

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Environment Services	291	174	(117)	0	0	0	291	174	(117)	
Trading Standards & Community Safety	2,574	2,725	151	(1,048)	(1,036)	12	1,526	1,689	163	Overspend is due to 1 FTC for 12 months to help with capacity issues in the Gypsy and Traveller team. Also, an increase in spend on repair and maintenance of buildings/sites due to old properties but also down to vandalism. Finally, there is also an expectation that rent collection from certain sites will be less than budgeted which has happened in previous years. Increased forecast for Trading Standards Legal expenses.
County Highways	17,364	17,371	7	(4,662)	(5,208)	(546)	12,702	12,163	(539)	Underspend reported due to the recognition of additional future income in Network Management. However, we are awaiting final highway software implementation costs for the new highways systems which will utilise most of this underspend.
Planning Delivery	3,202	3,278	76	(2,824)	(2,861)	(37)	378	417	39	Overspend is currently showing in Flood Risk management, but this will be mitigated by the use of reserves which formed part of the budget setting process.
Transport Delivery	36,816	36,408	(408)	(28,299)	(27,597)	702	8,517	8,811	294	Predicted overspend in CFM through reduced income generation. Offset by an underspend on Concessionary travel due to reduced demand.
Engineering Design Services	6,680	7,206	526	(6,224)	(6,788)	(564)	456	418	(38)	Projected additional income based on known scheduled work to date.
Emergency Management	245	251	6	(46)	(46)	0	199	205	6	
<b>Net Service Spending</b>	<b>67,172</b>	<b>67,413</b>	<b>241</b>	<b>(43,103)</b>	<b>(43,536)</b>	<b>(433)</b>	<b>24,069</b>	<b>23,877</b>	<b>(192)</b>	

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2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Community Services - Savings	17	(17)		0		
Environment Services - Savings	0		192	192		
Domestic Homicide Reviews	100			100		
Proceeds of Crime	147			147		
S38 Developer Funding	350			350		Planned drawdown from reserves to support the structural budget issue.
Flood Management Reserve	693	(235)		458		Planned drawdown from reserves to support the structural budget issue.
<b>Total</b>	<b>1,307</b>	<b>(252)</b>	<b>192</b>	<b>1,247</b>	<b>0</b>	

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2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increased income as a result of pricing changes in Design Services,	50	50	50	In progress
Generate income by an increase in the fees payable for licences and	5	5	5	In progress
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	165	165	Completed savings realised
Energy savings as a result of the capital investment into LED	300	300	300	Completed savings realised
Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25	0	0	This savings target is under pressure due to the move to Hawkes Point having been delayed and the need to include an MOT bay at Hawkes Point which the service is paying for.
Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently	25	0	25	This savings target has not been implemented but will be met by the service through other income streams
Winter gritting route optimisation as a result of rationalising depots to a	25	25	25	Unlikely to be realised in 2019/20; still awaiting depot review from property services
Increase income targets to reflect current activity levels from Section	10	10	10	Completed savings realised
<b>Total</b>	<b>605</b>	<b>555</b>	<b>580</b>	
<b>Target</b>		605	605	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>50</b>	<b>25</b>	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Major Transport Projects</b>														
10203000	Rugby Western Relief Road	59,098	148	0	0	59,246	59,098	148	0	0	59,246	0	0	
10421000	Portobello Bridge	524	70	1,461	5	2,060	524	30	200	1,306	2,060	-40	0	The project is currently in the process of being reviewed and revived. If it is determined that the project should be delivered, then in order to reduce the effect on the local network, the construction works could take place during the 2021 school summer holidays, this is a realistic target.
11221000	M40 Junction 12	11,856	177	557	0	12,591	11,856	177	557	0	12,591	0	0	
11272000	Rugby Gyrotory Improvements	1,563	25	0	0	1,588	1,563	25	0	0	1,588	0	0	
11509000	A444 Coton Arches, Nuneaton	3,474	246	0	0	3,720	3,474	246	0	0	3,720	0	0	
11510000	A46 Stanks Island, Warwick	620	3,046	2,924	0	6,590	620	2,222	3,748	0	6,590	-824	0	Scheme now on site but has been delayed 1 week by unchartered utilities and nmcn has not yet provided a performance bond or cash security so we are withholding 25% of every invoice until one is provided. Current figures reflect that nmcn do not provide a performance bond throughout the length of the contract. This will change if one is provided which will see less spend in 2020-21 and more in 2019-20.
11604000	A444 Corridor Improvements - Phase 2	61	500	2,000	2,038	4,600	61	300	2,200	2,038	4,600	-200	0	Delays to the approval of the preliminary layout have resulted in money allocated for Land Purchase being moved into 2020/21.
11605000	A3400 Bham Road Stratford Corridor Improvements	65	2,205	1,254	0	3,525	65	83	3,377	0	3,525	-2,122	0	Majority of budget now moved into 2020/21 as the project is expected to exceed it's budget significantly due to high utility costs estimates and high construction cost estimates. The scope of the scheme is currently being investigated.
11649000	A46 Stoneleigh Junction Improvements	2,034	3,061	0	4,937	10,031	2,034	3,116	0	4,881	10,031	55	0	
11669000	Lawford Road / Addison Road Casualty Reduction	16	830	0	0	846	16	94	736	0	846	-736	0	Utility diversion delays
11694000	A47 Hinckley Road Corridor	95	2,390	1,000	0	3,485	95	2,390	1,000	0	3,485	0	0	
<b>Street Lighting</b>														
11279000	Pump Priming allocation for LED street lighting	3,230	1,280	0	0	4,510	3,230	1,280	0	0	4,510	0	0	
11719000	Street Lighting base budget 19-20	0	883	0	0	883	0	883	0	0	883	0	0	
<b>Structural Bridge Maintenance</b>														
11241000	Minor Bridge Maintenance Schemes 2013/2014	542	0	0	0	542	542	2	0	0	544	2	2	
11382000	Minor Bridge Maintenance schemes 2015/2016	1,617	28	0	0	1,645	1,617	28	0	0	1,645	0	0	
11457000	Minor Bridge Maintenance schemes 2016/2017	496	87	0	0	582	496	29	0	0	524	-58	-58	Eastboro Way costs reduced to reflect quotations now received. Funds reallocated across other financial years
11587000	Minor Bridge Maintenance schemes 2017/2018	1,897	464	0	0	2,361	1,897	384	0	0	2,281	-80	-80	Coleshill Road works solution revised following trial holes, and need to avoid utilities. Westgate phase 1 revised to reflect final costs. Funds reallocated across other financial years
11658000	Minor Bridge Maintenance schemes 2018/2019	724	1,294	0	0	2,018	724	937	400	0	2,061	-357	43	Wootton Wawen - Unsafe parapet repairs added which were outside the original scope of works. 400k allocated in block header moved to 2020/21 to reflect delivery of Bermuda project. Funds reallocated across other financial years.
11717000	Bridges Base Budget 2019 2020	0	562	0	0	562	0	655	0	0	655	93	93	Principal Inspections forecast altered to reflect Network Rail quoted costs. Clopton Footbridge forecast adjusted following options appraisal. Funding allocated to projects from prior years and block header
<b>Structural Maintenance of Roads</b>														
11720000	County Highways Base Budget 19-20	0	18,035	0	0	18,035	0	18,188	16	0	18,204	153	169	new schemes allocated - Winter Gritting £150k CIF Funded
<b>Traffic Signals</b>														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0	
11657000	Traffic Signals Base Budget 2018-19	235	35	0	0	270	235	63	0	0	298	29	29	additional funding from delegated budget
11718000	Traffic Signals Base Budget 2019-20	0	250	0	0	250	0	250	0	0	250	0	0	
<b>Flood management</b>														
11427000	Ladbrooke Flood Alleviation	60	4	0	0	63	60	4	0	0	63	0	0	
11550000	Flood modelling	92	11	0	0	103	92	11	0	0	103	0	0	

11574000	Kites Hardwick flood alleviation	76	27	0	0	103	76	27	0	0	103	0	0	
11599000	Cherrington Flood Risk Management Scheme	57	8	0	0	65	57	8	0	0	65	0	0	
11686000	Whiteacre Health Flood Alleviation	36	14	0	0	50	36	14	0	0	50	0	0	
<b>Community Safety</b>														
11712000	Gypsy & Traveller bit of Countryside Maint £20k	0	73	0	0	73	0	73	0	0	73	0	0	
<b>Archaeology &amp; Ecology</b>														
11727000	Ford Ranger 4x4	0	12	0	0	12	0	12	0	0	12	0	0	
<b>Developer Funded Transport - s106 schemes</b>														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	329	0	0	391	62	0	329	0	391	-329	0	This scheme now expected to be delivered as part of the Avon Mill development, which is due to start 2020/21.
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11194004	Install CCTV on Emscote Road Warwick ( Tesco Stores)	0	9	0	0	9	0	9	0	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores )	0	0	75	0	75	0	0	75	0	75	0	0	
11194006	Install Variable Message Signs A444 ( Prologis )	0	82	0	0	82	0	0	82	0	82	-82	0	Detail design works not planed to take place in 19/20.
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall ( David Wilson Homes )	0	45	0	0	45	0	0	45	0	45	-45	0	Awaiting additional fund to delivery the proposed scheme i.e. £100,000
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	6	0	0	6	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	21	9	0	0	30	21	9	0	0	30	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	345	1,363	0	0	1,708	345	240	1,123	0	1,708	-1,123	0	Following the revival of the scheme, if the MRN funding bid submitted in the summer to Midlands Connect is successful (we expect a decision in December), then detail design and preparation work will commence in Q4 2019/20, in order to deliver the scheme by 2025. Costs have been reprofiled to reflect monies spent preparing and submitting the recent MRN funding bid, and for the proposed works in Q4 (subject to the funding bid being successful). Forecast costs for 2020/21 have been profiled on the same assumption that the funding bid is successful and the scheme would be delivered by 2025. In this case the 2020/21 expenditure will be higher - approx. £1.8m.
11464000	Clifton on Dunsmore Traffic Calming S106	393	-72	0	0	321	393	-72	0	0	321	0	0	
<b>Developer Funded Transport - Europa Way</b>														
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	1,747	1,753	0	0	3,500	1,747	1,753	0	0	3,500	0	0	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	1,201	2,807	0	0	4,008	1,201	2,000	807	0	4,008	-807	0	Scheme delayed due to re-tendering the contract, as a result of Dawnus' administration. New contractor expected to be appointed October 2019. Anticipated completion now May 2020.
11636000	A452 Myton Road And Shire Park Roundabouts	28	0	3,773	0	3,800	28	100	3,673	0	3,800	100	0	Opportunity to commence design work early
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	19	0	0	7,481	7,500	19	0	0	7,481	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road	9	0	0	7,591	7,600	9	0	0	7,591	7,600	0	0	
<b>Developer Funded Transport - s278 schemes</b>														
10010001	Unallocated S278 developer funds	-40	0	1,656	0	1,616	-40	0	1,656	0	1,616	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	307	73	0	0	380	307	0	0	0	307	-73	-73	Scheme complete no further expenditure expected.
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	26	0	0	61	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	
11197000	Ford Foundry	4,697	0	0	0	4,697	4,697	0	0	0	4,697	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	628	243	0	0	871	628	243	0	0	871	0	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	
11336000	Ansty Business Park Phase 3	1,452	809	750	0	3,011	1,452	809	750	0	3,011	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	335	329	6	0	0	335	0	0	
11423000	A423 Coventry Road Southam New Priority Junction S278	508	5	0	0	513	508	5	0	0	513	0	0	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	97	0	0	965	868	97	0	0	965	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	247	3	0	0	250	247	3	0	0	250	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,639	61	0	0	2,700	2,639	61	0	0	2,700	0	0	

