

Annex A Revenue - Children & Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holder - Councillor Sue Markham (Children & Families)

Appendix A

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Children's Social Work Practice	Independent Reviewing Officer Service, Learning & Development Children and Families, Safeguarding Quality & Assurance Management, Influence & Change.	4,257	(3)	(75)	(78)	4,180
Director Children & Families	Director of Children and Families, Modernisation, Children and Families Commissioned Business Support, Paypoint.	5,683	(750)	0	(750)	4,933
Children's Safeguarding	Head of Children's Safeguarding, Strengthening Families, Children's Team in Rugby, Bedworth & North Warwickshire, Nuneaton, Stratford and Warwick.	31,388	(2)	(12)	(14)	31,374
Corporate Parenting	Asylum/Leaving Care 18-25 years, Placement Hub & Fostering Support, Head of Corporate Parenting, Children In Care 14-18 years and Children's Home & Children In Care Support .	45,370	(3,310)	(11,066)	(14,376)	30,995
Early Help	Youth and Targeted Support, Early & Targeted Support, Alternatives to Care, Specialist & Targeted Support, Family Information Service and Head of Early Help.	16,953	(2,031)	(8,668)	(10,698)	6,254
Adoption Central England (ACE)	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry, Soihull, Herefordshire Council and Worcestershire County Council.	5,454	(1,325)	(4,129)	(5,454)	0
Safeguarding Communities	Youth Justice Service, Family and Adolescent Support, Front Door Service, Head of Safeguarding Communities, Initial Response and Emergency Duty Team.	11,078	(342)	(1,130)	(1,473)	9,606
Net Service Spending		120,184	(7,762)	(25,080)	(32,842)	87,342
2024/25 revenue budget supported by non-reoccurring funding						1,950

Annex A Savings - Children & Families

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holder - Councillor Sue Markham (Children & Families)

Appendix A

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(240)	-	-	-	-	(240)
Reduce spend on residential care - Reduce the cost of care/services including the increased use of our internal children's homes, boarding schools and residential schools.	(2,361)	(1,571)	(1,171)	(1,281)	(581)	(6,965)
External foster care - Reduce the cost of care/services by reducing spend on external foster care through increasing number of internal foster carers.	(200)	-	(100)	-	-	(300)
Grant income - More effective use of grant income to support the core activity of the service and contribute to the service overheads.	(100)	(100)	-	-	-	(200)
Third-party contributions - Maximise contributions from other agencies for care packages for children in care.	(250)	(300)	(200)	-	-	(750)
House project - Reduce the cost of 16 plus supported accommodation through the expansion of the House project.	(100)	-	(100)	-	(200)	(400)
Reduction in staff costs - Reduction in staffing costs flowing from the successful implementation of the Sustainability Plan	(91)	(194)	(1,126)	(656)	-	(2,067)
Youth and Community Centres - Increase income from third party use of centres.	-	-	(20)	(50)	(50)	(120)
Total Children & Families	(3,342)	(2,165)	(2,717)	(1,987)	(831)	(11,042)

Annex A Capital - Children & Families
Director - John Coleman
Executive Director - Nigel Minns
Portfolio Holder - Councillor Sue Markham (Children & Families)

Appendix A

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Children's home	1,260					1,260
Family Village - Wheelwright Lane site	150					150
Adaptations to support child placements	145	106				251
Adaptations to support child placements	143	149	156	156	156	760
Total Children & Families	1,698	255	156	156	156	2,421

Annex B1 Revenue - Education Services (Non-DSG)

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

Appendix B1

2024/25 Non-DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Access to Education	School Improvement and Support, Education, Capital and Sufficiency Team, Admissions	901	0	(275)	(275)	627
Special Educational Needs and Disabilities (SEND) and Inclusion	Education Psychology, Disability, Special Educational Needs and Disabilities Assessment and Review Service, SEND and Inclusion Management, SEND and Inclusion Change Programme, Ethnic Minority and Traveller Achievement Services, Specialist Teaching Service	8,011	(1,352)	(2,330)	(3,682)	4,328
School Services & Post 16 Education	Adult and Community Learning, Attendance Service, Information, Advice and Guidance - Employability, Music Service	6,220	(779)	(3,820)	(4,599)	1,621
Early Years & School Effectiveness	School Governance, Virtual Schools, Education Improvement Service Management, Safeguarding and Intervention, Statutory Assessment, Schools In Financial Difficulty	3,821	(2,029)	(695)	(2,724)	1,097
Director of Education	Management and Service Development, Business Support, Educational Visits	2,621	(737)	(150)	(887)	1,734
Net Service Spending (excluding DSG)		21,573	(4,897)	(7,270)	(12,167)	9,406
2024/25 revenue budget supported by non-reoccurring funding						442

Annex B1 Savings - Education Services (Non-DSG)

Appendix B1

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(15)	(10)	-	-	-	(25)
Traded income - Increase traded income from Governor and Attendance service as well as review and modernise music services.	(5)	-	-	-	-	(5)
Total Education Services (Non-DSG)	(20)	(10)	0	0	0	(30)

Annex B1 Capital - Education Services

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

Appendix B1

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Special Education Need and Disability (SEND) facilities	13					13
Specialist nurture provision at Special School	20					20
Keeping SEND pupils local	73					73
YMCA George Williams Academy - alternative provision free school	100					100
Lighthorne Heath Primary School - relocation preparatory work	146					146
Long Lawford Primary School - studio hall	187					187
Eastlands Primary School - installation of temporary classroom etc.	190					190
Bishops Itchington Primary School - increase classroom capacity	195					195
Planning & development block header	205					205
Bunting Nursery @ Bishopton Primary School - building replacement	319					319
Long Lawford - permanent expansion	400					400
The Queen Elizabeth Academy - two storey modular classroom block	500					500
Oakley Grove - reception contingency bulge class	508					508
St Gabriels CofE Academy - expansion	960					960
Education Design Development Fund	750	450				1,200
Lower Farm - contribution	1,300					1,300
Oak Wood Primary School - expansion and other facilities	1,997					1,997
Oak Wood Secondary School - new centre at Bermuda Park	2,414					2,414
Kingsway site - changes to aid Academy conversion	3,541					3,541
Shipston High School - 1 Form Entry expansion	4,209					4,209
Evergreen - expansion of Round Oak site	3,840	3,840				7,680
St Johns Primary School, Kenilworth	6,335					6,335
Warton Nethersole CofE Primary School	2,868					2,868
Myton Gardens Primary school - new 2 Form Entry with Nursery and Special Resource Provision	8,900	3,179				12,079
Oakley Grove - new school	16,352					16,352
Stratford upon Avon Secondary	16,622					16,622
Total Education Services	72,944	7,469	-	-	-	80,413

