

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Environment Services	291	254	(37)	0	0	0	291	254	(37)	
Trading Standards & Community Safety	2,623	2,681	58	(1,048)	(1,064)	(16)	1,575	1,617	42	Trading Standards cost centres (EC001, EC003, EC039, EC040, EC041) show an underspend of approx £110k, however £48k of this will be accounted for by Redundancy Fund. 43k of underspend is 18-19 year end error. Callibration services forecasting £4k overspend attributed to Business administration charge of 10k that had not been budgeted. Gypsy and Traveller set to overspend by £159k, mainly down to vacant unrentable properties, damage by tenants, legal fees and non-payment of rent. Com Safety underspend forecast due to reduction in staff hours.
County Highways	17,363	17,332	(31)	(4,662)	(5,570)	(908)	12,701	11,762	(939)	Surplus income generation in Network Management (£856k) and a forecast underspend in Forestry (£105k)
Planning Delivery	3,202	3,666	464	(2,824)	(3,223)	(399)	378	443	65	The forecast overspend is made up of £41K under achievement of income in Ecology, Archaeology and Landcaspe and £24K in the Planning team due to unforeseen legal costs.
Transport Delivery	36,737	36,212	(525)	(28,203)	(27,856)	347	8,534	8,356	(178)	Forecast overspend of £626k in CFM based on actuals to end of Nov 18 offset by cost savings in Concessionary Travel (£414k) and delays in commencement of Community Transport schemes (£389k)
Engineering Design Services	6,679	6,719	40	(6,224)	(6,321)	(97)	455	398	(57)	An increase in workload has required additional staff resources to deliver the capital programme. The corresponding increase in chargeable time has resulted in additional income above the original budget and a lower net outturn.
Emergency Management	245	265	20	(46)	(46)	0	199	219	20	
Net Service Spending	67,140	67,129	(11)	(43,007)	(44,080)	(1,073)	24,133	23,049	(1,084)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Community Services - Savings	17	(17)	0	0		
Environment Services - Savings	0		1,084	1,084		Network Mgt enforcement income
Domestic Homicide Reviews	100		0	100		
Proceeds of Crime	147		0	147		
S38 Developer Funding	350		0	350		
Flood Management Reserve	693	(235)	0	458		
Total	1,307	(252)	1,084	2,139	0	

Environment Services - Scott Tompkins

Strategic Director - Mark Ryder

Portfolio Holders - Jeff Clarke

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm	50	50	50	
Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	5	5	5	
Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	165	165	165	
Energy savings as a result of the capital investment into LED technology within our street lighting stock.	300	300	300	
Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	25	0	0	We are unlikely to achieve this in year. In 2020 with the move to Hawkes Point and the completion of the CFM Review we are likely to see this saving figure achieved through additional income generation and efficient working.
Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	25	This savings proposal has not been implemented but the savings target will be realised through other income streams.
Winter gritting route optimisation as a result of rationalising depots to a single south depot.	25	25	25	
Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	10	10	10	This saving proposal has been implemented by increasing the income target.
Total	605	580	580	
Target		605	605	
Remaining Shortfall/(Over Achievement)		25	25	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,098	148	0	0	59,246	59,098	148	0	0	59,246	0	0	
10421000	Portobello Bridge	524	30	200	1,306	2,060	524	30	200	1,306	2,060	0	0	The project is currently in the process of being reviewed and revived. If it is determined that the project should be delivered, then in order to reduce the effect on the local network, the construction works could take place during the 2021 school summer holidays, this is a realistic target.
11221000	M40 Junction 12	11,856	177	557	0	12,591	11,856	177	57	30	12,121	0	-470	The capital spend on this scheme now complete except for landscaping maintenance and benefits monitoring required by external funding providers. The remaining budget can be returned to Corporate Resources.
11272000	Rugby Gyrotory Improvements	1,563	25	0	0	1,588	1,563	0	25	0	1,588	-25	0	Minor works to be carried out in June, 2020
11509000	A444 Coton Arches, Nuneaton	3,474	246	0	0	3,720	3,474	226	0	0	3,700	-20	-20	£20,000 has been returned to the Councillors delegated budget as the kerb realignment at College Street was not carried out as part of the Coton Arches scheme. However the whole junction will be improved as part of the College Street improvement scheme.
11510000	A46 Stanks Island, Warwick	620	2,222	3,748	0	6,590	620	1,722	4,248	0	6,590	-500	0	Scheme currently on site. Slippage of approximately 2 months due to uncharted utilities found. Contractor working to recover programme.
11604000	A444 Corridor Improvements - Phase 2	61	300	2,200	2,038	4,600	61	80	662	3,796	4,600	-220	0	Following the new scheme layout approval by Project Board in Q3, a revision of the programme and a new cost estimate were carried out. This is reflected in this forecast.
11605000	A3400 Bham Road Stratford Corridor Improvements	65	83	3,377	0	3,525	65	66	3,393	0	3,525	-17	0	Project slipping due to higher than expected estimated utility costs. Currently attempting to design out costs.
11649000	A46 Stoneleigh Junction Improvements	2,034	3,116	0	4,881	10,031	2,034	3,116	0	4,881	10,031	0	0	
11669000	Lawford Road / Addison Road Casualty Reduction	16	94	736	0	846	16	94	736	0	846	0	0	
11694000	A47 Hinckley Road Corridor	95	2,390	1,000	0	3,485	95	528	2,862	0	3,485	-1,862	0	Bridge demolition is due to be concluded in Feb/March 2020. Junction improvements and cycle scheme design is presently under an RSA2 review with the expectation that the works will start July 2020.
Street Lighting														
11279000	Pump Priming allocation for LED street lighting	3,230	1,280	0	0	4,510	3,230	1,410	0	0	4,640	130	130	RCCO £130K From EB031 St Lighting - £183 to code 11220001
11719000	Street Lighting base budget 19-20	0	883	0	0	883	0	883	0	0	883	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	0	0	0	0	0	0	0	0	0	0	0	
Structural Bridge Maintenance														
11241000	Minor Bridge Maintenance Schemes 2013/2014	542	2	0	0	544	542	3	0	0	545	1	1	Forecast increased to match expenditure.
11382000	Minor Bridge Maintenance schemes 2015/2016	1,617	28	0	0	1,645	1,617	50	0	0	1,667	22	22	Increased scale of repairs required at Tunnel Canal bridge
11457000	Minor Bridge Maintenance schemes 2016/2017	496	29	0	0	524	496	27	0	0	523	-2	-2	Forecast reduced to reflect actual
11587000	Minor Bridge Maintenance schemes 2017/2018	1,897	384	0	0	2,281	1,897	446	0	0	2,343	62	62	Forecast increase following quotations recieved
11658000	Minor Bridge Maintenance schemes 2018/2019	724	937	400	0	2,061	724	914	400	0	2,038	-23	-23	
11717000	Bridges Base Budget 2019 2020	0	655	0	0	655	0	608	0	0	608	-47	-47	Funding allocated to projects from prior years and block header. Increase in forecast for Curdworth Bridge accident damage.
Structural Maintenance of Roads														
11720000	County Highways Base Budget 19-20	0	18,188	16	0	18,204	0	18,158	16	0	18,174	-29	-29	transfer of budget £19377 to scheme 11688000 + £24,583 transfer of budget to 11361 yr 1 11362 yr 2
11361000	Highways Maintenance 16/17	0	0	0	0	0	0	8	0	0	8	8	8	
11362000	Highways Maintenance 17/18	0	0	0	0	0	0	16	0	0	16	16	16	
Traffic Signals														
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	0	13	0	194	-13	0	Do to delays on scheme design related to available staff resources for specialist signals work, we are likely to see some delay in delivery.
11657000	Traffic Signals Base Budget 2018-19	235	63	0	0	298	235	29	35	0	298	-35	0	Do to delays on scheme design related to available staff resources for specialist signals work, we are likely to see some delay in delivery - 2020/21
11718000	Traffic Signals Base Budget 2019-20	0	250	0	0	250	0	198	52	0	250	-52	0	Do to delays on scheme design related to available staff resources for specialist signals work, we are likely to see some delay in delivery.
Flood management														
11427000	Ladbrooke Flood Alleviation	60	4	0	0	63	60	4	0	0	63	0	0	
11550000	Flood modelling	92	11	0	0	103	92	11	0	0	103	0	0	
11574000	Kites Hardwick flood alleviation	76	27	0	0	103	76	27	0	0	103	0	0	
11599000	Cherrington Flood Risk Management Scheme	57	8	0	0	65	57	8	0	0	65	0	0	
11686000	Whiteacre Health Flood Alleviation	36	14	0	0	50	36	20	0	0	56	6	6	Increased RCCO to offset costs
11735000	Grendon Capital Flood Scheme	0	0	0	0	0	0	127	0	0	127	127	127	New scheme allocated Rcco to offset costs
Community Safety														
11712000	Gypsy & Traveller bit of Countryside Maint £20k	0	73	0	0	73	0	73	0	0	73	0	0	
Archaeology & Ecology														
11727000	Ford Ranger 4x4	0	12	0	0	12	0	12	0	0	12	0	0	
Developer Funded Transport - s106 schemes														

