

Education Services - Ian Budd
Strategic Director - Mark Ryder
Portfolio Holder - Colin Hayfield

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Education and Early Years	School Improvement, School and Early Years sufficiency, Admissions Policy, Alternative Provision, Education Safeguarding, Virtual School, Mainstream Home to School Transport	48,864	(2,908)	(895)	(3,803)	45,061
SEND and Inclusion	SENDAR, Children with Disabilities, Specialist Teaching Services, EMTAS, Education Psychology, Post 16 SEND, SEND Home to School Transport	84,424	(2,804)	(3,663)	(6,467)	77,957
Education Service Delivery	Employability and Post 16, Admissions service, Attendance service, Adult Learning, Warwickshire Music, Outdoor Education, School Governance	6,831	(4,474)	(1,393)	(5,867)	964
Education Services Management	AD and PA salaries, general service management	(4,648)	(137)	(803)	(940)	(5,588)
Net Service Spending		135,471	(10,323)	(6,754)	(17,077)	118,394
2020/21 budget supported by one-off funding						1,034

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Home to school transport eligibility	(209)	(151)	0	0	0	(360)
	Education transport route optimisation	(58)	(42)	0	0	0	(100)
	Review of provision of passenger transport assistants	(12)	(8)	0	0	0	(20)
	Special Educational Needs transport savings	0	(94)	(220)	(137)	(42)	(493)
	Total	(279)	(295)	(220)	(137)	(42)	(973)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Pears Centre	500	0	0	0	0	500
All Saints Primary, Nuneaton, replace temporary classrooms	59	0	0	0	0	59
Campion Phase 1 (incl sports hall refurbishment)	2,267	0	0	0	0	2,267
Eastlands Primary temporary classroom	60	0	0	0	0	60
High Meadow Infant School - new classrooms, group rooms and toilets	1,590	0	0	0	0	1,590
Kineton High refurbishment - phase 1	125	0	0	0	0	125
New School, The Gateway, Rugby	2,750	2,265	0	0	0	5,015
Newdigate Primary School - expansion and internal refurbishment	1,326	0	0	0	0	1,326
Ridgeway School - reconfiguration of classrooms	60	0	0	0	0	60
Round Oak School - reconfiguration of classrooms	190	0	0	0	0	190
The Ferncumbe Primary temporary classroom	20	0	0	0	0	20
Welcombe Hills vehicle access alterations	442	0	0	0	0	442
Investment in school adaptations to reflect pupils access needs	400	400	400	400	400	2,000
Provision of additional school places	31,623	4,510	4,510	4,510	4,510	49,663
Total	41,411	7,175	4,910	4,910	4,910	63,317

Environment Services - Scott Tompkins
Strategic Director - Mark Ryder
Portfolio Holder - Heather Timms

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Engineering Design Services	Highway scheme design, Bridges and Structural Design, S278 schemes, Traffic Control and Highways Programme and Project Management	7,933	(7,124)	(281)	(7,405)	528
County Highways	Includes Highways/Winter Maintenance, Network Management, Street Lighting, Member Delegated Budgets, Forestry Services.	19,900	(1,928)	(3,663)	(5,591)	14,309
Emergency Management	CSW Local Resilience Forum and Emergency Management	272	(11)	(101)	(112)	160
Planning Delivery	County Planning including Highway response, S38 road adoptions, HS2 Highway Consents, Flood Prevention and schemes, Archaeology and Ecology services.	4,327	(345)	(3,549)	(3,894)	433
Trading Standards & Community Safety	Trading Standards functions, Community Safety and Gypsy & Traveller services	2,696	(97)	(1,001)	(1,098)	1,598
Transport Delivery	County Fleet service, Transport Operations including Adult and Home to School Transport, Concessionary Travel and Park & Ride provision.	35,269	(24,145)	(2,537)	(26,682)	8,587
Environment Services Management	AD and PA staffing, general service management	305	0	0	0	305
Net Service Spending		70,702	(33,650)	(11,132)	(44,782)	25,920
					2020/21 budget supported by one-off funding	0