11436000	B4087 Oakley Wood Road Bishops Tachbrook	364	140	0	0	504	364	140	0	0	504	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	500	0	0	501	1	1,200	0	0	1,201	701	701	Costs increased to reflect scope of works change and general expected increase in tender price.
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	335	15	0	0	350	335	15	0	0	350	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	250	3	0	0	253	250	3	0	0	253	0	0	
11507000	A428 Lawford Road, Rugby	291	204	0	0	494	291	204	0	0	494	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	0	122	0	0	
11511000	A429 Ettington Road, Wellesbourne	1,219	16	0	0	1,235	1,219	16	0	0	1,235	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	67	354	0	0	421	67	354	0	0	421	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	67	0	0	284	218	67	0	0	284	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	400	0	0	401	1	600	0	0	601	200	200	Increased to reflect expected increase in tender price.
11530000	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.	275	26	0	0	301	275	26	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	140	95	0	0	235	140	95	0	0	235	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	13	77	0	0	90	13	77	0	0	90	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	250	750	0	1,000	0	250	1,750	0	2,000	0	1,000	Increased to reflect expected increase in tender price.
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	100	300	0	401	1	100	650	0	751	1	351	Increased to reflect expected increase in tender price.
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	1,500	0	0	1,500	850	850	Increase in price due to scope of works.
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	1,186	1,514	0	0	2,700	1,186	1,514	0	0	2,700	0	0	
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	8	1,492	2,000	0	3,500	8	1,492	2,000	0	3,500	0	0	
11595000	A422 Banbury Road Ettington Ghost island	286	12	0	0	298	286	12	0	0	298	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	134	816	0	0	950	134	816	0	0	950	0	0	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	150	0	0	151	1	150	0	0	151	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	54	96	0	0	150	54	96	0	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	350	0	0	350	0	350	0	0	350	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fwy works	111	189	0	0	300	111	189	0	0	300	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	450	0	0	450	0	450	0	0	450	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	413	1,387	0	0	1,800	413	1,387	0	0	1,800	0	0	
11664000	C8 Trinity Road, Kingsbury (St Modwen)	2	1,498	0	0	1,500	2	1,500	800	0	2,302	2	802	Increase due to costs at tender stage. Scheme funded fully by Developer.
11665000	D538 Station Road, Coleshill (Aldi Stores)	4	146	0	0	150	4	146	0	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	400	0	0	400	0	750	0	0	750	350	350	Increase to reflect costs at tender stage.
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	400	0	0	400	0	600	0	0	600	200	200	Increase due to costs at tender stage.
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	350	0	0	350	0	500	0	0	500	150	150	Increased scope of works.
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	750	0	0	750	0	1,100	0	0	1,100	350	350	Increase is due to change to scope of works.
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 ( CEG)	0	200	200	0	400	0	200	200	0	400	0	0	
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 ( CEG)	0	250	0	0	250	0	900	0	0	900	650	650	Need to increase to reflect increase in costs at tender stage.
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties )	0	0	400	0	400	0	100	650	0	750	100	350	Scope of works has increased during Technical Approval process.
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	2,027	873	0	0	2,900	2,027	873	0	0	2,900	0	0	
11688000	S278 Highway Impts Rugby Free School	114	436	0	0	550	114	1,000	0	0	1,114	564	564	Cost increased due to change to scope of works at construction stage.
11695000	A4023 Coventry Highway, Mappleborough Green.	1	1,000	1,499	0	2,500	1	1,000	2,499	0	3,500	0	1,000	Scope of works has increase during technical approval process hence new budget revised to reflect this. Developer fully liable for increase in cost of works
11696000	A428 Crick Road, Rugby. Developers	11	489	0	0	500	11	1,300	0	0	1,311	811	811	Increase via report to Deputy Leader on 19/07/19. Increase fully funded by Developer.
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	0	500	0	0	500	0	500	700	0	1,200	0	700	Increase due to change to scope of works. Scheme fully funded by Developer.

11698000	B4632 Campden Road, Clifford Chambers. Developer	0	300	0	0	300	0	600	0	0	600	300	300	Changed to reflect change in scope of works.
11699000	B5000 Grendon Road, Polesworth. Developer	0	300	0	0	300	0	300	0	0	300	0	0	
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	1	449	0	0	450	1	449	0	0	450	0	0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	0	450	0	0	450	0	450	0	0	450	0	0	
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	0	400	350	0	750	0	400	350	0	750	0	0	
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	0	750	0	0	750	0	100	1,150	0	1,250	-650	500	Increase due to change to scope of works.
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	0	650	0	0	650	0	650	0	0	650	0	0	
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	0	0	0	0	0	0	1,000	0	0	1,000	1,000	1,000	New scheme added to the Capital Programme.
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the Capital Programme on 12/07/19.
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	0	0	0	0	0	0	1,500	0	0	1,500	1,500	1,500	New scheme added to the Capital Programme on 12/07/19. - Deputy Leader
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	0	0	0	0	0	0	250	2,250	0	2,500	250	2,500	New scheme added to the Capital Programme on 25/07/19 and 13/09/19. Council
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	0	0	0	0	0	0	1,500	2,000	0	3,500	1,500	3,500	£2.3m approved by Council on 25th July. 100% s.278 funded. Scope subsequently increased by £1.2m and still funded from s.278
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	0	0	0	0	0	0	500	3,000	0	3,500	500	3,500	New Scheme added to the Capital Programme on 25/07/19 and 12/09/19. - Council
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop ( C9836 )	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the Capital Programme on 09/08/19 - Deputy Leader
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes ( C9712 )	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the Capital Programme on 09/08/19 - Deputy Leader
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	0	0	0	0	0	0	300	1,300	0	1,600	300	1,600	New scheme added to the Capital Programme on 09/08/19 - Deputy Leader
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	0	0	0	0	0	0	100	1,000	0	1,100	100	1,100	New scheme added to the Capital Programme on 13/09/19 - Deputy Leader
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	0	0	0	0	0	0	100	1,100	0	1,200	100	1,200	New scheme added to the Capital Programme on 13/09/19 - Deputy Leader
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	0	0	0	0	0	0	100	1,000	0	1,100	100	1,100	New scheme added to the Capital Programme on 13/09/19 - Deputy Leader
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the Capital Programme on 13/09/19 - Deputy Leader
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	0	0	0	0	0	0	0	500	0	500	0	500	New scheme added to the Capital Programme on 13/09/19 - Deputy Leader
<b>Grand Total</b>		<b>111,976</b>	<b>63,539</b>	<b>21,147</b>	<b>22,053</b>	<b>218,714</b>	<b>111,976</b>	<b>68,022</b>	<b>43,871</b>	<b>23,299</b>	<b>247,167</b>	<b>4,483</b>	<b>28,452</b>	

Education Services - Ian Budd  
Strategic Director - Mark Ryder  
Portfolio Holders - Councillor Hayfield (Education & Learning)

## 2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Education Services	2,868	5,503	2,635	(211)	(931)	(720)	2,657	4,572	1,915	There is an £0.921m overspend on the DSG High Needs Block, due to additional place funding for a growing Special Free School. A deficit of £1.19m on the DSG Early Years block, this is not an overspend and is an accounting adjustment which is off-set against a corresponding underspend within Education & Early Years, as the DfE clawback any overpayments in funding.
Education & Early Years (Commissioning & Strategy)	46,717	45,629	(1,088)	(4,214)	(3,905)	309	42,503	41,724	(779)	Mainstream Home to School Transport is forecasting to overspend by £0.379m, the DSG Early Years block is forecasting an underspend of £1.19m, this is offset against the deficit in Education Services, as detailed above this will be clawed back by the DfE.
SEND & Inclusion (Commissioning & Strategy)	66,603	74,828	8,225	(2,995)	(5,098)	(2,103)	63,608	69,730	6,122	Of this £6.1m, £3.5m relates to the overspends on the DSG High Needs blocks with the significant overspends being reported on the demand led top up budgets, paid to Schools. The core revenue budgets within Children With Disabilities are forecasting an overspend of £1.7m, and SEN transport £1.01m. Pressure on the High Needs' block is a national issue, and the new SEND Board and High Needs Task & Finish group have focussed on addressing this problem, with recommendations now available.
Education Service Delivery	8,907	8,668	(239)	(7,650)	(7,512)	138	1,257	1,156	(101)	Forecasting a surplus due to staffing changes/vacancies, increase in subscriptions for some traded services.
<b>Net Service Spending</b>	<b>125,095</b>	<b>134,628</b>	<b>9,533</b>	<b>(15,070)</b>	<b>(17,446)</b>	<b>(2,376)</b>	<b>110,025</b>	<b>117,182</b>	<b>7,157</b>	
Education Services - DSG funded	80,911	85,229	4,318	(2,186)	(2,078)	108	78,725	83,151	4,426	
Education Services - Core funded	44,184	49,399	5,215	(12,884)	(15,368)	(2,484)	31,300	34,031	2,731	
<b>Net Service Spending</b>	<b>125,095</b>	<b>134,628</b>	<b>9,533</b>	<b>(15,070)</b>	<b>(17,446)</b>	<b>(2,376)</b>	<b>110,025</b>	<b>117,182</b>	<b>7,157</b>	



Education Services - Ian Budd  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education & Learning - Savings	0		(2,731)	(2,731)		
SEND Earmarked Reserve	223	(223)		0		
School Improvement Monitoring & Brokering Reserve	420		0	420		
Education MIS Project	50		0	50		
DSG Reserve	0		(4,426)	(4,426)		
Virtual School for LAC	43		0	43		
Early Years Delivery Support Fund	0			0		
<b>Total</b>	<b>736</b>	<b>(223)</b>	<b>(7,157)</b>	<b>(6,644)</b>	<b>0</b>	

