

**2022/23 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Environment Services	AD and PA staffing, general service management	352	0	0	0	352
Trading Standards & Community Safety	Trading Standards functions, Community Safety and Gypsy & Traveller services	2,470	(94)	(845)	(939)	1,531
County Highways	Includes Highways/Winter Maintenance, Network Management, Street Lighting, Member Delegated Budgets, Forestry Services.	19,972	(2,211)	(4,219)	(6,430)	13,542
Planning Delivery	County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services.	5,016	(472)	(4,092)	(4,564)	452
Transport Delivery	County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision.	38,015	(26,741)	(2,729)	(29,470)	8,545
Engineering Design Services	Highway scheme design, Bridges and Structural Design, S278 schemes, Traffic Control and Highways Programme and Project Management	9,549	(8,746)	(295)	(9,041)	508
Emergency Management	CSW Local Resilience Forum and Emergency Management	213	0	0	0	213
<b>Net Service Spending</b>		<b>75,588</b>	<b>(38,264)</b>	<b>(12,181)</b>	<b>(50,445)</b>	<b>25,143</b>

2022/23 revenue budget supported by non-reoccurring funding

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
Environment Services						
<b>Traded income</b> - Expansion of traded income across the service including improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	(360)	(285)	(80)	(80)	(40)	(845)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(351)	(529)	(431)	(197)	-	(1,508)
<b>Management of highways maintenance costs</b> - Review of highways maintenance spend, road conditions survey work and capitalisation of contract overheads.	(575)	-	-	-	-	(575)
<b>Trading standards</b> - Delivery of efficiencies in trading standards community safety provision.	-	(45)	-	-	-	(45)
<b>Winter gritting service review</b> - Review of the winter gritting service with a view to reducing expenditure through more efficient services, including the use of thematic routes to optimise services.	-	-	(250)	-	-	(250)
<b>Total</b>	<b>(1,286)</b>	<b>(859)</b>	<b>(761)</b>	<b>(277)</b>	<b>(40)</b>	<b>(3,223)</b>

**Capital Programme 2022-2027**  
**Environment Services**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Redevelopment and upgrade of Gypsy and Traveller sites	635	0	0	0	0	635
Replacement bollards in Stratford and Nuneaton & Bedworth - CIF	200	0	0	0	0	200
Transforming Nuneaton - highway improvements - CIF	2,621	8,204	8,500	0	0	19,325
A46 Stoneleigh junction improvement	7,186	6,450	0	0	0	13,636
Emscote Road corridor improvements scheme	2,680	6,193	1,177	25	0	10,075
A452 M40 Spur west of Banbury Road	5	10	7,572	0	0	7,587
A452 Europa Way south of Olympus Avenue to Heathcote Lane roundabout	90	4,900	2,268	0	0	7,258
A3400 Birmingham Road, Stratford corridor improvements	2,935	2,000	0	0	0	4,935
Historic Bridge Maintenance Programme 2020 -2023	2,526	2,184	0	0	0	4,710
A452 Kenilworth To Leamington Cycle Route - CIF	2,536	1,727	0	0	0	4,263
Bermuda Connectivity project	2,753	0	1,500	0	0	4,253
A444 corridor improvements - phase 2	2,000	1,837	0	0	0	3,837
A452 Myton Road and Shire Park roundabouts	2,865	484	0	0	0	3,349
A47 Hinckley Road corridor scheme	2,778	0	0	0	0	2,778
A46 Stanks Island signalisation and improvement, Birmingham Road	1,214	200	0	0	0	1,414
Nuneaton To Coventry Cycle Route - CIF	485	485	0	0	0	970
A426/A4071 Avon Mill Roundabout Rugby improvement scheme	600	337	0	0	0	937
Hinckley To Nuneaton Cycle Route - CIF	652	0	0	0	0	652
A452 Kenilworth Road to Leamington Spa town centre cycle route	530	0	0	0	0	530
A452 Europa Way, Warwick traffic signals	0	455	0	0	0	455
Green Man Coleshill Signalised Junction - CIF	417	0	0	0	0	417
Hunters Lane Rugby - through route New Tech Drive to Newbold Road	20	287	0	0	0	307
C9878 A452 Europa Way dualling, The Asps	140	0	0	0	0	140
Weddington Road, Nuneaton install toucan crossing	112	0	0	0	0	112
Installation of variable message signs, A444 ( Prologis )	82	0	0	0	0	82
Rugby Western Relief Road	56	0	0	0	0	56
M40 Junction 12	30	0	0	0	0	30
Rugby Gyrotory improvement scheme	23	0	0	0	0	23
Flood Alleviation Schemes CIF - Fenny Compton	434	0	0	0	0	434
Flood Alleviation Schemes CIF - Brailes	105	0	0	0	0	105
Flood Defence Grant Fillongley - Environment Agency	45	0	0	0	0	45
Flood Alleviation Schemes CIF - Welford on Avon	43	0	0	0	0	43
Flood Alleviation Scheme - Grendon	35	0	0	0	0	35
Flood Alleviation Schemes CIF - Bermuda	0	32	0	0	0	32
Flood Alleviation Schemes CIF - Galley Common	22	0	0	0	0	22
Flood Alleviation Schemes CIF - Pailton	7	0	0	0	0	7
Highways maintenance and street lighting	14,879	14,879	14,879	14,879	14,879	74,395
Area delegated funding	5,857	2,189	2,285	2,391	2,495	15,217
Country Parks	455	219	229	239	250	1,392
Flood defence	344	219	229	239	250	1,281
Bridges structural maintenance	400	0	0	0	0	400
Traffic signals annual maintenance	26	0	0	0	0	26
Developer Funded Schemes (S278)	34,570	11,792	3,240	2	0	49,604
<b>Total Environment Services</b>	<b>93,393</b>	<b>65,083</b>	<b>41,879</b>	<b>17,775</b>	<b>17,874</b>	<b>236,004</b>

