

Cabinet
11 April 2019
2019/20 Service Estimates

Recommendations

It is recommended that Cabinet:

- (i) Approve the detailed revenue budget, savings plan and capital programme for each of the authority's services set out in Appendices A to M.
- (ii) Approve the adjustments to service budgets as a result of the realignment of budgets within and between directorates since the budget was set on 7 February 2019, as outlined in Section 3 and Appendix N.

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 funds. To help ensure that these funds are used effectively, financial responsibilities are delegated to the most appropriate level.
- 1.2 The Council budget setting meeting on the 7 February 2019 agreed the financial plan for the authority for 2019/20, as well as approving the final year of the One Organisational Savings Plan for 2017-20. The purpose of this report is to seek agreement at a detailed level as to how each Service plans to use the resources allocated in 2019/20.
- 1.3 It is important that Members retain an overview of the Council's financial plans and are able to ensure that resources are allocated as intended when the Council's overall budget was approved on 7 February 2019. Therefore, this report also identifies and seeks approval for any changes in the allocations since the budget was set.
- 1.4 The figures will form the basis for financial monitoring in the quarterly One Organisational Plan Progress Reports throughout the forthcoming financial year. It is important as part of their governance role that Members understand and support any changes made to the budget during the year. Therefore,

Cabinet will receive an additional appendix in the quarterly OOP monitoring reports highlighting and explaining movements in budgets which exceed the lower of £0.500 million or 5% of the Service's net revenue budget. Given the on-going implementation of the transformation programmes and the new operating model there are expected to be more changes to budgets than in previous years. In particular, the budget structure in this report and its accompanying appendices has not been fully constructed on the commissioning/delivery basis at this point in time. This makes ensuring strong financial control arrangements more important than ever.

- 1.5 A number of team lines in Appendices A to M have zero budgets, the purpose of this is to show where these functions sit in the new organisational structure but acknowledges that further work is needed to calculate which budgets are in scope. Adjustments will be made during 2019/20 and reported quarterly to Cabinet.

2.0 Spending Power

- 2.1 Table 1 provides a summary of the available resources to each Service and the savings it is required to deliver in 2019/20. 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 2019/20. Service budgets have already been reduced on an on-going basis by £42.393 million for savings delivered in OOP 2017-20 so far. By March 2020 the council plans to have delivered savings of £56.614 million as part of OOP 2017-20. 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 service is shown in Appendices A to M. It is these figures that will form the starting point for the financial monitoring element of the quarterly One Organisational Plan Progress Reports in 2019/20.
- 2.3 Other Services planned capital spend of £55.008 million is the level of the Capital Investment Fund available for allocation in 2019/20. £38.683 million of this is notionally set aside for the named priority schemes, such as Transforming Nuneaton, pending the completion and approval of business cases with a further £16.325 million for new schemes. The £55.008 million is £5.044 million lower than the figure included in the 2019/20 budget resolution. This is because schemes for Rugby Parkway, casualty reduction, the refurbishment of children's centres and equipment for household waste recycling centres have been approved in the interim.

Table 1: Summary of 2019/20 Spending Power and Savings Plan by Service				
App.	Service	Net Revenue Spend £M	Savings Plan £M	Capital Spend £M
	Communities Directorate			
A	• Education Services	110.971	0.156	51.346
B	• Environment Services	21.977	1.347	67.838
C	• Fire & Rescue	20.370	0.369	5.241
D	• Strategic Commissioner for Communities	25.615	0.399	19.125
	People Directorate			
E	• Adult Social Care	152.761	2.240	3.350
F	• Children & Families	56.311	4.930	0.474
G	• Strategic Commissioner for People	33.018	2.820	0.657
	Resources Directorate			
H	• Business and Customer Services	11.071	0.125	0.024
I	• Commissioning Support Unit	3.228	0.150	0.692
J	• Enabling Services	20.584	0.735	19.408
K	• Finance & ICT	4.450	0.095	0
L	• Governance & Policy	2.559	0.855	7.470
M	Other Services	(159.301)	0	55.008
	Total	303.614	14.221	230.633