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Capitalisation of flood prevention works	(200)	0	0	0	0	(200)
	Drainage maintenance review	0	0	(100)	0	0	(100)
	Expansion of traded services re County Fleet Management (CFM) and Archaeology	0	(100)	(100)	0	0	(200)
	Total	(200)	(100)	(200)	0	0	(500)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Install CCTV on Emscote Road Warwick (Tesco Stores)	9	0	0	0	0	9
A3400 Birmingham Road Stratford corridor improvements	3,393	0	0	0	0	3,393
A422 Alcester Road access to development and relocation of crossing	6	0	0	0	0	6
A422 Banbury Road Ettington Ghost Island right turn lane	10	0	0	0	0	10
A426/A4071 Avon Mill Roundabout Rugby improvement scheme	1,123	0	0	0	0	1,123
A426 Southam Rd Southam access to quarry at Griffins Farm	10	0	0	0	0	10
A428 Lawford Road Rugby right turn lane and access to development site	50	0	0	0	0	50
A429 Ettington Rd Wellesbourne new roundabout and puffin crossing	10	0	0	0	0	10
A444 corridor improvements - phase 2	662	3,796	0	0	0	4,458
A452 Europa Way, Olympus Avenue to Heathcote Lane roundabout	0	0	7,481	0	0	7,481
A452 Europa Way Warwick traffic signals	191	0	0	0	0	191
A452 M40 spur west of Banbury Road	0	7,591	0	0	0	7,591
A46 Stanks Island, Warwick	4,248	0	0	0	0	4,248
A46 Stoneleigh junction improvements	0	4,881	0	0	0	4,881
A47 Hinckley Road corridor	2,862	0	0	0	0	2,862
A47 Hinkley Road Nuneaton puffin crossing	10	0	0	0	0	10
A47 The Long Shoot Nuneaton refuge island and right turn lane	16	0	0	0	0	16
B439 Salford Road Bidford - access and puffin crossing	75	0	0	0	0	75
B4429 Ashlawn Rd Rugby new puffin crossing	10	0	0	0	0	10
Bridleways improvements Brownsover Rugby	6	0	0	0	0	6
Butlers Leap Link Road - traffic signal improvements	300	0	0	0	0	300
C98 Loxley Rd , Tiddington - site accesses and improved footways	500	0	0	0	0	500
Warwick Town Centre transport package	4,046	0	0	0	0	4,046
Cycle routes - Kenilworth to Leamington	2,519	2,230	0	0	0	4,749
D7050 Common Lane Kenilworth traffic signal junction	500	0	0	0	0	500
MOVA operation on traffic signal junctions Emscote Road Warwick	75	0	0	0	0	75
Install traffic signals junction Colliery Lane / Back Lane Exhall	45	0	0	0	0	45
Install variable message signs A444	82	0	0	0	0	82
Lawford Road / Addison Road casualty reduction	736	0	0	0	0	736
M40 Junction 12	57	30	0	0	0	87
Minor bridge maintenance schemes	400	0	0	0	0	400
Portobello Bridge	200	1,296	10	0	0	1,506

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Rugby Gyrotory improvement scheme	25	0	0	0	0	25
Rugby, Hunters Lane - through route New Tech Drive To Newbold Rd	329	0	0	0	0	329
S106 Rights of Way scheme at Long Shoot development Nuneaton	6	0	0	0	0	6
Highways maintenance	12,995	12,879	12,879	12,879	12,879	64,511
Gypsy and Traveller site maintenance	20	20	20	20	20	100
s.278 developer funded schemes	51,349	0	0	0	0	51,349
Total	86,875	32,724	20,390	12,899	12,899	165,788

Fire and Rescue Services - Kieran Amos
Strategic Director - Mark Ryder
Portfolio Holder - Andy Crump

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
AC Service Delivery	Includes Operational Response, Planning & Protection, Fire Control and Prevention	14,713	(341)	(79)	(420)	14,293
AC Service Support	Includes Technical support, Training & Development and Health & Safety.	4,059	(43)	(70)	(113)	3,946
AC Service Improvement	Includes IRMP, Business Transformation and Projects	521	(25)	0	(25)	496
Brigade Management	Service management and business planning	879	0	0	0	879
Business Support	Includes HR, IT, Finance and Pensions	1,539	0	0	0	1,539
Net Service Spending		21,711	(409)	(149)	(558)	21,153
2020/21 budget supported by one-off funding						388