Education Services - Ian Budd  
 Strategic Director - Mark Ryder  
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2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'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	35	35	
Stop funding redundancy costs for schools and only provide for existing commitments	121	121	121	
<b>Total</b>	<b>156</b>	<b>156</b>	<b>156</b>	
<b>Target</b>		156	156	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total	Variance in Year £ 000's	Total Variance £ 000's	
<b>Learning - Devolved</b>														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	9,334	1,520	0	0	10,854	9,334	1,520	0	0	10,854	0	0	
<b>Learning - Non Schools</b>														
11399000	CMS Musical Instruments 2015/16-2017-18	80	22	0	0	102	80	22	0	0	102	0	0	
11556000	Education MIS	426	0	0	0	426	426	0	0	0	426	0	0	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	196	0	0	0	196	196	0	0	0	196	0	0	
11558000	Early Years Capital Fund / Nic Nac Pre-School	174	0	0	0	174	174	0	0	0	174	0	0	
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	195	0	0	0	195	195	0	0	0	195	0	0	
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	0	0	0	0	0	0	0	0	0	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11715000	Marle Hall refurbishment works	35	0	0	0	35	35	0	0	0	35	0	0	
11750000	PEARS	0	10,640	500	0	11,140	0	10,640	500	0	11,140	0	0	CIF bid approved at Council 25/7/19 for land/bldg purchase to be completed in 2019. Refurbishment expected to be completed largely in 2020-21.
<b>Learning - Other</b>														
11393000	Minor Works Block Header 2015/16	663	0	0	0	663	663	0	0	0	663	0	0	
11476000	Nursery & pre school provision minor works	13	40	0	0	53	13	40	0	0	53	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	37	33	4	0	0	37	0	0	
11571000	Bridges Childcare	58	0	0	0	58	58	0	0	0	58	0	0	
11573000	Planning & Development block header 17/18	24	176	0	0	200	24	176	0	0	200	0	0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	257	1,393	0	0	1,650	257	487	1,590	0	2,335	-906	685	The capital slippage is due to the lengthy planning application process which was not resolved until Sep 2020 which had a knock on effect of the start date of the works
11630000	Minor Works 18/19	158	130	0	0	288	158	130	0	0	288	0	0	
11633000	Weddington Nursery Provision - demolition and new build	6	0	0	0	6	6	0	0	0	6	0	0	
11678000	Seedlings Nursery HRI Wellesbourne	0	120	0	0	120	0	120	0	0	120	0	0	

11682000	Temporary classroom removal	54	96	0	0	150	54	96	0	0	150	0	0	
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Primary - expansion</b>														
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	1	0	0	933	932	1	0	0	933	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0	0	0	878	878	0	0	0	878	0	0	
11255000	Paddox School extension - targeted basic need	2,688	4	0	0	2,692	2,688	0	0	0	2,688	-4	-4	
11263000	Long Lawford extension (pupil places)	773	0	0	0	773	773	0	0	0	773	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	0	0	0	870	870	0	0	0	870	0	0	
11386000	Long Lawford Primary permanent expansion	2,259	882	0	0	3,141	2,259	882	0	0	3,141	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	752	0	0	0	752	752	0	0	0	752	0	0	
11401000	Hillmorton Primary Permanent Expansion	3,041	1	0	0	3,042	3,041	1	0	0	3,042	0	0	
11468000	Oakfield Primary expansion (Academy)	530	0	0	0	530	530	0	0	0	530	0	0	
11470000	Nathaniel Newton Infants, extension re bulge class	182	4	0	0	186	182	4	0	0	186	0	0	
11471000	The Ferncumbe Primary School	100	20	0	0	120	100	20	0	0	120	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	271	5	0	0	275	271	5	0	0	275	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	73	1	0	0	74	73	1	0	0	74	0	0	
11565000	Ettington Primary School	60	0	0	0	60	60	0	0	0	60	0	0	
11566000	The Ferncumbe Primary School	59	470	0	0	530	59	470	0	0	530	0	0	
11568000	Welford on Avon Primary School	193	1,579	0	0	1,772	193	1,579	0	0	1,772	0	0	
11570000	Coten End Kitchen Extension	168	3	0	0	171	168	3	0	0	171	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	39	221	0	0	260	39	221	0	0	260	0	0	
11620000	Newdigate Primary School - Expansion and Internal refurb	304	960	0	0	1,264	304	960	0	0	1,264	0	0	
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	131	794	0	0	925	131	794	0	0	925	0	0	
11628000	Michael Drayton Primary - Expansion	1,250	1,112	0	0	2,361	1,250	1,235	0	0	2,484	123	123	Funded from Basic Need Grant
11646000	Barford St Peters Primary	234	17	0	0	252	234	17	0	0	252	0	0	
11647000	Coleshill Primary	291	25	0	0	316	291	25	0	0	316	0	0	
11738000	Harbury Primary, Internal redevelopment and reconfiguration	0	0	0	0	0	0	60	0	0	60	60	60	Approved at Cabinet July 2019 SI06 monies of £59097

11739000	Harbury Pre School, Reconfiguration	0	0	0	0	0	0	23	0	0	23	23	23	Approved at Cabinet July 2019n ( S106 monies)
11740000	Bidford Bright Stars Nursery, External Equipment	0	0	0	0	0	0	58	0	0	58	58	58	Approved at Cabinet July 2019 S016 monies
<b>Primary - new</b>														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	10	0	0	3,016	3,006	10	0	0	3,016	0	0	
11384000	New School, The Gateway, Rugby	50	1,100	2,000	0	3,150	50	1,100	2,000	0	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	3,569	0	0	0	3,569	3,569	90	0	0	3,659	90	90	Additional works costs in 2019/2020 for enabling works to phase 2 budget funding of £90,000 approved E&L officers
11480000	Water Orton Primary School (re HS2 Conditional)	4,807	1,220	0	0	6,027	4,807	1,343	0	0	6,150	123	123	Additional expenditure forecast for works to existing school after decant into new school building, authorised and approved by E&L officers
<b>Primary - other</b>														
11319000	Eastlands Primary Temporary Classroom	107	35	60	0	202	107	35	60	0	202	0	0	
11321000	Long Lawford Pri temporary classroom	364	6	0	0	371	364	6	0	0	371	0	0	
<b>Schools Access</b>														
11267000	2013-14 Schools Disability Access block header	671	0	0	0	671	671	0	0	0	671	0	0	
11479000	Access works for SEN 16-17	169	0	0	0	169	169	0	0	0	169	0	0	
11629000	DDA Blockheader 18/19	675	8	0	0	683	675	8	0	0	683	0	0	
11728000	DDA Blockheader 19/20	0	400	0	0	400	0	400	0	0	400	0	0	
<b>Secondary - expansion</b>														
11472000	Kineton High School	3,167	125	0	0	3,291	3,167	125	0	0	3,291	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	572	4,728	2,200	0	7,500	572	4,728	2,267	0	7,567	0	67	Approved by E & L officers of £67,000 for planning works and internal alterations
11645000	Coleshill Secondary School	459	2,681	0	0	3,140	459	2,735	0	0	3,194	54	54	
11681000	Polesworth PSBP2	0	200	0	0	200	0	200	0	0	200	0	0	
<b>Secondary - new</b>														
11730000	New School Leamington	0	100	0	0	100	0	350	0	0	350	250	250	£250,000 approved at Cabinet July 2019
<b>Secondary - other</b>														
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	34	0	0	75	0	0	
<b>SEN - other</b>														
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11406000	SEN Resource base provision - Primary schools	0	0	0	0	0	0	0	0	0	0	0	0	
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	11	0	0	0	11	11	0	0	0	11	0	0	
11495000	Stockingford Primary School new SISG module building	358	7	0	0	365	358	7	0	0	365	0	0	
11569000	Padox Primary SISG	8	405	0	0	414	8	405	0	0	414	0	0	
11589000	SEND facilities block	48	203	0	0	250	48	203	0	0	250	0	0	

11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
<b>SEN - expansion</b>														
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	26	0	0	0	26	26	0	0	0	26	0	0	
11729000	Oakwood Special School - Conversion of ICT Room	0	85	0	0	85	0	85	0	0	85	0	0	
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	60	0	60	0	0	60	0	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	0	190	0	190	0	0	190	0	190	0	0	
11641000	Keeping SEND children local	0	190	0	0	190	0	190	0	0	190	0	0	
11680000	Exhall Grange Modular Pod	536	314	0	0	850	536	385	0	0	920	70	70	Additional cost of £70,492 for the foundation works to the pod, approved by Major projects teams
<b>SEN - new</b>														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,007	40	0	0	6,047	6,007	40	0	0	6,047	0	0	
11644000	Water Orton Evergreen Unit	10	640	0	0	650	10	640	0	0	650	0	0	
11741000	The Avon Valley school, Rugby	0	0	0	0	0	0	0	0	0	0	0	0	
11736000	Weddington Primary School - Bulge Class	0	0	0	0	0	0	150	0	0	150	150	150	Financed from Developer funds ; approved by Cabinet 11th July 2019
11737000	Southam Primary/Pre School, Pre School relocation	0	0	0	0	0	0	424	0	0	424	424	424	Financed from Developer funds ; approved by Cabinet 11th July 2019
11742000	The Avon Valley School, Alternative Provision Accommodation	0	0	0	0	0	0	28	0	0	28	28	28	Financed from Developer funds ; approved by Cabinet 11th July 2019
<b>Grand Total</b>		<b>52,588</b>	<b>33,464</b>	<b>5,010</b>	<b>0</b>	<b>91,062</b>	<b>52,588</b>	<b>34,009</b>	<b>6,667</b>	<b>0</b>	<b>93,264</b>	<b>545</b>	<b>2,202</b>	

Chief Fire Officer - Kieran Amos  
Strategic Director - Mark Ryder  
Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	11,579	11,662	83	(20)	(14)	6	11,559	11,648	89	An underspend in operational pension costs is offsetting some of the additional costs of new recruits during their training period plus some forecast overspend in maintaining crewing levels.
Service Delivery - Prevention	718	803	85	(253)	(275)	(22)	465	528	63	The Service has filled specialist functions in Prevention to support the work that is being carried out in partnership with Public Health. The funding for this has been taken from Operational Response where the unfunded posts left are filled through temporary contracts the costs of which are part of the financial position described above.
Service Delivery - Planning & Protection	977	960	(17)	(1)	(3)	(2)	976	957	(19)	Protection have been holding a number of vacancies in anticipation of a restructure to green book model with a number of new posts - This has now been approved and the full funding will be required.
Service Delivery - Fire Control	865	862	(3)	(64)	(64)	0	801	798	(3)	
Service Support - Technical Support	2,233	2,421	188	0	0	0	2,233	2,421	188	The Service has a need to maintain capacity within the Technical Support Department to cover long term sickness absence. In addition to this there are a number of significant pieces of operational equipment that require maintenance or replacement. A request to draw down funding from the Service Saving Reserve would be expected at year end.
Service Support - Training & Development	1,699	1,917	218	(161)	(124)	37	1,538	1,793	255	The pending implementation of corporate HR Policy in relation to flexible retirement, along with the drive to streamline ICT systems has delayed the achievement of savings within Health & Safety resulting in a £47k overspend. All efforts are being made to expedite this. The remaining forecast overspend relates to the costs associated with training new recruits and a request to drawdown funding from the Training Reserve would be expected at year end.
Service Improvement - Business Transformation & Projects	372	425	53	0	(88)	(88)	372	337	(35)	Additional Home Office grant funding will need to be contributed to the ESN reserve at year end to fund project expenditure in 2020-21. This underspend is off-setting expenditure relating to the purchase of a new IT system "Dynamic Cover Tool" used to ensure operational resources are best placed. A request to drawdown funding from the FRS Replacement System Reserve would be expected at year end.
Brigade Management	833	858	25	0	0	0	833	858	25	
Service Support - HR, IT, Finance & Pensions	1,549	1,478	(71)	(3)	0	3	1,546	1,478	(68)	Forecast pressures within IT related to additional unexpected licence and usage fees are being offset by forecast underspends against ill-health retirement budgets and reduced legal costs.
<b>Net Service Spending</b>	<b>20,825</b>	<b>21,386</b>	<b>561</b>	<b>(502)</b>	<b>(568)</b>	<b>(66)</b>	<b>20,323</b>	<b>20,818</b>	<b>495</b>	

