

## Cabinet

15 March 2018

### Service Estimates 2018/19

#### Recommendations

That Cabinet:

- (i) Approve the detailed revenue budget, capital programme and medium term savings plan for each of the authority's business units set out in Appendices A to P.
- (ii) Approve the adjustments to Business Unit budgets as a result of the realignment of budgets within and between Groups and the notification of additional resources since the budget was set on 6 February 2018, as outlined in Section 3 and Appendix Q.

#### 1.0 Key Issues

- 1.1 The County Council is responsible for providing a wide range of services which involve spending significant amounts of both revenue and capital money. To help ensure that this money is used effectively, financial responsibilities are delegated to the most appropriate level.
- 1.2 The Council budget setting meeting on the 6 February 2018 agreed the financial plan for the authority for 2018/19, as well as approving the second year of the One Organisational Savings Plan for 2017-20.
- 1.3 The purpose of this report is to seek agreement, at a detailed level, as to how each Business Unit plans to use the resources allocated in 2018/19, alongside the next two years of the savings plan through to 2020.
- 1.4 It is important that Members retain an overview and are able to ensure that resources are allocated as intended when the Council's overall budget was approved on 6 February 2018. Therefore this report also identifies and seeks approval for any changes in the allocations since the budget was set.
- 1.5 The figures will also form the basis for the financial monitoring in the quarterly One Organisational Plan Progress Reports throughout the forthcoming financial year.

## 2.0 Spending Power

2.1 Table 1 provides a summary of the available resources to each Business Unit and the savings it is required to deliver in 2018/19. In considering the savings figures it should be noted that the level of savings shown in the table is only those to be delivered in 2018/19. Business Unit budgets have already been reduced by £33.257 million for savings to be delivered in the first year of the OOP 2017-20 and a further £16.144 million of savings are expected to be delivered by the end of 2019/20. As the savings for the 2017-2020 Medium Term Financial Plan are spread over three years the distribution when looking at an individual year in isolation may appear uneven.

2.2 A more detailed breakdown of the net revenue spend (direct cost less income), capital programme and savings plan, by each Business Unit is shown in Appendices A to P. It is these figures that will form the starting point for the financial monitoring element of the quarterly One Organisational Plan Progress Reports in 2018/19.

App.	Business Unit	Net Revenue Spend £'000	Savings Plan £'000	Capital Spend £'000
	<b>Communities Group</b>			
A	• Community Services	26,625	747	393
B	• Education & Learning	95,741	733	17,085
C	• Fire & Rescue	19,216	0	6,992
D	• Transport & Economy	25,764	689	57,330
	<b>People Group</b>			
E	• Children & Families	59,379	2,985	120
F	• Public Health	23,418	0	24
G	• Social Care & Support	141,511	2,562	2,300
H	• Strategic Commissioning	12,847	406	1,507
	<b>Resources Group</b>			
I	• Customer Service	8,867	10	509
J	• Finance	3,680	65	0
K	• Human Resources	4,477	75	0
L	• IT Services	8,722	363	10,263
M	• Law & Governance	755	49	0
N	• Performance	3,509	55	0
O	• Property Services	9,618	50	13,415
P	<b>Other Services</b>	(154,791)	100	61,535
	<b>Total</b>	<b>289,338</b>	<b>8,889</b>	<b>171,473</b>

2.3 Other Services planned capital spend is the level of the Capital Investment Fund available for allocation in 2018/19 of £61.535 million. £38.535 million is to continue funding existing schemes with a further £23.000 million for new schemes.

- 2.4 Due to the ONE team restructure exercise taking place within the Children & Families business unit, the service lines within the business unit on Appendix E are subject to change. The 2018/19 Quarter One OOP Progress Report annex will report on the new structure of the business unit. This will not change the total 2018/19 budget allocation for the business unit.

### **3.0 Changes in Spend and Resourcing**

- 3.1 Appendix Q to the report outlines the changes to the budget since it was set on 6 February 2018, these reflect technical adjustments and changes in responsibilities. Members are asked to approve these changes.

#### **3.2 Local Government Finance Settlement**

On 6 February 2018, in the Secretary of State's written statement on the final local government finance settlement 2018/2019, a further £150 million of Adult Social Care Support Grant was announced. The Ministry of Housing, Communities and Local Government expects to see councils use this grant to build on their progress so far in supporting sustainable local care markets. For Warwickshire this means an additional £1.4 million of funding which was not included in the budget approved by Full Council. Given the short timescales to agree how the service will use this extra funding it will be initially added to the ring-fenced Adult Social Care reserve. Once the service has developed plans for the use of this funding Cabinet will be asked to approve the plans as part of the Quarterly OOP Progress reports.