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11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	329	0	391	0	0	0	Adjacent Avon Mill Improvement Scheme is pending DfT funding approval. These works are not currently part of that scope but are necessary to realise the full Avon Mill Improvement Scheme effects. Constructing these works before the 2023 Avon Mill Improvement Scheme starts is preferential.
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	0	
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	0	9	0	9	-9	0	0	Unable to book roadspace - Streetworks
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	0	75	0	75	0	0	75	0	75	0	0	0	
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	0	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	0	45	0	45	0	0	45	0	45	0	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	0	6	0	6	-6	0	0	Scheme to be delivered in 2020/21
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	0	6	0	6	-6	0	0	Scheme to be delivered in 2020/21
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	21	9	0	0	30	21	9	0	0	30	0	0	0	Scheme Finished
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	345	240	1,123	0	1,708	345	240	1,123	0	1,708	0	0	0	Funding decision from Midland Connect & DfT is still pending - decision likely to be in the new year. If successful, detail design and preparation work will commence Q4 2019/20. Forecast costs for 2020/21 have been profiled on the assumption that the funding bid is successful and therefore the 2020/21 expenditure will be higher - approx. £1.8m.
11464000	Clifton on Dunsmore Traffic Calming S106	393	-72	0	0	321	393	79	0	0	472	151	151	151	Remedial works
Developer Funded Transport - Europa Way															
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	1,747	1,753	0	0	3,500	1,747	1,562	191	0	3,500	-191	0	0	Whilst this scheme is complete, there will still be a need to undertake a Road Safety Audit Stage 3/4, which needs to happen 12 months after construction is complete. The RSA will be undertaken in October 2020.
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	1,201	2,000	807	0	4,008	1,201	300	2,507	0	4,008	-1,700	0	0	This scheme is now not due to recommence on site until January 2020 (due to a slower than anticipated technical approval process), with a completion date of August 2020, therefore the £2,506,963 will be spent in 20/21
11636000	A452 Myton Road And Shire Park Roundabouts	28	100	3,673	0	3,800	28	55	3,718	0	3,800	-45	0	0	This scheme is at a feasibility stage and work packages from external sources have been slower than anticipated.
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	19	0	0	7,481	7,500	19	0	0	7,481	7,500	0	0	0	
11638000	A452 M40 spur west of Banbury Road	9	0	0	7,591	7,600	9	0	0	7,591	7,600	0	0	0	
Developer Funded Transport - s278 schemes															
10010001	Unallocated S278 developer funds	-40	0	1,656	0	1,616	-40	0	1,656	0	1,616	0	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	307	0	0	0	307	307	0	0	0	307	0	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	26	0	0	61	0	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	0	
11197000	Ford Foundry	4,697	0	0	0	4,697	4,697	0	0	0	4,697	0	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	628	243	0	0	871	628	243	0	0	871	0	0	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	0	
11336000	Ansty Business Park Phase 3	1,452	809	750	0	3,011	1,452	309	1,250	0	3,011	-500	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	335	329	6	0	0	335	0	0	0	
11423000	A423 Coventry Road Southam New Priority Junction S278	508	5	0	0	513	508	6	6	0	520	1	7	7	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	97	0	0	965	868	91	6	0	965	-6	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	247	3	0	0	250	247	3	0	0	250	0	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,639	61	0	0	2,700	2,639	100	100	0	2,839	39	139	139	Budget increased by £200k to reflect ongoing works.
11436000	B4087 Oakley Wood Road Bishops Tachbrook	364	140	0	0	504	364	110	30	0	504	-30	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	1,200	0	0	1,201	1	300	900	0	1,201	-900	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	335	15	0	0	350	335	15	10	0	360	0	10	10	
11505000	A422 Alcester Road, Stratford upon Avon	250	3	0	0	253	250	6	6	0	262	3	9	9	
11507000	A428 Lawford Road, Rugby	291	204	0	0	494	291	154	50	0	494	-50	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	54	10	0	122	-10	0	0	
11511000	A429 Ettington Road, Wellesbourne	1,219	16	0	0	1,235	1,219	20	10	0	1,249	4	14	14	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	67	354	0	0	421	67	233	121	0	421	-121	-0	-0	Changed to reflect construction works on hold due to Statutory Undertakers works.
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	67	0	0	284	218	47	20	0	284	-20	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	600	0	0	601	1	100	500	0	601	-500	0	0	

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11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	275	26	0	0	301	275	76	25	0	376	50	75	Budget increased by £75,000 to reflect
11531000	D1643 Park Road, Bedworth - new car park egress.	140	95	0	0	235	140	151	50	0	341	56	106	Budget increased to reflect scope of works.
11551000	A47 Long Shoot - relocation of a refuge island	13	77	0	0	90	13	61	16	0	90	-16	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	250	1,750	0	2,000	0	250	1,750	0	2,000	0	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	100	650	0	751	1	100	650	0	751	0	0	
11578000	C98 Loxley Road, Tiddington.	0	1,500	0	0	1,500	0	1,000	500	0	1,500	-500	0	
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	1,186	1,514	0	0	2,700	1,186	2,514	300	0	4,000	1,000	1,300	Budget increase due to scope of works.
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	8	1,492	2,000	0	3,500	8	492	3,000	0	3,500	-1,000	0	Technical review delayed
11595000	A422 Banbury Road Ettington Ghost island	286	12	0	0	298	286	12	10	0	308	0	10	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	134	816	0	0	950	134	801	15	0	950	-15	0	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	150	0	0	151	1	76	75	0	152	-74	1	Forecast changed to reflect expected delivery of works.
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	54	96	0	0	150	54	76	20	0	150	-20	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	350	0	0	350	0	325	25	0	350	-25	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	111	189	0	0	300	111	189	0	0	300	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	450	0	0	450	0	200	250	0	450	-250	0	Forecast changed to reflect expected delivery.
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	413	1,387	0	0	1,800	413	508	800	0	1,721	-879	-79	
11664000	C8 Trinity Road, Kingsbury (St Modwen)	2	1,500	800	0	2,302	2	1,500	800	0	2,302	0	0	
11665000	D538 Station Road, Coleshill (Aldi Stores)	4	146	0	0	150	4	146	0	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	0	85	0	85	-85	0	Limited staff resources
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	750	0	0	750	0	750	0	0	750	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	600	0	0	600	0	75	525	0	600	-525	0	Changed to reflect expected construction delivery.
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	500	0	0	500	0	75	425	0	500	-425	0	To reflect expected construction delivery.
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	1,100	0	0	1,100	0	75	1,025	0	1,100	-1,025	0	To reflect progress of Technical Review.
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	200	200	0	400	0	200	200	0	400	0	0	
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	900	0	0	900	0	400	500	0	900	-500	0	To reflect construction delivery.
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	0	100	650	0	750	0	50	700	0	750	-50	0	To reflect progress of Technical Review.
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	2,027	873	0	0	2,900	2,027	1,273	200	0	3,500	400	600	Budget increased on Cabinet Report dated 26 July 2018
11688000	S278 Highway Impts Rugby Free School	114	1,000	0	0	1,114	114	1,019	0	0	1,133	19	19	Transfer of budget from scheme 11720009 (Structural Maintenance budget) County Highways
11695000	A4023 Coventry Highway, Mappleborough Green.	1	1,000	2,499	0	3,500	1	1,000	2,499	0	3,500	0	0	
11696000	A428 Crick Road, Rugby. Developers	11	1,300	0	0	1,311	11	1,300	0	0	1,311	0	0	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	0	500	700	0	1,200	0	500	700	0	1,200	0	0	
11698000	B4632 Campden Road, Clifford Chambers. Developer	0	600	0	0	600	0	100	500	0	600	-500	0	Forecast changed to reflect expected delivery.
11699000	B5000 Grendon Road, Polesworth. Developer	0	300	0	0	300	0	300	0	0	300	0	0	
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	1	449	0	0	450	1	449	0	0	450	0	0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	0	450	0	0	450	0	450	0	0	450	0	0	
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	0	400	350	0	750	0	50	700	0	750	-350	0	Forecast changed to reflex expected delivery.
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	0	100	1,150	0	1,250	0	100	1,150	0	1,250	0	0	
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	0	650	0	0	650	0	650	0	0	650	0	0	
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	0	1,000	0	0	1,000	0	1,000	0	0	1,000	0	0	
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	0	250	0	0	250	0	250	0	0	250	0	0	
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	0	1,500	0	0	1,500	0	1,500	0	0	1,500	0	0	
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	0	250	2,250	0	2,500	0	250	2,250	0	2,500	0	0	

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	0	1,500	2,000	0	3,500	0	1,000	2,500	0	3,500	-500	0	Technical review delayed.
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	0	500	3,000	0	3,500	0	500	3,000	0	3,500	0	0	
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	0	250	0	0	250	0	200	50	0	250	-50	0	Costs in 2020/21 covers Maintenance Period.
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	0	250	0	0	250	0	250	0	0	250	0	0	
11749000	C93 Bishopton Lane SOA S278 Miller & T.Wimpey (C9163)	0	300	1,300	0	1,600	0	300	1,300	0	1,600	0	0	
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	0	100	1,000	0	1,100	0	100	1,000	0	1,100	0	0	
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	0	100	1,100	0	1,200	0	100	1,100	0	1,200	0	0	
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	0	100	1,000	0	1,100	0	100	1,000	0	1,100	0	0	
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	0	250	0	0	250	0	250	0	0	250	0	0	
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	0	0	500	0	500	0	50	450	0	500	50	0	At Technical Approval stage.
11767000	A45 Stonebridge Highway / D2201 Rowley Road, Baginton	0	0	0	0	0	0	500	100	0	600	500	600	Added to Capital Programme on 15 Nov 2019.
11768000	B4029 Severn Road, Bulkington	0	0	0	0	0	0	25	475	0	500	25	500	Added to Capital Programme on 15 Nov 2019.
11769000	B4632 Campden Road, Quinton	0	0	0	0	0	0	50	1,450	0	1,500	50	1,500	Added to Capital Programme on 15 Nov 2019.
11770000	C33 Bubbenhall Road, Baginton (Gateway South)	0	0	0	0	0	0	100	500	0	600	100	600	Added to the Capital Programme on 15 Nov 2019.
11771000	D6216 Upper Henley Street, Stratford-upon-Avon	0	0	0	0	0	0	40	10	0	50	40	50	Added to Capital Programme on 15 Nov 2019.
11772000	M6 Junction 1 /A426 Leicester Road , Rugby	0	0	0	0	0	0	75	175	0	250	75	250	Added to Capital Programme on 15 Nov 2019.
11757000	A425 Banbury Road and A452 Europa Way	0	0	0	0	0	0	50	3,450	0	3,500	50	3,500	Added to Capital Programme on 15 October 2019 and 17 October 2019.
11758000	B4632 Campden Road, Long Marston	0	0	0	0	0	0	75	2,425	0	2,500	75	2,500	Added to Capital Programme on 15 October 2019 and 17 October 2019.
11759000	Birmingham Road, A4177 , Hatton.	0	0	0	0	0	0	20	580	0	600	20	600	Added to Capital Programme on 18 October 2019
11760000	SOUTHAM By-pass A423 , Southam.	0	0	0	0	0	0	50	1,750	0	1,800	50	1,800	Added to Capital Programme on 18 October 2019.
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	0	0	0	0	0	0	100	20	0	120	100	120	Budget increased to £120k to reflect on-going works.
11463000	B4451 Kineton Road Southam New Roundabout S278	0	0	0	0	0	0	10	10	0	20	10	20	
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	0	0	0	0	0	0	10	10	0	20	10	20	
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	0	0	0	0	0	0	10	10	0	20	10	20	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	0	0	0	0	0	10	10	0	20	10	20	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	0	0	0	0	0	0	10	10	0	20	10	20	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	0	0	0	0	0	10	10	0	20	10	20	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	0	0	0	0	0	10	10	0	20	10	20	
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	0	0	0	0	0	0	10	10	0	20	10	20	
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	0	0	0	0	0	0	1,000	500	0	1,500	1,000	1,500	
11598000	A426 Leicester Road Rugby Highway Impt S278	0	0	0	0	0	0	150	50	0	200	150	200	Increase due to scope of works.
11419000	A423 Priority Junction and A425 Banbury Road	0	0	0	0	0	0	6	6	0	12	6	12	
11424000	Snitterfield Emergency Works	0	0	0	0	0	0	0	0	0	0	0	0	
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	0	0	0	0	0	0	6	6	0	12	6	12	
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	0	0	0	0	0	0	6	6	0	12	6	12	
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	0	0	0	0	0	0	10	10	0	20	10	20	
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	0	0	0	0	0	0	10	10	0	20	10	20	
Grand Total		111,976	68,022	43,871	23,299	247,167	111,976	58,794	67,411	25,087	263,267	-9,228	16,100	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Education Services Management	3,124	4,528	1,404	(211)	(940)	(729)	2,912	3,588	676	There is a £676k overspend on the High Needs Block due to additional place funding for a growing Special Free School.
Education & Early Years (Commissioning & Strategy)	47,072	47,437	365	(4,214)	(4,180)	34	42,859	43,257	399	There is a forecast overspend on Core funded services in Home to School Transport of £393k, due to increase in demand. On the DSG High Needs there is a forecast overspend on Children at risk of exclusions of £527k, this is due to increase demand in Alternative Provision and a greater lead in time required to achieve DSG savings. The DSG High Needs overspend is being masked by a underspend in the Growth Fund of £348k, and in Admissions £104k.
SEND & Inclusion (Commissioning & Strategy)	66,625	77,157	10,531	(2,995)	(5,336)	(2,340)	63,630	71,821	8,191	There is a forecast overspend on the DSG High Needs block of £4,396k this is largely due to pressures on top up budgets. There is also an overall forecast overspend on Core funded services of £3,796k, this is largely due to demand led pressures on Home to School Transport £1,327m and Children with Disabilities £2.504m. Children with Disabilities have seen an increase in Agency Costs for emergency social care agency staff who are employed to support children in the community as part of agreed and necessary packages. Due to the lack of highly skilled community services the CWD team is employing the services of specialist care agency staff to support some highly vulnerable and challenging young people. They are effectively providing round the clock care for individual young people with high end needs.
Education Service Delivery	8,907	8,942	34	(7,650)	(7,788)	(138)	1,257	1,154	(103)	Services trading with schools are forecasting to exceed their gross surplus targets by £103k. The additional income generation will off set overspends elsewhere in Education.
Net Service Spending	125,728	138,064	12,334	(15,070)	(18,244)	(3,173)	110,658	119,820	9,162	