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Fire Emergency Services Network (ESN) preparedness	732	0	0	0	0	732
Fire and Rescue Training Programme	1,874	0	0	0	0	1,874
Fire and Rescue HQ Leamington Spa	2,236	0	0	0	0	2,236
Training Centre - new build	700	0	0	0	0	700
Operational equipment	200	120	120	120	120	680
Total	5,742	120	120	120	120	6,222

Strategy and Commissioning for Communities - David Ayton-Hill
Strategic Director - Mark Ryder
Portfolio Holder - Jeff Clarke / Heather Timms

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Waste & Environment	Waste Commissioning and Strategy, Waste Delivery, Household Waste Recycling Centres	23,185	(25)	(3,269)	(3,294)	19,891
Economy & Skills	Economic Strategy and commissioning, Business Centres, Inward Investments, Economic Partnerships, Support to Businesses and Access to Finance, Skills Strategy, Economic Projects	3,210	(66)	(2,622)	(2,688)	522
Infrastructure & Sustainable Communities	Planning Policy, Strategic Infrastructure, HS2, Regeneration, Tourism, Town Centres and Rural Economy, Country Parks and Rights of Way.	3,210	(38)	(1,371)	(1,409)	1,801
Transport & Highways	Transport Planning, Traffic Modelling and Assessment, Asset Management, Rail Strategy, Local Transport Plans, Funding Bid development, Major Scheme partnerships, Road Safety, Parking Management	7,485	(1,028)	(7,519)	(8,547)	(1,062)
Communities Management	AD and PA staffing, general service management	334	0	0	0	334
Net Service Spending		37,424	(1,157)	(14,781)	(15,938)	21,486
					2020/21 budget supported by one-off funding	711

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Countywide integrated waste collection and disposal service	0	0	(1,000)	(800)	0	(1,800)
	Increased income from new services in the business centres portfolio	0	0	(100)	0	0	(100)
	Increased costs of residents parking permits	0	0	0	0	(433)	(433)
	Implementation of on-street parking charges in Nuneaton	0	0	(235)	0	0	(235)
	Increase cost of visitor permits	0	0	0	0	(282)	(282)
	Implementation of business parking permits	0	(445)	0	0	0	(445)
	Increase in on-street pay and display charges	0	0	(228)	0	(342)	(570)
	Review of staffing as a result of further service redesign and reviews	0	0	0	(285)	0	(285)
	Total	0	(445)	(1,563)	(1,085)	(1,057)	(4,150)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £ 000's
A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	265	0	0	0	0	265
A439 Southern Casualty Reduction	500	0	0	0	0	500
Average Speed Cameras	1,764	0	0	0	0	1,764
Barford Junction Safety and Capacity Improvement Works (s106)	170	0	0	0	0	170
Bermuda Connectivity	4,705	0	1,000	700	0	6,405
Green Man Coleshill Signalised Junction	500	0	0	0	0	500
Hinckley to Nuneaton cycle route	260	163	0	0	0	423
Home to School Routes	792	0	0	0	0	792
Kenilworth Station	880	0	0	0	0	880
Nuneaton to Coventry cycle route	300	692	0	0	0	992
Bus shelters, Narrow Hall Meadow nr GP Surgery Chase Meadow (s106)	20	0	0	0	0	20
School Safety Zones	127	0	0	0	0	127
Small Business Grants	361	183	17	0	0	561
Southbound bus stop on A426 Leicester Road Rugby	0	41	0	0	0	41
Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	1,000	0	0	0	0	1,000
Transforming Nuneaton	3,170	0	0	0	0	3,170
Upgrade existing shared pedestrian/cycle path, Bermuda	11	0	0	0	0	11
Weddington Road , Nuneaton implement toucan crossing	101	0	0	0	0	101
Transforming Nuneaton (Library and Business Centre)	771	12,133	6,054	233	0	19,192
Duplex Fund	992	168	87	53	0	1,300
Capital Growth Fund Business Loans and Grants	195	206	137	275	0	812
Design Services area delegated funding	11	0	0	0	0	11
Land at Crick Road Rugby (Rugby Parkway)	2,487	0	0	0	0	2,487
Nuneaton and Bedworth town centre - Queens Rd West improvements	50	0	0	0	0	50
Area Delegated Funding	4,736	2,000	2,000	2,000	2,000	12,736
Casualty reduction schemes	669	350	350	350	350	2,069
Household Waste Recycling Centre maintenance	104	80	80	80	80	424
Countryside Rural Services capital maintenance	334	200	200	200	200	1,134
Flood defence	200	200	200	200	200	1,000
Total	25,475	16,416	10,125	4,092	2,830	58,937