#### **3.3 Business Rates**

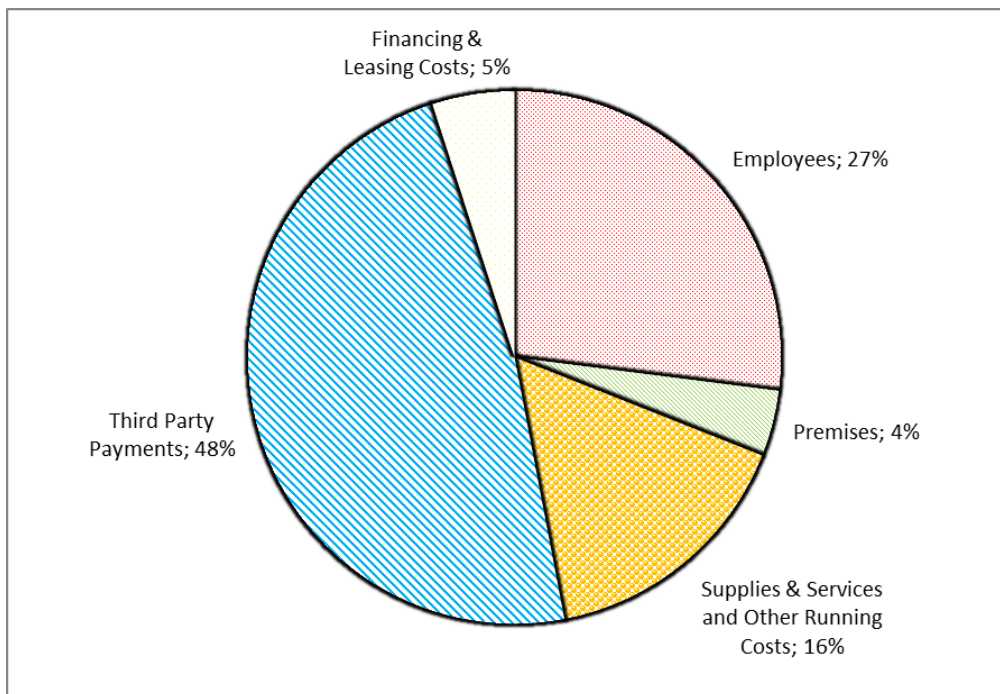
The final business rates estimates for 2018/19 from the Districts/Boroughs are £1.839 million higher than the Government's estimates indicating a continuing level of growth in the underlying business rates tax base. Unlike growth in the council tax base this does not provide additional on-going funding as the system includes a periodic reset of estimated business rates tax bases which may remove any additionality from local growth going forward. This first reset under the business rates retention system will be implemented from 2020/21. It is therefore proposed that the £1.839 million is treated as one-off funding to prepare for delivering the next (post OOP 2020) savings plan. Proposals for its use should follow the existing terms of the Transformation Fund, (i.e. by agreement of the Joint Managing Directors) and will be reported on as part of the Quarterly OOP Progress reports.

### **4.0 Type of Spend**

- 4.1 Our spending on services funded from council tax (including the Adult Social Care Precept) and reserves in 2018/19 is planned to be £291.5 million. However, this net figure includes £462.5 million of income. Of this, £387.8 million is from government grants and business rates. The remaining £74.7 million comes mainly from other grants and contributions, fees and charges, and interest.

4.2 The gross spend of the authority on services, in 2018/19 is therefore forecast to be £754.0 million. This compares to a gross spend figure of £732.9 million in 2017/18. The main reason for the increase of £21.1 million is inflation and additional spending pressures.

4.3 Chart 1 shows a breakdown of the gross revenue budget by type of expenditure:



4.4 Over recent years the organisation has moved from a predominantly provider-led, traditional local authority model to a business-led commissioning and enabling organisation. This has resulted in the type of spend changing, with the majority of costs now being third party payments (payments to providers) rather than employee costs. This is demonstrated in Table 2 which shows that only 27% of our expenditure is on staffing. There has been little change in this ratio between 2017/18 and 2018/19 as shown in Table 2.

Expenditure type	2017/18 %	2018/19 %
Employees	27	27
Premises	3	4
Supplies and Services and Other Running Costs	16	16
Third Party Payments	48	48
Financing and Leasing Costs	6	5
<b>Total</b>	<b>100</b>	<b>100</b>

**Note:**

Third Party Payments relate to expenditure for services which are provided by companies and other organisations and not directly by the County Council.

## 5.0 Background Papers

5.1 None.

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Portfolio Holder	Cllr Peter Butlin	<a href="mailto:Peterbutlin@warwickshire.gov.uk">Peterbutlin@warwickshire.gov.uk</a>

The following Elected Members have been consulted in the preparation of this report:

Cllr Peter Butlin, Cllr Heather Timms, Cllr Parminder Singh Birdi, Cllr Maggie O'Rourke, Cllr Sarah Boad

**Community Services - Phil Evans**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Community Services Management	161	0	0	0	161
Community Services Support Costs	321	(10)	(1)	(11)	310
Community Safety	1,734	(630)	(161)	(791)	943
Localities & Partnership	2,592	0	0	0	2,592
Heritage and Environment	3,486	(1,611)	(785)	(2,396)	1,090
Heritage and Environment - Traded Educational (LACE)	15	0	(28)	(28)	(13)
Heritage and Environment - Traded Non-Educational (Archaeology, Forestry)	1,185	(1,393)	0	(1,393)	(208)
<b>Heritage and Environment - Total</b>	<b>4,686</b>	<b>(3,004)</b>	<b>(813)</b>	<b>(3,817)</b>	<b>869</b>
Waste Management	22,108	(3,223)	(21)	(3,244)	18,864
Youth Justice Service	2,203	(588)	(72)	(660)	1,543
Trading Standards	1,476	(402)	(36)	(438)	1,038
Emergency Management	214	(37)	(16)	(53)	161
Communities Group Resources	206	0	(62)	(62)	144
<b>Net Service Spending</b>	<b>35,701</b>	<b>(7,894)</b>	<b>(1,182)</b>	<b>(9,076)</b>	<b>26,625</b>
				2018/19 budget supported by one-off funding	422

### Staffing Numbers prior to the implementation of the budget

	2018	2019
Number of People	273	254
Number of Full Time Equivalents	230.0	211.0

### Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	222
CG-CS-11	Community Services Management - a reduction in the funding for training, legal costs and projects and a reduction in management posts consistent with the redesign of the Business Unit	206	206
CG-CS-12	Trading Standards - implementation of a service redesign focussed on generic roles for trading standards officers and a 'one team' approach removing specialisms, partially offset by additional investment in intelligence to aid assessment and resilience, as a result there will be a reduction in staffing and management costs. Activity that delivers internet safety for vulnerable people will be protected	203	203
CG-CS-13	Waste Management - a reduction waste tonnage to landfill, an increase in trade waste and third party income, an increase in recycling and a change in the allocation of recycling credits for green waste and food waste	36	679
CG-CS-14	Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	22	43
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	280	360
	<b>Total</b>	<b>747</b>	<b>1,713</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Household Waste Recycling Centre maintenance	0	80	80	0	160
Country Parks, Gypsy and Travellers services maintenance	1,599	257	220	0	2,076
Leamington to Rugby Disused Railway Line	73	27	0	0	100
County Records Office Service - Digital Asset Management	95	6	0	0	101
Development of Emergency Stopping Places	50	23	0	0	73
<b>Total Community Services</b>	<b>1,817</b>	<b>393</b>	<b>300</b>	<b>0</b>	<b>2,510</b>



