

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Environment Services	AD and PA staffing, general service management	374	0	0	0	374
Trading Standards & Community Safety	Trading Standards functions, Community Safety and Gypsy & Traveller services	2,649	(106)	(930)	(1,035)	1,613
County Highways	Includes Highways/Winter Maintenance, Network Management, Street Lighting, Member Delegated Budgets, Forestry Services.	20,158	(2,231)	(3,874)	(6,106)	14,052
Planning Delivery	County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services.	4,486	(354)	(3,663)	(4,017)	469
Transport Delivery	County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision.	38,251	(26,989)	(2,688)	(29,677)	8,574
Engineering Design Services	Highway scheme design, Bridges and Structural Design, S278 schemes, Traffic Control and Highways Programme and Project Management	7,774	(6,938)	(243)	(7,180)	594
Emergency Management	CSW Local Resilience Forum and Emergency Management	279	(11)	(108)	(118)	161
<b>Net Service Spending</b>		<b>73,971</b>	<b>(36,629)</b>	<b>(11,505)</b>	<b>(48,134)</b>	<b>25,837</b>
2021/22 revenue budget supported by non-reoccurring funding						26

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Expansion of traded income across the service</b> - Areas to be targeted for increased income include improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	(200)	(360)	(285)	(80)	(80)	(1,005)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(152)	(130)	(143)	(143)	0	(568)
<b>Management of cost of Environment Service provision</b> - Management of the budgeted cost increases of externally purchased services	0	(182)	(185)	(189)	(197)	(753)
<b>Management of highways maintenance costs</b> - Including review of highways maintenance spend, road conditions survey work and capitalisation of contract overheads	0	(575)	0	0	0	(575)
<b>Review of trading standards community safety provision</b> - Efficiencies in community safety provision	0	0	(45)	0	0	(45)
<b>Review of trading standards community safety provision</b> - Efficiencies in community safety provision	0	0	0	(250)	0	(250)
<b>Total</b>	<b>(352)</b>	<b>(1,247)</b>	<b>(658)</b>	<b>(662)</b>	<b>(277)</b>	<b>(3,196)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
A3400 Bham Road Stratford Corridor Improvements	2,115	4,000	-	-	-	6,115
A428 Lawford Road (additional funding for existing project)	800	-	-	-	-	800
A444 Corridor Improvements - Phase 2	2,546	1,500	20	-	-	4,066
A444 Coton Arches Nuneaton	10	114	-	-	-	124
A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout S106	-	7,426	-	-	-	7,426
A452 Europa Way / Olympus Avenue Traffic Signals	884	-	-	-	-	884
A452 Europa Way Warwick Traffic Signals	522	-	-	-	-	522
A452 M40 spur west of Banbury Road S106	-	7,583	-	-	-	7,583
A452 Myton Road and Shire Park Roundabouts S106	154	2,700	800	-	-	3,654
A46 / A4071 Avon Mill Roundabout Rugby improvement scheme	679	140	-	-	-	819
A46 Stanks Island Warwick	400	-	-	-	-	400
A46 Stoneleigh Junction Improvement	18,020	8,023	-	-	-	26,043
A47 Hinckley Road Corridor Scheme	1,758	1,215	-	-	-	2,973
Area Delegated	6,088	2,000	2,000	2,000	2,000	14,088
Bridges structural maintenance	413	-	-	-	-	413
Bridleways improvements Brownsover Rugby	6	-	-	-	-	6
C9878 A452 Europa Way Dualling, The Asps	100	-	-	-	-	100
D1014 Historic Bridge Maintenance Programme 2020 -2023	3,420	2,230	-	-	-	5,650
Developer Funded Schemes (S278)	39,154	1,662	-	-	-	40,816
Flood Alleviation Schemes CIF - Welford on Avon	105	-	-	-	-	105
Flood alleviation schemes: Pailton, Fenny Compton, Galley Common, Bermuda, Brailes	1,036	-	-	-	-	1,036
Gypsy and Traveller site maintenance	50	20	20	20	20	130
Highways maintenance	15,229	15,229	15,229	15,229	15,229	76,145
Install MOVA operation on traffic junction at Tesco's	130	-	-	-	-	130
Install Variable Message Signs A444 ( Prologis ) S106	82	-	-	-	-	82
Lawford Road /Addison Road Casualty Reduction	736	-	-	-	-	736
M40 Junction 12	45	192	-	-	-	237
Portobello Bridge Warwick	-	-	-	-	-	-
Redevelop and upgrade three WCC owned Gypsy and Traveller sites at Griff Hollows, Pathlow and Alvecote, and add to the Capital Programme;	508	152	-	-	-	660
Replacement bollards in Stratford, Nuneaton and Bedworth	370	-	-	-	-	370
Replacement of 15 Bus Fleet vehicles (Home to School Transport)	885	-	-	-	-	885
Rugby Gyrary Improvement Scheme	25	-	-	-	-	25
Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd S106	129	180	-	-	-	309
S106 Rights of Way Scheme at Long Shoot development Nuneaton	6	-	-	-	-	6
Street Lighting Base Budget 20-21	57	-	-	-	-	57
Traffic Base Budget 2019-20	31	-	-	-	-	31
<b>Total Environment Services</b>	<b>96,493</b>	<b>54,366</b>	<b>18,069</b>	<b>17,249</b>	<b>17,249</b>	<b>203,426</b>