Annex B2 Revenue - Education Services (DSG)

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

2024/25 DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Education Service - Schools Block	Exceptional Pupil Numbers / Schools growth, Support to maintained schools for Ethnic Minority & Travellers, Free School Meals admin, School Improvement, Transition, Trade Union Cover, Occupational Health & DBS checks.	2,014	0	(61)	(61)	1,953
Education Service - Early Years Block	Special Education and Disability (SEND) Early Years, Early Years Sufficiency & Strategy, Early Years funding for 2, 3 and 4 Year olds.	58,926	(45)	(23)	(67)	58,858
Education Service - High Needs Block	SEND Commissioned services, Education, Health and Care Plan (EHCP) Top up funding, Independent School Places, Hospital Tuition, Resource Provision, Flexible Learning, Post 16 SEND, Alternative Provision & Integrated services.	84,442	(829)	(565)	(1,394)	83,048
Education Service - Central Services Block	Admissions and Local Authority responsibilities previously funded by non DSG grant.	418	0	0	0	418
Net Education Service DSG Spending		145,800	(873)	(649)	(1,523)	144,277
Schools Block	Schools National Funding Formula allocations and Local Authority Central Services	447,997	0	0	0	447,997
Early Years Block	Local Authority Central Services support to Early Years Block	144	0	0	0	144
High Needs Block	Special Schools Funding Formula allocations and LA Central Services	6,923	0	0	0	6,923
Central Services Block	Local Authority Central Services support to CS Block & additional costs of Teachers pay & pensions.	1,299	0	0	0	1,299
Net Non Education DSG Spending		456,362	0	0	0	456,362
	Schools Block DSG Grant	0	0	(452,306)	(452,306)	(452,306)
	Early Years Block DSG Grant	0	0	(63,795)	(63,795)	(63,795)
	High Needs Block DSG Grant	0	0	(80,404)	(80,404)	(80,404)
	Central Services Block DSG Grant	0	0	(4,135)	(4,135)	(4,135)
Net DSG Income		0	0	(600,640)	(600,640)	(600,640)
NET DSG		602,162	(873)	(601,289)	(602,162)	0

Annex C Revenue - Economy & Place

Director - Dave Ayton-Hill

Executive Director - Mark Ryder

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture), Councillor Martin Watson (Economy)

Appendix C

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Waste & Environment	Waste Management, Country Parks and Green Spaces.	27,490	(61)	(6,070)	(6,131)	21,358
Economy & Skills	Business Centres, Strategic Economic Development Team, Place Projects and Partnerships	8,394	(112)	(6,759)	(6,871)	1,523
Transport & Highways	Transport Strategy, Traffic & Parking, Speeding, Road Safety & School Safety Zones	10,173	(601)	(10,083)	(10,684)	(511)
Economy & Place Management	Economy & Place management and support cost	1,025	0	0	0	1,025
Net Service Spending		47,082	(774)	(22,912)	(23,686)	23,396
2024/25 revenue budget supported by non-reoccurring funding						100

Annex C Savings - Economy & Place

Director - Dave Ayton-Hill

Executive Director - Mark Ryder

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture),

Councillor Martin Watson (Economy)

Appendix C

Description	Annual Saving					Total £'000
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	
Country parks income review - Apply commercial approach to Country Parks income streams.	(25)	(25)	(50)	-	-	(100)
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(59)	-	-	-	-	(59)
Business centres portfolio - Increased income through the introduction of virtual office space and additional rental income following additional capital investment to expand the business centres portfolio.	(50)	(275)	(150)	(150)	-	(625)
Rural agenda service review - Rationalise staffing resource covering rural agenda.	(40)	-	-	-	-	(40)
Waste strategy - Estimated reduction in cost as a result of the implementation of the Government's resource and waste strategy.	-	(1,000)	(2,000)	-	-	(3,000)
Parking income - Increased income from changes to Pay and Display charges and resident parking permits as well as additional third party procurement savings and the implementation of business parking permits.	-	-	(445)	(445)	(885)	(1,775)
Total Economy & Place	(174)	(1,300)	(2,645)	(595)	(885)	(5,599)

Annex C Capital - Economy & Place

Director - Dave Ayton-Hill

Executive Director - Mark Ryder

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate &

Appendix C

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Bishopton Lane development - bus infrastructure	2					2
Kinwarton Rd, Alcester - provision of replacement bus shelter		6				6
Alderminster - bus stop enhancement works		7				7
Ettington Road, Wellesbourne - provision of bus stops		7				7
Burbages Lane, Ash Green - footpath & cycle path	11					11
Knights Lane, Tiddington - upgrading bus stop infrastructure	17					17
Land off The Longshoot - highways improvements to bus stops		19				19
Narrow Hall Meadow nr GP Surgery, Chase Meadow - bus shelters	20					20
Houlton to town centre, Rugby - cycle infrastructure	21					21
Campden Road (B4035), Shipston-on-Stour New Bus Stops	31					31
Lighthorne Heath/Jaguar Landrover to Warwick - active travel	10	31				41
Bishopton Lane to town centre, Stratford-upon-Avon - cycle link	54					54
Salford Road, Bidford - bus stops & upgrade infrastructure		58				58
A426 Leicester Rd, Rugby - southbound bus stop	64					64
Coton Park East, Rugby - cycle infrastructure		66				66
Red Lane/Hob Lane to Kenilworth Greenway - active travel		83	250	90		423
A426 Gateway Rugby to Rugby town centre - cycle scheme	23	224				247
Ashlawn Road/Dunchurch Road, Rugby - footway and cycleway	50	236				286
Hampton Magna to Warwick town centre - cycle route	58	350				408
Art Challenge Fund	1	10				11
Capital Growth Fund - Access to Finance	150	109				259
Small Business Grants	225	128				353
A439 Southern - casualty reduction	150					150
School Keep Clear Zone	176					176
Community Action Grant	250					250
A439 Stratford upon Avon	1,475					1,475
Warwick, Myton Rd - cycle link		2				2