**Education & Learning - Chris Malone**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Hayfield (Education & Learning)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Head of Service	150	0	0	0	150
Business Unit	1,280	(79)	(114)	(193)	1,087
Business Unit - Traded Educational (HoS, Warwickshire Music, Marle Hall)	3,300	(2,163)	(1,124)	(3,287)	13
Business Unit - DSG	69	0	0	0	69
Head of Service - Total	4,799	(2,242)	(1,238)	(3,480)	1,319
School Organisation and Planning	16,987	(1,390)	0	(1,390)	15,597
School Organisation and Planning - Traded Educational (Admissions)	311	(330)	0	(330)	(19)
School Organisation and Planning - DSG	28,774	0	(63)	(63)	28,711
School Organisation and Planning - Total	46,072	(1,720)	(63)	(1,783)	44,289
SEND and Inclusion	4,020	(209)	(1,083)	(1,292)	2,728
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	(1,220)	(1,558)	(2,778)	(395)
SEND and Inclusion - DSG	46,280	(166)	(1,349)	(1,515)	44,765
SEND and Inclusion - Total	52,683	(1,595)	(3,990)	(5,585)	47,098
Learning and Performance	2,799	(1,233)	(128)	(1,361)	1,438
Learning and Performance - Traded Educational (Sch Gov)	268	(86)	(215)	(301)	(33)
Learning and Performance - DSG	2,917	0	0	0	2,917
Learning and Performance - Total	5,984	(1,319)	(343)	(1,662)	4,322
Adult Community Learning	1,650	(1,726)	(5)	(1,731)	(81)
Schools Residual Pensions	2,116	0	0	0	2,116
Schools Residual - DSG	(3,250)	(72)		(72)	(3,322)

Schools Residual - Total	(1,134)	(72)	0	(72)	(1,206)
<b>Net Service Spending</b>	<b>110,054</b>	<b>(8,674)</b>	<b>(5,639)</b>	<b>(14,313)</b>	<b>95,741</b>
	2018/19 budget supported by one-off funding				616

### Staffing Numbers prior to the implementation of the budget

	2018	2019
<b>Number of People</b>	521	518
<b>Number of Full Time Equivalents</b>	396.3	393.3

### Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
CG-EL-03	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention, effective use of funding from the priority families programme, increase trading with academy schools outside Warwickshire and reductions in the service.	139	139
CG-EL-05	Reduction in management and administration and the removal of the funding set aside for school-based projects that arise during the year.	110	110
CG-EL-06	Restructure of the school improvement and early years quality improvement functions and the post-16 team to reflect the approach to school-led improvement approach and policy outlined in the Education for All Bill.	101	101
CG-EL-07	Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	35	70
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	100	221
CG-EL-09	Reduction in the Home to School Transport Budget:	248	248
	<b>Total</b>	<b>733</b>	<b>889</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Minor Works	0	300	0	0	300
DDA Blockheader	0	400	0	0	400
High Meadow Infant School - new classrooms, group rooms and toilets	10	240	1,400	0	1,650
Weddington Nursery Provision - demolition and new build	10	378	0	0	388
Long Lawford Primary permanent expansion	541	2,499	0	0	3,040
The Ferncumbe Primary School	120	30	0	0	150
Newdigate Primary School Bedworth	120	30	0	0	150
The Ferncumbe Primary School	40	360	0	0	400
Welford on Avon Primary School	150	1,350	0	0	1,500
Acorns Primary School, Long Compton - new temporary classroom	45	215	0	0	260
Newdigate Primary School - Expansion and internal referb	10	290	700	0	1,000
Wellesbourne Primary School - new small hall and servery to the annex site	10	190	700	0	900
Michael Drayton Primary - Expansion	20	480	1,000	0	1,500
New School, The Gateway, Rugby	21	29	1,100	2,000	3,150
Water Orton Primary School (re HS2 Conditional)	143	5,358	0	0	5,500
Eastlands Primary Temporary Classroom	102	20	20	60	202
Long Lawford temporary arrangements	4	80	0	0	84
Race Leys Infant School demolish classroom and extend playground	50	1	0	0	51
Campion Phase 1 (incl Sports Hall refurb)	50	250	5,000	2,200	7,500
Bilton School Refocus Unit - Expansion and refurbishment	10	244	0	0	254
Welcombe Hills vehicle access alterations	8	442	0	0	450
Paddox Primary SISG	10	290	0	0	300
Arden Fields Academy - creation of additional facilities	0	66	0	0	66
Specialist Nurture Provision at Special School	0	200	0	0	200
Oakwood Special School - Conversion of music room to specialist teaching room	0	60	0	0	60

<b>Scheme</b>	<b>Earlier years £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 and Later Years £'000</b>	<b>Total £'000</b>
Ridgeway School - Reconfiguration of classrooms	0	100	25	0	125
Round Oak School - Reconfiguration of classrooms	0	100	25	0	125
Keeping SEND pupils local	0	200	130	0	330
Education Capital - Unallocated	0	2,883	29,915	0	32,798
<b>Total Education &amp; Learning</b>	<b>1,474</b>	<b>17,085</b>	<b>40,015</b>	<b>4,260</b>	<b>62,833</b>

**Fire and Rescue - Rob Moyney**  
**Chief Fire Officer - Andy Hickmott**  
**Portfolio Holders - Councillor Roberts (Fire and Community Safety)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Service Delivery - Operational Response	10,121	(20)		(20)	10,101
Service Delivery - Planning and Protection	883	0		0	883
Service Delivery - Fire Control	759	(32)		(32)	727
Service Delivery - Prevention	598	0	(63)	(63)	535
Service Support - Technical Support	2,123	0		0	2,123
Service Support - Training & Development	1,647	(80)	(20)	(100)	1,547
Service Improvement - Business Transformation & Projects	308	0		0	308
Brigade Management	574	0		0	574
Service Support - HR, IT, Finance & Pensions	2,203	(3)		(3)	2,200
WFRS Head of Service	218	0		0	218
<b>Net Service Spending</b>	<b>19,434</b>	<b>(135)</b>	<b>(83)</b>	<b>(218)</b>	<b>19,216</b>
	2018/19 budget supported by one-off funding				117