Education Services - DSG funded	81,521	86,713	5,192	(2,186)	(2,338)	(152)	79,335	84,375	5,040	
Education Services - Core funded	44,207	51,351	7,144	(12,884)	(15,906)	(3,022)	31,323	35,445	4,122	
Net Service Spending	125,728	138,064	12,336	(15,070)	(18,244)	(3,174)	110,658	119,820	9,162	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01 04 19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education & Learning - Savings	0		0	0		
SEND Earmarked Reserve	223	(223)	(4,122)	(4,122)		
School Improvement Monitoring & Brokering Reserve	420		0	420		
Education MIS Project	50		0	50		
DSG Reserve	0		(5,040)	(5,040)		
Virtual School for LAC	43		0	43		
Early Years Delivery Support Fund	0		0	0		
Total	736	(223)	(9,162)	(8,649)	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	35	35	35	
Stop funding redundancy costs for schools and only provide for existing commitments	121	121	121	School redundancy payments stopped in 2018/19
Total	156	156	156	
Target		156	156	
Remaining Shortfall/(Over Achievement)		0	0	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	9,334	1,520	0	0	10,854	9,334	1,520	0	0	10,854	0	0	
Learning - Non Schools														
11399000	CMS Musical Instruments 2015/16-2017-18	80	22	0	0	102	80	22	0	0	102	0	0	
11556000	Education MIS	426	0	0	0	426	426	0	0	0	426	0	0	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	196	0	0	0	196	196	0	0	0	196	0	0	
11558000	Early Years Capital Fund / Nic Nac Pre-School	174	0	0	0	174	174	0	0	0	174	0	0	
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	195	0	0	0	195	195	0	0	0	195	0	0	
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	0	0	0	0	0	0	0	0	0	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11715000	Marle Hall refurbishment works	35	0	0	0	35	35	0	0	0	35	0	0	
11750000	Pears Centre	0	10,640	500	0	11,140	0	10,640	500	0	11,140	0	0	
Learning - Other														
11393000	Minor Works Block Header 2015/16	663	0	0	0	663	663	0	0	0	663	0	0	
11476000	Nursery & pre school provision minor works	13	40	0	0	53	13	40	0	0	53	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	37	33	0	0	0	33	-4	-4	
11571000	Bridges Childcare	58	0	0	0	58	58	0	0	0	58	0	0	
11573000	Planning & Development block header 17/18	24	176	0	0	200	24	176	0	0	200	0	0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	257	487	1,590	0	2,335	257	487	1,590	0	2,335	0	0	
11630000	Minor Works 18/19	158	130	0	0	288	158	130	0	0	288	0	0	
11633000	Weddington Nursery Provision - demolition and new build	6	0	0	0	6	6	0	0	0	6	0	0	
11678000	Seedlings Nursery HRI Wellesbourne	0	120	0	0	120	0	120	0	0	120	0	0	
11682000	Temporary classroom removal	54	96	0	0	150	54	96	0	0	150	0	0	
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Primary - expansion														
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	1	0	0	933	932	0	0	0	932	-1	-1	Project complete, underspent
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0	0	0	878	878	0	0	0	878	0	0	
11255000	Paddox School extension - targeted basic need	2,688	0	0	0	2,688	2,688	0	0	0	2,688	0	0	
11263000	Long Lawford extension (pupil places)	773	0	0	0	773	773	0	0	0	773	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	0	0	0	870	870	0	0	0	870	0	0	
11386000	Long Lawford Primary permanent expansion	2,259	882	0	0	3,141	2,259	882	0	0	3,141	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	752	0	0	0	752	752	-59	59	0	752	-59	0	
11401000	Hillmorton Primary Permanent Expansion	3,041	1	0	0	3,042	3,041	0	0	0	3,041	-1	-1	
11468000	Oakfield Primary expansion (Academy)	530	0	0	0	530	530	-79	0	0	451	-79	-79	
11470000	Nathaniel Newton Infants, extension re bulge class	182	4	0	0	186	182	4	0	0	186	0	0	
11471000	The Ferncumbe Primary School	100	20	0	0	120	100	0	20	0	120	-20	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	271	5	0	0	275	271	5	0	0	275	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	73	1	0	0	74	73	0	0	0	73	-1	-1	
11565000	Ettington Primary School	60	0	0	0	60	60	0	0	0	60	0	0	
11566000	The Ferncumbe Primary School	59	470	0	0	530	59	470	0	0	530	0	0	
11568000	Welford on Avon Primary School	193	1,579	0	0	1,772	193	1,659	0	0	1,852	80	80	
11570000	Coten End Kitchen Extension	168	3	0	0	171	168	0	0	0	168	-3	-3	Project complete, underspend budget £3,229
11497000	Acorns Primary School, Long Compton - new temporary classroom	39	221	0	0	260	39	221	0	0	260	0	0	
11620000	Newdigate Primary School - Expansion and Internal refurb	304	960	475	0	1,739	304	110	1,326	0	1,740	-850	1	
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	131	794	0	0	925	131	794	0	0	925	0	0	
11628000	Michael Drayton Primary - Expansion	1,250	1,235	0	0	2,484	1,250	1,235	0	0	2,484	0	0	
11646000	Barford St Peters Primary	234	17	0	0	252	234	17	0	0	252	0	0	
11647000	Coleshill Primary	291	25	0	0	316	291	25	0	0	316	0	0	
11738000	Harbury Primary, Internal redevelopment and reconfiguration	0	60	0	0	60	0	60	0	0	60	0	0	
11739000	Harbury Pre School, Reconfiguration	0	23	0	0	23	0	23	0	0	23	0	0	
11740000	Bidford Bright Stars Nursery, External Equipment	0	58	0	0	58	0	58	0	0	58	0	0	
Primary - new														