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Leamington Spa to Rugby - Lias Line eastern section	435					435
Commissioning and major inspections	183					183
Stoneleigh Park Link Road	209	200				409
B4114 Coleshill Road, Hartshill - bus stops	8					8
Meadow Road, Alcester - bus stops	8					8
Field Barn Way, Hampton Magna - bus infrastructure	9					9
Damson Road, Hampton Magna - bus stop improvements	9					9
Rugby Road (B4453), Cubbington - bus stop improvements	12					12
Temple Herdewyke - new bus stops	12					12
Bishops Tachbrook - bus stop enhancements	15					15
Southam Road, Radford Semele - bus stops and traffic management	28					28
Kenilworth Station		676				676
Lawford Road/Addison Road - casualty reduction	1,339					1,339
A429 Coventry Road corridor (Warwick) - improvements	350	3,121	756			4,227
Warwick Town Centre - transport proposals	107	1,400				1,507
Warwick Town Centre	115	2,573				2,688
Municipal Waste Strategy - waste treatment & transfer facilities	34					34
Warwickshire cycling links - Radford Road, Leamington Spa	-	54				54
Warwickshire cycling links - Whitley South, Baginton	139					139
Warwickshire cycling links - Daventry Road, Southam	10	131				141
Warwickshire cycling links - Weddington Road, Nuneaton	15	15	148			178
Tackling climate emergency and air quality	606					606
Land at Crick Road, Rugby	1,039					1,039
Warwickshire cycling links - Heathcote, Leamington Spa	1,165	326				1,491
Country Parks car parking facilities - upgrade to ticket machines	84					84
Country Parks - annual maintenance	264					264
All Electric Bus Initiative	1,044					1,044
Household Waste Recycling Centres - annual maintenance	182					182
Country Parks	229	239	250	250	250	1,218
Household waste recycling centres	91	96	100	100	100	487
Total Economy & Place	10,529	10,167	1,504	440	350	22,990

Annex D Revenue - Environment, Planning & Transport

Director - Scott Tompkins

Executive Director - Mark Ryder

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture)

Appendix D

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Engineering Design Services	Design Services, Bridge Maintenance and Inspections, Section 278 Fees, Traffic Signal Management, Statutory and Private Works.	10,804	(8,955)	(388)	(9,343)	1,460
County Highways	Highway Maintenance, Network Management, Forestry Services.	24,934	(2,006)	(6,119)	(8,125)	16,809
Planning Delivery	Planning Delivery, Flood and Water Management, Archaeology - Ecology	5,988	(450)	(5,016)	(5,466)	522
Trading Standards & Community Safety	Community Safety, Domestic Abuse, Trading Standards	3,029	(128)	(986)	(1,114)	1,914
Transport Delivery	Transport Operations including Home to School Transport, County Fleet Management	60,516	(5,610)	(4,755)	(10,366)	50,150
Environment, Planning & Transport Mgmt	Environment, Planning and Transport Management and Support	1,549	0	0	0	1,549
Net Service Spending		106,819	(17,150)	(17,264)	(34,414)	72,405
2024/25 revenue budget supported by non-reoccurring funding						352

Annex D Savings - Environment, Planning & Transport

Director - Scott Tompkins

Executive Director - Mark Ryder

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture)

Appendix D

Description	Annual Saving					Total £'000
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	
Traded income - An expansion of traded income including increasing income from external contracts, new external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	(80)	(80)	(40)	-	-	(200)
Savings on third party spend - Review of services purchased from third parties to ensure value for money, including from the new highways contract starting in 2026.	(29)	-	-	(150)	-	(179)
Special Education Need and Disability (SEND) Home to school transport - A reduction in the cost of the service as a result of service/route redesign and the positive impact of the SEND Change and Inclusion Programme on both demand and the length of journeys.	(1,024)	(546)	-	-	-	(1,570)
Home to school transport - Applying the learning from the SEND transport project to make efficiencies in home to school mainstream operations.	-	(500)	-	(116)	-	(616)
Winter gritting service - Review of the operation of the winter gritting service to reduce expenditure through more efficient delivery of services following capital investment for the construction of salt barns.	-	-	(250)	-	-	(250)
Street Lighting - Reduction in energy costs through investment in dimming technology.	-	-	-	(200)	-	(200)
Trading Standards - Review and prioritisation of the work of the Trading Standards team.	-	-	-	-	(100)	(100)
Gypsy and Traveller sites - Externalise operation of Gypsy and Traveller sites, reducing in-house costs.	-	-	-	-	(150)	(150)
Total Environment, Planning and Transport	(1,133)	(1,126)	(290)	(466)	(250)	(3,265)

Annex D Capital - Environment, Planning & Transport

Director - Scott Tompkins

Executive Director - Mark Ryder

Appendix D

Portfolio Holders - Councillor Jan Matecki (Transport & Planning), Councillor Heather Timms (Environment, Climate & Culture)