Annex B1 DSG Revenue - Education Services - Ian Budd

Appendix B1

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Jeff Morgan (Children, Families & Education)

2022/23 DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	1,449	0	(58)	(58)	1,391
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	34,875	0	(23)	(23)	34,853
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, SEND Home to School Transport	63,849	(336)	(472)	(808)	63,041
<b>Net Education Service Spending</b>		<b>100,174</b>	<b>(336)</b>	<b>(553)</b>	<b>(889)</b>	<b>99,285</b>
DSG People Strategy & Commissioning		150	0	0	0	150
DSG funding provided to schools - Individual Schools Budget (ISB)		413,809	0	0	0	413,809
DSG Central Control		2,473				2,473
DSG Overheads		3,298				3,298
<b>Net DSG Spending</b>		<b>519,904</b>	<b>(336)</b>	<b>(553)</b>	<b>(889)</b>	<b>519,015</b>
DSG Income				(517,945)	(517,945)	(517,945)
<b>NET DSG</b>		<b>519,904</b>	<b>(336)</b>	<b>(518,497)</b>	<b>(518,834)</b>	<b>1,070</b>

**Annex B2 Non-DSG Revenue - Education Services - Ian Budd**

**Appendix B2**

**Strategic Director - Mark Ryder**

**Portfolio Holders - Councillor Jeff Morgan (Children, Families & Education)**

**2022/23 Non-DSG Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Education Services	AD and PA salaries, general service management	1,628	(627)	(79)	(706)	922
Education & Early Years (Commissioning & Strategy)	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	15,216	(129)	(4,203)	(4,332)	10,884
SEND & Inclusion (Commissioning & Strategy)	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, SEND Home to School Transport	22,356	(1,482)	(1,399)	(2,882)	19,474
Education Service Delivery	Employability and Post 16, Admissions service, Attendance service, Adult Learning, Warwickshire Music, Outdoor Education, School Governance	6,405	(1,270)	(3,811)	(5,080)	1,324
<b>Net Service Spending (excluding DSG)</b>		<b>45,605</b>	<b>(3,508)</b>	<b>(9,492)</b>	<b>(13,000)</b>	<b>32,605</b>
2022/23 revenue budget supported by non-reoccurring funding						2,218

## Saving Plan 2022-27

Saving Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Education Services</b>						
<b>NEETs contract</b> - More effective contracting of the service to support those not in employment, education of training.	(10)	(35)	(10)	(10)	-	(65)
<b>SEND Home to school transport</b> - Reduction in the cost of the service as a result of service/route redesign and the positive impact of the SEND Change and Inclusion Programme on both demand and the length of journeys.	(386)	(1,272)	(1,811)	(893)	-	(4,362)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(66)	(74)	(34)	-	-	(174)
<b>Traded income</b> - Increased traded income from Governor and Attendance services as well as a review to modernise music services.	(10)	(12)	-	-	-	(22)
<b>Vacancy management</b> - Reduction in staffing budgets through recognising natural underspends from staff turnover.	(100)	-	-	-	-	(100)
<b>Attendance service</b> - Review of delivery of the pupil attendance statutory services.	-	(10)	-	-	-	(10)
<b>Total</b>	<b>(572)</b>	<b>(1,403)</b>	<b>(1,855)</b>	<b>(903)</b>	<b>0</b>	<b>(4,733)</b>

**Capital Programme 2022-2027**  
**Education Services**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Oakley Grove - new school South Leamington - planning applicati	20,000	20,000	9,500	0	0	49,500
Education basic need	9,624	4,510	4,510	4,510	4,510	27,664
Stratford upon Avon Secondary	5,787	0	0	0	0	5,787
Campion School expansion	2,852	0	0	0	0	2,852
Etone College, Nuneaton	2,377	0	0	0	0	2,377
New school, The Gateway, Rugby	2,365	0	0	0	0	2,365
Kingsway site changes to aid Academy conversion	2,046	0	0	0	0	2,046
Warwickshire Academy	293	0	0	0	0	293
Education planning and development	33	33	21	0	0	87
<b>Total Education Services</b>	<b>45,377</b>	<b>24,543</b>	<b>14,031</b>	<b>4,510</b>	<b>4,510</b>	<b>92,971</b>

2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Fire Leadership Team	Service management and PA support	984	(13)	(26)	(39)	944
AM Response	Includes Operational Response, Recruitment, Technical, Transport and Health and Safety.	16,010	0	(7)	(7)	16,003
AM Protection	Including Operational Planning, Water, Fire Protection and Training.	3,097	0	(544)	(544)	2,552
AM Prevention	Fire Prevention work including Community Fire Safety, Arson Reduction, Hospital to Home and	2,005	(338)	0	(338)	1,666
Business Support	Includes HR, IT, Finance and Pensions	1,525	0	0	0	1,525
<b>Net Service Spending</b>		<b>23,619</b>	<b>(352)</b>	<b>(577)</b>	<b>(929)</b>	<b>22,691</b>
2022/23 revenue budget supported by non-reoccurring funding						775



## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Fire and Rescue</b>						
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(43)	(50)	(71)	-	-	(164)
<b>Fleet transport savings</b> - Revenue savings from purchase of Fire transport vehicles, ending lease agreements.	-	(60)	-	-	-	(60)
<b>Fire Training</b> - Income generation from taking advantage of commercial training opportunities linked to completion of new training facilities.	-	-	(100)	(100)	-	(200)
<b>Total</b>	<b>(43)</b>	<b>(110)</b>	<b>(171)</b>	<b>(100)</b>	<b>0</b>	<b>(424)</b>

**Capital Programme 2022-2027**  
**Fire and Rescue**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Fire & Rescue HQ, Leamington	2,187	0	0	0	0	2,187
Fire & Rescue training programme	1,236	0	0	0	0	1,236
Fire Emergency Services Network (ESN) preparedness	244	0	0	0	0	244
Equipment for fire engines	126	131	137	143	150	687
<b>Total Fire &amp; Rescue</b>	<b>3,793</b>	<b>131</b>	<b>137</b>	<b>143</b>	<b>150</b>	<b>4,354</b>

Annex D Revenue - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Jenns (Transport & Environment), Councillor Timms (Environment, Climate & Culture), Councillor Kaur (Economy & Place)

Appendix D

2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Communities	AD and PA staffing, general service management	903	0	0	0	903
Transport & Highways	Transport Planning, Traffic Modelling and Assessment, Asset Management, Rail Strategy, Local Transport Plans, Funding Bid development, Major Scheme partnerships, Road Safety, Parking Management	8,851	(732)	(8,672)	(9,403)	(552)
Infrastructure & Sustainable Communities	Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way.	3,378	(21)	(1,562)	(1,584)	1,794
Waste & Environment	Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres	24,665	(25)	(3,048)	(3,073)	21,592
Economy & Skills	Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects	5,716	(818)	(4,306)	(5,124)	592
<b>Net Service Spending</b>		<b>43,512</b>	<b>(1,596)</b>	<b>(17,588)</b>	<b>(19,184)</b>	<b>24,328</b>
2022/23 revenue budget supported by non-reoccurring funding						1,683

## Saving Plan 2022-27

Saving Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Strategic Commissioning for Communities</b>						0
<b>Country parks income</b> - Apply commercial approach to Country Parks income streams.	(30)	(45)	(25)	-	-	(100)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(258)	(90)	(59)	-	-	(407)
<b>Business centres portfolio</b> - Increased income generation through the introduction of virtual office space so that businesses can use mail, phone, meeting space facilities at business centres, without renting a unit.	(100)	-	(50)	-	-	(150)
<b>Road safety advice</b> - Maximising income generation opportunities from the provision of road safety advice.	(100)	(100)	-	-	-	(200)
<b>Waste management</b> - Reduction in residual waste and an increase in recycling as a result of the waste collection changes in Stratford and Warwick District, starting August 2022.	(290)	(334)	-	-	-	(624)
<b>Section 106 income</b> - Ensure S106 contributions are efficiently and effectively generated and collected.		(25)	-	-	-	(25)
<b>Parking</b> - Implementation of business parking permits.	-	(445)	-	-	-	(445)
<b>Further service redesign</b> - Restructuring of teams across the Service to create a flatter, more agile structure, enabling resources to be better focussed on key priority areas and to exploit opportunities to lever in external funding.	-	(285)	-	-	-	(285)
<b>Waste strategy</b> - Estimated reduction in cost as a result of the implementation of the Government's resource and waste strategy.	-	-	(1,000)	(2,000)	-	(3,000)
<b>Total</b>	<b>(778)</b>	<b>(1,324)</b>	<b>(1,134)</b>	<b>(2,000)</b>	<b>0</b>	<b>(5,236)</b>

**Capital Programme 2022-2027**  
**Strategic Commissioning for Communities**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Average speed cameras - CIF	1,726	0	0	0	0	1,726
Lawford Road/Addison Road casualty reduction	1,323	0	0	0	0	1,323
Temple Hill / Lutterworth Road Wolvey casualty reduction scheme CIF	1,293	0	0	0	0	1,293
Home To School Routes (Safety)	437	0	0	0	0	437
A439- Southern casualty reduction - CIF	229	0	0	0	0	229
Safety camera funded schemes	3	0	0	0	0	3
School Safety Zones	1	0	0	0	0	1
Library & Business Centre, Nuneaton - CIF	550	13,100	5,223	0	0	18,873
A452/A46 improvement scheme	1,207	5,374	50	0	0	6,631
Improvements to the A429 Coventry Road corridor (Warwick)	714	3,173	774	20	0	4,681
Transforming Nuneaton	2,042	1,828	500	0	0	4,370
Warwick Town Centre	1,393	2,925	0	0	0	4,318
Improvements to the A446 Stonebridge junction (Coleshill)	862	1,447	0	0	0	2,309
Leamington Station - redevelopment of station forecourt and underpass	998	0	0	0	0	998
Kenilworth Station	829	0	0	0	0	829
Capital Growth Fund - Access to Finance	200	200	191	0	0	591
Stoneleigh Park Link Road	205	0	204	0	0	409
Small Business Grants - CIF	98	200	0	0	0	298
Creation of office space at Holly Walk, Leamington	176	0	0	0	0	176
Art Challenge Fund	110	3	12	0	0	125
Duplex Fund - CIF	100	0	0	0	0	100
A444 Coton Arches, Nuneaton improvements to roundabout	74	0	0	0	0	74
Bus stops and bus shelters - S106 funded A426 Leicester Rd southbound, Rugby - S106	122	0	0	0	0	122
A426 Gateway Rugby to Rugby Town Centre cycle scheme	16	0	0	0	0	16
Upgrade existing shared pedestrian/cycle path, Bermuda	16	0	0	0	0	16
All Electric Bus Initiative	333	1,007	26	0	0	1,366
Land At Crick Road Rugby - CIF	1,235	0	0	0	0	1,235
Evidence led decision making in tackling climate emergency and air quality	1,106	0	0	0	0	1,106
Purchase of 3 haulage vehicles for HWRC - CIF	152	0	0	0	0	152
Purchase of waste containers at the Household Waste Recycling Centres	93	0	0	0	0	93
Waste treatment and transfer facilities	34	0	0	0	0	34
Country Parks car parking facilities - upgrade to ticket machines	33	0	0	0	0	33
Casualty Reduction Schemes	1,677	350	350	350	350	3,077
Household waste recycling centres	199	88	91	96	100	574
Gypsy and Traveller services	21	22	23	24	25	115
<b>Total Communities Strategy</b>	<b>19,607</b>	<b>29,717</b>	<b>7,444</b>	<b>490</b>	<b>475</b>	<b>57,733</b>