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	10	0	0	3,016	3,006	10	0	0	3,016	0	0	
11384000	New School, The Gateway, Rugby	50	1,100	2,000	2,265	5,415	50	350	2,750	2,265	5,416	-750	0	Additional funding of £2,265,433 was approved by Cabinet on 14th November 2019. Slippage of £750,000 in 2019-20 is due to the delay of land transfer from the Developer.
11391000	New school, South Warwick (Heathcote Farm site)	3,569	90	0	0	3,659	3,569	90	0	0	3,659	0	0	
11480000	Water Orton Primary School (re HS2 Conditional)	4,807	1,343	0	0	6,150	4,807	1,343	0	0	6,150	0	0	
Primary - other														
11319000	Eastlands Primary Temporary Classroom	107	35	60	0	202	107	35	60	0	202	0	0	
11321000	Long Lawford Pri temporary classroom	364	6	0	0	371	364	6	0	0	371	0	0	
Schools Access														
11267000	2013-14 Schools Disability Access block header	671	0	0	0	671	671	0	0	0	671	0	0	
11479000	Access works for SEN 16-17	169	0	0	0	169	169	0	0	0	169	0	0	
11629000	DDA Blockheader 18/19	675	8	0	0	683	675	18	0	0	693	10	10	Additional spend of £10,000 is due to extra works required on DAG project. This is to be funded from Project 11728000 .
11728000	DDA Blockheader 19/20	0	400	0	0	400	0	374	0	0	374	-26	-26	Additional spend of £26328 due to extra works on DAG to support project: 11629000
Secondary - expansion														
11472000	Kineton High School	3167	125	0	0	3,291	3,167	0	125	0	3,291	-125	0	Forecast for 2020/21 due to project delay, Kineton project 11472000
11619000	Campion Phase 1 (incl Sports Hall Refurb)	572	4,728	2,267	0	7,567	572	4,728	2,267	0	7,567	0	0	
11645000	Coleshill Secondary School	459	2,735	0	0	3,194	459	2,735	0	0	3,194	0	0	
11681000	Polesworth PSBP2	0	200	0	0	200	0	200	0	0	200	0	0	
Secondary - new														
11730000	New School Leamington	0	350	0	0	350	0	350	0	0	350	0	0	
Secondary - other														
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	0	0	0	41	-34	-34	
SEN - other														
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	442	0	450	-442	0	
11406000	SEN Resource base provision - Primary schools	0	0	0	0	0	0	0	0	0	0	0	0	
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	11	0	0	0	11	11	-11	0	0	0	-11	-11	
11495000	Stockingford Primary School new SISG module building	358	7	0	0	365	358	7	0	0	365	0	0	
11569000	Paddox Primary SISG	8	405	0	0	414	8	405	0	0	414	0	0	
11589000	SEND facilities block	48	203	0	0	250	48	203	0	0	250	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
SEN - expansion														
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	26	0	0	0	26	26	0	0	0	26	0	0	
11729000	Oakwood Special School - Conversion of ICT Room	0	85	0	0	85	0	85	0	0	85	0	0	
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	60	0	60	0	0	60	0	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	0	190	0	190	0	0	190	0	190	0	0	
11641000	Keeping SEND children local	0	190	0	0	190	0	190	0	0	190	0	0	
11680000	Exhall Grange Modular Pod	536	385	0	0	920	536	385	0	0	920	0	0	
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,007	40	0	0	6,047	6,007	0	0	0	6,007	-40	-40	
11644000	Water Orton Evergreen Unit	10	640	0	0	650	10	640	0	0	650	0	0	
11741000	The Avon Valley school, Rugby	0	0	0	0	0	0	0	0	0	0	0	0	
11736000	Weddington Primary School - Bulge Class	0	150	0	0	150	0	150	0	0	150	0	0	
11737000	Southam Primary/Pre School, Pre School relocation	0	424	0	0	424	0	424	0	0	424	0	0	
11742000	The Avon Valley School, Alternative Provision Accommodation	0	28	0	0	28	0	28	0	0	28	0	0	
11262000	Cawston Grange extension (pupil places)	0	0	0	0	0	0	12	0	0	12	12	12	
11331000	Newburgh Primary School - New Play Area	0	0	0	0	0	0	7	0	0	7	7	7	
Grand Total		52,588	34,009	7,142	2,265	96,004	52,588	31,674	9,388	2,265	95,915	-2,336	-89	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	11,578	11,587	9	(20)	(39)	(19)	11,558	11,548	(10)	Although this service area is presenting a balanced forecast it does not reflect the increasing level of expenditure against the crewing pool required to maintain operational availability. Once the new recruits are allocated to stations this pressure should be reduced. In addition to this the Service are continually taking action to reduce sickness absence.
Service Delivery - Prevention	718	816	98	(253)	(275)	(22)	465	541	76	The Service has filled specialist functions in Prevention to support the work that is being carried out in partnership with Public Health. This is funded from a position being held vacant within the Operational Response service above.
Service Delivery - Planning & Protection	977	973	(4)	(1)	(3)	(2)	976	970	(6)	
Service Delivery - Fire Control	865	864	(1)	(64)	(64)	0	801	800	(1)	
Service Support - Technical Support	2,233	2,385	152	0	0	0	2,233	2,385	152	The Service has a need to maintain capacity within the Technical Support Department to cover long term sickness absence. In addition to this there are a number of small pieces of operational equipment that need maintenance/replacement. The plan is to fund this expenditure from the Service Saving Reserve at year end.
Service Support - Training & Development	1,699	1,958	259	(161)	(142)	19	1,538	1,816	278	The pending implementation of corporate HR Policy in relation to flexible retirement, along with the drive to streamline systems has delayed the achievement of savings within Health & Safety. The Service will continue to monitor progress, and identify any required management action. In addition to this the Service is running two recruitment campaigns during 2019/20. It is anticipated that the additional training cost of the new recruits coupled with the need to outsource breathing apparatus training, as a result of the delay in the completion of WFRS new training facility, will cost approximately £200k. This will be funded from the specific training reserve at year end.
Service Improvement - Business Transformation & Projects	372	425	53	0	(88)	(88)	372	337	(35)	Additional Home Office grant funding will need to be contributed to the ESN reserve at year end to fund project expenditure in 2020-21. This underspend is off-setting expenditure relating to the purchase of a new IT system "Dynamic Cover Tool" used to ensure operational resources are best placed. A request to drawdown funding from the FRS Replacement System Reserve would be expected at year end.
Brigade Management	833	850	17	0	0	0	833	850	17	
Service Support - HR, IT, Finance & Pensions	1,550	1,477	(73)	(3)	0	3	1,547	1,477	(70)	No ill-health retirements are expected during 2019/20.
Net Service Spending	20,825	21,335	510	(502)	(611)	(109)	20,323	20,724	401	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268	0	0	268		
Fire Control Project	153	0	0	153		The Service is currently in the process of settling the final stage payments for the Vision Command & Control System.
Service Savings Reserve	525	0	(296)	229		The Service would expect to draw down from this reserve at year end to fund planned expenditure.
Fire Services - ESMCP	583	0	88	671		The Service would expect to transfer this grant funding into reserve at year end to support project expenditure during 2020/21.
Replacement Systems FRS Project	470	0	(1)	469		
Vulnerable People	29	0	3	32		
Operational Training	195	0	(195)	0		The Service would expect to draw down from this reserve at year end to fund planned expenditure.
Fire Protection	0	602		602		As approved at Cabinet 12th September 2019 (from General Reserves)
Total	2,223	602	(401)	2,424	0	

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

2019/20 Savings

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

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11660000	Vehicle Replacement Programme 2018/19	55	0	0	0	55	55	0	0	0	55	0	0	
11726000	Vehicle Replacement Programme 2019/20	0	931	0	0	931	0	931	0	0	931	0	0	
Sub Total - F&R Self Financing Projects		55	931	0	0	986	55	931	0	0	986	0	0	
11300000	Equipment for new Fire Appliances 2017/18	139	0	0	0	139	139	0	0	0	139	0	0	
11448000	Equipment for new Fire Appliances 2018/19	31	0	0	0	31	31	0	0	0	31	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	246	0	0	246	0	166	80	0	246	-80	0	The delivery of new fire engines will now take place in 2020/21, therefore there will be a delay in the purchase of the associated operational equipment.
Sub Total - Projects Funded from Corporate Resources		170	246	0	0	416	170	166	80	0	416	-80	0	
11229000	New Fire & Rescue Centre Leamington Spa	3,141	0	0	0	3,141	3,141	0	0	0	3,141	0	0	
11601000	Fire & Rescue HQ Leamington Spa	15	0	2,278	0	2,293	15	42	2,236	0	2,293	42	0	This project has been placed on hold pending the outcomes from the wider county property rationalisation programme, however initial consultancy fees have already been paid.
Sub Total - F&R Future Estate Project		3,156	0	2,278	0	5,434	3,156	42	2,236	0	5,434	42	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	
Sub Total - Fire Control Project		849	83	0	0	932	849	83	0	0	932	0	0	
11374000	Training Centre - New Build	1,412	0	700	0	2,112	1,412	0	700	0	2,112	0	0	
11600000	WFRS Water Training Facility	0	0	0	0	0	0	0	0	0	0	0	0	
11700000	F&R Training Programme: Radford Road	0	9	1,524	0	1,533	0	9	1,524	0	1,533	0	0	
11701000	F&R Training Programme: Stratford	0	204	0	0	204	0	204	0	0	204	0	0	
11702000	F&R Training Programme: Kingsbury	0	797	150	0	947	0	797	150	0	947	0	0	
11703000	F&R Training Programme: EA Water site	0	226	200	0	426	0	226	200	0	426	0	0	
Sub Total - F&R Training Programme		1,412	1,236	2,574	0	5,222	1,412	1,236	2,574	0	5,222	0	0	
11766000	WFRS Emergency Services Network - Phase 1	0	201	732	0	933	0	201	732	0	933	-0	0	This funding was approved by Cabinet on 14/11/2019 from the Capital Investment Fund. Work will commence in 2019/20 but will not be completed until 2020/21.
Sub Total - F&R Emergency Services Network		0	201	732	0	933	0	201	732	0	933	-0	0	
Grand Total		5,642	2,698	5,583	0	13,923	5,642	2,659	5,622	0	13,923	-39	0	

Strategic Commissioner - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	1,010	1,108	98	(69)	(75)	(6)	941	1,033	92	Unrealised savings target and over budget on legal charges offset by in year salary savings.
Transport & Highways	8,636	8,607	(29)	(8,134)	(7,762)	372	502	845	343	Unrealised savings target in parking management of £0.427m and Road Safety / Speed Awareness forecast underspend of £64k.
Infrastructure & Sustainable Communities	3,060	3,207	147	(1,304)	(1,409)	(105)	1,756	1,798	42	There are unrealised savings targets, and budgetary pressures of £385k across the group which have been mitigated on a one-off basis by additional income generation, salary savings and cost savings.
Waste & Environment	22,256	22,433	177	(3,179)	(3,333)	(154)	19,077	19,100	23	Some variances but overall a balanced position is forecast. There remain risks that could mean the net position changes.
Economy & Skills	3,525	3,447	(78)	(2,641)	(2,458)	183	884	989	105	There is an overspend of £236k across the Business Centres to support Capital improvements which will partially (£150k) be met from reserves. This has been offset by a £122k underspend in Strategic Economic development due to the profiling of the Business Support programmes and grant funding.
Net Service Spending	38,487	38,802	315	(15,327)	(15,037)	290	23,160	23,765	605	

Strategic Commissioner - Communities - Dave Ayton-Hill

Strategic Director - Mark Ryder

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	0			0		
Local Resilience Forum - Brexit Funding	38	(38)		0		
Community Services - Trading	51			51		
Communities - Savings	761		(655)	106		
Business Centres	150			150		
Speed Workshops	813			813		
Kenilworth Station	500			500		
Development Group Realignment Costs	75	(75)		0		
European Match Funding	276	(110)	50	216	50	Business Support projects have been re-profiled and will carry on into 2020/21. We would only usually draw down what was needed but the whole amount was drawn down at the start of the year due to the new reserves policy.
Skills Delivery for Economic Growth	206	(110)		96		
Rural Growth Network	278	(110)		168		
Womens Cycle Race 2016	200	(200)		0		
Total	3,348	(643)	(605)	2,100	50	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Waste Management - a reduction in the waste tonnage going to landfill	193	193	193	Moving waste away from landfill is delivering environmental as well as financial savings.
Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	21	21	21	
Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	30	30	30	
Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	80	80	80	Whilst there has not been any addition to the portfolio as per the original savings targets, capital development work is being carried out within the existing portfolio to create new revenue income streams for the future. It is hoped that this savings target will therefore be mitigated via this different route and other savings across the portfolio.
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	75	75	75	
Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and onstreet parking charges	44	44	44	
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698	330	330	The new charging scheme has not been implemented, but some of the savings target has been mitigated in year.
Total	1,141	773	773	
Target		1,141	1,141	
Remaining Shortfall/(Over Achievement)		368	368	