3.0 Changes in Revenue Spend and Resourcing

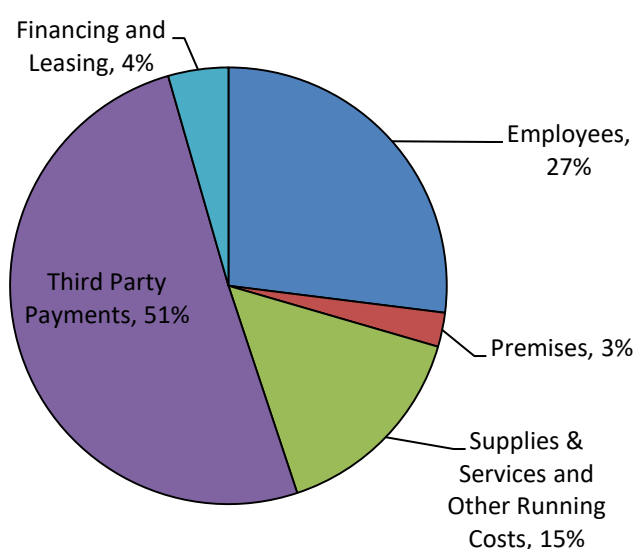
- 3.1 Appendix N to the report outlines the changes to the revenue budget since it was set on 7 February 2019. These changes generally reflect technical adjustments and changes in responsibilities but for 2019/20 also represent further changes resulting from the Doing Things Better organisational restructure. As and when the structure is finalised, the budgets will be updated accordingly.
- 3.2 Numerous structural changes have taken place within Communities Directorate, primarily from Environment Services to Strategic Commissioner for Communities Directorate, including transfers of £19.080 million for Waste Management, £1.664 million for Transport & Highways and £2.385 million for Road Safety & Traffic Projects. Some smaller budget movements have been made from Strategic Commissioner for Communities Directorate to Environment Services including Planning, Development & Flood Risk (£0.546

million), Domestic Abuse (£0.690 million) and Community Safety (£0.366 million).

- 3.3 One large transfer has taken place from People Directorate into Communities Directorate to move of SEND and Inclusion budgets totalling £6.648 million from Children & Families to Education Services to align these budgets with other education functions.
- 3.4 Another large transfer has been made from Communities Directorate to Resources Directorate for the £2.638 million movement of Localities and Partnerships team from the Strategic Commissioner for Communities Directorate to Business & Customer Services.
- 3.5 Members are asked to approve these changes as summarised in Appendix N.

4.0 Type of Spend

- 4.1 Our spending on services funded from council tax (including the Adult Social Care Precept), and reserves in 2019/20 is planned to be £303.6 million. However, this net figure includes £315.7 million of income. Of this, £153.7 million is from government grants, £67.8 million is from business rates and £1.5 million is additional council tax from previous years. The remaining £92.7 million comes mainly from other grants and contributions, fees and charges, and interest.
- 4.2 The gross spend of the authority on services in 2019/20 is therefore forecast to be £619.3 million. This compares to a gross spend figure of £579.2 million in 2018/19. The main reasons for the increase of £40.1 million are funding for inflation and additional spending pressures allocated to services at February budget.
- 4.3 Chart 1 shows a breakdown of the gross revenue budget by type of expenditure (Excluding Schools):



- 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 a 3% increase in the ratio of Third Party payments between 2018/19 and 2019/20 as shown in Table 2.

Table 2: How spending has changed by % of gross budget		
Expenditure type	2018/19 %	2019/20 %
Employees	27	27
Premises	4	3
Supplies and Services and Other Running Costs	16	15
Third Party Payments	48	51
Financing and Leasing Costs	5	4
Total	100	100

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.

	Name	Contact Information
Report Author	Andrew Harper	01926 412666 Andrewharper@warwickshire.gov.uk
Assistant Director	Lisa Kitto	01926 412441 Lisakitto@warwickshire.gov.uk
Strategic Director	Rob Powell	01926 412564 Robpowell@warwickshire.gov.uk
Portfolio Holder	Cllr Peter Butlin	Peterbutlin@warwickshire.gov.uk

No Elected Members have been consulted in the preparation of this report.

Education Services - Paul Senior (Interim)
Strategic Director - Mark Ryder
Portfolio Holder - Colin Hayfield

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Education Services	AD and PA salaries, general service support costs	4,592	(145)	(66)	(211)	4,381
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Early Years, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	56,255	(4,247)	(103)	(4,350)	51,905
SEND and Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, Post 16 SEND, SEND Home to School Transport	56,452	(913)	(2,115)	(3,028)	53,424
Education Service Delivery	Admissions, Attendance, Education Psychology, EMTAS, Adult Learning, Warwickshire Music, Outdoor Education, Governance, Safeguarding	8,911	(4,911)	(2,739)	(7,650)	1,261
Net Service Spending		126,210	(10,216)	(5,023)	(15,239)	110,970
2019/20 Non-Recurring Budgets						2,103

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	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
	Stop funding redundancy costs for schools and only provide for existing commitments	121
	Total	156