Chief Fire Officer - Kieran Amos  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268			268		
Fire Control Project	153			153		
Service Savings Reserve	525		(386)	139		The Service would expect to draw down from this reserve at year end to fund planned expenditure.
Fire Services - ESMCP	583		88	671		The Service would expect to transfer this grant funding into reserve at year end to support project expenditure during 2020/21.
RSFRS Project	470		(1)	469		
Vulnerable People	29			29		
Operational Training in Future Years	195		(195)	0		The Service would expect to draw down from this reserve at year end to fund planned expenditure.
Fire Protection	0	602		602		As approved at Cabinet 12th September 2019 (from General Reserves)
<b>Total</b>	<b>2,223</b>	<b>602</b>	<b>(494)</b>	<b>2,331</b>	<b>0</b>	



Chief Fire Officer - Kieran Amos  
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 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduce the budget for pensions and ill-health retirements	100	100	100	
Introduction of a single control room as part of the work on the MoU with West Midlands	300	300	300	A full business case for the provision of a joint control room with West Midlands Fire Service was considered by the Collaborative Programme Board on 16/04/2019, the outcome of this resulted in Warwickshire maintaining its existing single control room function. As a result the savings related to this proposal will not be realised and the Service is seeking to address this through its wider transformation agenda.
Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	(300)	(300)	(300)	
Asset reductions and reconfiguration of fleet maintenance	85	85	85	
Health and Safety services	46	0	46	
Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	138	138	138	
<b>Total</b>	<b>369</b>	<b>323</b>	<b>369</b>	
<b>Target</b>		<b>369</b>	<b>369</b>	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>46</b>	<b>0</b>	

Chief Fire Officer - Kieran Amos  
Strategic Director - Mark Ryder  
Portfolio Holders - Councillor Crump (Fire and Community Safety)

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11660000	Vehicle Replacement Programme 2018/19	55	0	0	0	55	55	0	0	0	55	0	0	
11726000	Vehicle Replacement Programme 2019/20	0	0	0	0	0	0	931	0	0	931	931	931	The Q2 forecast has increased to reflect the purchase of 12 Response Vehicles previously leased, financial evaluation has shown that purchasing is more cost effective. In addition the Service is purchasing an electric vehicle as part of a pilot for blue light evaluation.
<b>Sub Total - F&amp;R Self Financing Projects</b>		55	0	0	0	55	55	931	0	0	986	931	931	
11300000	Equipment for new Fire Appliances 2017/18	139	37	0	0	176	139	0	0	0	139	-37	-37	
11448000	Equipment for new Fire Appliances 2018/19	31	89	0	0	120	31	0	0	0	31	-89	-89	
11544000	Equipment for new Fire Appliances 2019/20	0	120	0	0	120	0	246	0	0	246	126	126	Funding balances from previous years equipment projects 2017/18 11300001 & 2018/19 11448001 have been forecast against the current year 2019/20 project, this has no impact on the overall corporate resource required.
<b>Sub Total - Projects Funded from Corporate Resources</b>		170	246	0	0	416	170	246	0	0	416	0	0	
11229000	New Fire & Rescue Centre Leamington Spa	3,141	0	0	0	3,141	3,141	0	0	0	3,141	0	0	
11374000	Training Centre - New Build	1,412	1,149	0	0	2,561	1,412	0	700	0	2,112	-1,149	-449	Future expenditure has been forecast on the new training projects - 11700000/ 11701000/ 11702000/ 11703000. Remaining grant funding £700k to transfer to Response Point project when progressed.
11600000	WFRS Water Training Facility	0	0	0	0	0	0	0	0	0	0	0	0	
11601000	Fire & Rescue HQ Leamington Spa	15	0	2,278	0	2,293	15	0	2,278	0	2,293	0	0	
11700000	F&R Training Programme: Radford Road	0	0	560	0	560	0	9	1,524	0	1,533	9	973	Project expenditure as per revised estimates Aug 2019
11701000	F&R Training Programme: Stratford	0	450	0	0	450	0	204	0	0	204	-246	-246	Project expenditure as per revised estimates Aug 2019
11702000	F&R Training Programme: Kingsbury	0	501	150	0	651	0	797	150	0	947	296	296	Project expenditure as per revised estimates Aug 2019
11703000	F&R Training Programme: EA Water site	0	350	650	0	1,000	0	226	200	0	426	-124	-574	Project expenditure as per revised estimates Aug 2019
<b>Sub Total - F&amp;R Future Estate Project</b>		4,568	2,450	3,638	0	10,656	4,568	1,236	4,851	0	10,656	-1,214	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	Whilst the project is in the main part complete and the asset in use, the Service is still holding payment on some outstanding invoices pending a satisfactory outcome to some ongoing technical issues.
<b>Sub Total - Fire Control Project</b>		849	83	0	0	932	849	83	0	0	932	0	0	
<b>Grand Total</b>		<b>5,642</b>	<b>2,779</b>	<b>3,638</b>	<b>0</b>	<b>12,059</b>	<b>5,642</b>	<b>2,497</b>	<b>4,851</b>	<b>0</b>	<b>12,990</b>	<b>-283</b>	<b>931</b>	

Strategic Commissioner - Communities - Dave Ayton-Hill  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Communities	1,010	999	(11)	(69)	(73)	(4)	941	926	(15)	Minor variances across T&E Management budgets
Transport & Highways	8,557	8,970	413	(8,038)	(7,707)	331	519	1,263	744	£132k over on Transport Planning employee costs based on trends from previous years - budget is structurally underfunded having previously been supported by the surplus from Network Management. Parking Management £611k over due to savings targets totalling £742k which will not be fully realised in 2019/20. Charging regimes consultation just ended, responses being analysed before political consideration. Partially offset by other small variances across the Group.
Infrastructure & Sustainable Communities	3,060	3,301	241	(1,304)	(1,377)	(73)	1,756	1,924	168	A mixture of variances across the Group but mainly relate to historical unrealised savings - priorities changed between savings proposals and implementation. Alternative means of funding are being considered.
Waste & Environment	22,256	22,433	177	(3,179)	(3,333)	(154)	19,077	19,100	23	Overspend has reduced due to revised tonnage projections for Composting and Waste disposal contracts.
Economy & Skills	3,525	3,394	(131)	(2,641)	(2,487)	154	884	907	23	Over spend at Eliot Park IC relating to unrealised savings target and RCCO costs. RCCO costs of £150k to be mitigated by planned draw down from specific reserve. Overspends balanced by underspend in Strategic Economic Development due to re-profiling of grant schemes.
<b>Net Service Spending</b>	<b>38,408</b>	<b>39,097</b>	<b>689</b>	<b>(15,231)</b>	<b>(14,977)</b>	<b>254</b>	<b>23,177</b>	<b>24,120</b>	<b>943</b>	

Strategic Commissioner - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	0			0		
Local Resilience Forum - Brexit Funding	38	(38)		0		
Community Services - Trading	51			51		
Communities - Savings	761		(793)	(32)		
Business Centres	150		(150)	0		
Speed Workshops	813			813		
Kenilworth Station	500			500		
Development Group Realignment Costs	75	(75)		0		
European Match Funding	276	(110)		166		
Skills Delivery for Economic Growth	206	(110)		96		
Rural Growth Network	278	(110)		168		
Womens Cycle Race 2016	200	(200)		0		
<b>Total</b>	<b>3,348</b>	<b>(643)</b>	<b>(943)</b>	<b>1,762</b>	<b>0</b>	

Strategic Commissioner - Communities - Dave Ayton-Hill  
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 Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Waste Management - a reduction in the waste tonnage going to landfill	193	193	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	21	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	30	30	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	80	80	This savings target has not been implemented because the business case was not supported therefore no new units have been created. However this will be mitigated by other in year movements - either increased income or reduced expenditure.
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	75	75	75	
Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and onstreet parking charges	44	44	44	
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698	0	92	There has been a delay in implementing the new charges whilst a public consultation on fees is undertaken. This will reduce the first year of budgeted income and may reduce expected income in year 2 also.
<b>Total</b>	<b>1,141</b>	<b>443</b>	<b>535</b>	
<b>Target</b>		1,141	1,141	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>698</b>	<b>606</b>	

Strategic Commissioner - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport & Environment), Heather Timms, Isobel Seccombe