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Area Delegated Funded Schemes															
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	559	0	0	0	559	559	0	0	0	559	0	0		
11275000	Nuneaton and Bedworth Area Committee	476	0	0	0	476	476	0	0	0	476	0	0		
11276000	Rugby Area Committee	416	0	36	0	452	416	0	36	0	452	0	0		
11278000	Warwick Area Committee	430	0	0	0	430	430	0	0	0	430	0	0		
11354000	Area Delegated Funding 17-18	29	10	240	0	279	29	10	295	0	335	0	56	schemes transferred to the unallocated budget	
11394000	Transport & Roads Area Delegated Funding	516	8	0	0	525	516	8	0	0	525	0	0		
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	0	0		
11396000	County Highways Area Delegated Funding	275	39	0	0	314	275	39	0	0	314	0	0		
11398000	Design Services Area Delegated Funding	149	11	0	0	160	149	0	11	0	160	-11	0	Scheme to be completed in new year 20/21	
11452000	Area Delegated Funding 18-19	0	0	2,981	0	2,981	0	0	2,405	0	2,405	0	-576	new schemes allocated from the unallocated budget	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	97	0	0	0	97	97	0	0	0	97	0	0		
11485000	Delegated Budget 2016-17 Road Safety	501	66	0	0	566	501	66	0	0	566	0	0		
11487000	Delegated Budget 2016-17 Transport Planning	112	13	0	0	125	112	13	0	0	125	0	0		
11488000	Delegated Budget 2016-17 Casualty reduction	158	79	0	0	237	158	79	0	0	237	0	0		
11489000	Delegated Budget 2016-17 Street Lighting	17	0	0	0	17	17	0	0	0	17	0	0		
11490000	Delegated Budget 2016-17 Programmes	410	137	0	0	547	410	137	0	0	547	0	0		
11547000	Area Delegated Funding 19-20	0	0	0	0	0	0	0	0	0	0	0	0		
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0		
11590000	Delegated Budget 2017-18 Road Safety	612	167	0	0	779	612	176	0	0	789	9	9	increased costs	
11592000	Delegated 17-18 County Highways	516	140	0	0	656	516	69	0	0	585	-71	-71	£68,886 back to the unallocated budget 11354002	
11593000	Delegated Budget 2017-18 Transport Planning	41	9	0	0	50	41	9	0	0	50	0	0		
11594000	Delegated Budget 2017-18 Street Lighting	14	2	0	0	16	14	2	0	0	16	0	0	Increased costs budget offset budget to match	
11652000	Jo Edwards Delegated Schemes 2018 2019	301	696	0	0	997	301	697	0	0	998	1	1		
11653000	John Grant Delegated Schemes 2018 2019	645	182	0	0	827	645	182	0	0	827	0	0		
11654000	Gaf Din Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0		
11655000	Mike Cunningham Delegated Schemes 2018 2019	7	0	0	0	7	7	1	0	0	7	0	0	Increased costs offset budget to match	
11656000	Nigel Whyte Delegated Schemes 2018 2019	75	6	0	0	81	75	12	0	0	86	5	5	Increased Scheme Budget - 11656003	
11721000	Traffic Signals Delegated Budget 2019 2020	0	0	0	0	0	0	0	0	0	0	0	0		
11722000	St Lighting Delegated Budget 2019 2020	0	6	0	0	6	0	6	0	0	6	0	0		
11723000	County Highways Base Delegated Budget 2019 2020	0	272	0	0	272	0	544	0	0	544	272	272	new schemes allocated	
11724000	Traffic Road Safety Delegated Budgets 2019 2020	0	683	0	0	683	0	886	0	0	886	203	203	New schemes allocated	
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	0	91	0	0	91	0	158	0	0	158	67	67	New Scheme Added - 11725010	
10661000	HPCF - Healthy Pupils Capital Grant	0	0	0	0	0	0	0	0	0	0	0	0		
Integrated Transport - Cycle Schemes															
10324000	Lawford Road Cycle Route	498	19	0	0	517	498	0	0	0	498	-19	-19	Scheme complete. No further funding required.	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	151	0	0	0	151	151	0	0	0	151	0	0		
10434000	North West Warwick Cycle Scheme	781	0	0	0	781	781	0	0	0	781	0	0		
11330000	Fillongley Crossroads realigning crossroad junction	232	0	0	0	232	232	0	0	0	232	0	0		
11762000	Nuneaton to Coventry Cycle Route	0	20	300	692	1,012	0	20	300	692	1,012	0	0	Capital investment funded project - added Cabinet 14/11/2019	
11765000	Hinckley to Nuneaton Cycle Route	0	15	260	163	438	0	15	260	163	438	0	0	Capital investment funded project - added Cabinet 14/11/2019	
Integrated Transport - Other Schemes															
11456000	Stratford Park & Ride site alterations	87	12	0	0	99	87	12	0	0	99	0	0		
11650000	Electric Vehicle Charging Points	15	0	0	0	15	15	0	0	0	15	0	0		
11710000	Land at Crick Road Rugby (Rugby Parkway)	0	437	2,200	0	2,637	0	150	2,487	0	2,637	-287	0	Land negotiations are not as advanced as originally programmed. Changes have been made to the planning application which has delayed this aspect of the work.	
Integrated Transport - Public Transport															
11325000	Stratford Town Station Upgrade	127	110	0	0	237	127	110	0	0	237	0	0		
Economic Development															
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	1,890	0	0		
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	634	36	50	0	720	634	36	50	0	720	0	0		
11425000	Capital Growth Fund Business Loans and Grants	1,663	224	243	171	2,300	1,663	225	195	617	2,700	2	400	Future forecasts now include capital re-payments on latest WCC loan to delivery partner. Increased spend in later years funded by these capital re-payments and "recycling" of the funding.	
11549000	Vicarage Street Site Investigations	30	0	0	0	30	30	0	0	0	30	0	0		
11596000	Eliot Park Innovation Centre - improvements to the car park	462	10	0	0	472	462	0	0	0	462	-10	-10	Project completed no further spend anticipated	
11612000	Capital Investment Fund/ Duplex Fund	0	700	992	308	2,000	0	700	992	308	2,000	0	0		
11613000	Capital Investment Fund/ Small Business Grants	169	270	361	200	1,000	169	270	361	200	1,000	0	0		
11668000	Business Centre Strategy	91	59	0	0	150	91	255	0	0	346	196	196	Increased costs of utilities and subsequent development of business club accomodation	
11536004	Country Parks Car Parking Area, Ryton	0	0	0	0	0	0	0	0	0	0	0	0		
Economic Development - Transforming Nuneaton															
11746000	Transforming Nuneaton - Coop Building Purchase	0	1,500	0	0	1,500	0	1,500	0	0	1,500	0	0		
11611000	Transforming Nuneaton	165	4,220	3,170	0	7,555	165	4,220	3,170	0	7,555	0	0		
Major Transport Projects															
10362000	Kenilworth Station	13,003	905	0	0	13,908	13,003	25	880	0	13,908	-880	-0	Adjudication not crystallised in 2019/20	
10366000	Stratford-upon-Avon Local Sustainable	5,597	0	0	0	5,597	5,597	0	0	0	5,597	0	0		
10981000	NUCKLE	1,897	0	0	0	1,897	1,897	0	0	0	1,897	0	0		
11339000	Bermuda Connectivity	1,623	1,500	4,078	1,700	8,900	1,623	873	4,705	1,700	8,900	-627	0	An extended period of voluntary negotiations has delayed securing the parcels of land required to deliver the Scheme and support construction works. The knock-on effect is that procurement of the construction contract will not get underway until later in 2019-20 upon completion of the land arrangements, and subsequently, construction work will not commence until Spring 2020. The Q3 Forecast reflects that no transactions regarding the construction contract are expected to be initiated during the remainder of 2019-20 resulting in a considerable level of underspend.	
Waste Management															