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Education Services					
High Meadow Infant School new classrooms, group rooms and toilets	250	1,400	0	0	1,650
Long Lawford Primary permanent expansion	2,740	402	0	0	3,142
The Ferncumbe Primary School temporary classroom	100	50	0	0	150
The Ferncumbe Primary School additional classroom	69	331	0	0	400
Welford on Avon Primary School improvement works	300	1,472	0	0	1,772
Newdigate Primary School expansion and internal referb	364	900	0	0	1,264
Wellesbourne Primary School new small hall and servery to the annex site	138	762	0	0	900
Michael Drayton Primary expansion	1,140	1,126	0	0	2,266
Aylesford Primary School new primary provision at Aylesford school	3,009	7	0	0	3,016
New School, The Gateway, Rugby	50	1,100	2,000	0	3,150
Water Orton Primary School (re HS2 Conditional)	2,999	3,028	0	0	6,027
Eastlands Primary Temporary Classroom	122	20	60	0	202
Long Lawford Primary temporary classroom	331	40	0	0	371
Kineton High School refurbishment phase 1	3,167	128	0	0	3,295
Campion Phase 1 (incl Sports Hall refurb)	350	4,950	2,200	0	7,500
Coleshill Secondary School modular build with additional classrooms	500	1,580	0	0	2,080
Etone Secondary School grounds resurfacing and expansion enabling works	41	34	0	0	75
Welcombe Hills vehicle access alterations	8	442	0	0	450
Paddox Primary SISG	2	298	0	0	300
Ridgeway School reconfiguration of classrooms	0	0	60	0	60
Round Oak School reconfiguration of classrooms	0	0	190	0	190

Keeping SEND pupils local	200	130	0	0	330
Exhall Grange modular pod	514	332	0	0	846
Water Orton evergreen unit	50	600	0	0	650
Education Capital - Unallocated	0	32,216	4,934	0	37,150
Total Education Services	16,444	51,346	9,444	0	77,235

Environment Services - Scott Tompkins
Strategic Director - Mark Ryder
Portfolio Holder - Jeff Clarke

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Environment Services	AD and PA staffing, general service management	174	0	0	0	174
Trading Standards & Community Safety	Trading Standards functions, Community Safety and Gypsy & Traveller services	3,665	(1,377)	(65)	(1,441)	2,224
County Highways	Highway Maintenance including Winter Maintenance, Network Management, Road Safety and School Safety Zones, Parking Management, Traffing Planning, Delegated Budgets, Forestry Services.	22,186	(9,427)	(2,798)	(12,225)	9,961
Planning Delivery	County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services.	3,287	(2,643)	(181)	(2,824)	463
Transport Delivery	County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision.	36,834	(3,684)	(24,615)	(28,299)	8,535
Engineering Design Services	Highway scheme design, Structural Design, S278 schemes and Highway scheme delivery.	6,285	(421)	(5,404)	(5,825)	460
Emergency Management	CSW Local Resilience Forum and Emergency Management	245	(73)	(11)	(84)	161
Net Service Spending		72,675	(17,626)	(33,072)	(50,698)	21,977
2019/20 Non-Recurring Budgets						232

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50
	Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	5
	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.	165
	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	300
	Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25
	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
	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	25
	Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	10
	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
	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698
	Total	1,347

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Pump Priming allocation for LED street lighting	3,190	2,000	0	0	5,190
Casualty reduction schemes	551	978	0	0	1,529
Rugby Western Relief Road	59,146	100	0	0	59,246
A47 Hinckley Road Corridor Scheme	0	3,485	0	0	3,485
M40 Junction 12	11,855	157	60	0	12,071
Rugby Gyratory Improvements	1,563	15	0	0	1,578
A444 Coton Arches, Nuneaton	3,270	450	0	0	3,720
A46 Stanks Island, Warwick	1,691	4,899	0	0	6,590
A444 Corridor Improvements - Phase 2	54	1,017	2,528	1,000	4,600
A3400 Bham Road Stratford Corridor Improvements	182	3,318	0	0	3,500
A452 Myton Road and Shire Park roundabouts	19	0	3,781	0	3,800
A452 M40 spur west of Banbury Road	0	1,600	6,000	0	7,600
A46 Stoneleigh Junction Improvements	3,031	7,000	0	0	10,031
Portobello Bridge	528	66	1,461	5	2,060
Highways maintenance	0	13,058	13,058	0	26,116
Traffic Signals	254	59	0	0	313
Countryside Rural Services Capital Maintenance - Gypsies & Travellers	0	20	0	0	20
Whiteacre Health Flood Alleviation	43	4	0	0	47
Safety Camera Funded Schemes	1,576	20	0	0	1,596
Home to school routes	595	1,396	0	0	1,991
School safety zones	3,278	410	0	0	3,688
Lawford Road / Addison Road Casualty Reduction	150	696	0	0	846
Temple Hill Lutterworth Road Wolvey - Casualty Reduction Scheme	0	1,635	0	0	1,635
Developer Funded					
Unallocated S278 developer funds	(41)	1,487	0	0	1,446