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Rugby Gyratory - improvement scheme	24					24
Green Man Coleshill - signalised junction	30					30
Rugby area delegated funding		36				36
Emscote Road, Warwick (Tesco Stores) - install MOVA (Microprocessor Optimised Vehicle Actuation) operation	40					40
A444 (Prologis) - install variable message signs	82	7				89
Rugby Western Relief Road	99					99
Weddington Road, Nuneaton - implement toucan crossing	112					112
Replacement bollards in Stratford, Nuneaton & Bedworth	125					125
Hunters Lane, Rugby - through route New Tech Drive to Newbold Rd	369					369
Gypsy & Traveller sites - redevelopment & upgrade	494					494
Nuneaton to Coventry cycle route	540	350				890
A46 Stanks Island, Birmingham Rd - signalisation and improvement	1,400					1,400
Bermuda Connectivity Project	1,500					1,500
A446 Stonebridge junction, Coleshill - improvements	175	1,695				1,870
A444 Corridor improvements - phase 2	1,450	2,204				3,654
A47 Hinckley Road corridor scheme	1,067	3,099				4,166
A452 M40 Spur West of Banbury Road	100	4,705				4,805
A452 Kenilworth to Leamington cycle route	2,635	2,735				5,370

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
A3400 Bham Road, Stratford corridor improvements	1,597	3,924				5,521
A452 Myton Road and Shire Park roundabouts	4,909	804				5,713
A46 Stoneleigh - junction improvement	5,904					5,904
A452/A46 - improvement scheme	253	6,191	30			6,474
A452 Europa Way Olympus Avenue to Heathcote Lane roundabout	750	5,824	550			7,124
Emscote Road Corridor Improvements Scheme	410	9,364				9,774
Transforming Nuneaton - highway improvements	5,650	7,180	5,589			18,419
Flood Alleviation Scheme - Brailes	30					30
Flood Alleviation Scheme - Galley Common	49					49
Flood Alleviation Scheme - Pailton	50	-				50
Flood Defence Scheme - Fillongley	92					92
Flood Resilience Scheme - Clifford Chambers	105					105
Flood Alleviation Scheme - Fenny Compton	121					121
Flood Defence Annual programme	216					216
Highways area delegated funding	4,719					4,719
Bridge Assessment Programme	20					20
Street Lighting - annual maintenance	24					24
Bridge maintenance - annual maintenance	297					297
Gypsy And Traveller Services - annual maintenance	71					71
Traffic Signals - annual maintenance	146					146
Casualty reduction schemes	609					609
Historic bridge maintenance programme	1,944					1,944
Highways and bridges/pothole funding - new	20,884	20,884	20,884	20,884	20,884	104,420
Gypsy and Traveller services	23	24	25	25	25	122
Highways area delegated funding	2,285	2,391	2,495	2,495	2,495	12,161
Flood defence	229	239	250	250	250	1,218
S278 Schemes	7,777	2	1	8		7,788
Total Environment, Planning and Transport	69,406	71,658	29,824	23,662	23,654	218,204

Annex E Revenue - Fire & Rescue Service

Chief Fire Officer - Ben Brook

Executive Director - Mark Ryder

Portfolio Holder - Councillor Andy Crump (Fire & Rescue and Community Safety)

Appendix E

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
AM Response	Response Enabling, Response.	1,538	0	(31)	(31)	1,507
AM Protection	Training and Development, Protection and Planning.	879	(60)	(486)	(546)	333
AM Prevention	Risk Management and Improvement, Prevention.	719	(416)	0	(416)	303
Fire Leadership Team	Fire and Rescue Leadership Team, Chief Fire Officer, Senior Managers PA support.	57	0	0	0	57
Fire Business Support	IT and Communications, Pensions, Business Support.	1,540	0	0	0	1,540
Fire Workforce	Wholetime Operational Staff, On-Call Operational Staff, Non-Operational Staff.	21,206	0	0	0	21,206
CSW Resilience	Emergency Management, Coventry, Solihull and Warwickshire Resilience.	441	(14)	(190)	(204)	237
Net Service Spending		26,380	(490)	(707)	(1,197)	25,183
2024/25 revenue budget supported by non-reoccurring funding						0

Annex E Savings - Fire & Rescue Service

Chief Fire Officer - Ben Brook

Executive Director - Mark Ryder

Portfolio Holder - Councillor Andy Crump (Fire & Rescue and Community Safety)

Appendix E

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Savings on third party spend - Review of services purchased from third parties to ensure value for money	(71)	-	-	-	-	(71)
Fire training - Income generation from taking advantage of commercial training opportunities linked to completion of new training facilities.	-	(50)	(100)	(50)	-	(200)
Fleet transport savings - Revenue savings from purchase of Fire transport vehicles, ending lease agreements	-	(60)	-	-	-	(60)
Administration review - review of administrative roles across Warwickshire Fire and Rescue Service. This saving will have no impact on operational service delivery.	-	-	-	-	(64)	(64)
Total Fire & Rescue Service	(71)	(110)	(100)	(50)	(64)	(395)

Annex E Capital - Fire & Rescue Service**Chief Fire Officer - Ben Brook****Executive Director - Mark Ryder****Portfolio Holder - Councillor Andy Crump (Fire & Rescue and Community Safety)****Appendix E**

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Fire Emergency Services Network (ESN) preparedness	25					25
Fire Training - Paynes Lane Minerva and response point	215					215
Refurbishment of Fire and Rescue facilities, Leamington Spa	358					358
Equipment for fire engines	137	143	150	150	150	730
Total Fire & Rescue Service	735	143	150	150	150	1,328

Annex F Revenue - Strategic Infrastructure & Climate Change

Director - Steve Smith

Executive Director - Mark Ryder

Portfolio Holder - Councillor Heather Timms (Environment, Climate, Culture), Councillor Martin Watson (Economy), Councillor Jan Matecki (Transport and Planning)

Appendix F

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Strategic Infrastructure & Climate Change Mgmt	Service management	242	0	0	0	242
Infrastructure & Sustainable Communities	Connecting Solihull and Warwickshire to Broadband and 5G, Strategic Growth and Infrastructure, Regeneration & Place Shaping	1,311	0	(434)	(434)	877
Climate Change and Sustainability Management	Climate Change Management and PA support	387	0	0	0	387
Net Service Spending		1,940	0	(434)	(434)	1,506
2024/25 revenue budget supported by non-reoccurring funding						55