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	34	0	0	1,563	0	0	
10454000	Lower House Farm	5,596	0	0	0	5,596	5,596	0	0	0	5,596	0	0	
11303000	HWRC Maintenance 2016/17	46	0	0	0	46	46	0	0	0	46	0	0	
11304000	HWRC Maintenance 2017/18	54	0	0	0	54	54	0	0	0	54	0	0	
11450000	HWRC Maintenance 2018/19	25	0	0	0	25	25	0	0	0	25	0	0	
11535000	HWRC Maintenance 2019/20	0	104	0	0	104	0	80	24	0	104	-24	-0	2019/20 under spend currently projected but this may vary if more much needed capital works can be completed this year.
11714000	Waste Handling and compaction equipment HWRC	0	581	0	0	581	0	581	0	0	581	0	0	Four new compactors have been purchased and delivered. These have been greatly appreciated and are ensuring better more reliable service delivery.
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	606	0	0	0	606	606	0	0	0	606	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	435	0	0	0	435	435	0	0	0	435	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	0	0	0	362	362	0	0	0	362	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	226	0	0	0	226	226	0	0	0	226	0	0	
11449000	Countryside Rural Services Capital Maintenance 2018/19	106	0	0	0	106	106	0	0	0	106	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	0	289	0	0	289	0	155	134	0	289	-134	0	Due to flooding and poor weather conditions further capital projects would not be able to be completed in this financial year due to timescale slippage on some current projects. However next year it is likely we will need to invest heavily in robust path maintenance works esp at Kingsbury so this capital will be important to accomodate those improvements for the public access.
Developer Funded Transport - s106 schemes														
10332000	Rugby, Mill Road	605	0	0	0	605	605	0	0	0	605	0	0	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	1	0	0	13	0	0	
11194010	Install bollards & associated traffic management - historic spine Stratford	11	39	0	0	50	11	39	0	0	50	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon	19	26	0	0	45	19	26	0	0	45	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	53	0	0	0	53	53	0	0	0	53	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	23	40	245	0	307	23	20	265	0	307	-20	0	Delivery of first phase of scheme now anticipated in early 2020/21.
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	1	80	101	0	183	1	80	101	0	183	0	0	
11441005	S106 Funded Bus Stop Enhancement Works (Salford Road Bidford)	24	0	0	0	24	24	0	0	0	24	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	0	0	0	16	16	0	0	0	16	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road	5	18	0	0	23	5	18	0	0	23	0	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	8	23	0	0	31	8	23	0	0	31	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	9	0	0	0	9	9	0	0	0	9	0	0	
11552002	Northgate Junction improvements	0	0	0	0	0	0	0	0	0	0	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby	15	23	0	41	80	15	23	0	41	80	0	0	
11614000	Bus Stop Enhancement Works In Alderminster	14	7	0	0	21	14	0	0	0	14	-7	-7	Scheme complete leaving an underspend.
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	10	6	0	0	15	10	0	0	0	10	-6	-6	Scheme complete leaving an underspend.
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in	14	0	0	0	14	14	0	0	0	14	0	0	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	3	18	0	0	21	3	18	0	0	21	0	0	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	4	78	0	0	82	4	78	0	0	82	0	0	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	23	0	0	23	0	12	11	0	23	-11	0	Scheme delayed due to extended voluntary land negotiations.
11704000	Barford Safety Junction	8	220	0	0	228	8	50	170	0	228	-170	0	Carrying over into next financial year
TBA	Campden Road (B4035), Shipston-on-Stour NEW BUS STOPS	0	0	0	0	0	0	0	0	0	0	0	0	
TBA	Mancetter Road / Camp Hill Road, Nuneaton BUS STOP	0	0	0	0	0	0	0	0	0	0	0	0	
Warwick Town Centre														
11552000	Warwick Town Centre transport proposals	574	376	0	0	950	574	376	0	0	950	0	0	
Integrated Transport - Safer Routes to Schools														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed	37	0	0	0	37	37	0	0	0	37	0	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed	73	8	0	0	81	73	8	0	0	81	0	0	
11635000	Home to School Routes 17-18	46	1,137	689	0	1,873	46	939	792	0	1,777	-198	-96	Due to the large number of small schemes currently being undertaken in a short space of time to
11635049	St Faiths Primary School , Alcester. Safer Routes To School	0	0	0	0	0	0	0	0	0	0	0	0	
11635048	B'ham Road, Stratford (Safer Routes to School)	0	0	0	0	0	0	0	0	0	0	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	18	0	0	1,594	-2	-2	Reduced spend in 2019-20
11761000	Average Speed Cameras	0	0	1,764	0	1,764	0	0	1,764	0	1,764	0	0	New Capital Investment Project - addition, Cabinet 14/11/2019
Integrated Transport - School safety zones														
11359000	School Safety Zones 16/17	1,899	73	0	0	1,972	1,899	73	0	0	1,972	0	0	
11564000	School Safety Zones 17/18 A	643	184	0	0	828	643	184	0	0	828	0	0	
11585000	School Safety Zones 18/19	367	282	0	0	649	367	155	127	0	649	-127	0	Large number of traffic signal based schemes currently being delivered – 2 slipped schemes are
11586000	School Safety Zones 19/20	9	253	0	0	263	9	349	0	0	358	96	96	
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	487	1,197	0	0	1,684	487	1,304	0	0	1,791	107	107	Portabello Crossroads additional CIF funding - added Cabinet 14/11/2019
11356000	Casualty Reduction Schemes 16/17	231	0	47	0	278	231	0	47	0	278	0	0	
11357000	Casualty Reduction Schemes 17/18	17	0	0	0	17	17	0	0	0	17	0	0	
11453000	Casualty Reduction Schemes 18-19	21	149	219	0	388	21	149	272	0	441	0	53	Scheme 11453004 increased budget of £53000 from Delegated budget Cllr Williams Warwick Area
11546000	Casualty Reduction Schemes 19-20	0	0	0	0	0	0	0	0	0	0	0	0	
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	0	601	1,000	0	1,601	0	601	1,000	0	1,601	0	0	
11763000	A439 - Southern reduction Scheme	0	0	500	0	500	0	0	500	0	500	0	0	New Capital Investment Funded project , addition - Cabinet 14/11/19
11764000	Green Man Coleshill Signalised Junction	0	0	500	0	500	0	0	500	0	500	0	0	New Capital Investment Funded project , addition - Cabinet 14/11/19
11635047	Wootton Wawen (Signs & Lining)	0	0	0	0	0	0	0	0	0	0	0	0	
Grand Total		51,526	18,594	19,995	3,276	93,391	51,526	16,947	21,873	3,722	94,069	-1,647	678	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Adult Social Care	11,587	10,252	(1,335)	(700)	(678)	22	10,887	9,574	(1,313)	Underspends due to early achievement of savings and ASC Transformation project underspends. Service to plan where/if this should be reinvested in one off schemes.
Disabilities	78,621	79,973	1,352	(8,966)	(9,201)	(235)	69,655	70,772	1,117	Learning Disabilities supported living is a continued pressure and area of £1.4m overspend over the North and South. This is mitigated by the £146k underspend in Physical Disabilities and the contingency budget held within the Service Manager budget.
Mental Health	9,961	11,508	1,547	(523)	(744)	(221)	9,438	10,764	1,326	Overspend on service budgets due to demographic pressures. AMH budget allocation is for 18-65 yrs old
Older People	75,049	76,651	1,602	(27,637)	(31,170)	(3,533)	47,412	45,481	(1,931)	In period movement has been small, close scrutiny of packages in Mosaic has increased confidence in the forecasts and reduced manual adjustments. Underspend has reduced by £127k, at budget setting we need to restate income and expenditure for purchasing to mitigate future variances.
Integrated Care Services	10,079	8,752	(1,327)	(231)	(162)	69	9,848	8,590	(1,258)	Underspend is a combination of reduced staffing costs due to continued vacancies across the service and reduced expenditure for AT equipment.
Development & Assurance	2,668	2,795	127	(1,170)	(1,001)	169	1,498	1,794	296	Transport overspend based on last year charge from Communities. Staffing overspend from extension to E2E project team secondments
Net Service Spending	187,965	189,931	1,966	(39,227)	(42,956)	(3,729)	148,738	146,975	(1,763)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Social Care and Support - Savings	13,803	3,000	1,763	18,566		
Total	13,803	3,000	1,763	18,566	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	550	550	550	
Use alternative 24 hour care options e.g. extra care housing and supported living	625	625	625	
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184	184	184	
Remodel direct payment employment support services	150	150	150	Mitigated through DP underspend
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	100	100	100	
Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19	631	631	631	
Total	2,240	2,240	2,240	
Target		2,240	2,240	
Remaining Shortfall/(Over Achievement)		0	0	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	100	250	0	350	0	100	250	0	350	0	0	
11555000	Extra Care Housing	0	2,000	1,313	0	3,313	0	2,000	1,313	0	3,313	0	0	
Grand Total		0	2,100	1,563	0	3,663	0	2,100	1,563	0	3,663	0	0	

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Children & Families	7,207	5,346	(1,861)	(721)	(1,822)	(1,101)	6,486	3,524	(2,962)	Activity on Legal services would indicate that the full year OOP Savings will be achieved and there will be no over-spend on the £2.235m budget. The planned under-spend includes £1.1m contribution from Adult SC and permanent and one off budget being held to cover pressure points elsewhere in the unit and in preparation for the 2020/21 Budget.
Initial Response & Early Support	12,216	11,170	(1,046)	(1,803)	(1,381)	422	10,413	9,789	(624)	There is a mixed picture with overspends in MASH due to agency workers who have been required due to extremely high demand in June/July 19 and residual buildings work on de-commissioning Children Centres. Agency workers within MASH and Initial Response will remain until fixed term staff are recruited to cover their vacancies . This is off-set due to vacancies in teams due to challenges in recruiting/and or having deleted a number of posts have contributed to underspends in some areas. Internal foster-care and external foster-care is £29,000 and £66,000 underspending respectively.
Children's Safeguarding & Support	23,774	29,808	6,034	(1,049)	(1,244)	(195)	22,725	28,564	5,839	Internal foster-care is currently predicting a £777,000 over-spend whilst external foster-care is showing a £1,756,000 over-spend. Residential Placements are forecasting to be heavily over-spent by £3,250,000. Numbers are currently 19. The predicted residential cost is now 300% over budget, with the average weekly unit cost is £4,470 per week which is partly due to greater care needs of individual children. Parent and baby placements forecast for known and expected new placements is predicting an over spend of £166,000. Allowances are in total over-spending by £103,000 with Special Guardianship Orders exceeding budgeted growth built in by £143,000. Salaries are expecting an under-spend of £346,000 which is in the main attributed to Social Workers vacancies which are now being recruited to.
Corporate Parenting	14,919	14,740	(179)	(4,355)	(4,475)	(120)	10,564	10,265	(299)	Internal foster-care is currently predicting a small under-spend of £15,000 whilst external fostercare is forecasting a £272,000 under-spend. Residential Care is currently showing a £362,000 under-spend with low numbers of 5. Current numbers of Asylum children and the rate increase for Unaccompanied Asylum Seeking Children should result in the grant being sufficient to cover both direct and indirect costs for 2019/20. There are though, costs of care being incurred for non-claimable Asylum Seekers (forecast approx £148,000) and as this is unfunded therefore the service will need to cover this cost. There has been an increased predicted purchase of Leaving Care Accommodation packages which has resulted in a predicted over-spend of £615,000. Out of the 41 young people that have a package, 15 are over £1,000 per week.
Youth Justice	2,969	2,976	7	(1,020)	(1,023)	(3)	1,949	1,953	4	
Children's Practice Improvement	2,471	2,324	(147)	(98)	(98)	0	2,373	2,226	(147)	This under-spend relates to the Service redesign, where posts have not yet been filled. Hence this under-spend is one off in 2019/20.
Adoption Central England	5,982	5,146	(836)	(5,982)	(5,865)	117	0	(719)	(719)	The overall funding envelope for Adoption Central England is specific on operational (mostly staffing) budget and the Inter Agency placement of Adoption places. The latter has historically for all 5 partners been erratic between years (partly due to payments / income being statutorily spread over financial years and split). It is this area that is currently forecasting the majority of this under-spend, it is difficult to predict future demands.
Net Service Spending	69,538	71,510	1,972	(15,028)	(15,908)	(880)	54,510	55,602	1,092	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Children & Families Non Earmarked	0		(2,732)	(2,732)		
0-5 Strategy for Children	1,417	(601)	700	1,516		
Priority Families Reserve	907	(430)	110	587		
Adoption Central England Partnership (ACE)	472		719	1,191		
Controlling Migration	638	(638)	146	146		
Youth Justice Remand equalisation	542		(20)	522		
House Project	156	(156)	(15)	(15)		
Total	4,132	(1,825)	(1,092)	1,215	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Children's Centres - implementation of the service redesign to reflect targeting support on those with greatest need	372	372	372	
Demand Management - through closer performance management, a new model and approach to risk and locality driven support based on intelligence and hot spots resulting in the ability to better target resources	1,000	1,000	1,000	
Reduction in the demand for legal services	150	100	150	
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760	0	0	As reported in the Revenue tables increased number of purchased weeks as well as significant unit cost increases (due to changes in the mix of placement types) have meant that the service is forecasting an over-all over-spend.
Reduction in staff costs	1,316	1,316	1,316	
Develop the use of independent boarding schools	150	0	0	This is intrinsically linked with the reduction in CLA (see above). Any savings so far are cost avoidance (Children going into Care) rather than reducing children already in care.
Efficiencies in staff and client travel resulting in an overall reduction in costs	150	150	150	
One-off funding to phase the delivery of the new plan	(968)	(968)	(968)	
Total	4,930	1,970	2,020	
Target		4,930	4,930	
Remaining Shortfall/(Over Achievement)		2,960	2,910	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
11295000	Children and Families property adaptations, purchases and vehicles	44	205	107	50	406	44	205	107	50	406	0	0	
11693000	Adaptation of Sydenham Children's Centre	81	0	0	0	81	81	0	0	0	81	0	0	
11713000	Adaptation of Children's Centres to Children and Family Centres	0	317	0	0	317	0	299	0	0	299	-18	-18	Reduced Final Estimates on works, reducing additional RCCO contributions.
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	0	25	0	0	25	0	25	0	0	25	0	0	
Children & Families		125	547	107	50	829	125	529	107	50	811	-18	-18	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - People	2,398	2,251	(147)	(280)	(264)	16	2,118	1,987	(131)	Overspend in AD budget due to one off staffing costs for staff that did not get a post in the new structure. Underspend of £200,000 on Mosaic Project Development to be requested to take to reserves for draw down next financial year.
Director of Public Health	2,510	2,807	297	(151)	(160)	(9)	2,359	2,647	288	Overspend on the Public Health Staffing budget of £210,000 One off Costs for Salary uplift for two staff, JSNA analyst and salary overlap on the DPH Budget totalling £105,000. Overspends for one off project funding: £12,000 Joint healthy funding and £31,000 Heartshield
Health & Well Being	22,837	22,741	(96)	(6,265)	(6,289)	(24)	16,572	16,452	(120)	Underspend of staffing budget due to vacancies in the new structure (in recruitment)
All Age Targeted Support	6,500	6,695	195	(826)	(1,429)	(603)	5,674	5,266	(408)	Underspend of staffing budget due to vacancies in the new structure (in recruitment) Underspend on Accomodation based support CYP due to cancelled independence training and planning for perceived savings that are no longer required.
All Age Specialist Provision	14,080	14,147	67	(6,845)	(7,030)	(185)	7,235	7,117	(118)	Overspend on Drugs and Alcohol Budget of £220,000 due to increases in the demand for detox/inpatient services. This has been offset by underspends of staffing budget due to vacancies in the new structure (in recruitment) and underspends on domestic abuse from one off grant funding.
Net Service Spending	48,325	48,641	316	(14,367)	(15,172)	(805)	33,958	33,469	(489)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	3,550	(531)	594	3,613	(200)	Request to transfer £200K funds to reserves to be used for Mosaic project development in 2020/21
Public Health - Savings	2,783	(312)	(105)	2,366		
Total	6,333	(843)	489	5,979	(200)	