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Area Delegated Funded Schemes</b>														
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	559	0	0	0	559	559	0	0	0	559	0	0	
11275000	Nuneaton and Bedworth Area Committee	476	0	0	0	476	476	0	0	0	476	0	0	
11276000	Rugby Area Committee	416	0	36	0	452	416	0	36	0	452	0	0	
11278000	Warwick Area Committee	430	0	0	0	430	430	0	0	0	430	0	0	
11354000	Area Delegated Funding 17-18	29	0	301	0	330	29	10	240	0	279	10	-51	
11394000	Transport & Roads Area Delegated Funding	516	8	0	0	525	516	8	0	0	525	0	0	
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	275	39	0	0	314	275	39	0	0	314	0	0	
11398000	Design Services Area Delegated Funding	149	11	0	0	160	149	11	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	1,771	0	1,771	0	0	2,981	0	2,981	0	1,210	New Budget added to the unallocated budget
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	97	0	0	0	97	97	0	0	0	97	0	0	
11485000	Delegated Budget 2016-17 Road Safety	501	66	0	0	566	501	66	0	0	566	0	0	
11487000	Delegated Budget 2016-17 Transport Planning	112	14	0	0	126	112	13	0	0	125	-1	-1	
11488000	Delegated Budget 2016-17 Casualty reduction	158	103	0	0	261	158	79	0	0	237	-24	-24	11585009 moved schemeto code 11585009
11489000	Delegated Budget 2016-17 Street Lighting	17	0	0	0	17	17	0	0	0	17	0	0	
11490000	Delegated Budget 2016-17 Programmes	410	137	0	0	547	410	137	0	0	547	0	0	
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	0	0	0	0	-2,000	£2m transferred to 11452000
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	612	139	0	0	752	612	167	0	0	779	27	27	schemes increased budgets due to additional costs
11592000	Delegated 17-18 County Highways	516	140	0	0	656	516	140	0	0	656	0	0	
11593000	Delegated Budget 2017-18 Transport Planning	41	9	0	0	50	41	9	0	0	50	0	0	
11594000	Delegated Budget 2017-18 Street Lighting	14	2	0	0	16	14	2	0	0	16	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	301	666	0	0	967	301	696	0	0	997	30	30	schemes increased budgets
11653000	John Grant Delegated Schemes 2018 2019	645	170	0	0	815	645	182	0	0	827	12	12	INCREASED BUDGETS
11654000	Gaf Din Delegated Schemes 2018 2019	0	29	0	0	29	0	0	0	0	0	-29	-29	
11655000	Mike Cunningham Delegated Schemes 2018 2019	7	0	0	0	7	7	0	0	0	7	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	75	6	0	0	81	75	6	0	0	81	0	0	
11721000	Traffic Signals Delegated Budget2019 2020	0	0	0	0	0	0	0	0	0	0	0	0	
11722000	St Lighting DelegatedBudget 2019 2020	0	0	0	0	0	0	6	0	0	6	6	6	
11723000	County Highways Base Delegated Budget2019 2020	0	103	0	0	103	0	272	0	0	272	169	169	NEW SCHEMES ALLOCATED
11724000	Traffic Road Safety Delegated Budgets 2019 2020	0	152	0	0	152	0	683	0	0	683	530	530	new scheme allocated
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	0	23	0	0	23	0	91	0	0	91	69	69	
<b>Integrated Transport - Cycle Schemes</b>														
10324000	Lawford Road Cycle Route	498	19	0	0	517	498	19	0	0	517	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	151	0	0	0	151	151	0	0	0	151	0	0	
10434000	North West Warwick Cycle Scheme	781	0	0	0	781	781	0	0	0	781	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	232	0	0	0	232	232	0	0	0	232	0	0	
<b>Integrated Transport - Other Schemes</b>														
11456000	Stratford Park & Ride site alterations	87	12	0	0	100	87	12	0	0	100	0	0	
11650000	Electric Vehicle Charging Points	15	0	0	0	15	15	0	0	0	15	0	0	
11710000	Land at Crick Road Rugby (Rugby Parkway)	0	437	2,200	0	2,637	0	437	2,200	0	2,637	0	0	
<b>Integrated Transport - Public Transport</b>														
11325000	Stratford Town Station Upgrade	127	110	0	0	237	127	110	0	0	237	0	0	
<b>Economic Development</b>														
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	634	36	50	0	720	634	36	50	0	720	0	0	
11425000	Capital Growth Fund Business Loans and Grants	1,663	209	257	171	2,300	1,663	224	243	171	2,300	14	0	Variance due to one business requesting earlier spend.
11549000	Vicarage Street Site Investigations	30	0	0	0	30	30	0	0	0	30	0	0	
11596000	Eliot Park Innovation Centre - improvements to the car park	462	10	0	0	472	462	10	0	0	472	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	900	746	354	2,000	0	700	992	308	2,000	-200	0	Slippage reflects revised loan payment schedule agreed with CWRT and expected demand from businesses in remainder of 2019/20.
11613000	Capital Investment Fund/ Small Business Grants	169	228	350	253	1,000	169	270	361	200	1,000	41	0	Variance due to latest round of approved projects having earlier spend than anticipated.
11668000	Business Centre Strategy	91	59	0	0	150	91	59	0	0	150	0	0	
<b>Economic Development - Transforming Nuneaton</b>														
11746000	Transforming Nuneaton - Coop Building Purchase	0	1,500	0	0	1,500	0	1,500	0	0	1,500	0	0	Cabinet approved £1,500,000 capital investment fund on 11th April 2019 for the investment into the Co-op building purchase.
11611000	Transforming Nuneaton	165	4,220	3,170	0	7,555	165	4,220	3,170	0	7,555	0	0	
<b>Major Transport Projects</b>														
10362000	Kenilworth Station	13,003	905	0	0	13,908	13,003	905	0	0	13,908	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,597	0	0	0	5,597	5,597	0	0	0	5,597	0	0	
10981000	NUCKLE	1,897	0	0	0	1,897	1,897	0	0	0	1,897	0	0	
11339000	Bermuda Connectivity	1,623	1,500	4,278	1,500	8,900	1,623	1,500	4,078	1,700	8,900	0	0	Reprofile due to £200k previous shown as a construction cost in 2020-21 when in fact it should have been shown as a Land Compensation Cost in 2022-23.
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0	

10454000	Lower House Farm	5,596	0	0	0	5,596	5,596	0	0	0	5,596	0	0	
11303000	HWRC Maintenance 2016/17	46	0	0	0	46	46	0	0	0	46	0	0	
11304000	HWRC Maintenance 2017/18	54	0	0	0	54	54	0	0	0	54	0	0	
11450000	HWRC Maintenance 2018/19	25	0	0	0	25	25	0	0	0	25	0	0	
11535000	HWRC Maintenance 2019/20	0	104	0	0	104	0	104	0	0	104	0	0	
11714000	Waste Handling and compaction equipment HWRC	0	600	0	0	600	0	581	0	0	581	-19	-19	
<b>Countryside</b>														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	606	0	0	0	606	606	0	0	0	606	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	435	0	0	0	435	435	0	0	0	435	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	0	0	0	362	362	0	0	0	362	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	226	0	0	0	226	226	0	0	0	226	0	0	
11449000	Countryside Rural Services Capital Maintenance 2018/19	106	0	0	0	106	106	0	0	0	106	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	0	289	0	0	289	0	289	0	0	289	0	0	
<b>Developer Funded Transport - s106 schemes</b>														
10332000	Rugby, Mill Road	605	0	0	0	605	605	0	0	0	605	0	0	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
11194010	Install bollards & associated traffic management - historic spine Stratford	11	39	0	0	50	11	39	0	0	50	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	19	26	0	0	45	19	26	0	0	45	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	53	0	0	0	53	53	0	0	0	53	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	23	50	235	0	307	23	40	245	0	307	-10	0	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	1	80	101	0	183	1	80	101	0	183	0	0	
11441005	S106 Funded Bus Stop Enhancement Works (Salford Road Bidford)	24	0	0	0	24	24	0	0	0	24	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	5	18	0	0	23	5	18	0	0	23	0	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	8	23	0	0	31	8	23	0	0	31	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	9	0	0	0	9	9	0	0	0	9	0	0	
11552002	Northgate Junction improvements	0	0	0	0	0	0	0	0	0	0	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	23	0	41	80	15	23	0	41	80	0	0	Scheme cost is forecast to cost approximately £450k over the scheme budget due to the need to undertake service diversions. S106 funding to covering this amount is forecast to arise in later years.
11614000	Bus Stop Enhancement Works In Alderminster	14	7	0	0	21	14	7	0	0	21	0	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	6	0	0	15	10	6	0	0	15	0	0	
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	14	0	0	0	14	14	0	0	0	14	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	3	18	0	0	21	3	18	0	0	21	0	0	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	4	78	0	0	82	4	78	0	0	82	0	0	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	23	0	0	23	0	23	0	0	23	0	0	
11704000	Barford Safety Junction	8	220	0	0	228	8	220	0	0	228	0	0	
<b>Warwick Town Centre</b>														
11552000	Warwick Town Centre transport proposals	574	346	0	0	920	574	376	0	0	950	30	30	Contribution from County Highways of £30k added to Northgate scheme budget to cover extended resurfacing works
<b>Integrated Transport - Safer Routes to Schools</b>														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	37	157	0	0	193	37	0	0	0	37	-157	-157	Reallocation to 11635000 20/21
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	8	0	0	81	73	8	0	0	81	0	0	
11635000	Home to School Routes 17-18	46	1,670	0	0	1,716	46	1,137	689	0	1,873	-533	157	Revised forecast carried forward from 11281000 and reallocated funding to 20/21
<b>Integrated Transport - Safety Camera Schemes</b>														
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	20	0	0	1,596	0	0	
<b>Integrated Transport - School safety zones</b>														
11359000	School Safety Zones 16/17	1,899	73	0	0	1,972	1,899	73	0	0	1,972	0	0	Forecast altered to reflect current predicted expenditure
11564000	School Safety Zones 17/18 A	643	328	0	0	971	643	184	0	0	828	-144	-144	Reallocation of budget
11585000	School Safety Zones 18/19	367	257	0	0	624	367	282	0	0	649	24	24	New allocation from delegated budget 11488009
11586000	School Safety Zones 19/20	9	110	0	0	119	9	253	0	0	263	144	144	Reallocation of budget
<b>Integrated Transport - Casualty Reduction Schemes</b>														
11355000	Casualty Reduction Schemes 15/16	487	1,197	0	0	1,684	487	1,197	0	0	1,684	0	0	
11356000	Casualty Reduction Schemes 16/17	231	47	0	0	278	231	0	47	0	278	-47	0	Due to construction issues, the scheme will be implemented next financial year
11357000	Casualty Reduction Schemes 17/18	17	0	0	0	17	17	0	0	0	17	0	0	
11453000	Casualty Reduction Schemes 18-19	21	367	0	0	388	21	149	219	0	388	-219	0	Due to the size of the scheme, implementation will be spread over 2 years
11546000	Casualty Reduction Schemes 19-20	0	0	0	0	0	0	0	0	0	0	0	0	
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	0	601	1,000	0	1,601	0	601	1,000	0	1,601	0	0	
<b>Grand Total</b>		<b>51,526</b>	<b>18,834</b>	<b>16,515</b>	<b>2,320</b>	<b>89,195</b>	<b>51,526</b>	<b>18,559</b>	<b>16,671</b>	<b>2,421</b>	<b>89,177</b>	<b>-275</b>	<b>-18</b>	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Adult Social Care	11,243	9,664	(1,579)	(500)	(500)	0	10,743	9,164	(1,579)	£3m transferred to reserves as requested Q1. Minor increase to project spend (extended contracts for Project Managers), but some integration projects are already being forecast as underspent due to delays. Service to plan where/if this should be reinvested in one off schemes.
Disabilities	78,621	79,713	1,092	(8,966)	(9,081)	(115)	69,655	70,632	977	Minor changes on the bottom line between since Q1, mainly because any increase in expenditure is netted off by an increase in income. Main o/s are LD North team £1.1m and LD South £364k, predominantly due to Supported living. Main under-spend is PD South is £311k.
Mental Health	9,961	11,194	1,233	(523)	(691)	(168)	9,438	10,503	1,065	Overspend on service budgets due to demographic pressures. AMH budget allocation is for 18-65 yrs old.
Older People	75,049	76,961	1,912	(27,637)	(31,228)	(3,591)	47,412	45,733	(1,679)	Forecast up net £141k. Including £572k reduction in homecare, £613k increase in reserves and £100k including for DPs. Overall taken £2 million from purchasing forecasts. Staffing costs unchanged.
Integrated Care Services	10,079	9,022	(1,057)	(231)	(162)	69	9,848	8,860	(988)	Recruitment in Reablement and Hospital teams has increased expected outturn this month, but overall underspend is predominantly down to vacancies in these teams. £250k u/s on Assistive Technology, but with the AT drive underway this is closer to budget than previously forecast.
Development & Assurance	2,614	2,750	136	(1,170)	(1,034)	136	1,444	1,716	272	Transport overspend based on last year charge from Communities. Staffing overspend from extension to E2E project team secondments
<b>Net Service Spending</b>	<b>187,567</b>	<b>189,304</b>	<b>1,737</b>	<b>(39,027)</b>	<b>(42,696)</b>	<b>(3,669)</b>	<b>148,540</b>	<b>146,608</b>	<b>(1,932)</b>	



