

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 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 | 846 | | | 0 | 846 |
| Trading Standards & Community Safety | Trading Standards functions, Community Safety and Gypsy & Traveller services | 2,842 | (71) | (1,072) | (1,144) | 1,698 |
| County Highways | Includes Highways/Winter Maintenance, Network Management, Street Lighting, Member Delegated Budgets, Forestry Services. | 23,924 | (1,965) | (5,541) | (7,506) | 16,418 |
| Planning Delivery | County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services. | 5,521 | (408) | (4,608) | (5,016) | 505 |
| Transport Delivery | County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision. | 50,942 | (6,825) | (4,023) | (10,849) | 40,093 |
| Engineering Design Services | Highway scheme design, Bridges and Structural Design, S278 schemes, Traffic Control and Highways Programme and Project Management | 9,923 | (8,783) | (485) | (9,268) | 655 |
| Emergency Management | CSW Local Resilience Forum and Emergency Management | 213 | | | 0 | 213 |
| Net Service Spending | | 94,212 | (18,052) | (15,730) | (33,782) | 60,430 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 100 |

Saving Plan 2023-28
Environment Services

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied. | (326) | | | | | (326) |
| Traded income - 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. | (285) | (80) | (80) | (40) | - | (485) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the cost increases of externally purchased services. | (63) | (29) | - | - | - | (92) |
| County highways reduced cyclical maintenance - Reductions in gulley cleaning, jetting and grass cutting | - | - | - | - | - | 0 |
| Network Management - Additional enforcement income by carrying out more inspections and a 'coring' programme. Cost of additional staff and equipment paid for from income with an additional return of £100k to £400k per year. | (400) | - | - | - | - | (400) |
| Trading standards - Delivery of efficiencies in trading standards community safety provision. | (45) | - | - | - | - | (45) |
| Winter gritting reductions - Reductions in winter maintenance budgets based on removal of some gritting routes on minor roads. Reducing network coverage from 48% down to 35%. | - | - | - | - | - | 0 |
| Winter gritting service - Review of the operation of the winter gritting service to reduce expenditure through more efficient delivery of services. This saving does not change the network coverage of the service. | - | (250) | - | - | - | (250) |
| Reduced or stopping bus subsidies - Moving to a mostly commercial network supported by a new policy and governance process. | - | 0 | - | - | - | 0 |
| SEND Home to school transport - A 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. | - | (1,024) | (546) | - | - | (1,570) |
| Home to school transport - Applying the learning from the SEND transport project to make efficiencies in home to school mainstream operations. | - | - | (500) | - | (116) | (616) |
| School Crossing Patrol Service - Withdrawal of Council funding supporting the service. | - | 0 | - | - | - | 0 |
| Total | (1,119) | (1,383) | (1,126) | (40) | (116) | (3,784) |

Capital Programme 2023-2028
Environment Services

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| A3400 Bham Road Stratford Corridor Improvements | 5,689 | - | - | - | - | 5,689 |
| A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme | 442 | - | - | - | - | 442 |
| A444 Corridor Improvements - Phase 2 | 1,920 | 1,854 | - | - | - | 3,774 |
| A452 Europa Way South Of Olympus Av To Heathcote Ln Roundabout | 24 | 3,790 | 3,294 | 100 | - | 7,207 |
| A452 Kenilworth Road to Leamington Spa town centre cycle route – Getting Building Fund | 537 | - | - | - | - | 537 |
| A452 Kenilworth To Leamington Cycle Route - CIF | 1,236 | 1,801 | 2,000 | - | - | 5,036 |
| A452 M40 Spur West Of Banbury Road | 54 | 50 | 4,812 | - | - | 4,916 |
| A452 Myton Road And Shire Park Roundabouts | 3,980 | 1,936 | 100 | - | - | 6,016 |
| A452/A46 Developer Improvement scheme | 2,471 | 4,200 | - | - | - | 6,671 |
| A46 Stanks Island signalisation and improvement Bham Rd | 1,428 | - | - | - | - | 1,428 |
| A46 Stoneleigh Junction Improvement | 8,274 | - | - | - | - | 8,274 |
| A47 Hinckley Road Corridor Scheme | 1,687 | 1,413 | - | - | - | 3,101 |
| Area delegated funding | 2,189 | 2,285 | 2,391 | 2,495 | 2,495 | 11,855 |
| Area Delegated Schemes | 5,458 | 246 | - | - | - | 5,704 |
| Bermuda Connectivity Project | 4,182 | 1,500 | - | - | - | 5,682 |
| Bridges Maintenance | 505 | - | - | - | - | 505 |
| Broadwell Property Flood Resilience Scheme | 93 | - | - | - | - | 93 |
| CIF - Replacement Bollards in Stratford, Nuneaton & Bedworth | 181 | - | - | - | - | 181 |
| Clifford Chambers Property Flood Resilience Scheme | 30 | - | - | - | - | 30 |
| D1014 Historic Bridge Maintenance Programme 2020 -2023 | 1,349 | 2,318 | - | - | - | 3,666 |
| D1356 - DfT - Traffic Signals Maintenance Grant Award | 304 | - | - | - | - | 304 |
| Developer Funded Schemes (S278) | 32,217 | 14,090 | 50 | - | - | 46,357 |
| Emscote Road Corridor Improvements Scheme | 479 | 9,237 | 236 | - | - | 9,952 |
| Flood Alleviation Schemes CIF - Bermuda | 32 | - | - | - | - | 32 |
| Flood Alleviation Schemes CIF - Brailes | 103 | - | - | - | - | 103 |
| Flood Alleviation Schemes CIF - Fenny Compton | 294 | - | - | - | - | 294 |
| Flood Alleviation Schemes CIF - Galley Common | 22 | - | - | - | - | 22 |
| Flood Alleviation Schemes CIF - Pailton | 13 | - | - | - | - | 13 |
| Flood Alleviation Schemes CIF - Welford on Avon | 43 | - | - | - | - | 43 |
| Flood defence | 219 | 229 | 239 | 250 | 250 | 1,187 |
| Flood Defence Grant Filllongley - EA | 29 | - | - | - | - | 29 |
| Flood Defence Maintenance 2022-23 | 278 | - | - | - | - | 278 |
| Green Man Coleshill Signalised Junction - Cif | 709 | - | - | - | - | 709 |
| Gypsy and Traveller services | 22 | 23 | 24 | 25 | 25 | 119 |