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

2019/20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923	387	387	Note there are cost pressures arising from the increase in prescribing costs (both medications and prescribing) for this demand led service which make the achievement of the total saving challenging. Careful monitoring is ongoing to achieve the most efficient and effective prescribing and management of costs; and consideration needs to be given to reviewing the amount of savings that may feasibly be found in this programme
Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	45	45	45	
Reduce staffing and overheads across the Business Unit	200	541	541	Over-achievement of savings by £341,000 to partially cover the shortfall in the D&A savings above.
Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	100	100	100	
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735	735	735	
Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	85	85	85	
Additional efficiencies across the Business Unit including a review of staff vacancies, efficiencies in the Fitter Futures budget and re-alignment of young carer budget support	200	200	200	
One-off funding to phase the delivery of the new plan	(200)	(200)	(200)	
Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	400	400	400	
Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support.	122	122	122	
Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations.	25	25	25	

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in historic pension costs that will decline naturally over time.	12	12	12	
Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	122	122	122	
Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs.	20	20	20	
Reduction in business redesign and collaboration functions and funding for service specific learning and development activity.	31	31	31	
Total	2,820	2,625	2,625	
Target		2,820	2,820	
Remaining Shortfall/(Over Achievement)		195	195	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	later £ 000's	Total £ 000's	Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	194	687	116	0	997	194	507	296	0	997	-180	0	Slippage on the improvement work at Valley Road. This is due to evolving plans with the project now being considered as a wider project to address gaps in the market for specialised support. The initial plan to simply re-structure the building is now being developed into a larger project.
11420000	Disabled Facilities Capital Grant	13,470	4,517	0	0	17,987	13,470	4,517	0	0	17,987	0	0	
11492000	Urban Mile Markers	20	6	0	0	26	20	5	0	0	25	-1	-1	
11310000	Client Information Systems Review	3,324	281	487	0	4,092	3,324	241	527	0	4,092	-40	0	Development priorities have been identified for 2019/20. Detailed transformation requirements are subject to further exploratory action leading to the likelihood of investment required in 2020/21.
Grand Total		17,138	5,576	603	0	23,317	17,138	5,355	823	0	23,316	-221	-1	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	580	505	(75)	(68)	(68)	0	512	437	(75)	
Business & Customer Support - People	5,383	5,414	31	(30)	(41)	(11)	5,354	5,373	20	
Business & Customer Support - Resources & Communities	5,303	4,868	(435)	0	(2)	(2)	5,302	4,866	(437)	Underspend includes one-off 2 year early intervention funding which will be requested to be carried forward and early achievement of MTFS savings
Customer Contact - Customer Connect	2,822	2,782	(40)	(213)	(268)	(55)	2,609	2,514	(95)	
Customer Contact - Community Hub	7,657	7,701	44	(2,387)	(2,443)	(56)	5,270	5,258	(12)	
Net Service Spending	21,745	21,270	(475)	(2,698)	(2,822)	(124)	19,047	18,448	(599)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Museums Development Fund	188			188		
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	107			107		
Digitisation of County Records	85	(85)		0		
Warwickshire Local Welfare Scheme	448		19	467		
Corporate Customer Journey Programme	210		580	790	150	Funding received from the EIF for Community Capacity Building (£90k) & Time Banking (£60k)
Customer Services Library Bequests	3			3		
Total	1,067	(85)	599	1,581	150	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Increase income from the Registration Service	35		35	
Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	90		90	
Total	125	0	125	
Target		125	125	
Remaining Shortfall/(Over Achievement)		125	0	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years	2019/20	2020/21	2021/22 and later	Total	Earlier Years	2019/20	2020/21	2021/22 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
10623000	County Records Office Service - Digital Asset Management	95	0	0	0	95	95	0	0	0	95	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	941	18	0	0	960	941	18	0	0	960	0	0	
11534000	Healey collection	97	0	0	0	97	97	0	0	0	97	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	204	0	0	0	204	204	0	0	0	204	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	0	70	70	0	0	0	70	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	589	97	168	1,774	2,628	589	172	168	1,699	2,628	75	0	Replacement of 3 delivery vans for the housebound service in the Library Service .
11293000	Community Information Hubs	59	0	0	0	59	59	0	0	0	59	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	373	0	0	0	373	373	0	0	0	373	0	0	
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
Grand Total		2,444	115	168	1,774	4,501	2,444	190	168	1,699	4,501	75	0	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	298	232	(66)	0	0	0	298	232	(66)	
Business Intelligence	1,732	1,640	(92)	(69)	(60)	9	1,663	1,580	(83)	
Portfolio Management Office	1,371	1,272	(99)	(691)	(712)	(21)	680	560	(120)	
Contract Management & Quality Assurance	617	487	(130)	(588)	(666)	(78)	29	(179)	(208)	
Change Management	250	217	(33)	0	0	0	250	217	(33)	
Transformation	154	197	43	0	(59)	(59)	154	138	(16)	
Net Service Spending	4,422	4,045	(377)	(1,348)	(1,497)	(149)	3,074	2,548	(526)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
CSU - Savings	357		510	867		
Corporate Transformation Fund			16	16		
Total	357	0	526	883	0	

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

2019-20 Savings Plan

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	45	45	
Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	10	10	10	
Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised structure.	60	60	60	
Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity	35	35	35	
Total	150	150	150	
Target		150	150	
Remaining Shortfall/(Over Achievement)		0	0	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	286	281	(5)	0	0	0	286	281	(5)	
Facilities Management	7,981	8,646	665	(5,220)	(6,110)	(890)	2,761	2,536	(225)	Underspend is predominantly vacancy related (£0.122m). Additional traded income accounts for the remaining balance (£0.102m). The increase in gross expenditure and gross income can be attributed to the rise in devolved schools works which is recharged directly.
HR Enabling	4,001	3,924	(77)	(1,792)	(1,769)	23	2,209	2,155	(54)	
Digital & ICT	13,875	13,786	(89)	(5,018)	(5,985)	(967)	8,857	7,801	(1,056)	Almost half of this underspend (£0.692m) can be attributed to the uncommitted Corporate ICT Development fund (CIDE) due to there being no foreseen projects in the pipeline. A further (£0.146m) underspend is due to staff vacancies and unspent e-services agency budget. Expenditure on corporate infrastructure hardware and software is also underspent by (£0.211m). This is primarily due to the introduction of Microsoft 365. A small traded surplus has also been realised.
Property, Construction & Engineering	9,651	9,758	107	(2,826)	(3,070)	(244)	6,825	6,688	(137)	There has been a reduction in County buildings operational costs (£0.182m). An overspend on staffing costs (£0.042m) is being supported by the underspend. A small traded surplus has also been realised. The increase in gross expenditure and gross income can be attributed to the rise in devolved non schools works which is recharged directly.
Net Service Spending	35,794	36,395	601	(14,856)	(16,934)	(2,078)	20,938	19,461	(1,477)	

Enabling Services - Craig Cusack

Strategic Director - Rob Powell

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR Service Improvement Projects	60	0	0	60		
Your HR Implementation	77	(77)	87	87		
Going for Growth	0	0	0	0		
Information Assets - Savings	733	(200)	364	897		
Enabling Services - Savings	0	0	0	0		
Catering Equalisation Reserve	0	0	0	0		
Community Energy Scheme	39	(39)	39	39		
Enabling Services General Reserve	0		987	987		
Total	909	(316)	1,477	2,070	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	229	229	229	
The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.				
Savings in the costs associated with the management of the Service. It also includes an option to offer staff alternative working arrangements such as reduced hours.	65	65	65	
Reduction in the costs associated with the management and support of the ICT Infrastructure equipment that is used to deliver our ICT systems and related facilities.	100	100	100	
Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	140	140	140	
Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	100	100	100	
Rental income from Educaterers	21	21	21	
Review of facilities management budgets, service specifications and IT interfaces	49	49	49	
Total	704	704	704	
Target		704	704	
Remaining Shortfall/(Over Achievement)		0	0	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	£ 000's	£ 000's	
Structural Maintenance														
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	0	2,618	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	0	0	0	6,000	6,000	0	0	0	6,000	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	0	0	0	213	213	0	0	0	213	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	0	0	0	1,326	1,326	0	0	0	1,326	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	0	0	0	2,737	2,737	0	0	0	2,737	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,800	0	0	0	5,800	5,800	0	0	0	5,800	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	0	0	0	376	376	0	0	0	376	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	0	1,220	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	0	0	0	2,621	2,621	0	0	0	2,621	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,693	0	0	0	5,693	5,693	0	0	0	5,693	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	0	0	0	307	307	0	0	0	307	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	293	0	0	0	293	293	0	0	0	293	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	1,960	0	0	0	1,960	1,960	0	0	0	1,960	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,769	14	0	0	1,783	1,769	-28	0	0	1,741	-42	-42	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,212	0	0	0	1,212	1,212	0	0	0	1,212	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	793	9	0	0	802	793	0	0	0	793	-9	-9	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,408	0	0	0	5,408	5,408	1	0	0	5,409	1	1	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,009	0	0	0	7,009	7,009	-3	0	0	7,005	-3	-3	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	282	101	0	0	383	282	51	0	0	334	-50	-50	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	1,852	357	0	0	2,209	1,852	207	0	0	2,059	-150	-150	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	730	17	0	0	747	730	17	0	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	6,961	305	0	0	7,266	6,961	315	3	0	7,279	10	13	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	349	0	0	350	0	399	0	0	399	50	50	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	2,144	0	0	2,144	0	2,335	0	0	2,335	191	191	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	753	0	0	753	0	725	0	0	725	-28	-28	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	2	7,103	0	0	7,105	2	7,122	0	0	7,124	19	19	
11685000	Veteran's Contact Point - Complete replacement of Chrysotile Pitched Roof	53	0	0	0	53	53	0	0	0	53	0	0	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	99	2	0	0	101	99	2	0	0	101	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	587	59	0	0	646	587	59	0	0	646	0	0	Capital Expenditure funded from revenue contribution
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	0	0	0	0	0	0	
Energy														
10400000	Climate Change 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
11136000	Various Properties - Renewable Energy	240	0	995	0	1,235	240	0	995	0	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	0	4	0	0	
Information Assets														
11121000	Development of Rural Broadband	20,447	7,062	5,007	3,253	35,769	20,447	7,062	5,007	3,253	35,769	0	0	
11465000	WCC Information Assets Purchases (multiple years)	1,151	577	93	0	1,821	1,151	588	81	0	1,821	11	-0	
11661000	2018-19 ICT Software Development	178	0	0	0	178	178	0	0	0	178	0	0	
11731000	2019-20 ICT Software Development	0	160	0	0	160	0	144	0	0	144	-16	-16	As a result of focussing on the Microsoft 365 implementation there has been a reduction in capitalisation projects.