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	380	359
Number of Full Time Equivalents	356.0	335.0

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
	Alternative savings to be identified	0	1,520
	<b>Total</b>	<b>0</b>	<b>1,520</b>

## 2018/19 to 2019/20 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
Equipment for new fire appliances	103	183	120	0	405
Fire & Rescue HQ Leamington Spa	0	402	1,907	0	2,309
Training centre - new build	1,993	5,885	0	0	7,878
WFRS Water Training Facility	0	500	0	0	500
Warwickshire fire control provision	817	22	0	0	839
<b>Total Fire and Rescue</b>	<b>2,913</b>	<b>6,992</b>	<b>2,027</b>	<b>0</b>	<b>11,931</b>

**Transport & Economy - Mark Ryder**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Clarke (Transport & Environment)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Transport & Economy Management	186	0	0	0	186
Transport & Economy support costs	555	0	0	0	555
Economy & Skills	1,818	(953)	(16)	(969)	849
Economy & Skills - Business Centres	1,175	(1,546)	(30)	(1,576)	(401)
Planning and Development & Flood Risk	1,457	(933)	(40)	(973)	484
Infrastructure & Regeneration	940	(122)	0	(122)	818
Design Services	1,638	(345)	(138)	(483)	1,155
Design Services - Traded Non-Educational	3,446	(266)	(3,872)	(4,138)	(692)
County Fleet Management - Traded Educational	92	(56)	(56)	(112)	(20)
County Fleet Management - Traded Non-Educational	3,186	(103)	(3,493)	(3,596)	(410)
County Highways	16,408	(526)	(874)	(1,400)	15,008
Network Management	1,927	(1,809)	(425)	(2,234)	(307)
Transport Operations	31,674	(1,818)	(20,923)	(22,741)	8,933
Transport Planning	1,759	(367)	(106)	(473)	1,286
Road Safety and Traffic Projects	5,257	(5,854)	(1,083)	(6,937)	(1,680)
<b>Net Service Spending</b>	<b>71,518</b>	<b>(14,698)</b>	<b>(31,056)</b>	<b>(45,754)</b>	<b>25,764</b>
				2018/19 budget supported by one-off funding	879

### Staffing Numbers prior to the implementation of the budget

	2018	2019
<b>Number of People</b>	388	388
<b>Number of Full Time Equivalents</b>	319.7	319.7

### Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50	100
CG-TE-06	Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	5	10
CG-TE-07	Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	10	20
CG-TE-09	Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	44	88
CG-TE-10	Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	85	250
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	400	700
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	20	50
CG-TE-17	Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25	50
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	20	20
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	50
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0	25
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0	75



Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0	698
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0	80
	<b>Total</b>	<b>689</b>	<b>2,221</b>

### 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Highways maintenance	0	12,708	12,708	0	25,416
Area delegated funding	4,702	5,066	2,000	0	11,768
Centenary Business Centre Phase 3	1,883	7	0	0	1,890
Nuneaton and Bedworth Town Centre - Queens Road West improvements	616	104	0	0	720
Business loans and grants	1,587	500	0	0	2,088
Transforming Nuneaton	0	500	7,055	0	7,555
Duplex Fund	0	480	600	920	2,000
Small Business Grants	0	300	0	0	300
Snitterfield flood alleviation	2,792	70	0	0	2,863
Ladbroke flood alleviation	45	21	0	0	66
Flood modelling, Nuneaton	60	21	0	0	81
Kites Hardwick flood alleviation	52	8	0	0	60
Cherrington Flood Risk Management Scheme	19	46	0	0	65
Casualty reduction schemes	313	570	350	0	1,234
Warwick, Myton Road cycle link (Myton and Warwick School)	27	123	0	0	150
Stratford Park and ride site alterations	85	15	0	0	100
Stratford Town Station Upgrade	127	110	0	0	237

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Home to school routes	41	1,868	0	0	1,909
School safety zones	2,113	1,073	500	0	3,686
Rugby Western Relief Road	59,455	291	0	0	59,746
Stratford-upon-Avon Local Sustainable Transport Project	5,562	34	0	0	5,596
M40 Junction 12	11,572	500	0	0	12,072
Rugby Gyrotory Improvements	1,553	59	0	0	1,612
Bermuda Connectivity	1,433	2,269	0	0	3,702
A444 Coton Arches, Nuneaton	568	3,052	100	0	3,720
A46 Stanks Island, Warwick	857	5,143	0	0	6,000
A444 Corridor Improvements - Phase 2	0	4,270	0	0	4,270
A3400 Bham Road Stratford Corridor Improvements	160	1,250	2,090	0	3,500
Pump Priming allocation for LED street lighting	2,234	1,000	1,000	0	4,234
Portobello Bridge	527	67	1,461	5	2,060
Minor Bridge Maintenance Schemes	1,908	211	0	0	2,119
<b>Developer Funded</b>					0
Clifton on Dunsmore Traffic Calming S106	49	271	0	0	320
Bus Stop Enhancement Works In Alderminster	7	15	0	0	21
Install CCTV on Emscote Road Warwick	0	9	0	0	9
Install MOVA operation on traffic signal junctions Emscote Road Warwick	0	75	0	0	75
Install Variable Message Signs A444	0	82	0	0	82
Install Traffic Signals junction Colliery lane / Back Lane Exhall	0	45	0	0	45
Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6
Weddington Road, Nuneaton - Implement toucan crossing	0	68	0	0	68
2 Bus shelters at bus stops on Narrow Hall Meadow near GP Surgery Chase Meadow	0	20	0	0	20
Birmingham Road - Cycle route enhancements	11	6	0	0	16
Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401
Rugby, Hunters Lane - through route New Technology Drive to Newbold Road	58	332	0	0	391