Capital Programme 2023-2028
Environment Services

| Scheme Title | Approved Budget | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Highways maintenance & street lighting & Casualty Reduction | 18,109 | 18,828 | 18,828 | 18,828 | 18,828 | 93,421 |
| Hinckley To Nuneaton Cycle Route - Cif | 685 | - | - | - | - | 685 |
| Improvements to the A446 Stonebridge junction (Coleshill) | 852 | 1,466 | - | - | - | 2,318 |
| Install Variable Message Signs A444 (Prologis) | 90 | - | - | - | - | 90 |
| Lawford Road /Addison Road Casualty Reduction | 1,509 | - | - | - | - | 1,509 |
| M40 Junction 12 | 19 | - | - | - | - | 19 |
| Nuneaton To Coventry Cycle Route - Cif | 490 | 449 | - | - | - | 939 |
| Redevelopment & Upgrade of WCC Gypsy & Traveller Sites | 499 | - | - | - | - | 499 |
| Rugby Gyrotory Improvement Scheme | 24 | - | - | - | - | 24 |
| Rugby Western Relief Road | 100 | - | - | - | - | 100 |
| Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd | 372 | - | - | - | - | 372 |
| S278 Crabtree Medical Centre Bidford - Bus Stops | 2 | - | - | - | - | 2 |
| Traffic Signals Maintenance | 133 | - | - | - | - | 133 |
| Transforming Nuneaton - Highway Improvements (CIF) | 3,575 | 2,480 | 7,180 | 5,706 | - | 18,941 |
| Weddington Road , Nuneaton Implement Toucan Crossing | 112 | - | - | - | - | 112 |
| Total Environment Services | 103,063 | 68,193 | 39,154 | 27,404 | 21,598 | 259,412 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|---|---|---------------|-----------------|-----------------|----------------|----------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Fire Leadership Team | Service management and PA support | 1,160 | (13) | (189) | (202) | 957 |
| AM Response | Includes Operational Response, Recruitment, Technical, Transport and Health and Safety. | 16,090 | (96) | (31) | (127) | 15,963 |
| AM Protection | Including Operational Planning, Water, Fire Protection and Training. | 3,420 | (192) | (510) | (703) | 2,718 |
| AM Prevention | Fire Prevention work including Community Fire Safety, Arson Reduction, Hospital to Home and Service Improvement/Transformation. | 2,120 | (304) | 0 | (304) | 1,816 |
| Business Support | Includes HR, IT, Finance and Pensions | 1,543 | 0 | 0 | 0 | 1,543 |
| Net Service Spending | | 24,333 | (605) | (731) | (1,336) | 22,997 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 875 |

Saving Plan 2023-28
Fire and Rescue

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (50) | (71) | - | - | - | (121) |
| Fire Training - Income generation from taking advantage of commercial training opportunities linked to completion of new training facilities. | - | - | (50) | (50) | (50) | (150) |
| Fleet transport savings - Revenue savings from purchase of Fire transport vehicles, ending lease agreements | - | - | (60) | - | - | (60) |
| Service review - Implementation of the proposals from an external review of the Fire and Rescue Service with the objective of starting to bring the spend of the service down to nearer the mean cost of similar services. | - | - | 0 | 0 | 0 | 0 |
| Total | (50) | (71) | (110) | (50) | (50) | (331) |

Capital Programme 2023-2028
Fire and Rescue

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Equipment for Fire Appliances | 88 | - | - | - | - | 88 |
| Equipment for fire engines | 131 | 137 | 143 | 150 | 150 | 711 |
| F&R Training Programme: EA Water site | 274 | - | - | - | - | 274 |
| F&R Training Programme: Lea Marston | 714 | - | - | - | - | 714 |
| Fire & Rescue HQ Leamington Spa | 1,987 | - | - | - | - | 1,987 |
| Fire Emergency Services Network (ESN) Preparedness | 278 | - | - | - | - | 278 |
| Vehicle Replacement Programme | 425 | - | - | - | - | 425 |
| Total Fire Services | 3,898 | 137 | 143 | 150 | 150 | 4,478 |

2023/24 Revenue Budget

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|---|---|---------------|-----------------|-----------------|-----------------|----------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assistant Director - Communities | AD and PA staffing, general service management | 777 | 0 | 0 | 0 | 777 |
| 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 | 9,027 | (610) | (9,096) | (9,707) | (680) |
| Place & Infrastructure | Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way. | 1,738 | 0 | (459) | (459) | 1,280 |
| Waste & Environment | Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres | 26,504 | (55) | (4,718) | (4,773) | 21,732 |
| Economy & Skills | Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects | 5,321 | (407) | (3,881) | (4,288) | 1,033 |
| Net Service Spending | | 43,368 | (1,072) | (18,154) | (19,226) | 24,142 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 803 |

Saving Plan 2023-28
Strategic Commissioning for Communities

| Saving Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied. | (165) | - | - | - | - | (165) |
| Country parks income review - Apply commercial approach to Country Parks income streams. | (45) | (25) | (25) | (50) | - | (145) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (90) | (59) | - | - | - | (149) |
| Income from S106 - Ensure S106 contributions are efficiently and effectively generated and collected. | (25) | - | - | - | - | (25) |
| Further service redesign - A restructuring of teams across Communities (Strategy & Commissioning) enabling resources to be better focussed on key priority areas and to exploit opportunities to lever in external funding. | (285) | - | - | - | - | (285) |
| Road safety advice - Maximising income opportunities from the provision of road safety advice. | (100) | - | - | - | - | (100) |
| Waste management - 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. | (334) | - | - | - | - | (334) |
| Parking Income - Increased income from Pay and Display charges and resident parking permits as well as additional third party procurement savings. | 0 | 0 | - | - | - | 0 |
| Reduction in Transport Development Fund - Reduction in activity based on the capacity in the capital programme and the earlier capitalisation of design costs on priority schemes. | (200) | - | - | - | - | (200) |
| Inward Investment - Reduction in the cost of promoting inward investment in Warwickshire. | (50) | - | - | - | - | (50) |
| Business centres portfolio - 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 and additional income from Holly Walk. | - | (50) | (75) | - | - | (125) |
| HS2 - removal of non-funded activity | - | (48) | - | - | - | (48) |
| Waste strategy - Estimated reduction in cost as a result of the implementation of the Government's resource and waste strategy. | - | - | (1,000) | (2,000) | - | (3,000) |
| Total | (1,294) | (182) | (1,100) | (2,050) | 0 | (4,626) |