Annex F Savings - Strategic Infrastructure & Climate Change

Director - Steve Smith

Executive Director - Mark Ryder

Portfolio Holder - Councillor Heather Timms (Environment, Climate, Culture), Councillor Martin Watson (Economy), Councillor Jan Matecki (Transport and Planning)

Appendix F

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
HS2 - removal of non-funded activity.	-	-	(48)	-	-	(48)
Total Strategic Infrastructure & Climate Change	0	0	(48)	0	0	(48)

Annex F Capital - Strategic Infrastructure & Climate Change**Director - Steve Smith****Executive Director - Mark Ryder****Portfolio Holder - Councillor Heather Timms (Environment, Climate, Culture), Councillor Martin Watson (Economy), Councillor Jan**

Appendix F

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Transforming Nuneaton	482					482
Library & Business Centre, Nuneaton	850	12,748	5,143			18,741
Development of Rural Broadband	1,783	4,137				5,920
Total Strategic Infrastrucure & Climate Change	3,115	16,885	5,143	-	-	25,143

Annex G Revenue - Health & Care Commissioning

Director - Zoe Mayhew

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix G

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Director of Health & Care Commissioning	Strategic Commissioning Management, Secretariat, Business Support, Central Recharges, Personal Health Budget Float Fund	627	0	(114)	(114)	513
Head of Health & Wellbeing Commissioning	Health, Wellbeing and Self Care Management, Maintaining and Promoting Independence, Family Wellbeing, Lifestyle and Prevention	3,415	(55)	(108)	(163)	3,253
Head of Targeted Support Commissioning	Vulnerable People, Integrated and Targeted Support Management, Integrated Our of Hospital Services	5,796	0	(4,687)	(4,687)	1,109
Head of Specialist Provision Commissioning	Market Shape, Accommodation based support for Children and Young People, Accommodation based support for Adults, All Age Specialist Provision Management	6,197	(285)	(41)	(326)	5,870
QA & Market Management	Contract Management and Quality Assurance	1,622	(614)	0	(614)	1,008
Net Service Spending (excluding DSG)		18	(1)	(5)	(5,904)	11,753
2024/25 revenue budget supported by non-reoccurring funding						0

Annex G Savings - Health & Care Commissioning

Director - Zoe Mayhew

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix G

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Management of Strategic Commissioning for People costs - Rationalise budgets across a range of areas including staffing, travel and conference budgets, central recharges and contributions.	(75)	-	(40)	(50)	-	(165)
Housing related support - Further decommissioning of the housing related support service offer.	-	(1,000)	-	-	-	(1,000)
Vacancy factor - Application of an additional 5% vacancy factor/turnover allowance in Health and Care Commissioning.	-	-	-	(160)	(160)	(320)
Provider Learning and Development Partnership - Increase income through the approach to charging for the learning and development offer.	-	-	-	(55)	-	(55)
Total Health and Care Commissioning	(75)	(1,000)	(40)	(265)	(160)	(1,540)

Annex G Capital - Health & Care Commissioning

Director - Zoe Mayhew

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix G

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Supported accommodation	21					21
Adult Social Care Modernisation & Capacity	71					71
Total Health & Care Commissioning	92	-	-	-	-	92

Annex H Revenue - Social Care and Support

Director - Pete Sidgwick

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix H

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Head of Disabilities 25+	Head of Disabilities 25+, Independent Living Team, Learning Disabilities, Physical Disabilities, Warwickshire Employment Support Scheme	108,524	(77)	(11,416)	(11,492)	97,032
Head of Adult Mental Health	Head of Adult Mental Health, North and South Operations, Countywide Mental Health Older Adults	21,087	(53)	(1,457)	(1,510)	19,577
Director of Social Care & Support	Director of Social Care and Support, Adult Social Care Reforms	13,187	0	(3,043)	(3,043)	10,144
Head of Adults Practice & Safeguarding	Adult Learning and Development, Head of Adult Practice and Safeguarding	4,665	(1,029)	(616)	(1,645)	3,021
Head of Older People	Older People Local Teams, North, Stratford and Warwick	123,030	(2)	(55,286)	(55,288)	67,743
Head of Integrated Care	Reablement, Head of Integrated Care, Hospital Occupational Therapy and Integrated Community Equipment Services	10,995	(1,027)	0	(1,027)	9,968
Head of Disabilities 0-24	Children with Disabilities, Out of County/Transitions, Head of Disabilities 0-24	18,695	(800)	(397)	(1,197)	17,498
Net Service Spending		300,184	(2,988)	(72,214)	(75,202)	224,982
2024/25 revenue budget supported by non-reoccurring funding						0

Annex H Savings - Social Care and Support

Director - Pete Sidgwick

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix H

Description	Annual Saving					Total £'000
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	
Savings on third party spend - Review of services purchased from third parties to ensure value for money.	(204)	-	-	-	-	(204)
Housing with support for older people - Further develop the housing with support offer to reduce reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings.	(500)	-	-	-	-	(500)
Management of cost of adults service provision - Management of the budgeted cost increases of externally commissioned care.	(2,000)	(1,000)	(1,064)	-	-	(4,064)
Prevention and self-care - Develop a prevention and self care strategy implementing the service change and transformation activities underway across adult social care, including an improved early intervention and prevention offer, further refinement of the in-house reablement offer, further development of assistive technology and investment in programmes, projects and services that reduce people's reliance on care and support.	(1,706)	(935)	-	-	-	(2,641)
Integrated commissioning with Health - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	(200)	(267)	-	-	-	(467)
Management of care demand - Rephrasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data.	(1,356)	(2,389)	(4,416)	(3,507)	(3,320)	(14,988)
Increase in client and external income - Increase in income as a result of taking into account expected growth of adult social care services and in-year unplanned income from the Department of Health and Social Care.	(250)	(900)	(1,000)	(1,300)	(1,300)	(4,750)
Review of support for children with disabilities - Implementing the service change and transformation activities services supporting children with disabilities.	-	(750)	(500)	-	-	(1,250)
Total Social Care and Support	(6,216)	(6,241)	(6,980)	(4,807)	(4,620)	(28,864)