Adult Social Care Services - Pete Sidgwick
Strategic Director - Nigel Minns
Portfolio Holder - Les Caborn

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Disabilities	Learning Disabilities, Transitions, Physical Disability, Sensory Impairment Independent Living	82,832	0	(9,416)	(9,416)	73,416
Mental Health	Older People Mental Health, Deprivation of Liberties, Approved Mental Health Pracs, Resolution & Home Treatment, Dementia Services, Recovery Services	11,645	0	(547)	(547)	11,098
Assistant Director - Adult Social Care	ASC transformation projects, Projects and transformation funded under s75 (iBCF/Winter Pressures)	12,507	(200)	0	(200)	12,307
Development and Assurance	Safeguarding Boards (Children & Adults), Practice Assurance, Service Development, Principal Social Worker, Lead Practitioners	2,414	(654)	(128)	(782)	1,632
Older People	Adults Safeguarding Delivery, Warwick OP & Access, Stratford OP & Reviewing, North OP	79,645	(53)	(29,947)	(30,000)	49,645
Integrated Care Services	Hospital Social Work, Occupational Therapy, Reablement, HEART (Housing), ICE	10,554	(561)	(85)	(646)	9,908
Net Service Spending		199,597	(1,468)	(40,123)	(41,591)	158,006
					2020/21 budget supported by one-off funding	5,384

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Commissioning approach for younger adults	0	(200)	(300)	0	0	(500)
	Housing with support for older people	0	(200)	(500)	(500)	(500)	(1,700)
	Integrated commissioning and delivery arrangements with NHS partners	0	0	0	0	(667)	(667)
	Suppressing demand in older people services	(250)	(250)	(500)	(500)	(540)	(2,040)
	Prevention and self-care	0	0	0	(167)	(167)	(334)
	Business support and direct payments	(150)	(300)	0	0	0	(450)
	Total	(400)	(950)	(1,300)	(1,167)	(1,874)	(5,691)

Children and Families - John Coleman
Strategic Director - Nigel Minns
Portfolio Holder - Jeff Morgan

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Children's Practice Improvement	Principal Child and Family Social Worker, Principal Practitioners Models of Intervention, Independent Reviewing Service, Assurance, Inspection and Practice Improvement	2,245	(40)	(38)	(78)	2,167
Youth Justice	Youth Justice, Child Exploitation - Missing Children - Trafficking	3,411	(474)	(516)	(990)	2,421
Assistant Director - Children's and Families	Service management/support budgets including legal, insurance, ACE contribution, grant control accounts and One-Off funding supporting savings plan delivery	3,478	(118)	0	(118)	3,360
Children's Safeguarding and Support	Countywide Children's Case Management, Edge of Care, Systemic Family Therapy	25,734	(1,011)	(17)	(1,028)	24,706
Service Manager - Corporate Parenting	Fostering, Special Guardianship Support, Private Fostering, Children In Care, Unaccompanied Asylum Seeking Children, Leaving Care	21,035	(207)	(4,317)	(4,524)	16,511
Initial Response and Early Support	Targeted Support for Young People, Priority Families, Early Help and Family services, Syrian Resettlement, Domestic Abuse, Multi Agency Safeguarding Hub, Emergency Duty Team, First Response Teams	12,553	(212)	(2,174)	(2,386)	10,167
Adoption Central England	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry City Council, Soihull MBC and Worcestershire County Council.	5,297	(1,068)	(4,229)	(5,297)	0
Net Service Spending		73,753	(3,130)	(11,291)	(14,421)	59,332
					2020/21 budget supported by one-off funding	546

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	House project	0	0	0	(200)	0	(200)
	Development of effective local provision of children's placements	0	0	0	(500)	(500)	(1,000)
	Integrated commissioning and delivery arrangements with NHS partners	0	0	0	0	(667)	(667)
	Restorative practice and early help	0	0	(250)	(250)	(500)	(1,000)
	Prevention and self-care	0	0	0	(167)	(167)	(334)
	Business support	(194)	0	0	0	0	(194)
	Customer Support	0	(30)	0	0	0	(30)
	Total	(194)	(30)	(250)	(1,117)	(1,834)	(3,425)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £ 000's
Children and families property adaptations, purchases and vehicles	107	50	0	0	0	157
Investment to support carers	125	125	125	125	125	625
Total	232	175	125	125	125	782