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
Weddington Road, Nuneaton - Implement toucan crossing	0	183	0	0	183
Rugby, Hunters Lane - through route New Technology Drive to Newbold Road	62	329	0	0	391
B4113 Gipsy Lane Junction	5	199	0	0	204
Ansty Business Park Phase 3	1,583	970	0	0	2,553
A426 / A4071 Avon Mill Roundabout Rugby Improvement Scheme	344	273	0	0	617
C204 Birmingham Road, Alcester - new right turn lane outside Alcester Grammar	1	500	0	0	501
B4642 Coventry Road, Cawston - new right turn lane	101	300	0	0	401
C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to puffin crossing on Southam Road.	201	100	0	0	301
A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	1,000	0	0	1,000
A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	400	0	0	401
C98 Loxley Road, Tiddington	0	650	0	0	650
A452 Europa Way (Lower Heathcote Farm)	1,800	1,700	0	0	3,500
Butlers Leap Link Road, Rugby	1,000	1,700	0	0	2,700
Shottery Link Road, Stratford-upon-Avon	0	3,500	0	0	3,500
B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane	300	650	0	0	950
A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction	1,504	2,500	0	0	4,004
C104 Milcote Rd Welford On Avon, Highway Improvements	100	250	0	0	350
A452 Europa South of Olympus Avenue to Heathcote Lane roundabout	0	0	7,500	0	7,500
A3400 London Road, Shipston on Stour	0	450	0	0	450
A425 Daventry Road, Southam	475	1,325	0	0	1,800
C8 Trinity Road, Kingsbury	300	1,200	0	0	1,500
CCTV/UTC integration scheme on A3400 Birmingham Road Stratford	0	85	0	0	85
B4642 Coventry Road, Cawston ghost island right turn lane	0	400	0	0	400
B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Improvements	0	400	0	0	400
B4455 Fosse Way /A425 Southam Rd Roundabout Improvements	0	350	0	0	350

B4455 Fosse Way /C43 Harbury Lane Impt Crossroads	0	600	0	0	600
B4100 Banbury Rd / Meadow Close Junction Improvements	0	400	0	0	400
B4100 Banbury Rd / Kingston Grange Site Access Improvements	0	250	0	0	250
B4100 Banbury Rd / Site Access Lighthorne Heath Highways Improvements	0	400	0	0	400
C30 Hillmorton Lane To Houlton And The Kent Rugby, Highway Improvements	0	2,150	0	0	2,150
Rugby Free School, Highway Improvements	0	450	0	0	450
B4087 Oakley Wood Road - raised traffic calming scheme	30	67	0	0	97
Bidford-on- Avon bridge and Welford bridge, traffic calming and signage improvements	5	26	0	0	31
Total Environment Services	98,747	67,838	34,388	1,005	201,978

Fire & Rescue - Kieran Amos
Strategic Director - Mark Ryder
Portfolio Holder - Andy Crump

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Brigade Management	Provision of effective leadership to manage the service and drive future delivery/transformation.	836	0	0	0	836
Service Delivery - Operational Response	This is the service area that provides the front line emergency response for Warwickshire.	11,544	(20)	0	(20)	11,524
Service Delivery - Planning and Protection	This service facilitates the provision of premise risk information and manages operational assurance.	1,035	(1)	0	(1)	1,034
Service Delivery - Fire Control	This service provides the emergency call handling for Warwickshire ensuring an effective response to emergency incidents.	866	(64)	0	(64)	802
Service Delivery - Prevention	The Prevention service works with other agencies and partners to support some of the most vulnerable people in Warwickshire.	483	(16)	0	(16)	467
Service Support - Technical Support	This service ensures that operational staff are provided with the correct equipment, vehicles and Personal Protective Equipment to carry out their role.	2,244	0	0	0	2,244
Service Support - Training & Development	Provision of training and operational policy guidance for all staff.	1,702	(137)	(24)	(161)	1,541
Service Improvement - Business Transformation & Projects	Develops the Integrated Risk Management Plan and co-ordinates, supports and reviews all key change projects and programmes.	373	0	0	0	373
Service Support - HR, IT, Finance & Pensions	Supporting the service through the provision of expert advice and guidance and supply of management information to assist key decision making.	1,553	(3)	0	(3)	1,550
Net Service Spending		20,636	(241)	(24)	(265)	20,371
2019/20 Non-Recurring Budgets						300

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Reduce the budget for pensions and ill-health retirements	100
	Introduction of a single control room as part of the work on the MoU with West Midlands	300
	Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	(300)
	Asset reductions and reconfiguration of fleet maintenance	85
	Health and Safety services	46
	Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	138
	Total	369