Annex H Capital - Social Care and Support
Director - Pete Sidgwick
Executive Director - Becky Hale
Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix H

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Extra Care Housing - accommodation with care	313					313
Total Social Care and Support	313	-	-	-	-	313

Annex I Revenue - Public Health
 Director - Shade Agboola
 Executive Director - Becky Hale
 Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Director of Public Health	Director of Public Health and Support, Communications, Child Death Review	2,628	0	(90)	(90)	2,538
Health Visiting & School Nursing	Children Public Health Programmes	9,534	0	0	0	9,534
Domestic Abuse & Drug & Alcohol Services	Drug and Alcohol Treatment and Recovery, Domestic Abuse	6,540	0	(233)	(233)	6,306
Sexual Health	Sexual Health	8,004	0	(3,608)	(3,608)	4,396
Health & Wellbeing	Prevention Fund Programmes, Dietetics, Mental Health and Wellbeing, Home Environment and Response Team, Community Tuberculosis Service	2,176	0	(264)	(264)	1,913
Net Service Spending		29	0	(4)	(4,195)	24,686
2024/25 revenue budget supported by non-reoccurring funding						0

Annex I Savings - Public Health

Director - Shade Agboola

Executive Director - Becky Hale

Portfolio Holder - Councillor Margaret Bell (Adult Social Care & Health)

Appendix I

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Health, wellbeing and self-care - Rationalise the public health offer, preserving budgets for mandated public health functions, consolidating use of the Warwickshire Cares Better Together Fund and spend on the Wellbeing for Warwickshire offer.	(306)	(100)	(185)	(390)	(60)	(1,041)
Vacancy factor - Application of an additional 5% vacancy factor/turnover allowance in Public Health.	-	-	-	(75)	(75)	(150)
Total Public Health	(306)	(100)	(185)	(465)	(135)	(1,191)

Annex J Revenue - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

Portfolio Holders - Councillor Yousef Dahmash (Customer & Transformation), Councillor Peter Butlin (Finance and Property)

Appendix J

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Customer Contact - Connect	Customer Service Centre, Local Welfare, Customer Contact - Connect	3,511	(264)	(140)	(404)	3,107
Strategic Asset Management	Property and Smallholding, Asset Management	2,693	(859)	(944)	(1,803)	891
Director of Enabling Services	Director of Enabling Services and PA support	327	0	0	0	327
Property Services	Facilities Management, Investment Services, Maintenance, Engineering and Compliance, Property Services Management	18,770	(5,361)	(3,699)	(9,059)	9,711
ICT and Digital	School ICT Services, Information Assets, Customer and Supplier Services, Production Services, System Centre, Network Team, E-Services and Business Development	14,291	(4,723)	(543)	(5,266)	9,025
Data and Business Intelligence	Business Intelligence and Insight	2,745	(331)	0	(331)	2,415
ICT Strategy	Strategy and Programmes, Corporate ICT Development, Leadership Team, ICT Services, Solutions Architecture Team	2,463	0	0	0	2,463
Net Service Spending		44,800	(11,537)	(5,325)	(16,862)	27,937
2024/25 revenue budget supported by non-reoccurring funding						1,759

Annex J Savings - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

Appendix J

Portfolio Holders - Councillor Yousef Dahmash (Customer & Transformation), Councillor Peter Butlin (Finance and Property)

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(7)	(25)	-	-	-	(32)
Enabling Services delivery review - Review of expenditure on staffing, expenses and projects in Enabling Services.	(50)	(150)	-	-	-	(200)
Estates rationalisation - Reduction in rates, utility costs, facilities management and maintenance costs from the disposal of surplus assets, the effective mix of staff and agency use and increased income from capital fees and rental income from the effective use of our residual estate.	(200)	(181)	(233)	(867)	(1,060)	(2,541)
ICT Service delivery review - Review past ICT budget growth and focus on efficiencies through development projects.	(125)	(54)	(108)	(107)	-	(394)
ICT applications migration and rationalisation - Migrating workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs.	(120)	(50)	-	-	-	(170)
Digital roadmap - Savings as a result of a three year programme of investment in digital technology and automation and the on-going service redesign and automation both within the Service and across the organisation more widely.	(273)	(284)	(364)	(55)	-	(976)
Voice of Warwickshire - Review of the use of the Voice of Warwickshire.	-	(21)	-	-	-	(21)
Data Strategy - Implementation of the Data Strategy to improve data, data literacy and tools that better equip the council to be data led and self-serving to enable efficiencies in our data workforce.	-	-	-	-	(63)	(63)
Total Enabling Services	(775)	(765)	(705)	(1,029)	(1,123)	(4,397)

Annex J Capital - Enabling Services

Director - Craig Cusack

Executive Director - Rob Powell

Appendix J

Portfolio Holders - Councillor Yousef Dahmash (Customer & Transformation), Councillor Peter Butlin (Finance and Property)

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Lillington Academy	278					278
Acquisition - land at Warwick	48					48
Rationalisation of County storage facilities	70					70
Strategic site planning applications	383					383
Maintaining the smallholdings land bank	391					391
Land at Leicester Lane - Cubbington	1,370					1,370
Smallholdings Capital Maintenance 2022/23	229					229
Rural Services Capital Maintenance 2023/24	273					273
Non-schools building maintenance	2,425	2,537	2,648	2,648	2,648	12,906
Non-schools asbestos and safe water	371	389	405	405	405	1,975
Schools building maintenance	7,557	7,767	7,976	7,976	7,976	39,252
Schools asbestos and safe water	852	892	931	931	931	4,537
Rural services	407	426	444	444	444	2,165
Total Enabling Services	14,654	12,011	12,404	12,404	12,404	63,877