Strategy and Commissioning for People - Becky Hale
Strategic Director - Nigel Minns
Portfolio Holder - Les Caborn / Jeff Morgan

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director - Strategy & Commissioning	Service management/support including AD and PA budgets	1,632	(134)	0	(134)	1,498
Director of Public Health	Statutory office of principal adviser on health matters with a leadership role for health improvement, health protection and healthcare public health.	2,095	0	(126)	(126)	1,969
Health and Well Being	Maintaining and promoting independence, lifestyle and prevention and family well-being	22,846	(2,272)	(4,008)	(6,280)	16,566
Integrated and Targeted Support	People with disabilities, vulnerable adults/people and vulnerable children and young people	14,656	(56)	(6,509)	(6,565)	8,091
All Age Specialist Provision	Market and quality assurance, people care at home and specialist accommodation	6,090	(331)	(81)	(412)	5,678
Net Service Spending		47,319	(2,793)	(10,724)	(13,517)	33,802
2020/21 budget supported by one-off funding						885

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Integrated commissioning and delivery arrangements with NHS partners	0	0	0	0	(666)	(666)
	Third party funding for commissioning and delivery	0	0	(100)	0	0	(100)
	Prevention and self-care	0	0	0	(166)	(166)	(332)
	Total	0	0	(100)	(166)	(832)	(1,098)

Business & Customer Support Services - Kushal Burla
Strategic Director - Rob Powell
Portfolio Holder - Kam Kaur

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director	AD and general service management	284	(37)	(30)	(67)	217
Business and Customer Support	Support provided to all frontline services including general administration, FOIs, Customer Complaints, Information and Document Management	6,871	(68)	0	(68)	6,803
Customer Connect	Customer Service Centre, Blue badge and Local Welfare schemes	2,337	(140)	(110)	(250)	2,087
Community Hub	Libraries, Community Outlets, Registration, Heritage and Culture	7,501	(170)	(2,091)	(2,261)	5,240
Operational Excellence	Community Development, Customer Relations, Localities & Partnerships including Third Sector support, Armed Forces Community Covenant	2,726	0	0	0	2,726
Net Service Spending		19,719	(415)	(2,231)	(2,646)	17,073
2020/21 budget supported by one-off funding						50

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Business support	(880)	0	0	0	0	(880)
	Customer support	(260)	(300)	(210)	0	0	(770)
	Printing and stationery	0	0	(657)	0	0	(657)
	Total	(1,140)	(300)	(867)	0	0	(2,307)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £ 000's
Improving the customer experience/one-front-door improvements	168	500	1,274	0	0	1,942
Total	168	500	1,274	0	0	1,942

Commissioning Support Unit - Steve Smith
Strategic Director - Rob Powell
Portfolio Holder - Kam Kaur

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director	AD and general service management	3	0	0	0	3
Business Intelligence	Insight Service, Research, Business Analytics, Performance Management, Data Management, Service Planning, Business Improvement	2,157	(39)	0	(39)	2,118
Contract Management and Quality Assurance	Procurement, Contract Management, Quality Assurance, Systems Change and Training, Brokerage	2,112	(381)	(616)	(997)	1,115
Portfolio Management Office	Programme and Project Delivery, Development and Support, Service Development and Assurance	1,864	(594)	(194)	(788)	1,076
Change Management	Directorate Change Plan, Service Planning	297	0	0	0	297
Transformation		0	0	0	0	0
Net Service Spending		6,433	(1,014)	(810)	(1,824)	4,609
2020/21 budget supported by one-off funding						0

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21	2021/22	2022/23	2023/24	2024/25
		£'000	£'000	£'000	£'000	£'000
	Project and programme management	(395)	0	0	0	0
	Business intelligence	0	0	(640)	0	0
	Procurement	(10)	0	0	0	0
Total		(405)	0	(640)	0	0