Annex B1 DSG Revenue - Education Services - Ian Budd

Appendix B1

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Hayfield (Education & Learning)

2021/22 DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	(9,990)	0	(58)	(58)	(10,048)
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	34,773	0	(23)	(23)	34,750
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psycholgy, Post 16 SEND, SEND Home to School Transport	68,128	(359)	(353)	(711)	67,417
<b>Net Education Service Spending</b>		<b>92,912</b>	<b>(359)</b>	<b>(433)</b>	<b>(792)</b>	<b>92,119</b>

DSG People Strategy & Commissioning		150	0	0	0	150
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DSG funding provided to maintained schools - Individual Schools Budget (ISB)		386,386	0	0	0	386,386
DSG Central Control		3,711	0	0	0	3,711
DSG Overheads		3,298	0	0	0	3,298

<b>Net DSG Spending</b>		<b>486,457</b>	<b>(359)</b>	<b>(433)</b>	<b>(792)</b>	<b>485,664</b>
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## 2021/22 Non-DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	2,499	(803)	(79)	(882)	1,617
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	11,990	(146)	(3,141)	(3,286)	8,704
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, SEND Home to School Transport	33,669	(3,126)	(2,306)	(5,433)	28,236
Education Service Delivery	Employability and Post 16, Admissions service, Attendance service, Adult Learning, Warwickshire Music, Outdoor Education, School Governance	6,336	(1,109)	(4,124)	(5,233)	1,102
<b>Net Service Spending (excluding DSG)</b>		<b>54,493</b>	<b>(5,184)</b>	<b>(9,650)</b>	<b>(14,834)</b>	<b>39,659</b>
2021/22 revenue budget supported by non-reoccurring funding						1,045

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Education change programme</b> - Process efficiencies in provision of Education Services from the Special Educational Needs and Early Years transformation programmes	0	(55)	(336)	(721)	(721)	(1,833)
<b>Attendance service</b> - Review of delivery of the pupil attendance statutory services.	0	0	(10)	0	0	(10)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(34)	(29)	(32)	(32)	0	(127)
<b>Maximise traded income from Education Service</b> - Increase traded income from Governor and Attendance service as well as review and modernise music services.	(10)	(10)	(12)	0	0	(32)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity.	0	(100)	0	0	0	(100)
<b>Total</b>	<b>(44)</b>	<b>(194)</b>	<b>(390)</b>	<b>(753)</b>	<b>(721)</b>	<b>(2,102)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					Total £'000
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Basic Need FY estimates for Provision of FY school places	11,803	11,803	11,803	11,803	11,803	59,015
Bridgetown primary SEN provision	38	-	-	-	-	38
Burton Green CofE Academy	290	-	-	-	-	290
Campion School Expansion	5,785	2,852	-	-	-	8,637
Coughton CofE Primary School - bulge class	85	-	-	-	-	85
Early Years capital fund / Dunchurch infants	10	-	-	-	-	10
Early Years Wincks	-	-	-	-	-	-
Etone College - 1fe expansion	2,377	2,377	-	-	-	4,753
Henley In Arden Resourced Provision	573	-	-	-	-	573
High meadow infant school	33	-	-	-	-	33
Kineton High refurbishment Phase 1	112	-	-	-	-	112
Kingsway Primary relocation of nursery & children's centre	3,119	2,046	-	-	-	5,165
Lighthorne Heath Primary School - relocation design	146	-	-	-	-	146
Long Lawford Permanent expansion	394	-	-	-	-	394
Long Lawford Studio Hall	602	-	-	-	-	602
New School South Leamington - Planning Application	150	-	-	-	-	150
New School, The Gateway, Rugby	2,760	2,365	-	-	-	5,126
Pears (additional funding for existing project)	3,855	-	-	-	-	3,855
Planning & Development block header E&L	33	33	33	-	-	99
Ridgeway School - Reconfiguration of classrooms	-	-	-	-	-	-
Round Oak School - Reconfiguration of classrooms	212	-	-	-	-	212
Stratford upon Avon - dining facilities	1,179	-	-	-	-	1,179
Stratford Upon Avon School - 2fe expansion	5,787	5,787	-	-	-	11,573
The Ferncumbe Primary temporary classroom	20	-	-	-	-	20
Welcombe Hills	442	-	-	-	-	442
Whitnash Primary, Expansion of 2 additional Classrooms	940	-	-	-	-	940
<b>Total Education Services</b>	<b>40,743</b>	<b>27,263</b>	<b>11,836</b>	<b>11,803</b>	<b>11,803</b>	<b>103,448</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Brigade Management	Service management and business planning	988	0	0	0	988
Service Delivery - Operational Response, Prevention, Protection, Control	Includes Operational Response, Planning & Protection, Fire Control and Prevention	15,224	(325)	(84)	(409)	14,816
Service Support - Training & Technical	Includes Technical support, Training & Development and Health & Safety.	4,191	(21)	(173)	(194)	3,997
Service Improvement - Business Transformation & Projects	Service management and business planning	548	(26)	0	(26)	522
Service Support - HR, IT, Finance & Pensions	Includes HR, IT, Finance and Pensions	1,580	0	0	0	1,580
<b>Net Service Spending</b>		<b>22,531</b>	<b>(372)</b>	<b>(256)</b>	<b>(628)</b>	<b>21,903</b>
2021/22 revenue budget supported by non-reoccurring funding						404



## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Day crew plus fatigue mitigation</b> - Review of the level additional funding allocated to mitigate the fatigue risk posed by the day-crewed-plus crewing system. The change delivers a long term saving of £140,000 a year, with higher savings possible as the service change is implemented in 2021/22.	370	(230)	0	0	0	140
<b>Fleet transport savings</b> - Revenue savings from purchase of Fire transport vehicles, ending lease agreements	0	0	60	7	0	67
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	15	13	14	14	0	56
<b>Total</b>	<b>385</b>	<b>(217)</b>	<b>74</b>	<b>21</b>	<b>0</b>	<b>263</b>

**Capital Programme 2021-2026**

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Fire & Rescue HQ Leamington Spa	2,187	-	-	-	-	2,187
Fire & Rescue Training Programme	1,453	-	-	-	-	1,453
Fire Emergency Services Network (ESN) Preparedness	388	-	-	-	-	388
Operational fire equipment	202	120	120	120	120	682
<b>Total Fire &amp; Rescue</b>	<b>4,231</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>4,711</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Communities	AD and PA staffing, general service management	784	0	0	0	784
Transport & Highways	Transport Planning, Traffic Modelling and Assessment, Asset Management, Rail Strategy, Local Transport Plans, Funding Bid development, Major Scheme partnerships, Road Safety, Parking Management	7,718	(884)	(7,531)	(8,415)	(696)
Infrastructure & Sustainable Communities	Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way.	3,293	(29)	(1,445)	(1,473)	1,820
Waste & Environment	Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres	23,505	(25)	(3,206)	(3,231)	20,274
Economy & Skills	Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects	3,243	(50)	(2,617)	(2,666)	577
<b>Net Service Spending</b>		<b>38,543</b>	<b>(987)</b>	<b>(14,798)</b>	<b>(15,785)</b>	<b>22,758</b>
2021/22 revenue budget supported by non-reoccurring funding						731

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Country parks income review</b> - Apply commercial approach to Country Parks income streams	0	(30)	(45)	(25)	0	(100)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(37)	(32)	(35)	(35)	0	(139)
<b>Household waste recycling centre storage</b> - Purchase of storage containers to remove revenue cost of hire	(38)	0	0	0	0	(38)
<b>Income from S106 monitoring</b> - Ensure S106 contributions are efficiently and effectively generated and collected	0	0	(25)	0	0	(25)
<b>Increased income from business centres portfolio</b> - The introduction of virtual office space so that businesses can use the mail/phone/meeting space functions at the Business Centres but not physically rent a unit. A greater range of facilities and options at business centres, that would be beneficial to local businesses and wider partners.	0	(100)	0	(50)	0	(150)
<b>Parking</b> - Implementation of business parking permits from 2022/23, with all other additional parking charges removed pending the outcome of the Member Working Group.	0	(445)	0	0	0	(445)
<b>Review of staffing from further service redesign</b> - A restructuring of teams across Communities (Strategy & Commissioning) to create a flatter structure and more agile service areas, enabling resources to be better focussed on key priority areas and to exploit opportunities to lever in external funding and to the net cost of posts in the establishment.	0	0	(285)	0	0	(285)
<b>Road safety advice income</b> - Maximising income opportunities from road safety advice	0	(100)	(100)	0	0	(200)
<b>Transport network service review</b> - Remove external consultancy support for transport network reviews	(20)	0	0	0	0	(20)
<b>Total</b>	<b>(95)</b>	<b>(707)</b>	<b>(490)</b>	<b>(110)</b>	<b>0</b>	<b>(1,402)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
A426 Gateway Rugby to Rugby Town Centre Cycle Scheme S106	64	-	-	-	-	64
A429 Coventry Road, Warwick	3,173	794	-	-	-	3,967
A439 Southern Casualty Reduction CIF	470	-	-	-	-	470
A446 Stonebridge Junction Coleshill	1,858	-	-	-	-	1,858
A452 Kenilworth To Leamington Cycle Route - CIF	1,000	1,900	1,727	-	-	4,627
All electric bus initiative	84	333	922	27	-	1,366
Average speed cameras CIF	1,741	-	-	-	-	1,741
Barford Junction Safety And Capacity Improvement Works S106	169	-	-	-	-	169
Bermuda Connectivity Project	4,349	-	1,000	700	-	6,049
Campden Road Shipston on Stour	36	-	-	-	-	36
Capital Investment funding (external) Access to finance, duplex fund and small business grants	1,713	289	328	-	-	2,331
Casualty Reduction Schemes	896	-	-	-	-	896
Contribution to HS2 bridge	409	-	-	-	-	409
Countryside Rural Services capital maintenance	285	200	200	200	200	1,085
Create office space at Holly Walk, Leamington	953	-	-	-	-	953
Emscote Road Corridor Improvements Scheme	6,492	2,519	725	25	-	9,761
Evidence led decision making in tackling climate change	585	-	-	-	-	585
Flood defence	200	200	200	200	200	1,000
Green Man Coleshill Signalised Junction CIF	495	-	-	-	-	495
Hinckley To Nuneaton Cycle Route - CIF	392	-	-	-	-	392
Home to school routes 2017-18	435	-	-	-	-	435
Household Waste Recycling Centre maintenance	80	80	80	80	80	400
Kenilworth Station	789	-	-	-	-	789
Land at Crick Road Rugby CIF	1,315	-	-	-	-	1,315
Leamington Station infrastructure improvement	910	35	-	-	-	945
Library & Business Centre Nuneaton (CIF)	1,002	18,024	297	-	-	19,323
Nuneaton & Bedwth T/C - Queens Road West Improvements	62	-	-	-	-	62
Nuneaton To Coventry Cycle Route - CIF	10	944	-	-	-	954
Purchase of Waste Containers at the Household Waste Recycling Centres	138	-	-	-	-	138
School Safety Zones	37	-	-	-	-	37
Southbound Bus Stop On A426 Leicester Rd, Rugby S106	65	-	-	-	-	65
Temple Hill / Lutterworth Road, Wolvey casualty reduction	1,560	-	-	-	-	1,560
Transforming Nuneaton Highways	500	4,500	8,204	5,500	3,000	21,704
Two bus shelters at bus stops on Narrow Hall Meadow Chase Meadow	20	-	-	-	-	20
Upgrade existing shared pedestrian / cycle path Bermuda	20	-	-	-	-	20
Warwick Town Centre	1,800	1,800	793	-	-	4,393
Weddington Road , Nuneaton Implement Toucan Crossing S106	51	-	-	-	-	51
<b>Total Communities Strategy</b>	<b>34,160</b>	<b>31,618</b>	<b>14,476</b>	<b>6,732</b>	<b>3,480</b>	<b>90,466</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Adult Social Care	ASC transformation projects, Projects and transformation funded under s75 (iBCF/Winter Pressures)	7,631	0	0	0	7,631
Disabilities	Learning Disabilities, Transitions, Physical Disability, Sensory Impairment Independent Living	85,089	(11)	(9,572)	(9,583)	75,506
Mental Health	Older People Mental Health, Deprivation of Liberties, Approved Mental Health Pracs, Resolution & Home Treatment, Dementia Services, Recovery Services	14,096	0	(752)	(752)	13,344
Older People	Adults Safeguarding Delivery, Warwick OP & Access, Stratford OP & Reviewing, North OP	84,231	0	(33,998)	(33,998)	50,233
Integrated Care Services	Hospital Social Work, Occupational Therapy, Reablement, HEART (Housing), ICE	10,964	(915)	(85)	(1,000)	9,964
Development & Assurance	Safeguarding Boards (Children & Adults), Practice Assurance, Service Development, Principal Social Worker, Lead Practitioners	3,425	(654)	(155)	(809)	2,616
<b>Net Service Spending</b>		<b>205,435</b>	<b>(1,580)</b>	<b>(44,562)</b>	<b>(46,141)</b>	<b>159,293</b>