Project	Description	Approved Budget					Forecast					Variation		
		Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2019/20 £ 000's	2020/21 £ 000's	2021/22 and later £ 000's	Total £ 000's	£ 000's	£ 000's	
Strategic Asset management														
11134000	Warwick Shire Hall - Refurb Of Old Shire Hall	1,884	50	0	0	1,933	1,884	63	0	0	1,947	14	14	Accessible ramp to be constructed following demolition of garage. Utilise the remaining budget from underspend on 11532000.
11400000	Globe House Alcester - Remodelling of Globe House	220	0	0	0	220	220	0	0	0	220	0	0	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	473	473	-14	0	0	460	-14	-14	Project final account was below budget. Transfer remaining budget balance to 11134000.
		82,518	19,061	6,095	3,253	110,927	82,518	19,046	6,086	3,253	110,903	-16	-24	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Finance	141	377	236	(2)	(2)	0	139	375	236	Unallocated savings target and additional agency costs
Finance Delivery	2,837	2,738	(99)	(1,021)	(986)	35	1,816	1,752	(64)	Staff vacancies
Treasury Management, Pension Fund, Internal Audit, Risk and Compliance	1,183	1,188	5	(1,288)	(1,422)	(134)	(105)	(234)	(129)	Additional recharge to pension fund
Commercialism	253	252	(1)	0	0	0	253	252	(1)	
Strategic Finance	831	707	(124)	(76)	(86)	(10)	755	621	(134)	Staff vacancies
Finance Transformation	2,841	2,746	(95)	(1,149)	(1,140)	9	1,692	1,606	(86)	Staff vacancies
Net Service Spending	8,086	8,008	(78)	(3,536)	(3,636)	(100)	4,550	4,372	(178)	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01 04 18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31 03 19 £'000	Transfer Request (To)/From Reserves £'000	Expected reserve drawdowns not for approval £'000	Reason for Request
Finance - Savings	620		169	789			
Finance - Training	81		9	90			
Finance - Service Improvement Projects	369		0	369			
LA Counter Fraud Fund Grant	16		0	16			
Total	1,086	0	178	1,264	0	0	

Finance - Richard Ennis (Interim)

Strategic Director - Rob Powell

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5	5	5	
Reduction in staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	90	90	90	
Total	95	95	95	
Target		95	95	
Remaining Shortfall/(Over Achievement)		0	0	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	197	136	(61)	0	0	0	197	136	(61)	Underspend to offset against budget pressure in Property Management.
Communications	1,081	1,154	73	(687)	(702)	(15)	394	452	58	Additional costs relate to software, advertising and staffing costs within the service.
HROD	2,104	2,197	93	(325)	(520)	(195)	1,779	1,677	(102)	Variation is due to a combination of reduced staff costs and additional income.
Property Management	721	1,153	432	(1,382)	(1,441)	(59)	(661)	(288)	373	Overspend largely as a result of inability to deliver full savings targets in year which has resulted in unbudgeted borrowing costs until disposals are completed and capital receipts achieved.
Legal & Democratic	6,857	6,947	90	(6,227)	(6,512)	(285)	630	435	(195)	Due to increased business within Legal and recruitment lag, i.e. posts not being filled pending structural changes.
Net Service Spending	10,960	11,587	627	(8,621)	(9,175)	(554)	2,339	2,412	73	

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

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	308	(98)	102	312		
Going for Growth Apprenticeship Scheme	245		0	245		
Savings	799		197	996		
Property - Savings	1,566	(295)	(372)	899		
One Public Estate	168		0	168		
Total	3,086	(393)	(73)	2,620	0	

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

2019/20 Savings

Savings Proposal Title	2019/20			Reason for financial variation and any associated management action
	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	49	49	49	
The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	31	31	31	
Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	34	34	34	Legal Services will exceed this target
Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt	955	39	891	This assumes a sale being agreed for a major disposal. Update will be available in January to confirm confidence level
Release of contingency	85	85	85	
Repayment of Hawkes Point self-financed borrowing.	198	0	0	Planning permission for Montague Road not secured by developer. This has impacted on sale of site and timeframes
Reduced maintenance of the smallholdings estate.	7	7	7	
Use of one-off resources to match the timing of when capital receipts from the sale of strategic sites are expected to be received.	(473)	(473)	(473)	
Total	886	(228)	624	
Target		886	886	
Remaining Shortfall/(Over Achievement)		1,114	262	

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

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variance in Year £ 000's	Total Variance £ 000's	Reasons for Variation and Management Action
		Earlier Years	2019/20	2020/21	2021/22 and later	Total	Earlier Years	2019/20	2020/21	2021/22 and later	Total			
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's			
10972000	Planning Consent For Europa Way	748	3	0	0	751	748	3	0	0	751	0	0	
11440000	Strategic Site Planning applications	1,978	634	1,300	0	3,912	1,978	634	1,300	0	3,912	0	0	
11503000	Planning Consent re the disposal of Dunchurch depot	63	17	0	0	80	63	17	0	0	80	0	0	
11335000	Rationalisation of County Storage	3,205	6,571	0	0	9,776	3,205	5,574	0	0	8,779	-997	-997	Forecast amended for Forestry to move to Henley Depot rather than Budbrooke saving 997k from previously forecast overspend.
11689000	Maintaining the smallholdings land bank	0	0	844	0	844	0	0	844	0	844	0	0	
11446000	Rural Services Capital Maintenance 2018/19	110	100	0	0	210	110	100	0	0	210	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	511	341	0	852	0	356	0	0	356	-155	-496	As part of the corporate capital budget rightsizing exercise in 2019/20 the budget has been reduced to 356k (from original of 852k for 2019/20). The forecast has been reduced in line with the actual budget available once the right sizing budget adjustments have been made on Agresso.
Grand Total		6,104	7,837	2,484	0	16,425	6,104	6,685	2,143	0	14,932	-1,152	-1,493	

Other Services - Virginia Rennie
Strategic Director - Rob Powell

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Government Grants & Business Rates			0	(130,140)	(133,511)	(3,371)	(130,140)	(133,511)	(3,371)	Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set.
Central Block DSG and other central grants to support schools and pupils			0	(80,942)	(80,942)	0	(80,942)	(80,942)	0	
0-5 Strategy for Children - Children's transformation	2,849	250	(2,599)			0	2,849	250	(2,599)	Lower than anticipated spend on children's transformation with the majority of the programme planned for the next two years and supplemented by additional one-off government grant.
Capital Financing Costs	40,224	32,241	(7,983)		(2,803)	(2,803)	40,224	29,438	(10,786)	Lower than anticipated capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of unallocated Capital Investment Fund requiring less borrowing to be taken out.
Strategic Management Team	1,202	1,227	25			0	1,202	1,227	25	
County Coroner	531	604	73	(78)	(78)	0	453	526	73	
Environment Agency - Flood Defence Levy	243	245	2			0	243	245	2	
External Audit Fees	141	148	7			0	141	148	7	
Pensions deficit under-recovery	1,641	1,641	0			0	1,641	1,641	0	
County Council Elections	265	265	0			0	265	265	0	
Members Allowances and Expenses	1,070	1,087	17			0	1,070	1,087	17	
Cost of restructure services	(960)		960			0	(960)	0	960	Redundancy and Pension strain costs arising from the restructure of Council services.
Schools in financial difficulty	(169)		169			0	(169)	0	169	Funding to help schools in financial difficulty.
Other Administrative Expenses and Income (Including Insurance)	4,007	4,176	169	(3,362)	(2,368)	994	645	1,808	1,163	Additional income of £498k from Oxygen Finance, £100k schools contingency, offset by £9k of additional costs. In addition to this the timing of technical DSG adjustments of £1,140k and £611k.
Subscriptions	195	195	0			0	195	195	0	
Transformation Fund - Early Intervention, Prevention and Community Capacity Fund	1,500	1,503	3			0	1,500	1,503	3	
Apprenticeship Levy	1,092	1,092	0			0	1,092	1,092	0	
Net Service Spending	53,831	44,674	(9,157)	(214,522)	(219,702)	(5,180)	(160,691)	(175,028)	(14,337)	

Other Services - Virginia Rennie
Strategic Director - Rob Powell

2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.20 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate Reserves						
Capital Fund	1,437			1,437		
General Reserves	30,464	(4,036)	(117)	26,311		
Insurance Fund	8,942		(541)	8,401		
Provision for Redundancy Costs	10,579	(517)		10,062		
Medium Term Contingency	6,835			6,835		
Schools	16,253	(475)		15,778		
DSG Reserve	0			0		
Total Corporate Reserves	74,510	(5,028)	(658)	68,824	0	
Other Services Reserves						
Business Rates Pool Risk Reserve	4,027		3,371	7,398		
Quadrennial Elections	422			422		
Corporate Transformation Fund	3,353	(503)		2,850		
WCC Business Rates Appeals Reserve	6,739			6,739		
Corporate Partnership Initiatives	2155			2,155		
Audit Fee Reserve	777		(7)	770		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	4,637			4,637		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	737			737		
Schools in Financial Difficulty	2,069	(54)		2,015		
Corporate Systems Replacement Reserve	9,153		9,035	18,188		
Local Resilience Forum - Brexit Funding	88			88		
Fire Transformation Fund	972	(37)		935		
Digital Transformation Fund	2,046			2,046		
Early Intervention, Prevention and Community Capacity Fund	0		(3)	(3)		
Financial Instrument (General Fund) - Threadneedle Social Bond Fund	3,077			3,077		
Total Other Services Reserves	46,154	(594)	12,396	57,956	0	
Directorate Reserves						
Resources Transformation Fund	627			627		
Resources Systems Replacement Reserve	919			919		
Resources Traded Services Reserve	225			225		
Resources Service Savings	567			567		
LATC Operational Reserve	248			248		
People Directorate Reserve	7,229		2,599	9,828		
Total Directorate Reserves	9,815	0	2,599	12,414	0	
Total	130,479	(5,622)	14,337	139,194	0	