## 2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Adult Social Care	ASC transformation projects, Projects and transformation funded under s75 (iBCF/Winter Pressures)	7,564	0	0	0	7,564
Disabilities	Learning Disabilities, Transitions, Physical Disability, Sensory Impairment Independent Living	90,093	(12)	(9,584)	(9,596)	80,497
Mental Health	Older People Mental Health, Deprivation of Liberties, Approved Mental Health Pracs, Resolution & Home Treatment, Dementia Services, Recovery Services	16,235	0	(1,403)	(1,403)	14,833
Older People	Adults Safeguarding Delivery, Warwick OP & Access, Stratford OP & Reviewing, North OP	89,516	(2)	(36,781)	(36,783)	52,733
Integrated Care Services	Hospital Social Work, Occupational Therapy, Reablement, HEART (Housing), ICE	11,039	(915)	(95)	(1,010)	10,029
Development & Assurance	Safeguarding Boards (Children & Adults), Practice Assurance, Service Development, Principal Social Worker, Lead Practitioners	20,391	(2,419)	(814)	(3,232)	17,159
<b>Net Service Spending</b>		<b>234,838</b>	<b>(3,347)</b>	<b>(48,677)</b>	<b>(52,024)</b>	<b>182,814</b>

2022/23 revenue budget supported by non-reoccurring funding

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## Saving Plan 2022-27

Saving Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Adult Social Care</b>						
<b>Commissioning for younger adults</b> - Redesign the commissioning approach to ensure a more efficient arrangement and improved brokerage function.	(300)	-	-	-	-	(300)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(228)	(255)	(204)	-	-	(687)
<b>Housing with support for older people</b> - Further develop the housing with support offer to reduce reliance on residential provision for all ages.	(500)	(500)	(500)	-	-	(1,500)
<b>Management of cost of adults service provision</b> - Management of the budgeted cost increases of externally commissioned care.	(1,000)	(1,499)	(2,000)	(2,064)	-	(6,563)
<b>Reduce demand for adult social care support</b> - Implementing the service change and transformation activities underway across adult social care. These include an improved early intervention and prevention offer, further refinement of the in-house reablement offer and further development of assistive technology.	(800)	(1,000)	(1,539)	(935)	-	(4,274)
<b>Reprofiling care demand</b> - Rephrasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data.	(490)	(1,500)	(1,000)	(2,000)	(4,000)	(8,990)
<b>Client income</b> - Increase in income as a result of taking into account expected growth of adult social care services.	(201)	(300)	(250)	(400)	(500)	(1,651)
<b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.	-	(334)	(167)	-	-	(501)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and the increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	-	(200)	(200)	(267)	-	(667)
<b>Total</b>	<b>(3,519)</b>	<b>(5,588)</b>	<b>(5,860)</b>	<b>(5,666)</b>	<b>(4,500)</b>	<b>(25,133)</b>

2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Children & Families	Service management/support budgets including legal, insurance, ACE contribution, grant control accounts and One-Off funding supporting savings plan delivery	4,469	(200)	0	(200)	4,269
Initial Response (MASH, IR, EDT)	Multi Agency Safeguarding Hub, Emergency Duty Team, Initial Response, Family Information Service	6,243	(410)	(39)	(448)	5,795
Early Help & Targeted Support	Priority Families, Syrian Project Team, Targeted Support for Young People, Early and Targeted Support, Alternatives to Care	9,699	(1,423)	(3,214)	(4,638)	5,062
Children's Safeguarding & Support	Countywide Children's Case Management, Edge of Care, Systemic Family Therapy	30,928	(23)	0	(23)	30,905
Corporate Parenting	Fostering, Special Guardianship Support, Private Fostering, Children In Care, Unaccompanied Asylum Seeking Children, Leaving Care	32,881	(188)	(6,382)	(6,570)	26,311
Youth Justice	Youth Justice, Child Exploitation - Missing Children - Trafficking	3,495	(253)	(612)	(866)	2,629
Children's Practice Improvement	Principal Child & Family Social Worker, Principal Practitioners Models of Intervention, Independent Reviewing Service, Assurance, Inspection & Practice Improvement	2,626	(82)	(164)	(245)	2,380
Adoption Central England	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry City Council, Soihull MBC and Worcestershire County Council.	4,313	(1,017)	(3,296)	(4,313)	0
<b>Net Service Spending</b>		<b>94,653</b>	<b>(3,597)</b>	<b>(13,706)</b>	<b>(17,303)</b>	<b>77,350</b>
2022/23 revenue budget supported by non-reoccurring funding						612