2021/22 revenue budget supported by non-reoccurring funding

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## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Business support and direct payments</b> - Reduced cost of business support as part of the wider organisation review of support functions and the introduction of the new payments system.	(300)	0	0	0	0	(300)
<b>Commissioning approach for younger adults</b> - Redesign the commissioning approach for younger adults to ensure a more efficient arrangement and an improved brokerage function.	(200)	(300)	0	0	0	(500)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(217)	(186)	(204)	(204)	0	(811)
<b>Housing with support for older people</b> - Further develop the housing with support offer to reduce reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings.	(200)	(500)	(500)	(500)	0	(1,700)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	0	0	0	(667)	0	(667)
<b>Management of cost of adults service provision</b> - Management of the budgeted cost increases of externally commissioned care	(700)	(1,000)	(1,499)	(2,000)	(2,064)	(7,263)
<b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	0	0	(167)	(167)	0	(334)
<b>Reduce demand for adult social care support</b> - Implementing the service change and transformation activities underway across adult social care. These include an improved early intervention and prevention offer, further refinement of the in-house reablement offer and further development of assistive technology	(250)	(800)	(1,000)	(1,539)	(935)	(4,524)
<b>Total</b>	<b>(1,867)</b>	<b>(2,786)</b>	<b>(3,370)</b>	<b>(5,077)</b>	<b>(2,999)</b>	<b>(16,099)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Extra Care Housing Accommodation with care	313	-	-	-	-	313
<b>Total Adult Social Care</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>313</b>