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Equipment for new fire appliances	94	146	0	0	240
Training Provision	1,369	3,152	0	0	4,521
Fire & Rescue HQ Leamington Spa	287	1,944	0	0	2,231
Total Fire and Rescue Service	1,750	5,241	0	0	6,992

Strategic Commissioner for Communities - Stuart Jackson (Interim)
Strategic Director - Mark Ryder
Portfolio Holder - Jeff Clarke, David Reilly, Isobel Seccombe

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Communities	AD and PA staffing, general service management	1,421	(0)	(69)	(69)	1,352
Transport & Highways	Transport Planning, Traffic Modelling and Assessment, Asset Management, Rail Strategy, Local Transport Plans, Transport & Highways commissioning, Funding Bid development, Major Scheme partnership	3,358	(268)	(178)	(446)	2,912
Infrastructure & Sustainable Communities	Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way.	3,039	(1,259)	(64)	(1,323)	1,716
Waste & Environment	Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres	22,258	(3,153)	(25)	(3,179)	19,080
Economy & Skills	Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects	3,197	(2,576)	(65)	(2,641)	556
Net Service Spending		33,273	(7,256)	(402)	(7,658)	25,615
2019/20 Non-Recurring Budgets						831

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Waste Management - a reduction in the waste tonnage going to landfill	193
	Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	21
	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.	30
	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	80
	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	75
	Total	399

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Area delegated funding	620	4,936	0	0	5,556
Lawford Road Cycle Route	498	17	0	0	515
Warwick, Myton Road cycle link (Myton and Warwick School)	146	5	0	0	151
Stratford Town Station Upgrade	127	110	0	0	237
Nuneaton and Bedworth Town Centre - Queens Road West improvements	641	79	0	0	720
Business loans and grants	1,807	343	89	61	2,300
Transforming Nuneaton	555	3,700	3,300	0	7,555
Duplex Fund	288	692	650	370	2,000
Small Business Grants	150	250	350	250	1,000
Business Centre Strategy	80	70	0	0	150
Bermuda Connectivity	1,668	4,221	1,511	1,500	8,900
Stratford Park and ride site alterations	86	14	0	0	100
Leamington to Rugby Disused Railway Line	73	27	0	0	100
Household Waste Recycling Centre Maintenance	0	40	0	0	40

Waste Handling Compaction Equipment	0	726	0	0	726
Countryside Rural Services Capital Maintenance	0	250	0	0	250
Land at Crick Road Rugby	0	2,637	0	0	2,637
Developer Funded					
Southbound bus stop on A426 Leicester Road Rugby	16	64	0	0	80
Upgrading of existing bus stops infrastructure Alcester Road, Shottery	13	1	0	0	14
Wellesbourne, Ettington Road, provision of bus stops	1	20	0	0	21
Bidford Salford Rd, provision of bus stops & upgrade existing infrastructure	2	80	0	0	82
Upgrade existing shared ped / cycle path Bermuda	2	21	0	0	23
2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20
Birmingham Road cycle route enhancements	5	11	0	0	16
Enhance existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon	3	15	0	0	18
Highways improvements to bus stops at land off the Longshoot	20	11	0	0	31
A426 Gateway Rugby to Rugby Town Centre cycle scheme	29	229	0	0	258
Warwick Town Centre transport proposals	364	536	0	0	900
Total Strategic Commissioner - Communities	7,194	19,125	5,900	2,181	34,400

Adult Social Care - Pete Sidgwick
Strategic Director - Nigel Minns
Portfolio Holder - Les Caborn

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Adult Social Care	ASC transformation projects Projects and transformation funded under s75 (IBCF/Winter Pressures)	13,757	0	0	0	13,757
Disabilities	Learning Disabilities Transitions Physical Disability Sensory Impairment Independent Living	78,628	(8,941)	(25)	(8,966)	69,662
Mental Health	Older People Mental Health Deprivation of Liberties Approved Mental Health Pracs Resolution & Home Treatment Dementia Services Recovery Services	9,972	(468)	(55)	(523)	9,449
Older People	Adults Safeguarding Delivery Warwick OP & Access Stratford OP & Reviewing North OP	76,238	(27,644)	(6)	(27,650)	48,588
Integrated Care Services	Hospital Social Work Occupational Therapy Reablement HEART (Housing) ICE	10,091	(84)	(147)	(231)	9,860
Development & Assurance	Safeguarding Boards (Children & Adults) Practice Assurance Service Development Principal Social Worker Lead Practitioners	2,615	(179)	(991)	(1,170)	1,445
Net Service Spending		191,301	(37,316)	(1,224)	(38,540)	152,761
2019/20 Non-Recurring Budgets						2,235

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	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	550
	Use alternative 24 hour care options e.g. extra care housing and supported living	625
	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184
	Remodel direct payment employment support services	150
	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	100
	Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	631
	Total	2,240