## Saving Plan 2022-27

Saving Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Children and Families</b>						0
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(107)	(118)	(52)	-	-	(277)
<b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children in care placements and income from safeguarding training.	(300)	(250)	-	-	-	(550)
<b>New ways of working</b> - Reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.	(56)	(92)	-	-	-	(148)
<b>Rightsize Children's and Families budgets</b> - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services.	(10)	(14)	-	-	-	(24)
<b>Adoption</b> - Education contribution to the Authority's share of the Adoption Central England costs.	(48)	-	-	-	-	(48)
<b>House project</b> - Review of accommodation solutions for young people to reduce reliance on more expensive fostering and supported accommodation.	-	(200)	-	-	-	(200)
<b>Manage demand for children's services</b> - Implement the service change and transformation activities underway across Children's Services, aimed at a reduction in the number of children needing care, single assessments and Children in Need.	-	(2,984)	(3,128)	(1,976)	(1,533)	(9,621)
<b>Total</b>	<b>(521)</b>	<b>(3,658)</b>	<b>(3,180)</b>	<b>(1,976)</b>	<b>(1,533)</b>	<b>(10,868)</b>

**Capital Programme 2022-2027**  
**Children & Families**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Adaptations to support child placements	256	262	143	149	156	966
<b>Total Children &amp; Families</b>	<b>256</b>	<b>262</b>	<b>143</b>	<b>149</b>	<b>156</b>	<b>966</b>

## 2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Strategy & Commissioning People	Service management/support including AD and PA budgets	538	(25)	0	(25)	513
Director of Public Health	Statutory office of principal adviser on health matters with a leadership role for health improvement, health protection and healthcare public health.	2,259	(54)	(188)	(242)	2,017
Health & Well Being	Maintaining and promoting independence, lifestyle and prevention and family well-being	18,691	(28)	(180)	(208)	18,483
Integrated and Targeted Support	People with disabilities, vulnerable adults/people and vulnerable children and young people	15,047	(77)	(5,150)	(5,227)	9,820
All Age Specialist Provision	Market and quality assurance, people care at home and specialist accommodation	5,933	(579)	(118)	(697)	5,236
<b>Net Service Spending (excluding DSG)</b>		<b>42,468</b>	<b>(762)</b>	<b>(5,636)</b>	<b>(6,399)</b>	<b>36,069</b>
2022/23 revenue budget supported by non-reoccurring funding						642

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Strategic Commissioning for People</b>						0
<b>Health, wellbeing and self-care</b> - Rationalise the public health offer, preserving budgets for mandated public health functions, and rationalising the non-mandated public health offer and consolidating use of the Warwickshire Cares Better Together Fund.	(177)	(163)	(73)	(50)	(335)	(798)
<b>Maximise income and contributions to care packages</b> - Ensure partner contributions are efficiently and effectively generated and collected.	(100)	-	-	-	-	(100)
<b>Domestic Abuse and Substance Misuse Detox Framework</b> - Increase partner contributions to multi agency risk assessment conference in line with the national approach. The Public Health England contribution to inpatient detox will reduce current funding requirement.	(36)	(50)	-	-	-	(86)
<b>Community meals service</b> - Review the subsidy of non-statutory community meals for residents.	-	(160)	-	-	-	(160)
<b>Housing related prevention and early intervention</b> - Replace the current service offer with appropriate care delivery consistent with standard council provision.	-	-	(500)	(500)	-	(1,000)
<b>Co-production</b> - Reduction in costs once co-production framework embedded.	-	-	-	-	(40)	(40)
<b>Total</b>	<b>(313)</b>	<b>(373)</b>	<b>(573)</b>	<b>(550)</b>	<b>(375)</b>	<b>(2,184)</b>

**Capital Programme 2022-2027**  
**Strategy and Commissioning**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Adult Social Care Modernisation & Capacity	50	0	0	0	0	50
<b>Total People - Strategy and Commissioning</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>

Annex H Revenue - Business & Customer Services - Sarah Stear

Strategic Director - Rob Powell

Portfolio Holders - Councillor Andy Jenns (Customer & Transformation)

Appendix H

## 2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Business & Customer Services	AD and general service management	270	0	0	0	270
Business & Customer Support	Support provided to all frontline services including general administration, FOIs, Customer Complaints, Information and Document Management	8,429	(59)	0	(59)	8,370
Customer Experience - Telephony and Digital	Customer Service Centre, Blue badge and Local Welfare schemes	2,663	(168)	(120)	(288)	2,375
Community Hub	Libraries, Community Outlets, Registration, Heritage and Culture	9,627	(160)	(2,295)	(2,455)	7,173
<b>Net Service Spending</b>		<b>20,990</b>	<b>(387)</b>	<b>(2,415)</b>	<b>(2,802)</b>	<b>18,188</b>
2022/23 revenue budget supported by non-reoccurring funding						847