<b>Scheme</b>	<b>Earlier years £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 and Later Years £'000</b>	<b>Total £'000</b>
Blackhorse Road - Upgrade traffic signals	137	11	0	0	148
New Roundabout on the A444 Weddington Road, Nuneaton	721	150	0	0	871
B4113 Gipsy Lane Junction	5	199	0	0	204
Ansty Business Park Phase 3	1,519	1,034	0	0	2,553
A426 / A4071 Avon Mill Roundabout Rugby improvement scheme	344	0	273	0	617
A426 Gateway Rugby to Rugby Town Centre cycle scheme	33	115	109	0	257
B4632 Campden Road / C47 Station Road	570	80	0	0	650
C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	500	0	0	500
A47 The Long Shoot, Nuneaton	300	300	0	0	600
A428 Lawford Road, Rugby	0	450	0	0	450
D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements	650	200	0	0	850
B4642 Coventry Road, Cawston - new right turn lane	1	150	0	0	151
D1643 Park Road, Bedworth - new car park egress	1	200	0	0	201
A47 Long Shoot - relocation of a refuge island	7	75	0	0	82
Warwick Town Centre	250	300	0	0	550
A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	500	500	0	0	1,000
C98 Loxley Road, Tiddington	150	500	0	0	650
A452 Europa Way (Lower Heathcote Farm), Warwick	1,000	1,800	0	0	2,800
Butlers Leap Link Road, Rugby	700	2,000	0	0	2,700
Shottery Link Road, Stratford-upon-Avon	750	750	0	0	1,500
B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane	0	500	0	0	500
A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction	4	3,500	0	0	3,504
B439 Salford Road Bidford - Access And Puffin Crossing	0	150	0	0	150
A446 Lichfield Road, Coleshill - Highway improvements	0	150	0	0	150
C104 Milcote Rd, Welford On Avon - Highway improvements	0	200	0	0	200
A47 The Long Shoot ( Callendar Farm ) - highway alterations	0	150	0	0	150
C12 Plough Hill Road , Galley Common - installation of puffin crossing and associated footway works	0	300	0	0	300

<b>Scheme</b>	<b>Earlier years £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 and Later Years £'000</b>	<b>Total £'000</b>
A452 Myton Road and Shire Park roundabouts	0	0	3,800	0	3,800
A452 Europa South of Olympus Avenue to Heathcote Lane roundabout	0	0	7,500	0	7,500
A452 M40 spur west of Banbury Road	0	0	7,600	0	7,600
<b>Total Transport &amp; Economy</b>	<b>108,062</b>	<b>57,330</b>	<b>47,146</b>	<b>925</b>	<b>213,463</b>

**Children & Families - John Coleman (Interim)**  
**Strategic Director - Nigel Minns**  
**Portfolio Holders - Councillor Morgan (Children's Services)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Head of Service	6,849	0	(102)	(102)	6,747
Transitional Budget holding account for Services and Structural over-spend to be determined once final consultation & decisions on One Team Critical Project. This will be reported as part of the OOP Cabinet Q1 Report 2018/19.	2,737	0	0	0	2,737
Priority Families	1,809	(1,112)	(22)	(1,134)	675
Transition	3,078	(1,990)	(276)	(2,266)	812
Social Care North	15,473	0	(32)	(32)	15,441
Social Care South	12,250	(50)	(327)	(377)	11,873
Social Care South - WES Traded Services	136	(79)	(82)	(161)	(25)
Social Care Countywide	12,335	(3,002)	(95)	(3,097)	9,238
Family Support	7,952	0	(1,544)	(1,544)	6,408
Initial Response	3,244	(49)	(110)	(159)	3,085
Service Development & Assurance (Children's)	2,546	(126)	(33)	(159)	2,387
<b>Net Service Spending</b>	<b>68,409</b>	<b>(6,408)</b>	<b>(2,623)</b>	<b>(9,031)</b>	<b>59,378</b>
				2018/19 budget supported by one-off funding	3,606
				2018/19 budget supported by DSG	175

### Staffing Numbers prior to the implementation of the budget

	2018	2019
Number of People	783	807
Number of Full Time Equivalents	675	697

### Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
PG-CF-01	Reductions, savings and efficiencies in the operation of the Business Unit including a refocus of council-led parenting training, efficiency savings from the establishment of a regional adoption agency and fully integrating the Priority Families team into the management and operational structures of the Business Unit	149	209
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1,592	4,792
PG-CF-05 & CF-OOP 14-18	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	748	1,120
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement fostercare scheme	140	860
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	215	215
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	160
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	31
	<b>Total</b>	<b>2,985</b>	<b>7,387</b>

**2018/19 to 2020/21 Capital Programme**

<b>Scheme</b>	<b>Earlier years £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 and Later Years £'000</b>	<b>Total £'000</b>
Children and Families property adaptations, purchases and vehicles	131	120	120	30	401
<b>Total Children &amp; Families</b>	<b>131</b>	<b>120</b>	<b>120</b>	<b>30</b>	<b>401</b>

**Public Health - John Linnane**  
**Strategic Director - Nigel Minns**  
**Portfolio Holders - Councillor Caborn (Adult Social Care & Health)**

**2018/19 Revenue Budget**

<b>Service</b>	<b>Direct Cost A £'000</b>	<b>External Income B £'000</b>	<b>Internal Income C £'000</b>	<b>Total Income D=B+C £'000</b>	<b>2018/19 Budget E=A+D £'000</b>
Public Health Management	255	0	0	0	255
Salaries and Service Overheads	2,349	(130)	0	(130)	2,219
Children's Health	8,811	0	0	0	8,811
Health Checks and Wellbeing	531	0	0	0	531
Physical Activity and Weight Management	1,442	0	0	0	1,442
Smoking Cessation and Tobacco Control	240	0	0	0	240
Substance Misuse	4,257	0	0	0	4,257
Health Protection and Resilience	4,283	(3)	0	(3)	4,280
Population Health and Place	414	0	0	0	414
Mental Health and Wellbeing	1,202	(148)	(85)	(233)	969
<b>Net Service Spending</b>	<b>23,784</b>	<b>(281)</b>	<b>(85)</b>	<b>(366)</b>	<b>23,418</b>
	2018/19 budget supported by one-off funding				520