Capital Programme 2023-2028
Strategic Commissioning for Communities

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| A426 Gateway Rugby to Rugby Town Centre Cycle Scheme | 10 | 12 | - | - | - | 22 |
| All Electric Bus Initiative 2021-22 | 905 | 451 | - | - | - | 1,356 |
| Art Challenge Fund | 3 | 8 | - | - | - | 11 |
| Average Speed Cameras - Cif | 860 | - | - | - | - | 860 |
| Bishops Tachbrook Bus Stops Enhancements | 15 | - | - | - | - | 15 |
| Campden Road (B4035), Shipston-on-Stour New Bus Stops | 36 | - | - | - | - | 36 |
| Capital Growth Fund - Access to Finance | 210 | 150 | 141 | - | - | 501 |
| Capital Investment Fund / Small Business Grants | 200 | 200 | 62 | - | - | 462 |
| Casualty Reduction - Annual Maintenance | 1,588 | - | - | - | - | 1,588 |
| Country Parks | 219 | 229 | 239 | 250 | 250 | 1,187 |
| Country Parks Car Parking Facilities - upgrade to Ticket Machines | 85 | - | - | - | - | 85 |
| Damson Road Hampton Magna Bus Stop Improvements | 9 | - | - | - | - | 9 |
| Evidence led decision making in tackling climate emergency and air quality | 712 | - | - | - | - | 712 |
| Home To School Routes (Safety) 2017-18 | 144 | - | - | - | - | 144 |
| Household waste recycling centres | 88 | 91 | 96 | 100 | 100 | 475 |
| Improvements to the A429 Coventry Road corridor (Warwick) | 659 | 3,173 | 756 | - | - | 4,588 |
| JLR/British Motor Museum Bus Stops on B4100 | 29 | - | - | - | - | 29 |
| Kenilworth Station | - | - | 832 | - | - | 832 |
| Land At Crick Road Rugby - CIF | 786 | - | - | - | - | 786 |
| Library & Business Centre Nuneaton (CIF) | 1,800 | 12,100 | 5,063 | - | - | 18,963 |
| Mancetter Road / Camp Hill Road, Nuneaton Bus Stop Improvements | 10 | - | - | - | - | 10 |
| Provision of a pair of bus stops on Meadow Road in Alcester. | 8 | - | - | - | - | 8 |
| Provision of a pair of bus stops on the B4114 Coleshill Road to serve a new development in Hartshill. | 7 | - | - | - | - | 7 |
| Provision of gateway facilities at Shipston-on-Stour and 2 bus shelters within the vicinity. | 36 | - | - | - | - | 36 |
| Provision of hardstanding areas and bus stop poles at the pair of bus stops on Field Barn Way near Blandford Way in Hampton Magna. | 8 | - | - | - | - | 8 |
| Purchase of 3 haulage vehicles for HWRC (CIF Funded) | 153 | - | - | - | - | 153 |
| Rugby Road B4453 Cubbington Bus Stop Improvements | 12 | - | - | - | - | 12 |
| S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow | 20 | - | - | - | - | 20 |
| S278 Zebra Upgrade on Tachbrook Rd Leamington | 1 | - | - | - | - | 1 |
| Southam Road Radford Semele Bus Stops With Infrastructure And Traffic Management | 49 | - | - | - | - | 49 |
| Southbound Bus Stop On A426 Leicester Rd, Rugby S106 | 64 | - | - | - | - | 64 |

Strategic Commissioning for Communities

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Stoneleigh Park Link Road | - | 205 | - | - | - | 205 |
| Temple Herdewyke New Bus Stops | 12 | - | - | - | - | 12 |
| Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme CIF | 646 | 646 | - | - | - | 1,293 |
| Transforming Nuneaton | 2,041 | 1,828 | 847 | - | - | 4,716 |
| Tree Nursery Grant | 16 | - | - | - | - | 16 |
| Upgrade Existing Shared Ped / Cycle Path Bermuda | 16 | - | - | - | - | 16 |
| Upgrading the existing bus stop infrastructure on Knights Lane (5 bus stops) in Tiddington | 18 | - | - | - | - | 18 |
| Warwick Town Centre | 1,360 | 2,925 | - | - | - | 4,285 |
| Warwick, Myton Rd Cycle Link (Myton & Warwick School) | 2 | - | - | - | - | 2 |
| Warwickshire cycling links - Heathcote, Leamington Spa | 440 | 945 | - | - | - | 1,385 |
| Warwickshire cycling links - Radford Road, Leamington Spa | 10 | 80 | - | - | - | 90 |
| Warwickshire cycling links - Weddington Road, Nuneaton | 181 | 1,702 | - | - | - | 1,883 |
| Warwickshire cycling links - Whitley South, Baginton | 6 | 144 | - | - | - | 150 |
| Total Strategic Commissioning - Communities | 13,472 | 24,889 | 8,036 | 350 | 350 | 47,098 |

2023/24 Revenue Budget

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|---|---|----------------|-----------------|-----------------|-----------------|----------------|
| | | 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) | 12,729 | 0 | 0 | 0 | 12,729 |
| Disabilities age 25-64 | Learning Disabilities, Transitions, Physical Disability, Sensory Impairment Independent Living | 100,983 | (11) | (12,403) | (12,414) | 88,569 |
| Mental Health | Older People Mental Health, Deprivation of Liberties, Approved Mental Health Pracs, Resolution & Home Treatment, Dementia Services, Recovery Services | 17,586 | (2) | (1,272) | (1,274) | 16,313 |
| Older People | Adults Safeguarding Delivery, Warwick OP & Access, Stratford OP & Reviewing, North OP | 98,331 | (2) | (42,593) | (42,595) | 55,737 |
| Integrated Care Services | Hospital Social Work, Occupational Therapy, Reablement, HEART (Housing), ICE | 11,367 | (1,024) | (47) | (1,071) | 10,296 |
| Development & Assurance | Safeguarding Boards (Children & Adults), Practice Assurance, Service Development, Principal Social Worker, Lead Practitioners | 4,035 | (1,015) | (167) | (1,183) | 2,853 |
| Disabilities age 0-24 & Transitions | Learning Disabilities, Transitions, Physical Disability, Sensory Impairment. | 18,844 | (1,008) | (552) | (1,560) | 17,284 |
| Net Service Spending | | 245,032 | (2,054) | (56,483) | (58,536) | 203,780 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 1,925 |