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Common assessment formula - social care IT development	0	350	0	0	350
Extra care housing and accommodation with care	0	3,000	0	0	3,000
Total Adult Social Care	0	3,350	0	0	3,350

Children & Families - John Coleman
Strategic Director - Nigel Minns
Portfolio Holder - Jeff Morgan

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Children & Families	This Service unit contains various service unit wide budgets which are more administratively efficient to hold in one place, these include Legal costs, Insurance, historic premature retirement compensation as well as WCC contributon to ACE and the grant control account for the National House Hub. The Assistant Director also holds the One-off funding to phase the delivery of the new savings plan.	7,654	(721)	(732)	(1,453)	6,201
Initial Response & Early Support	Targeted Support for Young People Priority Families Early Help Children & Family Centre Family Support Service Strengthening Families Different Futures Syrian Resettlement Family Group Conferencing Domestic Abuse Multi Agency Safeguarding Hub Emergency Duty Team First Response Teams (Currently called Assessment & Intervention)	14,210	(970)	(1,303)	(2,273)	11,937
Children's Safeguarding & Support	Countywide Children's Case Management Edge of Care	23,250	0	(29)	(29)	23,221
Corporate Parenting	Fostering & Private Fostering Special Guardianship Support Team Children In Care Team (14 plus or permanency) Unaccompanied Asylum Seeking Children Leaving Care	15,080	(4,303)	(146)	(4,449)	10,631
Youth Justice	Youth Justice Child Exploitation Team - Missing Children - Trafficking	2,573	(475)	(117)	(592)	1,981
Children's Practice Improvement	Principal Child & Family Social Worker Principal Practitioners Models of Intervention Independent Reviewing Service Assurance Inspection & Practice Improvement	2,438	(38)	(60)	(98)	2,340
Adoption Central England	Adoption Central England (ACE) provides a full range of adoption related services on behalf of Warwickshire (The Host), Coventry City Council, Soihull MBC and Worcestershire County Council.	5,695	(4,617)	(1,078)	(5,695)	0
Net Service Spending		70,900	(11,124)	(3,465)	(14,589)	56,311
2019/20 Non-Recurring Budgets						3,241

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Children's Centres - implementation of the service redesign to reflect targeting support on those with greatest need	372
	Demand Management - through closer performance management, a new model and approach to risk and locality driven support based on intelligence and hot spots resulting in the ability to better target resources	1,000
	Reduction in the demand for legal services	150
	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760
	Reduction in staff costs	1,316
	Develop the use of independent boarding schools	150
	Efficiencies in staff and client travel resulting in an overall reduction in costs	150
	One-off funding to phase the delivery of the new plan	(968)
	Total	4,930

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Children's Services property adaptations, purchases and vehicles	74	194	138	0	406
Adaptions to Children's Centres	0	280	0	0	280
Total Children and Families	74	474	138	0	686

Strategic Commissioner for People - Becky Hale
Strategic Director - Nigel Minns
Portfolio Holder - Les Caborn & Jeff Morgan

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - People	This Service unit contains various service unit wide budgets which are more administratively efficient to hold in one place, as well as the AD budget.	1,865	0	(134)	(134)	1,731
Director of Public Health	This is the statutory officer of the authority and the principal adviser on all health matters with a leadership role spanning health improvement, health protection and healthcare public health.	452	0	0	0	452
Health & Well Being	Maintaining and promoting independence, lifestyle and prevention and family well-being	23,832	(4,622)	(2,263)	(6,885)	16,947
All Age Targeted Support	People with disabilities, vulnerable adults/people and vulnerable children and young people	16,407	(4,936)	(184)	(5,120)	11,287
All Age Specialist Provision	market and quality assurance, people care at home and specialist accommodation	5,038	(1,797)	(640)	(2,437)	2,601
Net Service Spending		47,594	(11,355)	(3,221)	(14,576)	33,018
2019/20 Non-Recurring Budgets						1,003

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923
	Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	45
	Reduce staffing and overheads across the Business Unit	200
	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	100
	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735
	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	85
	Additional efficiencies across the Business Unit including a review of staff vacancies, efficiencies in the Fitter Futures budget and re-alignment of young carer budget support	200
	One-off funding to phase the delivery of the new plan	(200)
	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 support services.	400
	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	122
	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	25
	Reduction in historic pension costs that will decline naturally over time	12
	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.	122
	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	20
	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	31
	Total	2,820

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Mental health grant	140	76	0	0	216
Adult social care modernisation and capacity	370	581	46	0	997
Total Strategic Commissioner - People	510	657	46	0	1,213

Business & Customer Services - Kushal Birla
Strategic Director - Rob Powell
Portfolio Holder - Kam Kaur