**Staffing Numbers prior to the implementation of the budget**

	<b>2018</b>	<b>2019</b>
<b>Number of People</b>	27	27
<b>Number of Full Time Equivalents</b>	24.2	24.2



## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	0	923
CG-PH-03	Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	0	45
CG-PH-04	Dietetics - retain the acute provision and move community provision towards the preventative approach with access criteria and lower priority requirements accessed through other community provision.	0	200
CG-PH-05	Reduce staffing and overheads across the Business Unit	0	200
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	0	100
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	0	735
CG-PH-08	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	85
<b>Total</b>		<b>0</b>	<b>2,288</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Urban mile markers	0	24	0	0	24
<b>Total Public Health</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>

**Social Care & Support - Pete Sidgwick**  
**Strategic Director - Nigel Minns**  
**Portfolio Holders - Councillor Caborn (Adult Social Care & Health)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Head of Service	11,374	0	0	0	11,374
Disabilities	70,159	(4,849)	0	(4,849)	65,310
Mental Health	9,516	(444)	0	(444)	9,072
Care Act	209	0	(209)	(209)	0
Service Development and Assurance (Adults)	416	(63)	0	(63)	353
Older People	69,683	(24,572)	(7)	(24,579)	45,104
Integrated Care	10,571	(134)	(139)	(273)	10,298
<b>Net Service Spending</b>	<b>171,928</b>	<b>(30,062)</b>	<b>(355)</b>	<b>(30,417)</b>	<b>141,511</b>
				2018/19 budget supported by one-off funding	0

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	527	502
Number of Full Time Equivalent	441.4	416.4

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	352	500
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	165	408
PG-SCS-11	Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	0	550
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	1,294
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	960	1,200
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	416	600
PG-SCS-20	Remodel direct payment employment support services	0	150
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	100
	<b>Total</b>	<b>2,562</b>	<b>4,802</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Common assessment formula - social care IT development	50	300	0	0	350
Extra-care housing and accommodation with care	0	2,000	1,000	0	3,000
<b>Total Social Care &amp; Support</b>	<b>50</b>	<b>2,300</b>	<b>1,000</b>	<b>0</b>	<b>3,350</b>

## Strategic Commissioning - John Linnane

### Strategic Director - Nigel Minns

### Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

#### 2018/19 Revenue Budget

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Head of Service	1,789	(125)	0	(125)	1,664
Service Development and Assurance (Business and Systems)	2,083	0	(65)	(65)	2,018
All Age Disabilities	6,226	(3,851)	(1,452)	(5,303)	923
Integrated Elderly Care	1,333	0	0	0	1,333
Market Management and Quality	916	(48)	0	(48)	868
Children's Commissioning	6,102	(61)	0	(61)	6,041
<b>Net Service Spending</b>	<b>18,449</b>	<b>(4,085)</b>	<b>(1,517)</b>	<b>(5,602)</b>	<b>12,847</b>
				2018/19 budget supported by one-off funding	1,000
				2018/19 budget supported by DSG	150

#### Staffing Numbers prior to the implementation of the budget

	2018	2019
Number of People	49	45
Number of Full Time Equivalents	45.2	41.2

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related	0	400
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	49	171
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	49	49
PG-SCOM-06	Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations	125	150
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	24
PG-PPA-05	Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	22	204
PG-PPA-08	Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs	4	24
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	65	65
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	66
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	80	80
	<b>Total</b>	<b>406</b>	<b>1,233</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Mental health grant	160	56	0	0	216
Adult social care modernisation and capacity	101	896	0	0	997
Client Information Systems Review	3,639	555	0	0	4,194
<b>Total Strategic Commissioning</b>	<b>3,900</b>	<b>1,507</b>	<b>0</b>	<b>0</b>	<b>5,407</b>

**Customer Service - Kushal Birla**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Kaur (Customers & Transformation)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Marketing and Communications	979	(5)	(614)	(619)	360
Customer Service Centre	2,681	(146)	(116)	(262)	2,419
Customer Relations	335	0	0	0	335
Face to Face (including Libraries and Registration Service)	5,931	(1,803)	(48)	(1,851)	4,080
Head of Service and Business Unit Projects	665	(33)	(53)	(86)	579
E Services and Business Development	935	(63)	(5)	(68)	867
Family Information Service	290	0	(28)	(28)	262
Traded Services - Educational	176	(70)	(141)	(211)	(35)
<b>Net Service Spending</b>	<b>11,992</b>	<b>(2,120)</b>	<b>(1,005)</b>	<b>(3,125)</b>	<b>8,867</b>
				2018/19 budget supported by one-off funding	43

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	352	322
Number of Full Time Equivalents	277.1	247.1

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-CS-02	Increase income from the Registration Service	10	45
RG-CS-05	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	0	90
	<b>Total</b>	<b>10</b>	<b>135</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
One-Stop Shops Expansion Programme	182	0	0	21	203
Improving the Customer Experience/One Front Door Improvements	511	509	0	1,600	2,620
Community information hubs	59	0	0	50	109
<b>Total Customer Service</b>	<b>752</b>	<b>509</b>	<b>0</b>	<b>1,670</b>	<b>2,931</b>