Saving Plan 2023-28
Social Care and Support

| Saving Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (255) | (204) | - | - | - | (459) |
| Housing with support for older people - Further develop the housing with support offer to reduce reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings. | (500) | (500) | - | - | - | (1,000) |
| Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care. | (1,499) | (2,000) | (2,064) | - | - | (5,563) |
| Prevention and self-care - 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) |
| Reduce demand for adult social care support - 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. | (1,000) | (1,539) | (935) | - | - | (3,474) |
| Integrated commissioning with Health - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan. | (200) | (200) | (267) | - | - | (667) |
| Reprofiling care demand - Rephasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data. | (2,181) | (1,356) | (2,389) | (4,416) | (3,507) | (13,849) |
| Reprofiling children with disabilities care demand - Rephasing the demand and cost pressures for support for children with disabilities based on expected growth as informed by national and local data. | - | - | - | - | (452) | (452) |
| Increase in client income - Increase in income as a result of taking into account expected growth of adult social care services. | (300) | (250) | (400) | (500) | (800) | (2,250) |
| Reduce cost of support for children with disabilities - Implementing the service change and transformation activities services supporting children with disabilities. | - | (750) | (750) | (500) | - | (2,000) |
| Total | (6,269) | (6,966) | (6,805) | (5,416) | (4,759) | (30,215) |

Capital Programme 2023-2028
Social Care and Support

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Extra Care Housing Accommodation with care | 313 | - | - | - | - | 313 |
| Total Adult Social Care | 313 | - | - | - | - | 313 |

2023/24 Revenue Budget

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| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assistant Director - Children & Families | Assistant Director and cross Service management/support budgets including legal, insurance, grant control accounts and One-Off funding supporting savings plan delivery | 4,480 | (400) | 0 | (400) | 4,080 |
| Safeguarding Communities | Service Manager, Emergency Duty Team, The Front Door, Initial Response, Youth Justice, Family & Adolescent Support. | 13,152 | (396) | (3,008) | (3,403) | 9,749 |
| Early Help & Targeted Support | Service Manager, Priority Families, Resettlement Projects Team, Youth Service, Youth & Community Centres, Targeted and Family Support(including Children Centres Commission), Different Futures, Family Information Service | 13,198 | (1,959) | (6,213) | (8,172) | 5,026 |
| Children's Safeguarding & Support | Service Manager, Countywide Children's Case Management (Children's Teams), Strengthening Families, | 29,661 | 0 | 0 | 0 | 29,661 |
| Corporate Parenting Service | Service Manager, Fostering, Placement Hub, Children In Care 14-18, Unaccompanied Asylum Seeking Children, Leaving Care, WCC Children's Homes and Children in Care support, House Scheme. | 36,002 | (130) | (6,586) | (6,716) | 29,286 |
| Quality & Impact | Service Manager, Independent Reviewing Service & Family Group conferencing, Continuous Improvement & Learning, Development & Assurance, Voice, Influence & Change. | 4,043 | 0 | (141) | (141) | 3,903 |
| Adoption Central England | Adoption Central England (ACE) services on behalf of Warwickshire, Coventry City Council, Soihull MBC, Herefordshire Council and Worcestershire County Council. | 5,193 | (1,260) | (3,933) | (5,193) | 0 |
| Net Service Spending | | 105,728 | (4,145) | (19,880) | (24,025) | 81,703 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 178 |

Saving Plan 2023-28
Children and Families

| Saving Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (118) | (52) | - | - | - | (170) |
| New ways of working - Expected reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid. | (92) | - | - | - | - | (92) |
| Rightsize Children's and Families budgets - Remove contingency budget for Early Help and replace boarding school budget with existing budget in Children's Services. | (264) | - | - | - | - | (264) |
| Reduce spend on Residential Care - Reduce the cost of care/services including the increased use of WCC homes, boarding schools and residential schools. | (1,400) | (1,900) | (1,500) | (1,790) | - | (6,590) |
| Legal Services - Reduce the cost of legal services through risk-based decision-making as to when legal advice is sought. | (100) | - | - | - | - | (100) |
| Training - Reduction in the cost and amount of training we commission externally. | (100) | - | - | - | - | (100) |
| Youth and Community Centres - Increase income from third party use of centres. | (50) | - | - | (20) | - | (70) |
| Section 17 payments - Reduce section 17 payments and seek alternative funding routes. | (30) | - | - | - | - | (30) |
| Grant income - Increase in the level of grant income and its more effective use to support the core activity of the service and contribute to the service overheads. | (560) | (100) | (100) | - | - | (760) |
| Custody - Reduce the custody budget to better align with activity levels. | (100) | - | - | - | - | (100) |
| External foster care - Reduce the cost of care/services by reducing spend on external foster care through increasing number of WCC foster carers. | - | (200) | - | (200) | - | (400) |
| House project - Reduce the cost of 16 plus supported accommodation through the expansion of the House project. | - | (100) | - | (100) | - | (200) |
| Third-party contributions - Maximise contributions from other agencies for care packages for children in care. | - | (250) | (300) | (200) | - | (750) |
| Reduction in staff costs - Reduction in staffing costs flowing from the successful implementation of the Sustainability Plan | - | - | (502) | (580) | (674) | (1,756) |
| Total | (2,814) | (2,602) | (2,402) | (2,890) | (674) | (11,382) |

Capital Programme 2023-2028
Children & Families

| Scheme Title | Approved Budget | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Adaptations to support child placements | 287 | 274 | 149 | 156 | 156 | 1,022 |
| Internal Childrens Homes | 514 | - | - | - | - | 514 |
| Total Children & Families | 801 | 274 | 149 | 156 | 156 | 1,536 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 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 | 497 | (68) | 0 | (68) | 429 |
| 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. | 2,297 | (91) | (85) | (176) | 2,120 |
| Health & Well Being | Maintaining and promoting independence, lifestyle and prevention and family well-being | 19,460 | (89) | (301) | (390) | 19,070 |
| Integrated and Targeted Support | People with disabilities, vulnerable adults/people and vulnerable children and young people | 13,007 | (205) | (4,398) | (4,603) | 8,404 |
| All Age Specialist Provision | Market and quality assurance, people care at home and specialist accommodation | 6,042 | (432) | 0 | (432) | 5,611 |
| Net Service Spending (excluding DSG) | | 41,303 | (885) | (4,784) | (5,669) | 35,634 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 0 |