2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Children & Families	Service management/support budgets including legal, insurance, ACE contribution, grant control accounts and One-Off funding supporting savings plan delivery	4,742	(100)	0	(100)	4,642
Initial Response (MASH, IR, EDT)	Multi Agency Safeguarding Hub, Emergency Duty Team, Initial Response, Family Information Service	5,115	(284)	(61)	(346)	4,770
Early Help & Targeted Support	Priority Families, Syrian Project Team, Targeted Support for Young People, Early and Targeted Support, Alternatives to Care	7,412	(1,288)	(1,540)	(2,829)	4,583
Children's Safeguarding & Support	Countywide Children's Case Management, Edge of Care, Systemic Family Therapy	28,737	(72)	(23)	(95)	28,642
Corporate Parenting	Fostering, Special Guardianship Support, Private Fostering, Children In Care, Unaccompanied Asylum Seeking Children, Leaving Care	26,685	(288)	(5,580)	(5,869)	20,817
Youth Justice	Youth Justice, Child Exploitation - Missing Children - Trafficking	2,884	(32)	(556)	(588)	2,296
Children's Practice Improvement	Principal Child & Family Social Worker, Principal Practitioners Models of Intervention, Independent Reviewing Service, Assurance, Inspection & Practice Improvement	2,450	(69)	(164)	(232)	2,218
Adoption Central England	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry City Council, Soihull MBC and Worcestershire County Council.	5,845	(1,072)	(4,773)	(5,845)	0
<b>Net Service Spending</b>		<b>83,870</b>	<b>(3,205)</b>	<b>(12,698)</b>	<b>(15,903)</b>	<b>67,967</b>
2021/22 revenue budget supported by non-reoccurring funding						1,491

## Saving Plan 2021-26

Saving Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(52)	(44)	(49)	(49)	0	(194)
<b>House project</b> - Review accommodation solutions for young people to reduce reliance on more expensive fostering and supported accommodation	0	0	(200)	0	0	(200)
<b>Manage demand for children's services</b> - Implementing the service change and transformation activities underway across Children's Services, aimed at a reduction in the number of children needing care, single assessments and Children in Need.	0	0	(1,741)	(2,603)	(1,073)	(5,417)
<b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children in care placements and income from safeguarding training	(275)	(200)	(150)	0	0	(625)
<b>More efficient use of legal support</b> - Reduce legal costs through a reduction in initiation of care proceedings.	0	0	(200)	0	0	(200)
<b>New ways of working in Children's Services</b> - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid	(315)	(56)	(92)	0	0	(463)
<b>Recalibration and reduction of staff</b> - Reduction of posts across the Children Families Service through natural wastage and redeployment alongside recognising natural underspends from staff turnover and operating under capacity.	(889)	0	0	0	0	(889)
<b>Rightsize Children's and Families budgets</b> - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	(101)	(10)	(14)	0	0	(125)
<b>Total</b>	<b>(1,632)</b>	<b>(310)</b>	<b>(2,446)</b>	<b>(2,652)</b>	<b>(1,073)</b>	<b>(8,113)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
CF property adaptations, purchases and vehicles	184	-	-	-	-	184
Children's Home	240	-	-	-	-	240
Investment to support carers	125	125	125	125	125	625
<b>Total Children &amp; Families</b>	<b>549</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>1,049</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Strategy & Commissioning People	Service management/support including AD and PA budgets	584	(25)	0	(25)	559
Director of Public Health	Statutory office of principal adviser on health matters with a leadership role for health improvement, health protection and healthcare public health.	2,189	(80)	(136)	(216)	1,973
Health & Well Being	Maintaining and promoting independence, lifestyle and prevention and family well-being	23,782	(2,279)	(3,769)	(6,048)	17,735
Integrated and Targeted Support	People with disabilities, vulnerable adults/people and vulnerable children and young people	16,749	(104)	(7,124)	(7,227)	9,521
All Age Specialist Provision	Market and quality assurance, people care at home and specialist accommodation	6,615	(594)	(404)	(998)	5,618
<b>Net Service Spending (excluding DSG)</b>		<b>49,919</b>	<b>(3,081)</b>	<b>(11,433)</b>	<b>(14,514)</b>	<b>35,406</b>
2021/22 revenue budget supported by non-reoccurring funding						2,103

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(103)	(89)	(97)	(97)	0	(386)
<b>Health, wellbeing and self-care</b> - Rationalise the public health offer, preserving budgets for mandated public health functions, and rationalising the non-mandated public health offer including redesign, removal and rightsizing of current service offer.	(115)	(115)	(130)	0	0	(360)
<b>Integrated and targeted support</b> - Review of expenditure on smoking cessation and falls prevention targeted support.	(69)	0	0	0	0	(69)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	0	0	0	(666)	0	(666)
<b>Maximise income and contributions to care packages</b> - Ensure partner contributions are efficiently and effectively generated and collected.	0	(100)	0	0	0	(100)
<b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	0	0	(166)	(166)	0	(332)
<b>Redesign the housing related support offer</b> - Replace housing related support service offer with appropriate care delivery consistent with standard council provision.	0	0	0	(500)	(500)	(1,000)
<b>Review subsidy of community meals service</b> - Review subsidy of non-statutory community meals for residents.	0	0	(160)	0	0	(160)
<b>Total</b>	<b>(287)</b>	<b>(304)</b>	<b>(553)</b>	<b>(1,429)</b>	<b>(500)</b>	<b>(3,073)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Adult Social Care Modernisation & Capacity 2012-13	63	-	-	-	-	63
Improving Mental Health	250	-	-	-	-	250
<b>Total People - Strategy and Commissioning</b>	<b>313</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>313</b>