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Business & Customer Services	Management of Business & Customer Services	620	(30)	(35)	(65)	555
Business and Customer Support - People	Adult Social Care, Children and Families, Strategy and Commissioning	0	0	0	0	0
Business and Customer Support - Resources and Communities	Enabling, Governance and Policy, Finance and ICT, Document Management, Customer Relations	2,892	0	0	0	2,892
Customer Contact - Customer Connect	Customer Service Centre, Communities, People	2,603	(94)	(119)	(213)	2,390
Customer Contact - Community Hub	Libraries, Community Outlets, Registration, Heritage and Culture, Family Information Service	7,622	(2,053)	(334)	(2,387)	5,235
Net Service Spending		13,737	(2,177)	(488)	(2,665)	11,072
2019/20 Non-Recurring Budgets						18

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Increase income from the Registration Service	35
	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	90
	Total	125

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
County Records Office Service - Digital Asset Management	95	6	0	0	101
Community information hubs	59	0	0	50	109
One-Stop Shops Expansion Programme	72	0	0	131	203
Improving the Customer Experience/One Front Door Improvements	821	0	0	1,697	2,518
Market Hall Museum	913	18	0	0	931
Total Business and Customer Services	1,960	24	0	1,878	3,862

Commissioning Support Unit - Steve Smith
Strategic Director - Rob Powell
Portfolio Holder - Kam Kaur

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Commissioning Support Unit	Management of the Commissioning Support Unit	448	0	(28)	(28)	420
Change Management	Directorate Change Plan, Service Planning	87	0	0	0	87
Portfolio Management Office	Programme & Project Delivery, Development & Support, Service Development & Assurance	1,772	0	(692)	(692)	1,080
Contract Management & Quality Assurance	Procurement, Contract Management, Quality Assurance, Systems Change & Training, Brokerage	541	(588)	0	(588)	(47)
Business Intelligence	Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement	1,757	0	(69)	(69)	1,688
Net Service Spending		4,605	(588)	(789)	(1,377)	3,228
2019/20 Non-Recurring Budgets						85

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45
	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
	Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised structure	60
	Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	35
	Total	150

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Client Information Systems Review	3,400	692	0	0	4,092
Total Commissioning Support Unit	3,400	692	0	0	4,092

Enabling Services - Craig Cusack
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin & Kam Kaur

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Enabling Services	Management of Enabling Services	320	0	0	0	320
Facilities Management	Energy & Environmental Management, Property Risk, Cleaning & Caretaking, Maintenance & Minor Work, Old Shire Hall and Northgate House Catering, WES Building Services	8,456	(1,869)	(3,512)	(5,381)	3,075
Finance & HR Enabling	HR Service Centre and Advisory Services, WES HR and Payroll, Associated Finance Functions	3,807	(777)	(1,098)	(1,875)	1,932
Digital & ICT	Security, Systems Development and Architecture, Device Support, Development and Management, ICT Programmes, ICT Service Desk, Application and Line of Business System Management, WES ICT Development	13,729	(1,116)	(3,819)	(4,935)	8,794
Property, Construction & Engineering	Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery	9,288	(377)	(2,448)	(2,825)	6,463
Net Service Spending		35,600	(4,139)	(10,877)	(15,016)	20,584
2019/20 Non-Recurring Budgets						0

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	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	229
	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.	31
	Savings in the costs associated with the management of the Service. It also includes an option to offer staff alternative working arrangements such as reduced hours.	65
	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.	100
	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.	140
	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.	100
	Rental income from Educaterers	21
	Review of facilities management budgets, service specifications and IT interfaces	49
	Total	735

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Various properties - renewable energy	240	0	995	0	1,235
Development of Rural Broadband	19,631	12,424	3,409	2,197	37,661
Non-schools asbestos and safe water remedials	0	325	0	0	325
Non-schools - planned building, mechanical and electrical backlog	0	2,122	0	0	2,122
Schools asbestos and safe water remedials	0	731	0	0	731
Schools planned building, mechanical and electrical backlog	0	3,431	0	0	3,431
WCC Information Assets Purchases	1,353	375	93	0	1,821
Total Enabling Services	21,224	19,408	4,497	2,197	47,326

Finance & ICT - Lisa Kitto (Interim)
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin & Kam Kaur

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Finance & ICT	Management of Finance & ICT	142	0	(2)	(2)	140
Finance Delivery	Financial Management, Technical Accounting, WES Traded Service, Commercial Support	5,024	(213)	(955)	(1,168)	3,856
Treasury Management, Pension Fund, Internal Audit, Risk & Insurance	Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management	1,897	(1,332)	(980)	(2,312)	(415)
Commercialism	Council wide approach towards commercialism, including procurement strategy	254	0	0	0	254
Strategic ICT	Commissioner of ICT, Enterprise, Digital, End User Device, Infrastructure	0	0	0	0	0
Strategic Finance	Strategic Capital, Strategic Financial Planning, Major Projects	669	(22)	(32)	(54)	615
Net Service Spending		7,986	(1,567)	(1,969)	(3,536)	4,450
2019/20 Non-Recurring Budgets						16