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

2019/20 Reserves

Reserve	Approved Opening £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing £'000	Request (To)/From £'000	Reason for Request
Social Care and Support - Savings	13,803	3,000	1,932	18,735		
<b>Total</b>	<b>13,803</b>	<b>3,000</b>	<b>1,932</b>	<b>18,735</b>	<b>0</b>	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'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	550	550	Funding for staff growth held aside at start of year to achieve saving
Use alternative 24 hour care options e.g. extra care housing and supported living	625	312	625	
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184	184	184	
Remodel direct payment employment support services	150	0	150	
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	100	0	100	
Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	631	631	631	
<b>Total</b>	<b>2,240</b>	<b>1,677</b>	<b>2,240</b>	
<b>Target</b>		2,240	2,240	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>563</b>	<b>0</b>	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11		150	200	0	350	0	100	250	0	350	-50	0	Funding ringfenced to support People Directorate technical developments.No requirements have been identified for this year as yet for this area of funding.
11555000	Extra Care Housing		2,000	1,313	0	3,313	0	2,000	1,313	0	3,313	0	0	
<b>Grand Total</b>		<b>0</b>	<b>2,150</b>	<b>1,513</b>	<b>0</b>	<b>3,663</b>	<b>0</b>	<b>2,100</b>	<b>1,563</b>	<b>0</b>	<b>3,663</b>	<b>-50</b>	<b>0</b>	

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Children & Families	7,313	5,573	(1,740)	(721)	(1,821)	(1,100)	6,592	3,752	(2,840)	Activity on Legal services upto P6 would indicate that the full year OOP Savings will be achieved and there will be no over-spend on the £2.235m budget. This is then off-set by the planned £1.1m Adult SC contribution and permanent and one off budget being held to cover pressure points as they are further identified at Q2.
Initial Response & Early Support	11,785	11,639	(146)	(1,378)	(1,258)	120	10,407	10,381	(26)	There is a mixed picture with overspends in MASH due to agency workers who have been required due to extremely high demand in June/July 19. Agency workers will remain until fixed term staff are recruited. Same picture in IR who have Agency team managers covering vacancies and long term sickness. Vacancies in teams due to challenges in recruiting/and or having deleted a number of posts have contributed to underspends in some areas.
Children's Safeguarding & Support	23,913	29,954	6,041	(1,049)	(1,499)	(450)	22,864	28,455	5,591	Internal foster-care is currently predicting a £597,000 over-spend whilst external foster-care is showing a £1,780,000 over-spend. Residential Placements are forecasting to be heavily over-spent by £3,261,000 with 2 new placements, revised package dates and increased fees since Period 5. The predicted number of weeks to be purchased for external foster-care has increased by 188 weeks with the average weekly cost of £7900 a week. The predicted residential cost is now 200% over budget, with the average weekly unit cost is £4,100 per week which is partly due to greater care needs of individual children and partly due to the impact of lower average unit costs for CwD who are no longer within this Directorate. There has been a steep rise in Parent and baby placements forecast for known and expected new placements of £344,000, resulting in a predicted over spend of £150,000. Allowances are in total over-spending by £60,000 with Special Guardianship Orders exceeding budgeted growth built in by £129,000. Salaries are expecting an under-spend of £500,000 which is in the main attributed to Social Workers vacancies which are now being recruited to.
Corporate Parenting	14,755	13,839	(916)	(4,355)	(4,211)	144	10,400	9,628	(772)	Internal foster-care is currently predicting a £88,000 under-spend whilst external fostercare is also forecasting a £277,000 under-spend. Residential Care is currently showing a £432,000 under-spend with low numbers of 3. Current numbers of Asylum children and the rate increase for UASC should result in the grant being sufficient to cover both direct and indirect costs for 2019/20. There are though, costs of care being incurred for non-claimable Asylum Seekers (forecast approx £130,000) and as this is unfunded therefore the Business Unit will have to cover this cost. The House project is due to under-spend by £94,000 with contributions covering future years which will become earmarked reserves. Salaries are predicting a small underspend of £29,000 at this point. There has been an increased predicted purchase of Leaving Care Accommodation packages which has resulted in a predicted over-spend of £305,000. The increase is due to upto 10 new packages (some being more expensive than usual) as well as increased cost of packages overall.
Youth Justice	2,730	2,991	261	(781)	(1,023)	(242)	1,949	1,968	19	
Children's Practice Improvement	2,359	2,327	(32)	(60)	(98)	(38)	2,299	2,229	(70)	
Adoption Central England	5,982	5,160	(822)	(5,982)	(5,875)	107	0	(715)	(715)	The overall funding envelope for ACE is specific on operational ( mostly staffing ) budget and the Inter Agency placement "Buying & Selling" of Adoption places. The latter has historically for all 5 partners been erratic between years ( partly due to payments / income being statutorily spread over financial years and split). It is this area that is currently forecasting the majority of this under-spend, it is difficult to predict future buying and selling demands.
<b>Net Service Spending</b>	<b>68,837</b>	<b>71,483</b>	<b>2,646</b>	<b>(14,326)</b>	<b>(15,785)</b>	<b>(1,459)</b>	<b>54,511</b>	<b>55,698</b>	<b>1,187</b>	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Children & Families Non Earmarked	0		(2,879)	(2,879)		This is also on the OS annex - being taken from People Group Reserve
0-5 Strategy for Children	1,417	(601)	705	1,521		
Priority Families Reserve	907	(430)	102	579		
Adoption Central England Partnership (ACE)	472		716	1,188		
Controlling Migration	638	(638)	146	146		
Youth Justice Remand equalisation	542		(70)	472		
House Project	156	(156)	94	94		
<b>Total</b>	<b>4,132</b>	<b>(1,825)</b>	<b>(1,186)</b>	<b>1,121</b>	<b>0</b>	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Children's Centres - implementation of the service redesign to reflect	372	313	313	All savings on the Childrens Centres for OOP2020 of £1.120m have been achieved.
Demand Management - through closer performance management, a new	1,000	500	1,000	This has been achieved through staff reductions.
Reduction in the demand for legal services	150	150	150	We continue to forecast that this savings target will be met, which is a result of a reduction in the number of care proceedings being issued and as a fall in the number of cases currently open before the Court. At the beginning of April 2019 we had 87 open care proceeding cases before the Court and we now have 71. We have filed about 20% fewer cases with the Court this year.
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760	0	0	As reported in the Revenue tables increased number of purchased weeks as well as significant unit cost increases have meant that the servcie is predicting an overall over-spend.
Reduction in staff costs	1,316	1,316	1,316	This has been achieved
Develop the use of independent boarding schools	150	0	0	This is intrinsically linked with the reduction in CLA ( see above). Any savings so far are cost avoidance (children going into care) rather than reducing children already in care.
Efficiencies in staff and client travel resulting in an overall reduction in	150	150	150	This saving has been achieved
One-off funding to phase the delivery of the new plan	(968)	(968)	(968)	
<b>Total</b>	<b>4,930</b>	<b>1,461</b>	<b>1,961</b>	
<b>Target</b>		4,930	4,930	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>3,469</b>	<b>2,969</b>	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
11295000	Children and Families property adaptations, purchases and vehicles	44	205	157	0	406	44	205	107	50	406	0	0	
11693000	Adaptation of Sydenham Children's Centre	81	0	0	0	81	81	0	0	0	81	0	0	
11713000	Adaptation of Children's Centres to Children and Family Centres	0	298	0	0	298	0	317	0	0	317	19	19	Overspend funded from revenue
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	0	0	0	0	0	0	25	0	0	25	25	25	Project approved by Cabinet 12th September
<b>Children &amp; Families</b>		<b>125</b>	<b>503</b>	<b>157</b>	<b>0</b>	<b>785</b>	<b>125</b>	<b>547</b>	<b>107</b>	<b>50</b>	<b>829</b>	<b>44</b>	<b>44</b>	

People Strategy and Commissioning and Public Health  
Strategic Director - Nigel Minns  
Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - People	2,398	2,475	77	(280)	(280)	0	2,118	2,195	77	One off staffing costs for staff that have not got a post in the new restructure.
Director of Public Health	2,566	2,928	362	(151)	(151)	0	2,415	2,777	362	Overspend on the Public Health Staffing budget of £210,000 One off Costs for Salary uplift for two staff, JSNA analyst and salary overlap on the DPH Budget totalling £105,000. Overspends for one off project funding: £12,000 Joint healthy funding and £31,000 Heartshield
Health & Well Being	22,671	22,562	(109)	(6,265)	(6,289)	(24)	16,406	16,273	(133)	Underspend of staffing budget due to vacancies in the new structure (in recruitment)
All Age Targeted Support	14,081	14,250	169	(6,845)	(6,893)	(48)	7,236	7,357	121	Overspend on Drugs and Alcohol Budget of £220,000 due to increases in the demand for detox/inpatient services. This has been offset by underspends of staffing budget due to vacancies in the new structure (in recruitment)
All Age Specialist Provision	7,037	6,925	(112)	(1,363)	(1,478)	(115)	5,674	5,447	(227)	Underspend on staffing budget due to vacancies in the new structure (in recruitment) and brokerage staff being funded by IBCF for this year
<b>Net Service Spending</b>	<b>48,753</b>	<b>49,140</b>	<b>387</b>	<b>(14,904)</b>	<b>(15,091)</b>	<b>(187)</b>	<b>33,849</b>	<b>34,049</b>	<b>200</b>	



Public Health & Strategic Commissioning - Becky Hale  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	3,550	(531)	572	3,591		
Public Health - Savings	2,783	(312)	(772)	1,699		
<b>Total</b>	<b>6,333</b>	<b>(843)</b>	<b>(200)</b>	<b>5,290</b>	<b>0</b>	

Public Health & Strategic Commissioning - Becky Hale  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

2019/20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923	387	387	Note there are cost pressures arising from the increase in prescribing costs (both medications and prescribing) for this demand led service which make the achievement of the total saving challenging. Careful monitoring is ongoing to achieve the most efficient and effective prescribing and management of costs; and consideration needs to be given to reviewing the amount of savings that may feasibly be found in this programme
Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	45	45	45	
Reduce staffing and overheads across the Business Unit	200	541	541	Over-achievement of savings by £341K to partially cover the shortfall in the D&A savings
Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	100	100	100	
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735	735	735	
Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	85	85	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	200	200	
One-off funding to phase the delivery of the new plan	(200)	(200)	(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	400	400	
Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support.	122	122	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	25	25	