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Business and Customer Support</b>						
<b>Customer support service redesign</b> - Review and rationalisation of the organisation's approach to customer support.	(266)	(94)	-	-	-	(360)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(114)	(23)	(23)	-	-	(160)
<b>Reduced use of printing and stationery</b> - Reductions in spend on printing and stationery predicated on digitisation work.	(100)	(100)	-	-	-	(200)
<b>Library Service</b> - Continue the covid-led trend of rebalancing the provision of library services, for example through increasing the use of drop off book boxes.	(50)	(50)	-	-	-	(100)
<b>Customer journey</b> - Embed the customer experience programme, enabling the removal of customer service standards and the consolidation of the WCC Directory within wider teams.	(10)	(50)	(50)	(49)	(51)	(210)
<b>Registration Service</b> - Increased registration revenue through the optimisation of service delivery locations.	-	(13)	(28)	-	-	(41)
<b>Community development</b> - Efficiencies in the delivery of the internal community development function.	-	(20)	-	-	-	(20)
<b>Business and customer process efficiencies</b> - Efficiencies through ongoing service redesign and automation.	-	-	-	(200)	-	(200)
<b>Total</b>	<b>(540)</b>	<b>(350)</b>	<b>(101)</b>	<b>(249)</b>	<b>(51)</b>	<b>(1,291)</b>

**Capital Programme 2022-2027**  
**Business & Customer Services**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Improving Customer Experience / One Front Door Improvements	1,209	0	0	0	0	1,209
<b>Total Business &amp; Customer Services</b>	<b>1,209</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,209</b>



**Annex I Revenue - Commissioning Support Unit - Steve Smith**

**Strategic Director - Rob Powell**

**Portfolio Holders - Councillor Andy Jenns (Customer & Transformation)**

**Appendix I**

**2022/23 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director	AD and general service management	248	0	0	0	248
Business Intelligence	Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement	1,960	(55)	0	(55)	1,906
Portfolio Management Office	Programme and Project Delivery, Development and Support, Service Development and Assurance	3,146	(1,805)	0	(1,805)	1,341
Contract Management & Quality Assurance	Procurement, Contract Management, Quality Assurance, Systems Change and Training, Brokerage	2,559	(422)	(647)	(1,069)	1,490
Change Management	Directorate Change Plan, Service Planning	536	(72)	0	(72)	464
<b>Net Service Spending</b>		<b>8,450</b>	<b>(2,353)</b>	<b>(647)</b>	<b>(3,001)</b>	<b>5,449</b>
2022/23 revenue budget supported by non-reoccurring funding						459

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
Commissioning Support Unit						0
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(44)	(47)	(26)	(19)	-	(136)
<b>Commercial approach to contracting</b> - Securing rebates due to the Council through commercial contracting.	-	-	(148)	(148)	-	(296)
<b>Total</b>	<b>(44)</b>	<b>(47)</b>	<b>(174)</b>	<b>(167)</b>	<b>0</b>	<b>(432)</b>

**Annex J Revenue - Enabling Services - Craig Cusack**

**Strategic Director - Rob Powell**

**Appendix J**

**Portfolio Holders - Councillor Andy Jenns (Customers & Transformation), Councillor Peter Butlin (Finance and Property)**

**2022/23 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Enabling Services	AD and general service management budgets	185	0	0	0	185
HR Enabling	HR Service Centre and Advisory Services, WES HR and Payroll, Learning and Organisational Development, Apprentices	6,478	(1,693)	(934)	(2,626)	3,851
ICT Strategy and Commissioning	ICT Leadership Team, ICT Services Team, Solutions Architecture Team, Commissioning 5G and Connectivity, Corporate ICT Development, Strategy and Programmes	2,890	0	0	0	2,890
Digital & ICT	Security, Systems Development and Architecture, Device Support, ICT Service Desk, Application and Line of Business System Management, WES ICT Development	14,566	(3,020)	(1,653)	(4,672)	9,894
Facilities Management	Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery, Facilities Management	15,920	(5,937)	(1,420)	(7,357)	8,563
<b>Net Service Spending</b>		<b>40,039</b>	<b>(10,649)</b>	<b>(4,007)</b>	<b>(14,656)</b>	<b>25,383</b>

2022/23 revenue budget supported by non-reoccurring funding

2,456

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Enabling Services</b>						
<b>Enabling Services delivery review</b> - Review of expenditure on staffing, expenses, projects in Enabling Services.	(1,092)	(40)	(50)	(150)	-	(1,332)
<b>Facilities management</b> - Reduction in facilities management and maintenance cost savings linked to asset rationalisation	(148)	(213)	(109)	(417)	(100)	(987)
<b>ICT Service delivery review</b> - Rightsize ICT budgets and deliver efficiencies through the management of development projects.	(69)	(240)	(208)	(90)	-	(607)
<b>Management of cost of Enabling Service external provision</b> - Management of the cost increases of externally purchased services including a review of services purchased from third parties to ensure value for money.	(126)	(139)	(445)	(12)	-	(722)
<b>Property service delivery review</b> - Ensure an effective mix of staff and agency use and drive efficiencies in facilities management resource spend and maintenance budget, including the closure of the Northgate House café.	(50)	(95)	(32)	(90)	-	(267)
<b>Maintenance and engineering work profile</b> - Efficiencies in the work planning and prioritisation across maintenance and engineering.	(70)	-	-	-	-	(70)
<b>ICT Development</b> - Release of capacity from the current ICT development budget and re-purpose this as the seed corn funding for the Systems Development Fund.	(500)	-	-	-	-	(500)
<b>ICT applications migration and rationalisation</b> - Migrate workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs.	-	(120)	(50)	-	-	(170)
<b>Devices</b> - Review the most cost effective device to meet the organisational and staff requirements at the end of the lease, subject to options appraisal and due diligence.	-	(150)	-	-	-	(150)
<b>Apprenticeship</b> - Closer integration of apprenticeships into service workforce structures.	-	-	-	(165)	-	(165)
<b>Total</b>	<b>(2,055)</b>	<b>(997)</b>	<b>(894)</b>	<b>(924)</b>	<b>(100)</b>	<b>(4,970)</b>