**2021/22 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Business & Customer Services	AD and general service management	340	(2)	0	(2)	<b>338</b>
Business & Customer Support	Support provided to all frontline services including general administration, FOIs, Customer Complaints, Information and Document Management	8,138	(107)	(13)	(120)	<b>8,018</b>
Operational Excellence	Community Development, Customer Relations, Localities & Partnerships including Third Sector support, Armed Forces Community Covenant	2,709	0	0	0	<b>2,709</b>
Customer Experience - Telephony and Digital	Customer Service Centre, Blue badge and Local Welfare schemes	2,518	(128)	(120)	(248)	<b>2,270</b>
Community Hub	Libraries, Community Outlets, Registration, Heritage and Culture	7,163	(125)	(2,022)	(2,147)	<b>5,016</b>
<b>Net Service Spending</b>		<b>20,868</b>	<b>(361)</b>	<b>(2,155)</b>	<b>(2,516)</b>	<b>18,351</b>
2021/22 revenue budget supported by non-reoccurring funding						973

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Business and Customer process efficiencies</b> - Efficiencies through ongoing service redesign and automation.	0	0	0	0	(200)	(200)
<b>Community development</b> - Efficiencies in the delivery of the internal community development function.	0	0	(20)	0	0	(20)
<b>Customer support service redesign</b> - Review and rationalisation of the organisation's approach to customer support.	(150)	(266)	(94)	0	0	(510)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(14)	(62)	(13)	(13)	0	(102)
<b>Reduced use of printing and stationery</b> - Future reductions in spend on printing and stationery predicated on digitisation work.	(100)	(100)	(100)	0	0	(300)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity.	(260)	0	0	0	0	(260)
<b>Total</b>	<b>(524)</b>	<b>(428)</b>	<b>(227)</b>	<b>(13)</b>	<b>(200)</b>	<b>(1,392)</b>



## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Improving Customer Experience / One Front Door Improvements	192	250	1,199	-	-	1,640
<b>Total Business &amp; Customer Services</b>	<b>192</b>	<b>250</b>	<b>1,199</b>	<b>-</b>	<b>-</b>	<b>1,640</b>

20/21 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director	AD and general service management	263	0	0	0	263
Business Intelligence	Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement	2,732	(100)	(20)	(120)	2,612
Portfolio Management Office	Programme and Project Delivery, Development and Support, Service Development and Assurance	3,101	(1,842)	0	(1,842)	1,260
Contract Management & Quality Assurance	Procurement, Contract Management, Quality Assurance, Systems Change and Training, Brokerage	2,125	(318)	(639)	(958)	1,167
Change Management	Directorate Change Plan, Service Planning	932	0	0	0	932
Transformation		38	0	0	0	38
<b>Net Service Spending</b>		<b>9,191</b>	<b>(2,260)</b>	<b>(659)</b>	<b>(2,919)</b>	<b>6,272</b>
2021/22 revenue budget supported by non-reoccurring funding						1,628

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Business intelligence transformation</b> - Future reductions in the cost of delivering business intelligence across the organisation following the introduction of new technology and refinement of information requirements. Delivery of this saving will be apportioned across all services, co-ordinated by the Commissioning Support Unit.	0	(640)	0	0	0	(640)
<b>Commercial approach to contracting</b> - Securing rebates due to the Council through commercial contracting	0	0	0	(148)	(148)	(296)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money	(7)	(6)	(7)	(7)	0	(27)
<b>Management of cost of CSU service provision</b> - Management of the budgeted cost increases of externally purchased services	(18)	(18)	(18)	(19)	(19)	(92)
<b>Reduction in use of consultancy, subscriptions and apprentices</b> - Review of the use of subscriptions, consultants and apprentices to ensure value for money.	(21)	(54)	(7)	0	0	(82)
<b>Training and conferences</b> - Efficient procurement of training and conferences through centralisation of contracts.	0	0	(86)	0	0	(86)
<b>Total</b>	<b>(46)</b>	<b>(718)</b>	<b>(118)</b>	<b>(174)</b>	<b>(167)</b>	<b>(1,223)</b>

Annex J Revenue - Enabling Services - Craig Cusack

Appendix J

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Enabling Services	AD and general service management budgets	1,125	0	0	0	1,125
HR Enabling	HR Service Centre and Advisory Services, WES HR and Payroll, Learning and Organisational Development, Apprentices	5,484	(1,625)	(790)	(2,415)	3,069
ICT Strategy and Commissioning	ICT Leadership Team, ICT Services Team, Solutions Architecture Team, Commissioning 5G and Connectivity, Corporate ICT Development, Strategy and Programmes	2,514	0	0	0	2,514
Digital & ICT	Security, Systems Development and Architecture, Device Support, ICT Service Desk, Application and Line of Business System Management, WES ICT Development	12,795	(2,585)	(1,328)	(3,914)	8,881
Property Services	Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery, Facilities Management	16,204	(6,012)	(1,435)	(7,446)	8,758
<b>Net Service Spending</b>		<b>38,121</b>	<b>(10,222)</b>	<b>(3,553)</b>	<b>(13,775)</b>	<b>24,347</b>
2021/22 revenue budget supported by non-reoccurring funding						1419