Saving Plan 2023-28
Strategic Commissioning for People

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Health, wellbeing and self-care - 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. | (163) | (73) | (50) | (335) | - | (621) |
| Domestic Abuse and Substance Misuse Detox Framework - 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. | (50) | - | - | - | - | (50) |
| Management of Strategic Commissioning for People costs - Rationalise budgets across a range of areas including staffing, travel and conference budgets, central recharges and contributions. | (338) | (75) | - | - | - | (413) |
| Community meals service - Review subsidy of non-statutory community meals for residents. | - | (160) | - | - | - | (160) |
| Housing related support - Further decommissioning of the housing related support service offer. | - | - | (1,000) | - | - | (1,000) |
| Co-production - saving once co-production framework embedded. | - | - | - | (40) | - | (40) |
| Total | (551) | (308) | (1,050) | (375) | 0 | (2,284) |

**Capital Programme 2023-2028
Strategy and Commissioning**

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Adult Social Care Modernisation & Capacity 2012-13 | 70 | - | - | - | - | 70 |
| Supported accommodation | 651 | | | | | 651 |
| Total Strategy & Commissioning - People | 721 | - | - | - | - | 721 |

2023/24 DSG Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|--|---|----------------|-----------------|------------------|------------------|------------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Education Service - Schools Block | Exceptional Pupil Numbers / Schools growth, Support to maintained schools for Ethnic Minority & Travellers, Free School Meals admin, School Improvement, Transition, Trade Union Cover, Occupational Health & DBS checks. | 4,314 | (31) | (84) | (115) | 4,199 |
| Education Service - Early Years Block | SEND Early Years, Early Years Sufficiency & Strategy, EY funding for 2, 3 and 4 Year olds. | 37,610 | 0 | 0 | 0 | 37,610 |
| Education Service - High Needs Block | SEND Commissioned services, EHCP Top up funding, Independent School Places, Hospital Tuition, Resource Provision, Flexible Learning, Post 16 SEND, Alternative Provision & Integrated services. | 72,489 | (772) | (525) | (1,297) | 71,193 |
| Education Service - Central Services Block | Admissions and LA responsibilities previously funded by non DSG grant. | 2,288 | 0 | 0 | 0 | 2,288 |
| Net Education Service DSG Spending | | 116,702 | (803) | (609) | (1,412) | 115,290 |
| Schools Block | Schools National Funding Formula allocations and LA Central Services | 417,720 | | | 0 | 417,720 |
| Early Years Block | LA Central Services support to EY Block | 314 | | | 0 | 314 |
| High Needs Block | Special Schools Funding Formula allocations and LA Central Services | 23,490 | | | 0 | 23,490 |
| Central Services Block | LA Central Services support to CS Block & additional costs of Teachers pay & pensions. | 1,814 | | | 0 | 1,814 |
| Net Non Education DSG Spending | | 443,337 | 0 | 0 | 0 | 443,337 |
| | Schools Block DSG Grant | | | (421,919) | (421,919) | (421,919) |
| | Early Years Block DSG Grant | | | (37,924) | (37,924) | (37,924) |
| | High Needs Block DSG Grant | | | (94,682) | (94,682) | (94,682) |
| | Central Services Block DSG Grant | | | (4,102) | (4,102) | (4,102) |
| Net DSG Income | | 0 | 0 | (558,627) | (558,627) | (558,627) |
| NET DSG | | 560,039 | (803) | (559,237) | (560,039) | 0 |

2023/24 Non-DSG Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|---|--|--------------|-----------------|-----------------|----------------|----------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assistant Director - Education Ser | Assistant Director and PA, general cross service management | 2,144 | (627) | (150) | (777) | 1,367 |
| Education & Early Years | Service Manager, School Improvement, School and Early Years sufficiency, Admissions, Virtual School, Early Years Strategy, Synergy Delivery Unit. | 3,727 | (26) | (1,962) | (1,987) | 1,740 |
| SEND & Inclusion | Service Manager, SENDAR, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, Education Entitlement, Access to Education, Flexible Learning Team, SEND & Early Years. | 6,869 | (1,432) | (1,208) | (2,641) | 4,228 |
| Education Service Delivery | Service Manager, Employability and Post 16, Attendance service, Adult Community Learning, Warwickshire Music, Outdoor Education, Education Services & Strategy Development, School Governance. | 6,494 | (1,229) | (3,680) | (4,909) | 1,585 |
| Service Spending (excluding DSG) | | 6,494 | (1,229) | (3,680) | (4,909) | 8,920 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 432 |

Saving Plan 2023-28
Education Services

| Saving Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied. | (98) | | | | | (98) |
| NEETs contract - More effective contracting of the service to support those not in employment, education of training. | (35) | (10) | (10) | - | - | (55) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (11) | (5) | - | - | - | (16) |
| Traded income - Increased traded income from Governor and Attendance services as well as a review to modernise music services. | (15) | (5) | - | - | - | (20) |
| Early Years - Reducing core budget spend by re-coding early years activity to Early Years DSG (5% permitted centrally retained element) | (50) | (30) | - | - | - | (80) |
| Total | (209) | (50) | (10) | 0 | 0 | (269) |