Enabling Services - Craig Cusack
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director	AD and general service management budgets	325	0	0	0	325
Facilities Management	Energy & Environmental Management, Property Risk, Cleaning & Caretaking, Maintenance & Minor Work, Old Shire Hall and Northgate House Catering, WES Building Services	7,890	(3,451)	(1,781)	(5,232)	2,658
HR Enabling	HR Service Centre and Advisory Services, WES HR and Payroll, Learning and Organisational Development, Apprentices	5,229	(1,607)	(747)	(2,354)	2,875
Digital and ICT	Security, Systems Development and Architecture, Device Support, Development and Management, ICT Service Desk, Application and Line of Business System Management, WES ICT Development	16,308	(3,901)	(1,120)	(5,021)	11,287
Property, Construction and Engineering	Design and Major Projects, Engineering, Estate Management Delivery, Management of Strategic Project Delivery	10,348	(2,168)	(584)	(2,752)	7,596
Net Service Spending		40,100	(11,127)	(4,232)	(15,359)	24,741
2020/21 budget supported by one-off funding						1,007

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		£'000	£'000	£'000	£'000	£'000	£'000
	Digital and ICT service redesign	0	(900)	0	0	0	(900)
	Applications rationalisation	(250)	0	0	0	0	(250)
	Device savings	(524)	0	0	0	0	(524)
	ICT and Enabling Services	0	(1,000)	0	0	0	(1,000)
Total		(774)	(1,900)	0	0	0	(2,674)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £ 000's
Development of Rural Broadband	5,007	1,732	1,521	0	0	8,260
Renewable energy	995	0	0	0	0	995
Schools asbestos and safe water remedials	746	746	746	746	746	3,728
Schools planned building, mechanical and electrical backlog	6,988	6,988	6,988	6,988	6,988	34,940
Non-schools - planned building, mechanical and electrical backlog	2,122	2,122	2,122	2,122	2,122	10,610
Non-schools asbestos and safe water remedials	325	325	325	325	325	1,625
ICT purchases	481	400	400	400	400	2,081
Total	16,664	12,313	12,101	10,581	10,581	62,239

Finance - Andrew Felton
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	External Income B £'000	Internal Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director	AD and general service management budgets	80	(5)	0	(5)	75
Strategic Finance	Strategic Capital, Revenue and Financial Planning	640	(33)	(32)	(65)	575
Commercialism	Traded services finance and commercialism team	272	(10)	(5)	(15)	257
Investments, Treasury and Audit	Internal Audit, Risk and Insurance, Pensions Investment and Treasury Management	1,108	(956)	(421)	(1,377)	(269)
Finance Delivery	Finance Management support to services and schools	2,775	(878)	(100)	(978)	1,797
Finance Transformation	Exchequers, Social Care Charging and Assessment, Major Projects	3,043	0	(1,204)	(1,204)	1,839
Net Service Spending		7,918	(1,882)	(1,762)	(3,644)	4,274
2020/21 budget supported by one-off funding						70

Governance & Policy - Sarah Duxbury
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Assistant Director	AD and general service management budgets	(94)	0	0	0	(94)
Legal and Democratic	Legal Services, Democratic services, Data Compliance & Regulation, Information Governance, Data Security	6,653	(4,217)	(2,009)	(6,226)	427
Property Management	Corporate Landlord & Estate Management, Programme development, Property strategy & policy, Commissioner of Facilities Management/Construction	(102)	(262)	(789)	(1,051)	(1,153)
HROD	Commissioner of Strategic HROD, HROD Polices and Frameworks, Commissioner of operational/transactional HR delivery	701	(23)	(2)	(25)	676
Communications	Communications Policy & Strategy, Comms Delivery, Media Relations, Brand Management & Design	1,139	(698)	(14)	(712)	427
Corporate Policy	Corporate Policy & Standards, Data Strategy, Commissioner Business & Customer	418	0	0	0	418
Net Service Spending		8,715	(5,200)	(2,814)	(8,014)	701
						2020/21 budget supported by one-off funding
						0

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21	2021/22	2022/23	2023/24	2024/25	Total
		£'000	£'000	£'000	£'000	£'000	£'000
	Legal Services additional surplus	(30)	(30)	(40)	(50)	(50)	(200)
	Electronic record keeping	(10)	(10)	(10)	(10)	(10)	(50)
	Paper free meetings	0	0	(10)	0	0	(10)
Total		(40)	(40)	(60)	(60)	(60)	(260)