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Business Support	Business Support for Children and Yough People and Social Care and Health, Communities and Resources, Business Support Management	9,200	(295)	0	(295)	8,905
Strategic Finance	Strategic Finance	820	0	(85)	(85)	736
Investments, Treasury and Audit	Treasury Management, Internal Audit and Insurance	1,825	(226)	(780)	(1,007)	818
Director of Finance	Director of Finance, Finance Business Support	160	(6)	(24)	(29)	131
Commercial and Contracts	Contract Management and Quality Assurance, Commercial Enterprise	1,928	(89)	(1,089)	(1,178)	750
Operational Finance Services	Finance Delivery and Education Finance Traded	5,355	(2,608)	(616)	(3,224)	2,131
Finance Transformation & Transactions	Pensions Administration, Exchequer Services, Financial Systems Team, Finance Training Board, Finance Transformation, Agresso Development Programme, Benefit Assessment and Income Control	4,366	(143)	(1,840)	(1,983)	2,383
Net Service Spending		23,654	(3,366)	(4,434)	(7,800)	15,854
2024/25 revenue budget supported by non-reoccurring funding						156

Annex K Savings - Finance

Director - Virginia Rennie

Executive Director - Rob Powell

Portfolio Holder - Councillor Peter Butlin (Finance and Property)

Appendix K

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Process efficiencies - Efficiencies through ongoing service redesign, automation, AI and self-service across finance and business support.	(149)	(250)	(162)	(312)	(81)	(954)
Third-party spend - Savings and rebates from externally purchased services and a commercial approach to contracting, to be co-produced and co-owned with Services, with activity to be led by Procurement to ensure value for money.	(199)	(167)	-	-	(300)	(666)
Vacancy factor - Application of a vacancy factor/turnover allowance where not already applied.	-	(19)	-	-	-	(19)
Total Finance	(348)	(436)	(162)	(312)	(381)	(1,639)

Annex L Revenue - Strategy, Planning & Governance

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

Appendix L

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Communications	Marketing and Communications	1,639	(1,125)	(17)	(1,142)	496
Strategy, Planning & Governance Management	Director of Strategy, Planning and Governance, Business Support	(48)	0	0	0	(48)
Legal and Governance	Information Management, Democratic Services, Insurance, Internal Audit and Risk Management, Legal Services	11,476	(8,287)	(2,348)	(10,634)	842
Change Programmes	Business Redesign and Improvement	4,013	(2,371)	0	(2,371)	1,643
Corporate Policy and Strategy	Corporate Policy and Commissioning	608	0	0	0	608
Community Partnerships	Social Impact fund, Councillors Grants, Community Development, Armed Forces Community Covenant, Third Sector Support	2,577	(40)	0	(40)	2,537
Net Service Spending		20,265	(11,823)	(2,365)	(14,187)	6,078
2024/25 revenue budget supported by non-reoccurring funding						447

Annex L Savings - Strategy, Planning & Governance

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

Appendix L

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Vacancy factor - Application of a vacancy factor/turnover allowance where not already applied.	(34)	(40)	-	-	-	(74)
Third party spend - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services.	(32)	(23)	-	(15)	(15)	(85)
Legal services trading income - Additional surplus from external trading with other local authorities and public sector bodies, including Warwickshire Legal Services dividends	(40)	(40)	(110)	(30)	(30)	(250)
Service efficiencies - Right-sizing of budgets across the Service following the prioritisation of activity and more effective channels of service delivery including electronic record keeping, consultancy and change programme activity.	-	-	(4)	(94)	-	(98)
Total Strategy, Planning and Governance	(106)	(103)	(114)	(139)	(45)	(507)

Annex L Capital - Strategy, Planning & Governance

Director - Sarah Duxbury

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

Appendix L

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Social Fabric Fund	750					750
Total Workforce and Local Services	750	-	-	-	-	750

Annex M Revenue - Workforce and Local Services

Appendix M

Director - Bal Jacob

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
HR Enabling	Human Resource Service Centre, People and Organisational Development, HR Advisory	7,003	(1,718)	(925)	(2,642)	4,360
Director of Workforce and Local Services	Director of Workforce and Local Services	170	0	0	0	170
HR Strategy	HROD Management, HR Strategy and Commissioning	718	0	0	0	718
Libraries, Heritage and Registration	Libraries, Registration Services, Heritage and Environment	8,673	(133)	(2,955)	(3,088)	5,585
Net Service Spending		16,563	(1,851)	(3,879)	(5,730)	10,833
2024/25 revenue budget supported by non-reoccurring funding						161

Annex M Savings - Workforce and Local Services

Appendix M

Director - Bal Jacob

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

Description	Annual Saving					Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	£'000
Vacancy factor - Application of a 2% vacancy factor/turnover allowance where not already applied.	(4)	(19)	-	-	-	(23)
Registration Service - Increase registration revenue through the optimisation of service delivery locations.	(28)	(20)	-	-	-	(48)
Pro-active use of apprenticeships - Closer integration of apprentices into service workforce structures.	-	(165)	-	-	-	(165)
Service redesign - Generic saving target for new service at the end of Year 5. New Director to generate options and ideas and firm up by 2025/26 MTFS refresh.	-	-	-	-	(100)	(100)
Total Workforce and Local Services	(32)	(204)	0	0	(100)	(336)

Annex M Capital - Workforce and Local Services

Director - Bal Jacob

Executive Director - Rob Powell

Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)

Appendix M

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Improving customer experience / one front door improvements	335					335
Total Workforce and Local Services	335	-	-	-	-	335