**Capital Programme 2022-2027**  
**Enabling Services**

Scheme Title	Approved Budget					Total £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
Development of Rural Broadband	5,277	3,307	0	0	0	8,584
Schools asbestos and safe water	933	816	852	892	931	4,424
Non schools asbestos and safe water	376	356	371	389	405	1,897
Schools building maintenance	7,184	7,365	7,557	7,767	7,976	37,849
Non schools building maintenance	2,226	2,322	2,425	2,537	2,648	12,158
IT Infrastructure	80	100	100	0	0	280
<b>Total Enabling Services</b>	<b>16,076</b>	<b>14,266</b>	<b>11,305</b>	<b>11,585</b>	<b>11,960</b>	<b>65,192</b>

## 2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Finance	AD and general service management budgets	261	(5)	(0)	(6)	255
Finance Delivery	Finance Management support to services and schools	4,790	(2,558)	(493)	(3,051)	1,739
Investments, Treasury and Audit	Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management	1,515	(60)	(736)	(796)	718
Commercialism	Traded services finance and commercialism team	243	0	(10)	(10)	233
Strategic Finance	Strategic Capital, Revenue and Financial Planning	750	0	(81)	(81)	669
Finance Transformation	Exchequers, Social Care Charging and Assessment, Major Projects	3,589	(117)	(1,536)	(1,652)	1,937
<b>Net Service Spending</b>		<b>11,147</b>	<b>(2,740)</b>	<b>(2,856)</b>	<b>(5,596)</b>	<b>5,551</b>
2022/23 revenue budget supported by non-reoccurring funding						301

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Finance</b>						
<b>Finance process efficiencies</b> - Deliver efficiencies through ongoing service redesign, automation, AI and self-service.	(25)	(50)	(75)	(25)	(25)	(200)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(29)	(21)	(16)	(10)	-	(76)
<b>Procurement cards</b> - Rebates from extended use of procurement cards.	(25)	(25)	(25)	-	-	(75)
<b>Total</b>	<b>(79)</b>	<b>(96)</b>	<b>(116)</b>	<b>(35)</b>	<b>(25)</b>	<b>(351)</b>

**2022/23 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Assistant Director - Governance & Policy	AD and general service management budgets	(84)	0	0	0	(84)
Communications	Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design	1,107	(699)	(20)	(719)	387
HROD	Commissioner of Strategic HROD, HROD Polices and Frameworks, Commissioner of operational/transactional HR delivery	727	0	0	0	727
Property Management	Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction, Energy	2,231	(513)	(900)	(1,412)	819
Legal & Democratic	Legal Services, Democratic services, Data Compliance & Regulation, Information Governance, Data Security	8,657	(5,677)	(2,445)	(8,121)	536
Corporate Policy	Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer	525	0	0	0	525
<b>Net Service Spending</b>		<b>13,163</b>	<b>(6,889)</b>	<b>(3,364)</b>	<b>(10,253)</b>	<b>2,910</b>
2022/23 revenue budget supported by non-reoccurring funding						120



## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Governance and Policy</b>						0
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping.	(10)	(10)	(10)	-	-	(30)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services.	(33)	(47)	(9)	-	-	(89)
<b>Legal services trading income</b> - Additional surplus from external trading with other local authorities and public sector bodies.	(40)	(60)	(60)	(15)	(25)	(200)
<b>Paper free meetings</b> - Reduction in the cost of printing as a result of moving to paper free meetings.	(10)	(10)	-	-	-	(20)
<b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating under-capacity.	(45)	(45)	(45)	(45)	-	(180)
<b>External support</b> - Reduction in commissioning budget held for external support.	-	(20)	-	-	(4)	(24)
<b>Total</b>	<b>(138)</b>	<b>(192)</b>	<b>(124)</b>	<b>(60)</b>	<b>(29)</b>	<b>(543)</b>

**Capital Programme 2022-2027**  
**Governance & Policy**

Scheme Title	Approved Budget					
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total £'000
Maintaining the smallholdings land bank	761	0	0	0	0	761
Strategic Site planning applications	1,038	0	0	0	0	1,038
Rural Services	871	390	407	426	444	2,538
<b>Total Governance &amp; Policy</b>	<b>2,670</b>	<b>390</b>	<b>407</b>	<b>426</b>	<b>444</b>	<b>4,337</b>