Capital Programme 2020-25

Scheme Title	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000	£ 000's
Maintaining the smallholdings land bank	844	0	0	0	0	844
Strategic site planning applications	1,300	0	0	0	0	1,300
Rural services capital maintenance	356	356	356	356	356	1,780
Total	2,499	356	356	356	356	3,923

Corporate Services - Virginia Rennie
Strategic Director - Rob Powell
Portfolio Holder - Peter Butlin

2020/21 Revenue Budget

Service	Service Description	Direct Cost A £'000	Internal Income B £'000	External Income C £'000	Total Income D=B+C £'000	2020/21 Budget E=A+D £'000
Government Grants and Business Rates		0	0	(228,021)	(228,021)	(228,021)
Capital Financing Costs		40,164	0	(3,120)	(3,120)	37,044
Strategic Management Team		1,225	0	0	0	1,225
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	664	0	(125)	(125)	539
Environment Agency (Flood Defence Levy)		250	0	0	0	250
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.	143	0	0	0	143
Apprenticeship Levy		1,114	0	0	0	1,114
Pensions lump sum contribution		1,504	0	0	0	1,504
County Council Elections	Annual contribution to the costs of the County Council elections held every four years	275	0	0	0	275
Members Allowances and Expenses		941	0	0	0	941
Other Administrative Expenses and Income	Spend and income figures include insurance.	3,233	(766)	(2,615)	(3,381)	(148)
P2P Rebate Programme	Income from partnership working with Oxygen Finance	0	0	(750)	(750)	(750)
Contract Management Savings	This will be reallocated across services once the contracts to be impacted in 2020/21 is known.	(500)	0	0	0	(500)
Investment Funds	Includes indicative 2020/21 allocations for the Sustaining Prevention, Climate Change, Commercial and Place Shaping and Capital Feasibility Funds	4,500	0	0	0	4,500
Children's Transformation Fund		3,817	0	0	0	3,817
Contingency for In-Year additional costs	Provision for costs not known at the time the 2020/21 budget was agreed.	2,990	0	0	0	2,990
Net Service Spending		60,320	(766)	(234,631)	(235,397)	(175,077)
						2020/21 budget supported by one-off funding 7,817

Savings Plan 2020-25

Reference	Savings Proposal Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
	Treasury management investment returns	0	(175)	(175)	0	0	(350)
	Reinvestment of capital receipts	(2,523)	(460)	(733)	(914)	(914)	(5,544)
	Contract Management	(500)	(1,250)	(1,500)	(1,650)	(1,650)	(6,550)
	Senior Management Restructure	(69)	0	0	0	0	(69)
	Optimism bias	315	378	301	165	165	1,324
	Total	(2,777)	(1,507)	(2,107)	(2,399)	(2,399)	(11,189)

Capital Programme 2020-25

Scheme Title	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £ 000's
Capital Investment Programme - Existing	6,996	0	0	0	0	6,996
Capital Investment Fund - New	24,918	24,918	24,918	24,918	24,918	124,592
Total	31,914	24,918	24,918	24,918	24,918	131,588

Adjustments to the Revenue Budget since Council on 18 February 2020

App.	Service	Council Net Revenue Spend £m	Council Restructuring £m	Dedicated Schools Grant £m	Service Financed Borrowing £m	Service Estimates Net Revenue Spend £m
	Communities Directorate					
A	· Education Services	113.182	(0.252)	5.464		118.394
B	· Environment Services	25.920	-			25.920
C	· Fire and Rescue	21.132	(0.044)		0.065	21.153
D	· Strategic Commissioner for Communities	21.795	(0.309)			21.486
	People Directorate					
E	· Adult Social Care	158.006	-			158.006
F	· Children and Families	59.332	-			59.332
G	· Strategic Commissioner for People	33.935	(0.133)			33.802
	Resources Directorate					
H	· Business and Customer Services	17.142	(0.069)			17.073
I	· Commissioning Support Unit	3.354	1.255			4.609
J	· Enabling Services	23.528	1.213			24.741
K	· Finance	4.446	(0.172)			4.274
L	· Governance and Policy	2.190	(1.489)			0.701
M	Corporate Services and Resourcing	(169.548)	-	(5.464)	(0.065)	(175.077)
	Total	314.414	0.000	0.000	0.000	314.414