**Finance - John Betts**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Butlin (Finance & Property)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Head of Service	194	0	0	0	194
Corporate Finance & Advice and Resources Local Finance	1,233	(21)	(51)	(73)	1,161
Treasury, Exchequers, Financial Systems & Pensions	2,352	(1,189)	(1,080)	(2,269)	84
Communities Group Local Finance & Procurement	1,185	(555)	(1)	(556)	629
People Group Local Finance, Financial Benefits and Advice	1,931	0	(76)	(76)	1,855
Traded Services - Education	784	(119)	(907)	(1,026)	(242)
<b>Net Service Spending</b>	<b>7,680</b>	<b>(1,884)</b>	<b>(2,116)</b>	<b>(4,000)</b>	<b>3,680</b>
				2018/19 budget supported by one-off funding	35

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	164	157
Number of Full Time Equivalents	151.8	144.8



## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-FIN-04	The service will reduce the number of staff it employs to support both service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts, by focussing more on training and on-line support and redesigning services to improve the "financial literacy" of the organisation.	35	40
RG-FIN-05	The service will reduce the need for current staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	30	120
	<b>Total</b>	<b>65</b>	<b>160</b>

**Human Resources - Sarah Duxbury**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Kaur (Customers & Transformation)**

**2018/19 Revenue Budget**

<b>Service</b>	<b>Direct Cost A £'000</b>	<b>External Income B £'000</b>	<b>Internal Income C £'000</b>	<b>Total Income D=B+C £'000</b>	<b>2018/19 Budget E=A+D £'000</b>
Employee Relationships	1,606	(3)	(218)	(220)	1,386
Human Resources Service Centre	2,075	(191)	(695)	(886)	1,189
Business Partners and Learning and Organisational Development	1,724	(2)	0	(2)	1,722
Human Resources Head of Service and Internal Apprenticeship Programme	1,152	(915)	(22)	(937)	215
Traded Services - Education	717	(228)	(562)	(790)	(73)
Traded Services - Non Education	171	(133)	0	(133)	38
<b>Net Service Spending</b>	<b>7,444</b>	<b>(1,470)</b>	<b>(1,497)</b>	<b>(2,967)</b>	<b>4,477</b>
				2018/19 budget supported by one-off funding	199

**Staffing Numbers prior to the implementation of the budget**

	<b>2018</b>	<b>2019</b>
<b>Number of People</b>	170	152
<b>Number of Full Time Equivalents</b>	153.6	136.5

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	27	76
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	229
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	31
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	48	48
	<b>Total</b>	<b>75</b>	<b>384</b>

**ICT Services - Tricia Morrison**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Kaur (Customers & Transformation)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Service Management	231	0	0	0	231
Members Support	20	0	0	0	20
Strategy and Programme and Innovation	1,213	0	(223)	(223)	990
Corporate ICT Development	1,215	0	0	0	1,215
Customer and Supplier Services	1,342	0	0	0	1,342
Production Services	3,376	(35)	(282)	(317)	3,059
Systems Design and Architecture	1,465	0	(425)	(425)	1,040
Network Services	1,453	(9)	(887)	(896)	557
Information Management	620	0	(104)	(104)	516
Traded Services - Education	2,993	(212)	(3,029)	(3,241)	(248)
<b>Net Service Spending</b>	<b>13,928</b>	<b>(256)</b>	<b>(4,950)</b>	<b>(5,206)</b>	<b>8,722</b>
2018/19 budget supported by one-off funding					200

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	180	173
Number of Full Time Equivalents	169.7	162.7

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19	2019/20
		£'000	£'000
RG-IA-10	Savings in the costs associated with the management of the Information Assets Service. This includes options to rationalise the management structure associated with the refocused operational activity and a more commissioning style structure. It also includes an option to offer staff alternative working arrangements such as reduced hours.	58	123
RG-IA-11	Reduction in the costs associated with the management and support of the ICT Infrastructure equipment that is used to deliver our ICT systems and related facilities. This includes savings associated with the introduction of a new modern telephony service, further contract benefits and adoption of a capital approach for some projects/products.	110	210
RG-IA-12	Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	145	285
RG-IA-13	Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	50	150
	<b>Total</b>	<b>363</b>	<b>768</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
WCC Information Assets Purchases	678	548	521	0	1,746
Development of Rural Broadband	14,998	9,715	7,878	4,579	37,170
<b>Total IT Services</b>	<b>15,676</b>	<b>10,263</b>	<b>8,398</b>	<b>4,579</b>	<b>38,916</b>

**Law & Governance - Sarah Duxbury**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Kaur (Customers & Transformation)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Democratic Services	543	(56)		(56)	487
Insurance, Internal Audit and Risk Management	743	(7)	(238)	(245)	498
Law & Governance Administration	257	0	0	0	257
Legal Core	434	(17)	0	(17)	417
Traded Services - Educational	258	0	(322)	(322)	(64)
Traded Services - Non Educational	4,572	(2,133)	(3,279)	(5,412)	(840)
<b>Net Service Spending</b>	<b>6,807</b>	<b>(2,213)</b>	<b>(3,839)</b>	<b>(6,052)</b>	<b>755</b>
				2018/19 budget supported by one-off funding	0

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	109	107
Number of Full Time Equivalents	99.7	97.9

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	20	20
RG-LG-03	Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	29	63
	<b>Total</b>	<b>49</b>	<b>83</b>

**Performance - Tricia Morrison**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Kaur (Customers and Transformation)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/19 Budget E=A+D £'000
Insight	1,283	0	(79)	(79)	1,204
Transformation Assurance & Performance	1,588	0	(155)	(155)	1,433
Performance Administration	211	0	0	0	211
Business Improvement & Support	440	0	(28)	(28)	412
Commercial Enterprise	249	0	0	0	249
<b>Net Service Spending</b>	<b>3,771</b>	<b>0</b>	<b>(262)</b>	<b>(262)</b>	<b>3,509</b>
2018/19 budget supported by one-off funding					601

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	70	69
Number of Full Time Equivalents	64.2	63.2

**Savings Plan 2018-20**

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-PE-01	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	90
RG-PE-02	Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	10	20
<b>Total</b>		<b>55</b>	<b>110</b>