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Implementing automation and robotics</b> - Use of automation and robotics to drive efficiencies in processes.	0	0	(50)	0	(50)	(100)
<b>Enabling services delivery review</b> - Review of expenditure on staffing, expenses, projects in Enabling Services, including the medium term implementation of a single Enabling Service Centre for ICT, HR and property.	(633)	(1,092)	(40)	(50)	(150)	(1,965)
<b>Facilities cost savings from property asset rationalisation</b> - Facilities management and maintenance cost savings linked to asset rationalisation	(44)	(98)	(100)	(102)	(127)	(471)
<b>HR and Organisational development activity review</b> - Reduction in core Learning and development activity, including the administration of the Apprenticeship scheme.	0	0	0	0	(234)	(234)
<b>ICT applications migration and rationalisation</b> - Migrating workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs.	0	(120)	(50)	0	0	(170)
<b>ICT Service delivery review</b> - Review past ICT budget growth and focus on efficiencies through development projects.	(64)	(69)	(240)	(208)	(90)	(671)
<b>Management of cost of Enabling Service external provision</b> - Management of the cost increases of externally purchased services including a review of services purchased from third parties to ensure value for money.	(147)	(126)	(139)	(445)	(12)	(869)
<b>Property service delivery review</b> - Ensure effective mix of staff and agency use, drive efficiencies in facilities management resource spend and maintenance budget, including the closure of the Northgate House café.	(100)	(50)	(95)	(32)	(90)	(367)
<b>Review of maintenance and engineering work profile</b> - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.	(130)	(70)	0	0	0	(200)
<b>Total</b>	<b>(1,118)</b>	<b>(1,625)</b>	<b>(714)</b>	<b>(837)</b>	<b>(753)</b>	<b>(5,047)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Development of Rural Broadband	7,643	3,752	-	-	-	11,394
ICT purchases	560	490	550	400	400	2,400
Minor Works	2	-	-	-	-	2
Non-schools - planned building, mechanical and electrical backlog	2,122	2,122	2,122	2,122	2,122	10,610
Non-schools asbestos and safe water remedials	820	325	325	325	325	2,120
Schools asbestos and safe water 2020-21	274	-	-	-	-	274
Schools asbestos and safe water remedials	746	746	746	746	746	3,728
Schools planned building, mechanical and electrical backlog	6,988	6,988	6,988	6,988	6,988	34,940
Various Properties - Renewable Energy/Reducing Energy	995	-	-	-	-	995
WCC information assets purchases	90	90	45	-	-	225
<b>Total Enabling Services</b>	<b>20,239</b>	<b>14,512</b>	<b>10,776</b>	<b>10,581</b>	<b>10,581</b>	<b>66,688</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Finance	AD and general service management budgets	183	(5)	(0)	(5)	178
Finance Delivery	Finance Management support to services and schools	4,842	(2,656)	(401)	(3,056)	1,786
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management	1,213	(58)	(471)	(529)	684
Commercialism	Traded services finance and commercialism team	250	(10)	(5)	(15)	235
Strategic Finance	Strategic Capital, Revenue and Financial Planning	685	0	(32)	(32)	654
Finance Transformation	Exchequers, Social Care Charging and Assessment, Major Projects	3,951	(228)	(1,757)	(1,985)	1,966
<b>Net Service Spending</b>		<b>11,125</b>	<b>(2,956)</b>	<b>(2,666)</b>	<b>(5,622)</b>	<b>5,503</b>
2021/22 revenue budget supported by non-reoccurring funding						216

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Finance process efficiencies</b> - Efficiencies through ongoing service redesign and automation.	0	(25)	(50)	(75)	0	(150)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(6)	(5)	(6)	(6)	0	(23)
<b>Management of cost of Finance Service provision</b> - Management of the budgeted cost increases of externally purchased services.	(10)	(10)	(10)	(10)	(10)	(50)
<b>Total</b>	<b>(16)</b>	<b>(40)</b>	<b>(66)</b>	<b>(91)</b>	<b>(10)</b>	<b>(223)</b>



## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Governance & Policy	AD and general service management budgets	(47)	0	0	0	(47)
Communications	Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design	1,147	(652)	(20)	(672)	475
HROD	Commissioner of Strategic HROD, HROD Polices and Frameworks, Commissioner of operational/transactional HR delivery	797	(50)	(14)	(64)	733
Property Management	Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction, Energy	826	(7)	(890)	(897)	(71)
Legal & Democratic	Legal Services, Democratic services, Data Compliance & Regulation, Information Governance, Data Security	8,071	(4,737)	(2,961)	(7,699)	373
Corporate Policy	Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer	371	0	0	0	371
<b>Net Service Spending</b>		<b>11,166</b>	<b>(5,446)</b>	<b>(3,886)</b>	<b>(9,332)</b>	<b>1,834</b>

2021/22 revenue budget supported by non-reoccurring funding

50

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping	(10)	(10)	(10)	(10)	0	(40)
<b>Further savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(7)	(6)	(7)	(7)	0	(27)
<b>Legal services additional trading surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies.	0	(40)	(60)	(60)	0	(160)
<b>Paper free meetings</b> - Reduction in the cost of printing as a result of moving to paper free meetings	0	(10)	(10)	0	0	(20)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating undercapacity	(341)	(45)	(45)	(45)	(45)	(521)
<b>Total</b>	<b>(358)</b>	<b>(111)</b>	<b>(132)</b>	<b>(122)</b>	<b>(45)</b>	<b>(768)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Maintaining the Smallholdings land bank	761	-	-	-	-	761
Rural services capital maintenance	501	356	356	356	356	1,925
Strategic Site Planning Applications	1,344	-	-	-	-	1,344
<b>Total Governance &amp; Policy</b>	<b>2,606</b>	<b>356</b>	<b>356</b>	<b>356</b>	<b>356</b>	<b>4,030</b>