Reduction in historic pension costs that will decline naturally over time.	12	12	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	122	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	20	20	
Reduction in business redesign and collaboration functions and funding for service specific learning and development activity.	31	31	31	
<b>Total</b>	<b>2,820</b>	<b>2,625</b>	<b>2,625</b>	
<b>Target</b>		2,820	2,820	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>195</b>	<b>195</b>	

Public Health & Strategic Commissioning - Becky Hale  
 Strategic Director - Nigel Minns  
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	194	722	81	0	997	194	687	116	0	997	-35	0	
11420000	Disabled Facilities Capital Grant	13,470	0	0	0	13,470	13,470	4,517	0	0	17,987	4,517	4,517	2019/20 DFG Allocation of £4,516,609 added to Capital Programme - agreed by Cabinet Portfolio Holder Izzi Seccombe 09/09/2016
11492000	Urban Mile Markers	20	6	0	0	26	20	6	0	0	26	0	0	
11310000	Client Information Systems Review	3,324	376	392	0	4,092	3,324	281	487	0	4,092	-95	0	
<b>Grand Total</b>		<b>17,138</b>	<b>1,190</b>	<b>473</b>	<b>0</b>	<b>18,801</b>	<b>17,138</b>	<b>5,576</b>	<b>603</b>	<b>0</b>	<b>23,317</b>	<b>4,387</b>	<b>4,517</b>	

Business & Customer Services - Kushal Birla  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	580	545	(35)	(68)	(68)	0	512	477	(35)	
Business & Customer Support - People	5,940	5,940	0	(30)	(30)	0	5,910	5,910	0	
Business & Customer Support - Resources & Communities	4,746	4,516	(230)	0	(2)	(2)	4,746	4,514	(232)	Underspend due to reduction in grants to be paid for third sector support and vacancies
Customer Contact - Customer Connect	2,779	2,764	(15)	(213)	(247)	(34)	2,566	2,517	(49)	
Customer Contact - Community Hub	7,657	7,730	73	(2,387)	(2,420)	(33)	5,270	5,310	40	
<b>Net Service Spending</b>	<b>21,702</b>	<b>21,495</b>	<b>(207)</b>	<b>(2,698)</b>	<b>(2,767)</b>	<b>(69)</b>	<b>19,004</b>	<b>18,728</b>	<b>(276)</b>	

Business & Customer Services - Kushal Birla  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Museums Development Fund	188			188		
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	107			107		
Digitisation of County Records	85	(85)		0		
Warwickshire Local Welfare Scheme	448		7	455		
Corporate Customer Journey Programme	210		269	479		
Customer Services Library Bequests	3			3		
<b>Total</b>	<b>1,067</b>	<b>(85)</b>	<b>276</b>	<b>1,258</b>	<b>0</b>	

Business & Customer Services - Kushal Birla  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increase income from the Registration Service	35	35	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	90	90	
<b>Total</b>	<b>125</b>	<b>125</b>	<b>125</b>	
<b>Target</b>		125	125	
Remaining Shortfall/(Over Achievement)		<b>0</b>	<b>0</b>	

Business & Customer Services - Kushal Birla  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10623000	County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	941	18	0	0	960	941	18	0	0	960	0	0	
11534000	Healey collection	97	0	0	0	97	97	0	0	0	97	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	0	70	70	0	0	0	70	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	589	15	250	1,774	2,628	589	97	168	1,774	2,628	82	0	Equipment to be purchased for move to Hawkes Point as current equipment is not fit for purpose and cannot be moved
11293000	Community Information Hubs	59	0	0	0	59	59	0	0	0	59	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
<b>Grand Total</b>		<b>2,444</b>	<b>33</b>	<b>250</b>	<b>1,774</b>	<b>4,501</b>	<b>2,444</b>	<b>115</b>	<b>168</b>	<b>1,774</b>	<b>4,501</b>	<b>82</b>	<b>0</b>	



Commissioning Support Unit - Steve Smith  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	298	304	6	0	(28)	(28)	298	276	(22)	
Business Intelligence	1,731	1,640	(91)	(69)	(65)	4	1,662	1,575	(87)	Vacancies being held for the implementation of Service Redesign (part of Transformation)
Portfolio Management Office	1,372	1,240	(132)	(691)	(741)	(50)	681	499	(182)	Vacancies being held for the implementation of Service Redesign (part of Transformation)
Contract Management & Quality Assurance	617	521	(96)	(588)	(588)	0	29	(67)	(96)	Vacancies being held for the implementation of Service Redesign (part of Transformation)
Change Management	250	217	(33)	0	0	0	250	217	(33)	Vacancies being held for the implementation of Service Redesign (part of Transformation)
Transformation	154	197	43	0	(59)	(59)	154	138	(16)	
<b>Net Service Spending</b>	<b>4,422</b>	<b>4,119</b>	<b>(303)</b>	<b>(1,348)</b>	<b>(1,481)</b>	<b>(133)</b>	<b>3,074</b>	<b>2,638</b>	<b>(436)</b>	

Commissioning Support Unit - Steve Smith  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
CSU - Savings	357		420	777		
Corporate Transformation Fund			16	16		
<b>Total</b>	<b>357</b>	<b>0</b>	<b>436</b>	<b>793</b>	<b>0</b>	

Commissioning Support Unit - Steve Smith  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019-20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in management and operational capacity through streamlining processes and redesigning the	45	45	45	
Reduction in software tools and procured data sets which	10	10	10	
Reduction in the contingency & project budget of the	60	60	60	
Reduction in Business redesign & collaboration functions	35	35	35	
<b>Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	
<b>Target</b>		150	150	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>	

Enabling Services - Craig Cusack  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	286	286	0	0	0	0	286	286	0	
Facilities Management	7,981	8,002	21	(5,220)	(5,434)	(214)	2,761	2,568	(193)	Underspend is predominantly vacancy related
HR Enabling	4,001	3,921	(80)	(1,792)	(1,745)	47	2,209	2,176	(33)	
Digital & ICT	13,875	13,109	(766)	(5,018)	(5,222)	(204)	8,857	7,887	(970)	The majority of this underspend (£0.609m) can be attributed to the uncommitted Corporate ICT Development fund (CIDE) due to there being no foreseen projects in the pipeline. A further (£0.272m) underspend is due to staff vacancies and unspent e-services agency budget. Expenditure on corporate infrastructure hardware and software is also underspent by (£0.089m). This is primarily due to the introduction of Microsoft 365.
Property, Construction & Engineering	9,651	9,754	103	(2,826)	(3,106)	(280)	6,825	6,648	(177)	There has been a reduction in County buildings operational costs (£0.116m). Additional traded income accounts for the remaining balance.(£0.053m).
<b>Net Service Spending</b>	<b>35,794</b>	<b>35,072</b>	<b>(722)</b>	<b>(14,856)</b>	<b>(15,507)</b>	<b>(651)</b>	<b>20,938</b>	<b>19,565</b>	<b>(1,373)</b>	

Enabling Services - Craig Cusack

Strategic Director - Rob Powell

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR Service Improvement Projects	60	0	0	60		
Your HR Implementation	77	(77)	87	87		
Going for Growth	0	0	0	0		
Information Assets - Savings	733	(200)	361	894		
Enabling Services - Savings	0	0	0	0		
Catering Equalisation Reserve	0	0	0	0		
Community Energy Scheme	39	(39)	39	39		
Enabling Services General Reserve	0		886	886		
<b>Total</b>	<b>909</b>	<b>(316)</b>	<b>1,373</b>	<b>1,966</b>	<b>0</b>	

Enabling Services - Craig Cusack  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Implement a new HR and payroll system to replace HRMS and	229	229	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.				
Savings in the costs associated with the management of the Service. It	65	65	65	
Reduction in the costs associated with the management and support of	100	100	100	
Reduction in the funding associated with the provision of ICT Help Desk	140	140	140	
Savings in the staffing budget for the Strategy, Programme and	100	100	100	
Rental income from Educaterers	21	21	21	
Review of facilities management budgets, service specifications and IT	49	49	49	
<b>Total</b>	<b>704</b>	<b>704</b>	<b>704</b>	
<b>Target</b>		704	704	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>	

Enabling Services - Craig Cusack  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
<b>Structural Maintenance</b>														
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	0	2,618	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	0	0	0	6,000	6,000	0	0	0	6,000	0	0	
11142000	Non SchoolsAsb & Safe Water Remedials 2014/15	213	0	0	0	213	213	0	0	0	213	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	0	0	0	1,326	1,326	0	0	0	1,326	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	0	0	0	2,737	2,737	0	0	0	2,737	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,800	0	0	0	5,800	5,800	0	0	0	5,800	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	0	0	0	376	376	0	0	0	376	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	0	1,220	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	0	0	0	2,621	2,621	0	0	0	2,621	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,693	0	0	0	5,693	5,693	0	0	0	5,693	0	0	
11283000	Non SchoolsAsb & Safe Water Remedials 2016/17	307	0	0	0	307	307	0	0	0	307	0	0	
11284000	Non SchoolsAsb & Safe Water Remedials 2017/18	293	0	0	0	293	293	0	0	0	293	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	1,960	0	0	0	1,960	1,960	0	0	0	1,960	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,769	14	0	0	1,783	1,769	14	0	0	1,783	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,212	0	0	0	1,212	1,212	0	0	0	1,212	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	793	9	0	0	802	793	9	0	0	802	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,408	0	0	0	5,408	5,408	0	0	0	5,408	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,009	0	0	0	7,009	7,009	0	0	0	7,009	0	0	
11442000	Non SchoolsAsb & Safe Water Remedials 2018/19	282	101	0	0	383	282	101	0	0	383	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	1,852	357	0	0	2,209	1,852	357	0	0	2,209	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	730	17	0	0	747	730	17	0	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	6,961	305	0	0	7,266	6,961	305	0	0	7,266	0	0	
11538000	Non SchoolsAsb & Safe Water Remedials 2019/20	0	349	0	0	350	0	349	0	0	350	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	2,144	0	0	2,144	0	2,144	0	0	2,144	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	753	0	0	753	0	753	0	0	753	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	2	7,103	0	0	7,105	2	7,103	0	0	7,105	0	0	
11685000	Veteran's Contact Point - Complete replacement of Chrysothle Pitched Roof	53	0	0	0	53	53	0	0	0	53	0	0	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	99	3	0	0	102	99	2	0	0	101	-1	-1	Underspend on estimate.
<b>Facilities</b>														
10592000	Small Scale Reactive / Minor Improvements County-Wide	587	58	0	0	646	587	59	0	0	646	0	0	
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
11136000	Various Properties - Renewable Energy	240	0	995	0	1,235	240	0	995	0	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	0	4	0	0	
<b>Information Assets</b>														