**Property Services - Steve Smith**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Butlin (Finance & Property)**

**2018/19 Revenue Budget**

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/2019 Budget E=A+D £'000
Property Services General	812	(300)	(603)	(903)	(91)
Construction Services (Wholly Commissioned by SAM)	2,638	(41)	(2,597)	(2,638)	0
Facilities Management (Wholly Commissioned by SAM)	9,115	(357)	(8,758)	(9,115)	0
Strategic Asset Management (SAM)	12,937	(2,496)	(246)	(2,742)	10,195
Property Rationalisation Savings	(105)	0	0	0	(105)
Traded Services - Education	4,854	(1,967)	(3,124)	(5,091)	(237)
Traded Services - Non Education	1,725	(81)	(1,788)	(1,869)	(144)
<b>Net Service Spending</b>	<b>31,976</b>	<b>(5,242)</b>	<b>(17,116)</b>	<b>(22,358)</b>	<b>9,618</b>
				2018/19 budget supported by one-off funding	1,550

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	168	168
Number of Full Time Equivalent	136.2	136.2

## Savings Plan 2018-20

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
RG-PA-01	Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt	0	1,140
RG-PA-02	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	50	100
	<b>Total</b>	<b>50</b>	<b>1,240</b>

## 2018/19 to 2020/21 Capital Programme

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Non-schools asbestos and safe water remedials	0	325	325	0	650
Non-schools - planned building, mechanical and electrical backlog	0	2,122	2,122	0	4,244
Schools asbestos and safe water remedials	0	731	731	0	1,462
Schools planned building, mechanical and electrical backlog	0	3,431	3,431	0	6,862
Rural services capital maintenance	0	496	496	0	992
Refurbishment of Old Shire Hall	986	700	0	0	1,686
Planning Consent For Europa Way	631	20	0	0	651
Strategic site planning applications	1,288	340	143	178	1,949
Planning consent re the disposal of Dunchurch depot	40	40	0	0	80
Rationalisation of county storage	2,828	1,572	0	0	4,400
Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	0	3,600	1,630	0	5,230
Various properties - renewable energy	240	0	0	995	1,235
Small scale reactive / minor improvements county-wide	453	38	0	0	491
<b>Total Property Services</b>	<b>6,466</b>	<b>13,415</b>	<b>8,878</b>	<b>1,173</b>	<b>29,932</b>

## Other Services - Virginia Rennie Strategic Director - David Carter

### 2018/19 Revenue Budget

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2018/2019 Budget E=A+D £'000
Government Grants & Business Rates	0	(128,265)	0	(128,265)	(128,265)
Central Block DSG and other central grants to support schools and pupils	0	(76,032)	0	(76,032)	(76,032)
Capital Financing Costs	42,217	(1,892)	(271)	(2,163)	40,054
Strategic Management Team	1,298	0	0	0	1,298
County Coroner	523	(77)	0	(77)	447
Environment Agency (Flood Defence Levy)	238	0	0	0	238
External Audit Fees	179	0	0	0	179
Pensions deficit under-recovery	528	0	0	0	528
County Council Elections	260	0	0	0	260
Members Allowances and Expenses	1,085	0	0	0	1,085
Other Administrative Expenses and Income	726	(15)	0	(15)	711
General Insurances	3,578	0	(3,578)	(3,578)	0
Subscriptions	138	0	0	0	138
Transformation Fund	1,000	0	0	0	1,000
Apprenticeship Levy	1,070	0	0	0	1,070
Digital By Design	2,500	0	0	0	2,500
<b>Net Service Spending</b>	<b>55,339</b>	<b>(206,281)</b>	<b>(3,849)</b>	<b>(210,130)</b>	<b>(154,791)</b>
				2018/19 budget supported by one-off funding	5,150

**Staffing Numbers prior to the implementation of the budget**

	2018	2019
Number of People	9	9
Number of Full Time Equivalents	8.4	8.4

**Savings Plan 2018-20**

Reference	Savings Proposal Title	Cumulative Cash Saving	
		2018/19 £'000	2019/20 £'000
OS-OS-01	Management Restructure	100	100
	<b>Total</b>	<b>100</b>	<b>100</b>

**2018/19 to 2020/21 Capital Programme**

Scheme	Earlier years £'000	2018/19 £'000	2019/20 £'000	2020/21 and Later Years £'000	Total £'000
Capital Investment Programme - existing	0	38,535	7,500	0	46,035
Capital Investment Programme - new	0	23,000	0	0	23,000
<b>Total Other Services</b>	<b>0</b>	<b>61,535</b>	<b>7,500</b>	<b>0</b>	<b>69,035</b>

## Changes to the Budget since 6 February 2018 Full Council

Business Unit	Council Approved Budget (6 Feb 2018) £'000	Realignment of Budgets within Groups £'000	Virements between Groups £'000	Final Local Government Grant Settlement £'000	Revised Approved Budget £'000
Community Services	26,622	3	0	0	26,625
Education & Learning	95,741	0	0	0	95,741
Fire & Rescue	19,216	0	0	0	19,216
Transport & Economy	25,767	(3)	0	0	25,764
Children & Families	59,379	0	0	0	59,379
Public Health	23,418	0	0	0	23,418
Social Care & Support	141,511	0	0	0	141,511
Strategic Commissioning	12,847	0	0	0	12,847
Customer Services	8,867	0	0	0	8,867
Finance	3,680	0	0	0	3,680
Human Resources & OD	4,552	0	(75)	0	4,477
IT Services	8,797	0	(75)	0	8,722
Law & Governance	755	0	0	0	755
Performance	3,509	0	0	0	3,509
Property Services	9,572	0	46	0	9,618
Other Services	(154,895)	0	104	0	(154,791)
<b>Total</b>	<b>289,339</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>289,339</b>

## **Notes to Appendix Q**

### **Realignment of Budgets within Groups**

Transfer of £2,687 Pay Inflation relating to the local government pay award from Transport & Economy to Community Services to balance business unit requirements.

### **Virements Between Groups**

£150,000 identified Head of Service savings removed from Resources Group against the savings target held within Other Services.

£46,000 from Other Services to Property Services for return of self financed borrowing costs.