Capital Programme 2023-2028
Education Services

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Brownsover Expansion from 2FE Infant to 1FE Primary | 965 | - | - | - | - | 965 |
| Burton Green Primary School | 290 | - | - | - | - | 290 |
| Campion School Expansion | 103 | - | - | - | - | 103 |
| Disability Access 2022/23 - Block Header | 177 | - | - | - | - | 177 |
| Etone College Nuneaton | 2,309 | - | - | - | - | 2,309 |
| Evergreen school - Reconfiguration of classrooms | 185 | - | - | - | - | 185 |
| Keeping SEND Pupils Local | 128 | - | - | - | - | 128 |
| Kingsway site changes to aid Academy conversion | 4,967 | - | - | - | - | 4,967 |
| Lighthorne Heath Primary Relocation Prep Work | 146 | - | - | - | - | 146 |
| Long Itchington - Expansion PAN 28 to 30 | 195 | - | - | - | - | 195 |
| Long Lawford permanent expansion | 408 | - | - | - | - | 408 |
| Minor Works E&L | 1 | - | - | - | - | 1 |
| Myton Gardens-New 2FE (420 place) Primary School with Nursery and SRP | 10,000 | 3,300 | - | - | - | 13,300 |
| Myton school - New 6th Form Teaching Block | 3,494 | - | - | - | - | 3,494 |
| New School, The Gateway, Rugby | 4,408 | - | - | - | - | 4,408 |
| Oakley Grove - New School South Leamington - Planning Application and main project | 38,025 | 13,761 | 262 | - | - | 52,048 |
| Oakley Grove Reception Contingency 23 Bulge Class | 1,116 | - | - | - | - | 1,116 |
| Pears Centre | 57 | - | - | - | - | 57 |
| Planning & Development block header E&L | - 65 | 202 | - | - | - | 137 |
| S106 Contribution to the DFE for Lower Farm | 1,300 | - | - | - | - | 1,300 |
| SEND facilities block header | 20 | - | - | - | - | 20 |
| Shipston High School - 1FE Expansion | 6,000 | 4,497 | - | - | - | 10,497 |
| Specialist Nurture Provision at Special School | 200 | - | - | - | - | 200 |
| Stratford upon Avon Secondary | 7,250 | 6,120 | - | - | - | 13,370 |
| The Queen Elizabeth Academy - New Two Storey Modular Classroom Block | 2,793 | - | - | - | - | 2,793 |
| Unallocated Education Basic Need | 11,340 | 16,436 | | | - | 27,776 |
| Unallocated Education High needs | 13,679 | | | | - | 13,679 |
| Whitnash Primary, Expansion of 2 additional Classrooms | 497 | - | - | - | - | 497 |
| Total Education Services | 109,988 | 44,314 | 262 | - | - | 154,564 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 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 | 344 | 0 | 0 | 0 | 344 |
| Business Support | Support provided to all frontline services including general administration, FOIs, Customer Complaints, Information and Document Management | 9,081 | (95) | 0 | (95) | 8,986 |
| Customer Contact - Connect | Customer Service Centre, Blue badge and Local Welfare schemes | 3,226 | (220) | (105) | (325) | 2,901 |
| Community Hub | Libraries, Community Outlets, Registration, Heritage and Culture | 10,130 | (137) | (2,549) | (2,686) | 7,444 |
| Net Service Spending | | 22,781 | (452) | (2,654) | (3,106) | 19,675 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 1,355 |

Saving Plan 2023-28
Business and Customer Support

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied and the rationalisation of PA support. | (196) | - | (58) | - | - | (254) |
| Community development - Efficiencies in the delivery of the internal community development function. | (20) | - | - | - | - | (20) |
| Customer support service redesign - Review and rationalisation of the organisation's approach to customer support. | (94) | - | - | - | - | (94) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (23) | (23) | (23) | - | - | (69) |
| Reduced use of printing and stationery - Future reductions in spend on printing and stationery predicated on digitisation work. | (100) | - | - | - | - | (100) |
| Library Service - 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) |
| Registration Service - Increase registration revenue through the optimisation of service delivery locations. | (13) | (28) | (20) | - | - | (61) |
| Customer journey - As the customer experience programme beds down, the requirements to improve customer journey in isolation diminishes, enabling a redesign of the service offer. | (50) | (50) | (49) | (51) | - | (200) |
| Rationalisation of the Library Service - The rationalisation of the service would include increasing the number of community libraries and closing libraries on a Sunday. | - | 0 | 0 | - | - | 0 |
| Business support and customer process efficiencies - Efficiencies through ongoing service redesign and automation. | - | (31) | (250) | - | (196) | (477) |
| Heritage and Culture Charitable Trust - Redesign heritage and culture services culminating in the transfer of the service to a charitable trust. | - | - | - | (196) | - | (196) |
| Total | (546) | (132) | (400) | (247) | (196) | (1,521) |

Capital Programme 2023-2028
Business & Customer Services

| Scheme Title | Approved Budget | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Improving Customer Experience / One Front Door Improvements | 591 | - | - | - | - | 591 |
| Total Business & Customer Services | 591 | - | - | - | - | 591 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|---|--|--------------|-----------------|-----------------|----------------|----------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assistant Director | AD and general service management | 278 | 0 | 0 | 0 | 278 |
| Business Intelligence | Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement | 2,392 | (160) | 0 | (160) | 2,232 |
| Portfolio Management Office | Programme and Project Delivery, Development and Support, Service Development and Assurance | 2,917 | (1,463) | 0 | (1,463) | 1,454 |
| Contract Management & Quality Assurance | Procurement, Contract Management, Quality Assurance, Systems Change and Training, Brokerage | 2,462 | (452) | (731) | (1,182) | 1,280 |
| Change Management | Directorate Change Plan, Service Planning | 446 | (72) | 0 | (72) | 375 |
| Net Service Spending | | 8,496 | (2,146) | (731) | (2,877) | 5,618 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 106 |

Saving Plan 2023-28
Commissioning Support Unit

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied. | | | | | | (114) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services. | (47) | (26) | (19) | - | - | (92) |
| Staffing restructure - Changes in staffing structure to reduce the cost of the Commissioning Support Unit. | (73) | - | - | - | - | (73) |
| Commercial approach to contracting - Securing rebates due to the Council through commercial contracting. | - | (148) | (148) | - | - | (296) |
| Total | (234) | (174) | (167) | 0 | 0 | (575) |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 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 | 388 | 0 | 0 | 0 | 388 |
| HR Enabling | HR Service Centre and Advisory Services, WES HR and Payroll, Learning and Organisational Development, Apprentices | 6,540 | (1,668) | (942) | (2,610) | 3,929 |
| ICT Strategy and Commissioning | ICT Leadership Team, ICT Services Team, Solutions Architecture Team, Commissioning 5G and Connectivity, Corporate ICT Development, Strategy and Programmes | 2,431 | 0 | 0 | 0 | 2,431 |
| Digital & ICT | Security, Systems Development and Architecture, Device Support, ICT Service Desk, Application and Line of Business System Management, WES ICT Development | 13,407 | (3,078) | (1,731) | (4,810) | 8,598 |
| Facilities Management | Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery, Facilities Management | 17,372 | (6,771) | (1,346) | (8,117) | 9,256 |
| Net Service Spending | | 40,139 | (11,517) | (4,019) | (15,537) | 24,602 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 943 |