2022/23 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2022/23 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Corporate Resources	Income from council tax, business rates and government grants	0	(3,258)	(502,327)	(505,585)	(505,585)
Capital Financing Costs	Revenue costs of the borrowing needed to finance the Authority's capital programme	34,680	(253)	(2,810)	(3,063)	31,617
Strategic Management Team	Cost of Corporate Board and their support	1,249	0	0	0	1,249
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	998	0	(300)	(300)	698
Environment Agency	Annual Flood Defence Levy	263	0	0	0	263
External Audit Fees	Fees from the external auditors for their statutory work and the cost of commissioning additional reports required for the statement of accounts.	327	0	0	0	327
Pensions Deficit Under-recovery	Cash contribution to the historic deficit on the Authority's	1,483	0	0	0	1,483
County Council Elections	Quadrennial county council elections cost	263	0	0	0	263
Members Allowances and Expenses		1,141	0	0	0	1,141
Other Administrative Expenses and Income	Corporate subscriptions and other administrative expenses	527	0	(35)	(35)	492
Warwickshire Property and Development Company	Net running cost of WPDC	1,967	0	0	0	1,967
Early Invoice Payment Rebate	Income target relating to prompt invoice payments	240	0	(1,018)	(1,018)	(778)
Provision for DSG (High Needs) Deficit		7,972	0	0	0	7,972
Corporate Contingency	Provision for the 2022/23 pay award and contingency for pressures not known when setting the budget	11,635	0	0	0	11,635
Insurance		2,555	(1,919)	0	(1,919)	636
Apprenticeship Levy		1,070	0	0	0	1,070
<b>Net Service Spending (excluding DSG)</b>		<b>66,370</b>	<b>(5,431)</b>	<b>(506,490)</b>	<b>(511,921)</b>	<b>(445,551)</b>
2022/23 Council Tax Requirement						(345,952)
<b>Service Spending before Council Tax Requirement</b>						<b>(99,599)</b>
2022/23 revenue budget supported by non-recurring funding						(154,877)

## Saving Plan 2022-27

Savings Proposal Title	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'0002	Total £'000
<b>Corporate Services</b>						0
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money.	(101)	(1)	-	(200)	(100)	(402)
<b>Insurance</b> - Savings arising as a result of revised insurance calculation assuming higher level of self insurance. (Delivery will be the responsibility of the Assistant Director - Finance).	(2)	(25)	(173)	(334)	(464)	(998)
<b>Early Invoice Payment Rebates</b> - Increased take-up of early invoice payment offer. (Delivery will be the responsibility of the Assistant Director - Finance).	(68)	(2)	(3)	(2)	-	(75)
<b>Treasury Management</b> - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Assistant Director - Finance.)	(185)	(242)	(121)	-	-	(548)
<b>Warwickshire Property and Development Group</b> - Forecast income stream for the Authority resulting from the successful delivery of the company business plan.	-	(126)	(2,856)	(433)	-	(3,415)
<b>Digital roadmap</b> - Savings as a result of a three year programme of investment in digital technology and automation. (Delivery will be the responsibility of the Assistant Director - Enabling Services.)	-	(250)	(200)	(350)	-	(800)
<b>Capital Financing Costs</b> - Reduction in the Authority's borrowing costs as a result of using capital receipts from the sale of surplus assets. (Delivery will be the responsibility of the Assistant Director - Governance and Policy).	-	-	(16)	(16)	(24)	(56)
<b>Total</b>	<b>(356)</b>	<b>(646)</b>	<b>(3,369)</b>	<b>(1,335)</b>	<b>(588)</b>	<b>(6,294)</b>

**Capital Programme 2022-2027**  
**Corporate Services**

Scheme Title	Approved Budget					Total £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	
Warwickshire Recovery and Investment Fund	30,000	30,000	30,000	30,000	7,600	127,600
Warwickshire Property Development Group	4,071	11,511	8,904	22,127	21,126	67,739
Warwickshire Property Development Group - contingency	0	13,066	13,065	13,065	13,065	52,261
CIF unallocated	30,613	19,648	24,658	19,715	24,851	119,485
Asset Replacement Fund	3,000	3,000	3,000	3,000	3,000	15,000
<b>Total Corporate</b>	<b>67,684</b>	<b>77,225</b>	<b>79,627</b>	<b>87,907</b>	<b>69,642</b>	<b>382,085</b>

## Annex N Adjustments between Council Resolution and Service estimates

## Appendix N

App	Service	Council Net Revenue Spend	Structural changes	Change to DSG allocation	Stabilisation support - County Music Service	Transfer to / (from) Reserves	Service Estimates Net Revenue Spend
		£m	£m	£m	£m	£m	£m
A	Communities Directorate						
B1 & B2	Environment Services	25.143					25.143
	Education Services	146.294	(14.504)	(0.010)	0.069	0.041	131.890
C	Fire and Rescue	22.636	0.054				22.691
D	Strategic Commissioner for Communities	24.328					24.328
	People Directorate						
E	Adult Social Care	168.391	14.423				182.814
F	Children and Families	77.221	0.129				77.350
G	People - Strategy and Commissioning	36.180	(0.111)				36.069
	Resources Directorate						
H	Business and Customer Services	18.089	0.099				18.188
I	Commissioning Support Unit	5.449					5.449
J	Enabling Services	25.438	(0.054)				25.383
K	Finance	5.526	0.025				5.551
L	Governance and Policy	2.935	(0.025)				2.910
B1 & M	Corporate Services and Resourcing (Excludes	(197.640)	(0.035)	1.080	(0.069)	(1.300)	(197.964)
	<b>Total</b>	<b>359.991</b>	<b>0.000</b>	<b>1.070</b>	<b>0.000</b>	<b>(1.259)</b>	<b>359.802</b>