planning and co-ordinating property development including building design, project management, appointment of contractors and quality control of construction work.
- Improving the greening of the city street scene.
- Integrating regeneration across the City Council and linking regeneration with service improvement.
- Work with partners on strategic regeneration projects e.g. Swanswell, Canley, New Deal for Communities.
- A range of other services involving conservation and protection of archaeology.

Property provide the following services:

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

CITY DEVELOPMENT

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Planning and Transportation			
Building Control	904	(850)	54
Civil Engineering Client & Highways Policy	279	(78)	201
Hackney Carriages	405	(374)	31
Highway Services	0	0	0
Management & Administration	169	0	169
Planning & Development Control	2,403	(1,343)	1,060
Planning & Transportation Strategy	299	(31)	268
Road Safety, Traffic Design and School Crossings	305	(177)	128
Regeneration			
Neighborhood Renewal	381	(19)	362
Investment and Business Team	1,028	(100)	928
Community Employment and Skills	1,045	(22)	1,023
Car Parks, Companies	5,975	(5,449)	526
Development Projects	1,780	(40)	1,740
Management & Administration	283	0	283
Research & Strategy	260	(2)	258
Strategy & Resources	961	(35)	926
Property Management			
Commercial & Operational Property	7,164	(16,951)	(9,787)
Operations and Facilities Management	4,930	(5,221)	(291)
Building and Consultancy Services	7,579	(7,109)	470
Projects	491	(409)	82
Capital Repairs Fund	1,684	(97)	1,587
Less: Expenditure/Income between Services	(13,435)	13,435	0
PORTFOLIO TOTAL	24,890	(24,872)	18

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	14,891
Premises	7,852
Transport	650
Supplies & Services	4,225
Third Party Payments	5,620
Support Services	5,074
Capital Charges	13
Less: Expenditure between Services	(13,435)
GROSS EXPENDITURE	24,890
Income	
Fees, Charges & Sales	(8,165)
Rents	(16,466)
Government Grants	(150)
Other Income	(91)
Recharges	(13,435)
Less: Income between Services	13,435
GROSS INCOME	(24,872)
NET EXPENDITURE	18

CABINET PORTFOLIO BUDGETS

CLIMATE CHANGE, HOUSING AND SUSTAINABILITY

Climate Change and Sustainability

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

Housing Policy and Services

- Provides for the strategic planning of housing in the City and enforcement of housing standards.
- Administers grants (including disability facilities grant) and equity release schemes.
- Seeks to tackle homelessness, administers the "Supporting People" programme and co-ordinates asylum and refugee issues.

CLIMATE CHANGE, HOUSING AND SUSTAINABILITY

Division of Service	2008/09 Gross Expenditure £'000	2008/09 Gross Income £'000	2008/09 Net Expenditure £'000
Climate Change and Sustainability	403	(70)	333
Housing			
Housing Strategy	222	0	222
Business Support	117	0	117
Nominations & Advice	661	0	661
Homelessness	308	(214)	94
Housing Enforcement	711	(31)	680
Housing Grants	446	(385)	61
Energy Efficiency	14	0	14
Asylum Seekers & Refugees	2,896	(2,613)	283
Caravan Sites	24	(26)	(2)
Head of Group	162	(27)	135
Supporting People			
	16,408	(15,756)	652
Less: Expenditure/Income between Services	(50)	50	0
PORTFOLIO TOTAL	22,322	(19,072)	3,250

Type of Spend	2008/09 Budget £'000
Expenditure	
Employees	3,184
Premises	14
Transport	53
Supplies & Services	595
Third Party Payments	17,810
Support Services	716
Less: Expenditure between Services	(50)
GROSS EXPENDITURE	22,322
Income	
Fees, Charges & Sales	(649)
Government Grants	(18,423)
Recharges	(50)
Less: Income between Services	50
GROSS INCOME	(19,072)
NET EXPENDITURE	3,250

PERSONNEL SUMMARY

CABINET PORTFOLIO	FULL TIME	PART TIME	TOTAL	FULL TIME EQUIVALENT
Children, Learning and Young People	4,173	4,369	8,542	6,549
City Services	762	1,129	1,891	1,319
Community Services	504	785	1,289	1,012
Culture Leisure and Libraries	251	466	717	419
Finance, Procurement and Value for Money	343	119	462	418
Customer, Workforce & Legal Service	397	156	553	495
Neighbourhoods and Community Safety	131	10	141	138
Policy, Leadership and Governance	46	8	54	52
City Development	406	102	508	469
Climate Change, Housing and Sustainability	86	20	106	100
Grand Total	7,099	7,164	14,263	10,971

NB. The Children, Learning and Young People portfolio figures include all schools' staff.

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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