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5
	Reduction in 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.	90
	Total	95

Governance & Policy - Sarah Duxbury
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin & Kam Kaur

2019/20 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Assistant Director - Governance & Policy	Management of the Governance & Policy service	311	0	0	0	311
Corporate Policy	Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer	0	0	0	0	0
Communications	Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design	1,083	(5)	(682)	(687)	396
HROD	Commissioner of Strategic HROD, Apprentices, HROD Polices and Frameworks, Commissioner of operational/transactional HR delivery	2,253	(5)	(321)	(326)	1,927
Property Management	Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction	716	(1,103)	(278)	(1,381)	(665)
Legal & Democratic	Legal Services, Coroner, Democratic services, Data Compliance & Regulation, Information Governance, Data Security	6,818	(2,083)	(4,144)	(6,227)	591
Net Service Spending		11,181	(3,196)	(5,425)	(8,621)	2,560
2019/20 Non-Recurring Budgets						496

Savings Plan 2019-20

Reference	Savings Proposal Title	2019/20 £'000
	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.	49
	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.	34
	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	955
	Release of contingency	85
	Repayment of Hawkes Point self-financed borrowing	198
	Reduced maintenance of the smallholdings estate	7
	Use of one-off resources to match the timing of when capital receipts from the sale of strategic sites are expected to be received	(473)
	Total	855

Capital Programme 2019-20

Scheme Title	Earlier Years £'000	2019/20 £'000	2020/21 £'000	2021/22 and Later Years £'000	Total £ 000's
Strategic site planning applications	1,954	822	1,076	0	3,852
Rationalisation of county storage	3,238	5,541	0	0	8,779
Rural services capital maintenance	300	1,107	0	0	1,407
Total Governance and Policy	5,492	7,470	1,076	0	14,037

Other Services - Virginia Rennie
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin

2019/20 Revenue Budget

Service	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2019/20 Budget E=A+D £'000
Government Grants & Business Rates	0	(130,196)	0	(130,196)	(130,196)
Central Block DSG and other central grants to support schools and pupils	0	(81,135)	0	(81,135)	(81,135)
Capital Financing Costs	40,265	0	0	0	40,265
0-5 Strategy for Children	2,849	0	0	0	2,849
Strategic Management Team	1,271	0	0	0	1,271
County Coroner	530	(78)	0	(78)	452
Environment Agency - Flood Defence Levy	243	0	0	0	243
External Audit Fees	141	0	0	0	141
Pensions deficit under-recovery	1,641	0	0	0	1,641
County Council Elections	265	0	0	0	265
Members Allowances and Expenses	1,070	0	0	0	1,070
Other Administrative Expenses and Income (Including Insurance)	3,908	(15)	(3,347)	(3,362)	546
Subscriptions	195	0	0	0	195
Transformation Fund	2,000	0	0	0	2,000
Apprenticeship Levy	1,092	0	0	0	1,092
Net Service Spending	55,470	(211,424)	(3,347)	(214,771)	(159,301)
2019/20 Non-Recurring Budgets					5,402

Changes to the Budget since 7 February 2019 Full Council

Service	Council Approved Budget (7 Feb 2019) £'000	Transformation		Business as Usual & Technical Adjustments		2019/20 Approved Budget per Service Estimates £'000
		Realignment of Budgets within Directorates £'000	Virements between Directorates £'000	Realignment of Budgets within Directorates £'000	Virements between Directorates £'000	
Education Services	104,957	0	6,648	0	(634)	110,971
Environment Services	43,923	(21,972)	(127)	154	(2)	21,977
Fire & Rescue	20,370	0	0	0	0	20,370
Strategic Commissioner for Communities Directorate	6,319	21,972	(2,511)	(154)	(10)	25,615
Adult Social Care	152,728	33	0	0	0	152,761
Children & Families	62,987	(33)	(6,648)	0	5	56,311
Strategic Commissioner for People Directorate	33,018	0	0	0	0	33,018
Business & Customer Services	8,623	(197)	2,638	0	7	11,071
Commissioning Support Unit	3,392	(164)	0	0	0	3,228
Enabling Services	20,986	(402)	0	0	0	20,584
Finance & ICT	4,196	254	0	0	0	4,450
Governance & Policy	2,050	509	0	0	0	2,559
Other Services	(159,935)	0	0	0	634	(159,301)
Total	303,614	0	0	0	0	303,614