Saving Plan 2023-28
Enabling Services

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied. | (187) | | | | | (187) |
| Enabling Services delivery review - Review of expenditure on staffing, expenses and projects in Enabling Services. | (40) | (50) | (150) | - | - | (240) |
| Facilities management - Facilities management and maintenance cost savings linked to asset rationalisation | (50) | (433) | (249) | (517) | (100) | (1,349) |
| ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects. | (144) | (125) | (54) | (108) | (107) | (538) |
| Property service delivery review - Ensure effective mix of staff and agency use, drive efficiencies in facilities management resource spend and maintenance budget. | (95) | (32) | (90) | - | - | (217) |
| Devices - continue to review the most cost effective device to meet the organisational and staff need at the end of the lease, subject to options appraisal and due diligence. | (150) | - | - | - | - | (150) |
| ICT applications migration and rationalisation - Migrating workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs. | - | (120) | (50) | - | - | (170) |
| Pro-active use of apprenticeships - Closer integration of apprentices into service workforce structures. | - | - | (165) | - | - | (165) |
| Total | (666) | (760) | (758) | (625) | (207) | (3,016) |

Capital Programme 2023-2028
Enabling Services

| Scheme Title | Approved Budget | | | | | |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Development of Rural Broadband | 3,265 | 3,446 | - | - | - | 6,710 |
| Lillington Academy CTA Works | 278 | - | - | - | - | 278 |
| Non Schools asbestos and safe water | 356 | 371 | 389 | 405 | 405 | 1,926 |
| Non Schools Building Maintenance | 2,562 | 2,425 | 2,537 | 2,648 | 2,648 | 12,820 |
| Schools asbestos and safe water | 816 | 852 | 892 | 931 | 931 | 4,422 |
| Schools building maintenance | 7,365 | 7,557 | 7,767 | 7,976 | 7,976 | 38,641 |
| Total Enabling Services | 14,642 | 14,651 | 11,585 | 11,960 | 11,960 | 64,797 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|---|---|---------------|-----------------|-----------------|----------------|----------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assistant Director - Finance | AD and general service management budgets | 271 | (6) | (23) | (29) | 242 |
| Finance Delivery | Finance Management support to services and schools | 4,880 | (2,363) | (546) | (2,909) | 1,972 |
| Investments, Treasury and Audit | Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management | 1,766 | (226) | (784) | (1,011) | 755 |
| Commercialism | Traded services finance and commercialism team | 238 | 0 | 0 | 0 | 238 |
| Strategic Finance | Strategic Capital, Revenue and Financial Planning | 778 | 0 | (82) | (82) | 697 |
| Finance Transformation | Exchequers, Social Care Charging and Assessment, Major Projects | 4,699 | (111) | (2,412) | (2,523) | 2,176 |
| Net Service Spending | | 12,633 | (2,706) | (3,846) | (6,552) | 6,081 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 170 |

Saving Plan 2023-28
Finance

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Finance process efficiencies - Efficiencies through ongoing service redesign, automation, AI and self-service. | (75) | (75) | (25) | (125) | (25) | (325) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money. | (21) | (16) | (10) | - | - | (47) |
| Procurement cards - Rebates from extended use of procurement cards. | (25) | (25) | - | - | - | (50) |
| Total | (121) | (116) | (35) | (125) | (25) | (422) |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 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 | (117) | 0 | (0) | (0) | (117) |
| Communications | Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design | 1,732 | (1,265) | (25) | (1,290) | 442 |
| HROD | Commissioner of Strategic HROD, HROD Polices and Frameworks, Commissioner of operational/transactional HR delivery | 679 | 0 | 0 | 0 | 679 |
| Property Management | Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction, Energy | 2,436 | (701) | (914) | (1,615) | 820 |
| Legal & Democratic | Legal Services, Democratic services, Data Compliance & Regulation, Information Governance, Data Security | 9,690 | (5,946) | (3,266) | (9,212) | 478 |
| Corporate Policy | Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer | 599 | 0 | 0 | 0 | 599 |
| Net Service Spending | | 15,018 | (7,913) | (4,204) | (12,117) | 2,901 |
| 2023/24 revenue budget supported by non-reoccurring funding | | | | | | 0 |

Saving Plan 2023-28
Governance and Policy

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Vacancy factor - Application of a vacancy factor/turnover allowance where not already applied. | (208) | (45) | (45) | - | - | (298) |
| Electronic record keeping - Reduced storage requirements as a result of the move to electronic record keeping. | (5) | (5) | (10) | - | - | (20) |
| Savings on third party spend - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services. | (47) | (9) | - | - | - | (56) |
| Legal services trading income - Additional surplus from external trading with other local authorities and public sector bodies. | (40) | (40) | (40) | (40) | - | (160) |
| Paper free meetings - Reduction in the cost of printing as a result of moving to paper free meetings. | (5) | (5) | - | - | - | (10) |
| Consultancy - Reduction in commissioning budget held for external consultancy and external support. | (20) | - | - | (4) | - | (24) |
| Total | (325) | (104) | (95) | (44) | 0 | (568) |

**Capital Programme 2023-2028
Governance & Policy**

| Scheme Title | Approved Budget | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Creation of office space at Holly Walk, Leamington | 44 | - | - | - | - | 44 |
| Land at Leicester Lane - Cubbington | 1,253 | - | - | - | - | 1,253 |
| Maintaining the Smallholdings land bank | 391 | - | - | - | - | 391 |
| Rationalisation of County Storage Facilities | 79 | - | - | - | - | 79 |
| Rural Services | 390 | 407 | 426 | 444 | 444 | 2,111 |
| Smallholdings Capital Maintenance | 586 | - | - | - | - | 586 |
| Strategic Site Planning Applications | 844 | - | - | - | - | 844 |
| Total Governance & Policy | 3,587 | 407 | 426 | 444 | 444 | 5,308 |