11121000	Development of Rural Broadband	20,447	11,568	4,096	1,551	<b>37,661</b>	20,447	7,062	5,007	3,253	<b>35,769</b>	-4,506	-1,892	Due to the number of changes taking place within the Dept. of Culture, Media & Sport, BDUK Broadband Project, a briefing note has been written to support the Quarter 2 Forecast.
11465000	WCC Information Assets Purchases (multiple years)	1,151	577	93	0	<b>1,821</b>	1,151	577	93	0	<b>1,821</b>	0	0	
11661000	2018-19 ICT Software Development	178	0	0	0	<b>178</b>	178	0	0	0	<b>178</b>	0	0	
11731000	2019-20 ICT Software Development	0	160	0	0	<b>160</b>	0	160	0	0	<b>160</b>	0	0	
<b>Strategic Asset management</b>														
11134000	Warwick Shire Hall - Refurb Of Old Shire Hall	1,884	50	0	0	<b>1,933</b>	1,884	50	0	0	<b>1,933</b>	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	220	0	0	0	<b>220</b>	220	0	0	0	<b>220</b>	0	0	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	<b>473</b>	473	0	0	0	<b>473</b>	0	0	
		<b>82,518</b>	<b>23,567</b>	<b>5,183</b>	<b>1,551</b>	<b>112,820</b>	<b>82,518</b>	<b>19,061</b>	<b>6,095</b>	<b>3,253</b>	<b>110,927</b>	<b>-4,506</b>	<b>-1,893</b>	



Finance - Richard Ennis (Interim)

Strategic Director - Rob Powell

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

## 2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	141	354	213	(2)	(5)	(3)	139	349	210	Increased staff costs
Finance Delivery	2,837	2,769	(68)	(1,020)	(982)	38	1,817	1,787	(30)	Underspends from vacancies are largely offset by use of agency staff, which is likely to continue until the finance redesign is implemented
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	1,183	1,189	6	(1,289)	(1,422)	(133)	(106)	(233)	(127)	Increased recharge to the Pension Fund
Commercialism	253	253	0	0	0	0	253	253	0	
Strategic Finance	831	792	(39)	(76)	(86)	(10)	755	706	(49)	
Finance Transformation	2,841	2,869	28	(1,149)	(1,139)	10	1,692	1,730	38	
<b>Net Service Spending</b>	<b>8,086</b>	<b>8,226</b>	<b>140</b>	<b>(3,536)</b>	<b>(3,634)</b>	<b>(98)</b>	<b>4,550</b>	<b>4,592</b>	<b>42</b>	

Finance - Richard Ennis (Interim)  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Butlin (Finance & Property), Councillor Kaur (Customers and Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Finance - Savings	620		(44)	576		
Finance - Training	81		2	83		
Finance - Service Improvement Projects	369			369		
LA Counter Fraud Fund Grant	16			16		
<b>Total</b>	<b>1,086</b>	<b>0</b>	<b>(42)</b>	<b>1,044</b>	<b>0</b>	

Finance - Richard Ennis (Interim)

Strategic Director - Rob Powell

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5	5	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	48	48	
<b>Total</b>	<b>95</b>	<b>53</b>	<b>53</b>	
<b>Target</b>		95	95	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>42</b>	<b>42</b>	

Governance & Policy - Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

## 2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	266	266	0	0	0	0	266	266	0	
Communications	1,082	1,084	2	(687)	(680)	7	395	404	9	
HROD	2,035	2,069	34	(325)	(372)	(47)	1,710	1,697	(13)	
Property Management	682	2,065	1,383	(1,381)	(1,440)	(59)	(699)	625	1,324	Forecast reflects £0.997k revenue contribution towards the increased costs of the Montague Road/Hawkes Point capital project. At Q1 Cabinet approved the transfer from reserves to fund this, to be processed at year end. A further pressure is due to the sale of Montague Road planned to be in 2019/20 now expected in 2020/21. There is also a shortfall due to the underachievement of previous year's savings targets to be delivered by disposing of properties. A significant contributor to the underachievement is bovine remediation issues at a major site.
Legal & Democratic	6,856	7,063	207	(6,228)	(6,475)	(247)	628	588	(40)	Income has increased as a result of new external legal work from other Local Authorities. This in conjunction with legal input to the Independent Inquiry into Child Sexual Abuse has led to an increase in expenditure to service the work
<b>Net Service Spending</b>	<b>10,921</b>	<b>12,547</b>	<b>1,626</b>	<b>(8,621)</b>	<b>(8,967)</b>	<b>(346)</b>	<b>2,300</b>	<b>3,580</b>	<b>1,280</b>	

Governance & Policy - Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	308	(98)	13	223		
Going for Growth Apprenticeship Scheme	245			245		
Savings	799		31	830		
Property - Savings	1,566	(295)	(1,324)	-53		
One Public Estate	168		0	168		
<b>Total</b>	<b>3,086</b>	<b>(393)</b>	<b>(1,280)</b>	<b>1,413</b>	<b>0</b>	

Governance & Policy - Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'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	49	49	
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	31	31	
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	34	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	955	955	
Release of contingency	85	0	0	
Repayment of Hawkes Point self-financed borrowing.	198	0	0	
Reduced maintenance of the smallholdings estate.	7	7	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)	(473)	(473)	
<b>Total</b>	<b>886</b>	<b>603</b>	<b>603</b>	
<b>Target</b>		886	886	
<b>Remaining Shortfall/(Over Achievement)</b>		<b>283</b>	<b>283</b>	

Governance & Policy - Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Variance in £ 000's	Total Variance £ 000's	
10972000	Planning Consent For Europa Way	748	3	0	0	751	748	3	0	0	751	0	0	
11440000	Strategic Site Planning applications	1,978	634	1,300	0	3,912	1,978	634	1,300	0	3,912	0	0	
11503000	Planning Consent re the disposal of Dunchurch depot	63	17	0	0	80	63	17	0	0	80	0	0	
11335000	Rationalisation of County Storage	3,205	6,571	0	0	9,776	3,205	6,571	0	0	9,776	0	0	2019/20 budget increased in line with £997k drawdown from Property Reserves approved by Cabinet at Q1
11689000	Maintaining the small holdings land bank	0	0	844	0	844	0	0	844	0	844	0	0	
11446000	Rural Services Capital Maintenance 2018/19	110	100	0	0	210	110	100	0	0	210	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	511	341	0	852	0	511	341	0	852	0	0	
<b>Grand Total</b>		<b>8,091</b>	<b>7,837</b>	<b>2,484</b>	<b>0</b>	<b>18,412</b>	<b>8,091</b>	<b>7,837</b>	<b>2,484</b>	<b>0</b>	<b>18,412</b>	<b>0</b>	<b>0</b>	

Other Services - Virginia Rennie  
Strategic Director - Rob Powell

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	0	0	(130,140)	(133,511)	(3,371)	(130,140)	(133,511)	(3,371)	Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set.
Central Block DSG and other central grants to support			0	(80,942)	(80,942)	0	(80,942)	(80,942)	0	
0-5 Strategy for Children - Children's transformation	2,849	2,849		0	0	0	2,849	2,849	0	
Capital Financing Costs	40,263	33,565	(6,698)	0	0	0	40,263	33,565	(6,698)	Lower than anticipated capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of unallocated Capital Investment Fund requiring less borrowing to be taken out.
Strategic Management Team	1,202	1,232	30	0	0	0	1,202	1,232	30	
County Coroner	531	606	75	(78)	(78)	0	453	528	75	
Environment Agency - Flood Defence Levy	243	245	2	0	0	0	243	245	2	
External Audit Fees	141	148	7	0	0	0	141	148	7	
Pensions deficit under-recovery	1,641	1,641	0	0	0	0	1,641	1,641	0	
County Council Elections	265	265	0	0	0	0	265	265	0	
Members Allowances and Expenses	1,070	1,087	17	0	0	0	1,070	1,087	17	
Other Administrative Expenses and Income (Including Insurance)	3,191	3,908	717	(3,362)	(3,362)	0	(171)	546	717	Re Trf from reserves actioned from other services.
Subscriptions	195	195	0	0	0	0	195	195	0	
Transformation Fund - Early Intervention, Prevention and Community Capacity Fund	1,609	1,902	293	0	0	0	1,609	1,902	293	Payments from the Early Intervention Fund for approved bids.
Apprenticeship Levy	1,092	1,092	0	0	0	0	1,092	1,092	0	
<b>Net Service Spending</b>	<b>54,292</b>	<b>48,735</b>	<b>(5,557)</b>	<b>(214,522)</b>	<b>(217,893)</b>	<b>(3,371)</b>	<b>(160,230)</b>	<b>(169,158)</b>	<b>(8,928)</b>	



Other Services - Virginia Rennie  
Strategic Director - Rob Powell

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
<b>Corporate Reserves</b>						
Capital Fund	1,437			1,437		
General Reserves	30,464	(4,036)	(124)	26,304		
Insurance Fund	8,942			8,942		
Provision for Redundancy Costs	10,579	(517)	(648)	9,414		
Medium Term Contingency	6,835			6,835		
Schools	16,254	(475)		15,779		
DSG Reserve	0			0		
<b>Total Corporate Reserves</b>	<b>74,511</b>	<b>(5,028)</b>	<b>(772)</b>	<b>68,711</b>	<b>0</b>	
<b>Other Services Reserves</b>						
Business Rates Pool Risk Reserve	4,027		3,371	7,398		
Quadrennial Elections	421			421		
Corporate Transformation Fund	3,317	(504)		2,813		
WCC Business Rates Appeals Reserve	6,739			6,739		
Corporate Partnership Initiatives	2,155			2,155		
Audit Fee Reserve	777		(7)	770		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	4,637			4,637		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	737			737		
Schools in Financial Difficulty	2,070	(54)	(69)	1,947		
Corporate Systems Replacement Reserve	9,153		6,698	15,851		
Local Resilience Forum - Brexit Funding	88			88		
Fire Transformation Fund	1,009	(37)		972		
Digital Transformation Fund	2,046			2,046		
Early Intervention, Prevention and Community Capacity Fund	0		(293)	(293)		
Financial Instrument (General Fund) - Threadneedle Social Bond Fund	3,077			3,077		
<b>Total Other Services Reserves</b>	<b>46,155</b>	<b>(595)</b>	<b>9,700</b>	<b>55,260</b>	<b>0</b>	
<b>Directorate Reserves</b>						
Resources Transformation Fund	627			627		
Resources Systems Replacement Reserve	919			919		
Resources Traded Services Reserve	225			225		
Resources Service Savings	567			567		
LATC Operational Reserve	248			248		
People Directorate Reserve	7,229			7,229		
<b>Total Directorate Reserves</b>	<b>9,815</b>	<b>0</b>	<b>0</b>	<b>9,815</b>	<b>0</b>	
<b>Total</b>	<b>130,481</b>	<b>(5,623)</b>	<b>8,928</b>	<b>133,786</b>	<b>0</b>	