2024/25 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Government Grants & Business Rates	Business rates and government grants	0	(1,328)	(595,225)	(596,553)	(596,553)
Capital Financing Costs	Revenue costs of the borrowing needed to finance the Authority's capital programme	34,581	(248)	(4,900)	(5,148)	29,433
Strategic Management Team	Cost of Corporate Board and their support	1,575	0	0	0	1,575
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	1,202	0	(273)	(273)	929
Environment Agency (Flood Defence Levy)	Annual Flood Defence Levy	275	0	0	0	275
External Audit Fees	Fees from the external auditors for their statutory work and the cost of commissioning additional reports required for the statement of accounts.	559	0	0	0	559
Pensions Deficit Under-recovery	Cash contribution to the historic deficit on the Authority's share of the Warwickshire (Local Government) Pension Fund	1,483	0	0	0	1,483
County Council Elections	Quadrennial county council elections cost	273	0	0	0	273
Members Allowances and Expenses	Members Allowances and Expenses	1,046	0	0	0	1,046
Other Administrative Expenses and Income	Other Administrative Expenses and Income	15,623	(354)	(1,304)	(1,658)	13,964
Warwickshire Property and Development Group	Net running cost of Warwickshire Property and Development Group	(1,678)	0	(1,304)	(1,304)	(2,982)
Provision for DSG Deficit	Provision for Dedicated Schools Grant Deficit	18,000	0	0	0	18,000
Subscriptions	Subscriptions	212	0	0	0	212
Apprenticeship Levy	Apprenticeship Levy	1,235	0	0	0	1,235
Net Service Spending (excluding DSG)		74,387	(1,930)	(603,006)	(604,937)	(530,550)
2024/25 Budget Requirement						(386,664)
Service Spending before Council Tax Requirement						(143,886)
2024/25 revenue budget supported by non-recurring funding						18,000

Description	Annual Saving					Total £'000
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£'000	£'000	£'000	£'000	£'000	
Savings on third party spend - Review of services purchased from third parties and the increased take-up of early invoice payment. (Delivery will be the responsibility of the Director of Finance).	(3)	(202)	(100)	-	-	(305)
Treasury management returns - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Director of Finance.)	(121)	-	-	-	-	(121)
Warwickshire Property and Development Group - Forecast income stream from the successful delivery of the company business plan.	(2,856)	(433)	-	-	-	(3,289)
Capital financing costs - Reduction in the Authority's borrowing costs as a result of using capital receipts from the sale of surplus assets. (Delivery will be the responsibility of the Director of Enabling Services).	(16)	(120)	(70)	(24)	(64)	(294)
Rebate on loan repayment - Rebate from the early repayment of borrowing due to favourable gilt rates with the annual benefit realised over 10 financial years. (Delivery will be the responsibility of the Director of Finance).	(193)	-	-	-	-	(193)
Members allowances - Reduction in the cost of Members allowances due to reduced travel/mileage and other expenses.	(140)	-	-	-	-	(140)
SCAPE dividend - Additional income from including the average annual SCAPE dividend in the Council's core budget.	(250)	-	-	-	-	(250)
Increase in Council tax Income - No win, no fee work to identify properties that should be liable for council tax but not currently charged.	-	(200)	-	-	-	(200)
Resources Directorate efficiencies - Staff reductions and structural efficiencies in the Directorate. (Delivery will be the responsibility of the Executive Director for Resources).	-	-	-	-	(400)	(400)
Total Corporate Services	(3,579)	(955)	(170)	(24)	(464)	(5,192)

Scheme Title	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Total £'000
Capital Investment Fund unallocated	29,442	18,873	18,873	18,873	18,873	104,934
Capital Inflation Contingency Fund	7,716					7,716
Warwickshire Property Development Group Contingency	-	-	-	-	-	-
Investigation Design Fund	800	800	800	800		3,200
Warwickshire Property and Development Group	15,726	11,420	11,367	15,013	5,555	59,081
Warwickshire Investment Fund	20,000	15,000	15,000			50,000
Asset Replacement Fund	2,356	4,990	6,908	452		14,706
Total Corporate Services	76,040	51,083	52,948	35,138	24,428	239,637

Adjustments to Revenue and Capital budgets between Council and Service Estimates

Appendix O

App.	Service	Net Revenue Budget as at Council 8th February 2024	Structural Changes	Funding - Final Settlement	Net Revenue Budget	Savings as at Council 8th February 2024	Structural Changes	Savings	Capital Budget as at Council 8th February 2024	Structural Changes	Capital Budget
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
	Children & Young People	96.748	0.000		96.748	(3.362)	0.000	(3.362)	74.642	0.000	74.642
A	Children & Families	87.342			87.342	(3.342)		(3.342)	1.698		1.698
B1	Education Services – Non- DSG	9.406			9.406	(0.020)		(0.020)	72.944		72.944
	Communities	122.462	0.028		122.490	(1.378)	0.000	(1.378)	82.002	1.783	83.785
C	Economy & Place	23.396			23.396	(0.174)		(0.174)	10.529		10.529
D	Environment, Planning & Transport	72.405			72.405	(1.133)		(1.133)	69.406		69.406
E	Fire & Rescue Service	25.155	0.028		25.183	(0.071)		(0.071)	0.735		0.735
F	Strategic Infrastructure & Climate Char	1.506			1.506	0.000		0.000	1.332	1.783	3.115
	Social Care & Health	261.422	0.000		261.422	(6.597)	0.000	(6.597)	0.405	0.000	0.405
	People Strategy and Commissioning	36.439	(36.439)		0.000	(0.381)	0.381	0.000	0.092	(0.092)	0.000
G	Health & Care Commissioning	0.000	11.753		11.753	0.000	(0.075)	(0.075)	0.000	0.092	0.092
H	Social Care & Support	224.982			224.982	(6.216)		(6.216)	0.313		0.313
I	Public Health	0.000	24.686		24.686	0.000	(0.306)	(0.306)	0.000		0.000
	Resources	60.703	0.000		60.703	(1.261)	0.000	(1.261)	17.522	(1.783)	15.739
J	Enabling Services	27.937			27.937	(0.775)		(0.775)	16.437	(1.783)	14.654
K	Finance	15.854			15.854	(0.348)		(0.348)	0.000		0.000
L	Strategy, Planning & Governance	6.078			6.078	(0.106)		(0.106)	0.000		0.000
M	Workforce & Local Services	10.833			10.833	(0.032)		(0.032)	1.085		1.085
B2 & N	Corporate Services and Resourcing	(143.410)	(0.028)	(0.448)	(143.886)	(3.579)		(3.579)	76.040		76.040
	Total	397.924	0.000	(0.448)	397.477	(16.177)	0.000	(16.177)	250.611	0.000	250.611