2023/24 Revenue Budget

| Service | Service Description | Direct Cost | Internal Income | External Income | Total Income | 2023/24 Budget |
|---|---|---------------|-----------------|------------------|------------------|------------------|
| | | A | B | C | D=B+C | E=A+D |
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Government Grants & Business Rates | Business rates and government grants | 0 | (3,131) | (534,153) | (537,284) | (537,284) |
| Capital Financing Costs | Revenue costs of the borrowing needed to finance the Authority's capital programme | 38,640 | (253) | (3,590) | (3,844) | 34,796 |
| Strategic Management Team | Cost of Corporate Board and their support | 1,292 | 0 | 0 | 0 | 1,292 |
| County Coroner | Cost of the Coroners Service, including a partnership contribution from Coventry City Council | 1,083 | 0 | (349) | (349) | 734 |
| Environment Agency | Annual Flood Defence Levy | 268 | 0 | 0 | 0 | 268 |
| 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. | 550 | 0 | 0 | 0 | 550 |
| Pensions Deficit Under-recovery | Cash contribution to the historic deficit on the Authority's share of the Warwickshire (Local Government) Pension Fund | 1,483 | 0 | (500) | (500) | 983 |
| County Council Elections | Quadrennial county council elections cost | 268 | 0 | 0 | 0 | 268 |
| Members Allowances and Expenses | | 1,164 | 0 | 0 | 0 | 1,164 |
| Other Administrative Expenses and Income | Corporate subscriptions and other administrative expenses | 13,392 | (1,610) | (1,054) | (2,663) | 10,729 |
| Warwickshire Property and Development Company | Net running cost of WPDC | 1,078 | 0 | (1,204) | (1,204) | (126) |
| Provision for DSG (High Needs) Deficit | | 4,855 | 0 | 0 | 0 | 4,855 |
| Subscriptions | | 211 | 0 | 0 | 0 | 211 |
| Warwickshire Recovery and Investment Fund | | 2,465 | 0 | (2,465) | (2,465) | 0 |
| Apprenticeship Levy | | 1,092 | 0 | 0 | 0 | 1,092 |
| Net Service Spending (excluding DSG) | | 67,840 | (4,994) | (543,315) | (548,309) | (480,469) |
| 2023/24 Council Tax Requirement | | | | | | (362,856) |
| Service Spending before Council Tax Requirement | | | | | | (117,613) |
| 2023/24 revenue budget supported by non-recurring funding | | | | | | 5,161 |

Saving Plan 2023-28
Corporate Services

| Savings Proposal Title | 2023-24 £'000 | 2024-25 £'000 | 2025-26 £'000 | 2026-27 £'000 | 2027-28 £'000 | Total £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| Savings on third party spend - Review of services purchased from third parties and the increased take-up of early invoice payment. <i>(Delivery will be the responsibility of the AD - Finance).</i> | (3) | (3) | (202) | (100) | - | (308) |
| Insurance - Savings arising as a result of a higher level of self insurance. <i>(Delivery will be the responsibility of the AD - Finance).</i> | (25) | (173) | (334) | (464) | - | (996) |
| Treasury management returns - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. <i>(Delivery will be the responsibility of the AD - Finance.)</i> | (242) | (121) | - | - | - | (363) |
| Warwickshire Property and Development Group - Forecast income stream from the successful delivery of the company business plan. | (126) | (2,856) | (433) | - | - | (3,415) |
| Capital financing costs - Reduction in the Authority's borrowing costs as a result of using capital receipts from the sale of surplus assets. <i>(Delivery will be the responsibility of the AD - Governance and Policy).</i> | (64) | (32) | (136) | (48) | (24) | (304) |
| Pre-pay pension contribution - Use the Council's strong balance sheet to benefit from the discount for the early payment of the pension contributions. <i>(Delivery will be the responsibility of the AD - Finance).</i> | (500) | - | - | - | - | (500) |
| Digital roadmap - Savings as a result of a three year programme of investment in digital technology and automation. <i>(Delivery will be the responsibility of the Assistant Director - Enabling Services.)</i> | - | (250) | (200) | (350) | - | (800) |
| Capital financing costs - Reduction in the Authority's borrowing costs as a result of reducing the investment capacity in the capital programme by £25m across the MTFS period. | - | - | (502) | (1,094) | (396) | (1,992) |
| Total | (960) | (3,435) | (1,807) | (2,056) | (420) | (8,678) |

Capital Programme 2023-2028
Corporate Services

| Scheme Title | Approved Budget | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|----------------|
| | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | Total £'000 |
| Asset Replacement Fund | 5,920 | 3,000 | 3,000 | 3,000 | 3,000 | 17,920 |
| Capital Inflation Contingency Fund | 4,429 | 5,739 | - | - | - | 10,168 |
| CIF unallocated | 15,019 | 18,872 | 18,872 | 18,872 | 18,872 | 90,509 |
| Investigation Design Fund | 800 | 800 | 800 | 800 | 800 | 4,000 |
| Warwickshire Property Development Group | 19,101 | 21,763 | 7,611 | 242 | 16,334 | 65,051 |
| Warwickshire Property Development Group Contingency | - | - | - | - | 35,000 | 35,000 |
| Warwickshire Recovery & Investment Fund | 20,600 | 20,000 | 20,000 | 26,500 | - | 87,100 |
| Total Corporate | 65,869 | 70,174 | 50,283 | 49,415 | 74,006 | 309,748 |

Annex N: Adjustment between Council Resolution and Service Estimates

Appendix N

| App | Service | Council Net Revenue Spend | Structural changes | Transfer to/ (from) Reserves | Service Estimates Net Revenue Spend |
|--------------------------------|---|---------------------------|--------------------|------------------------------|-------------------------------------|
| | | £m | £m | £m | £m |
| Communities Directorate | | | | | |
| A | Environment Services | 60.496 | (0.066) | | 60.430 |
| B | Fire and Rescue | 22.997 | | | 22.997 |
| C | Strategic Commissioner for Communities | 24.142 | | | 24.142 |
| People Directorate | | | | | |
| D | Social Care and Support | 205.795 | (0.090) | (1.925) | 203.780 |
| E | Children and Families | 81.560 | 0.143 | | 81.703 |
| F | People - Strategy and Commissioning | 35.694 | (0.060) | | 35.634 |
| G1 & G2 | Education Services | 123.759 | 0.451 | | 124.210 |
| Resources Directorate | | | | | |
| H | Business and Customer Services | 20.219 | (0.545) | | 19.675 |
| I | Commissioning Support Unit | 5.619 | | | 5.618 |
| J | Enabling Services | 24.560 | 0.042 | | 24.602 |
| K | Finance | 6.010 | | 0.070 | 6.081 |
| L | Governance and Policy | 2.904 | (0.003) | | 2.901 |
| M & G1 | Corporate Services and Resourcing (Excludes | (233.030) | 0.127 | | (232.903) |
| Total | | 380.726 | 0.000 | (1.855) | 378.871 |