## 2021/22 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2021/22 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Corporate Resources	Income from council tax, business rates and government grants	0	0	(473,799)	(473,799)	(473,799)
Capital Financing Costs	Revenue costs of the borrowing needed to finance the Authority's capital programme	30,279	(253)	(2,625)	(2,878)	27,401
Strategic Management Team	Cost of Corporate Board and their support	1,224	0	0	0	1,224
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	700	0	(138)	(138)	562
Environment Agency	Annual Flood Defence Levy	257	0	0	0	257
External Audit Fees	Fees from the external auditors for their statutory work and the cost of commissioning additional reports required for the statement of accounts.	161	0	0	0	161
Pensions Deficit Under-recovery	Cash contribution to the historic deficit on the Authority's	1,437	0	0	0	1,437
County Council Elections	Quadrennial county council elections cost	255	0	0	0	255
Members Allowances and Expenses		1,108	0	0	0	1,108
Other Administrative Expenses and Income	Corporate subscriptions and other administrative expenses	743	0	(10)	(10)	734
Warwickshire Property and Development Company	Net running cost of WPDC	1,537	0	0	0	1,537
Early Invoice Payment Rebate	Income target relating to prompt invoice payments	0	0	(950)	(950)	(950)
Provision for DSG (High Needs) Deficit		1,364	0	0	0	1,364
Corporate Contingency	Provision for the 2021/22 pay award and contingency for pressures not known when setting the budget	4,393	0	0	0	4,393
Insurance		2,899	(2,899)	0	(2,899)	0
Apprenticeship Levy		1,136	0	0	0	1,136
<b>Net Service Spending (excluding DSG)</b>		<b>47,493</b>	<b>(3,153)</b>	<b>(477,522)</b>	<b>(480,675)</b>	<b>(433,182)</b>

## Saving Plan 2021-26

Savings Proposal Title	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
<b>Digital solutions</b> - Efficiencies across Resources Directorate through investment in digital solutions and process redesign. (Delivery will be the responsibility of the Assistant Director - Enabling Services).	0	0	0	(150)	(300)	(450)
<b>Early Invoice Payment Rebates</b> - Increased take-up of early invoice payment offer. (Delivery will be the responsibility of the Assistant Director - Finance) .	(185)	(18)	(2)	(3)	(2)	(210)
<b>Reduction of asset sales contingency</b> - Remove budget held to cover risk of delays in sales of assets. (Delivery will be the responsibility of the Assistant Director - Finance).	(135)	0	0	0	0	(135)
<b>Treasury Management</b> - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Assistant Director - Finance.)	(175)	(175)	0	0	0	(350)
<b>Warwickshire Property and Development Company</b> - Forecast income stream for the Authority resulting from the successful delivery of the company business plan.	0	0	(126)	(2,856)	(433)	(3,415)
<b>Release of unused contingency</b>	(750)	0	0	0	0	(750)
<b>Total</b>	<b>(1,245)</b>	<b>(193)</b>	<b>(128)</b>	<b>(3,009)</b>	<b>(735)</b>	<b>(5,310)</b>

## Capital Programme 2021-2026

Scheme Title	Approved Budget					
	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Capital Investment Fund - Unallocated	20,308	16,030	21,221	17,985	24,914	100,458
WPDC - Shaping Places	-	13,716	27,216	41,153	38,015	120,100
<b>Total Corporate</b>	<b>20,308</b>	<b>29,746</b>	<b>48,437</b>	<b>59,138</b>	<b>62,929</b>	<b>220,558</b>

## Annex N Adjustments between Council Resolution and Service estimates

## Appendix N

App	Service	Council Net Revenue Spend	Structural changes	Project delivery adjustments	New Burdens funding - Domestic Abuse	Transfer to Reserves	Service Estimates Net Revenue Spend
		£m	£m	£m	£m	£m	£m
	Communities Directorate						
A	Environment Services	25.777	0.060				25.837
B	Education Services	131.898	(0.121)	0.001			131.778
C	Fire and Rescue	21.903					21.903
D	Strategic Commissioner for Communities	22.862	(0.104)				22.758
	People Directorate						
E	Adult Social Care	159.441		(0.148)			159.293
F	Children and Families	68.267		(0.300)			67.967
G	People - Strategy and Commissioning	34.512	(0.447)	0.300	1.040		35.406
	Resources Directorate						
H	Business and Customer Services	17.899	0.452				18.351
I	Commissioning Support Unit	6.124		0.148			6.272
J	Enabling Services	24.378	0.169	(0.200)			24.347
K	Finance	5.514	(0.024)	0.013			5.503
L	Governance and Policy	1.619	0.015	0.200			1.834
M	Corporate Services and Resourcing	(194.944)		(0.014)	(1.040)	(7.217)	(203.215)
	<b>Total</b>	<b>325.253</b>	<b>0.000</b>	<b>(0.000)</b>	<b>0.000</b>	<b>(7.217)</b>	<b>318.036</b>