

Annex A										
Environment Services - Scott Tompkins										
Strategic Director - Mark Ryder										
Portfolio Holders - Jeff Clarke										
2019/20 Revenue Budget										
Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Environment Services	495	609	114	0	(2)	(2)	495	607	112	Contribution to the bad debt provision made at year end for Environment Services.
Trading Standards & Community Safety	2,629	3,263	634	(1,048)	(1,611)	(563)	1,581	1,652	71	Overspend in Gypsy & Travellers service of £191k due to vacant, unrentable properties, damage by tenants, legal fees and non-payment of rent. This has been partially mitigated across the group by underspends/ increased income in Trading Standards and Community Safety.
County Highways	17,348	17,963	615	(4,662)	(7,215)	(2,553)	12,686	10,748	(1,938)	Underspend in Highways Maintenance of £568k due to reduced Winter Maintenance costs and coding adjustments to works. Additional surplus achieved across Network Management of £1.3 million. Reduced contractor costs in Forestry £54k. Some planned additional spend to reduce winter maintenance underspend was unable to be completed due to Covid lockdown.
Planning Delivery	3,207	3,965	758	(2,824)	(3,082)	(258)	383	883	500	Overspend of £87k in Flood Risk due to structural budget issue. Reduced income in Archaeology/ Ecology £71k. Overspend in Development Regs due to flow of work/income in S38 agreements. Previous forecasts had allowed for a drawdown from reserves of £450k to mitigate structural budget issues in Flood and Development Regs - as this is part of the year end out-turn process - it is not reflected in the out-turn.
Transport Delivery	36,737	35,854	(883)	(28,203)	(28,338)	(135)	8,534	7,516	(1,018)	Public Transport £402k underspend due to implementation delays in Community Transport Schemes. Concessionary Travel underspend of £952 due to decrease in demand, and lower than anticipated realisation of 2018/19 creditor. Overspend in CFM of £334k due to structural budget/ rightsizing issues.
Engineering Design Services	6,681	7,349	668	(6,224)	(7,016)	(792)	456	333	(124)	Increased income in year of £384k, offset by increased expenditure in Bridge Maintenance
Emergency Management	245	270	26	(46)	(47)	(1)	199	223	25	Additional £20k contributed to the yearly CSW Partnership contribution which is match funded by Solihull MBC and Coventry CCC. All LA's increased their 2019/20 contribution by £20k.
Net Service Spending	67,342	69,273	1,931	(43,007)	(47,310)	(4,304)	24,335	21,963	(2,373)	

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2019/20 Savings

Savings Proposal Title	2019/20		Reason for financial variation and any associated management action
	Target £'000	Actual Outturn £'000	
Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm	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	
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	
Energy savings as a result of the capital investment into LED technology within our street lighting stock.	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	The move to Hawkes Point has not yet been implemented
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	This savings target has been met but not via the original plan to implement a highway permit scheme for Solihull MBC
Winter gritting route optimisation as a result of rationalising depots to a single south depot.	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	
Total	605	580	
	Target	605	
Remaining Shortfall/(Over Achievement)		25	

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2019/20 Reserves

Reserve	Approved Opening Balance 01.04.19	Movement in Year	Effect of Outturn	Transfer for new Reserve Strategy	Closing Balance 31.03.19
	£'000	£'000	£'000	£'000	£'000
Community Services - Savings	17	(17)	2,369	(2,369)	0
Environment Services - Savings	0		0		0
Domestic Homicide Reviews	100		(13)		87
Proceeds of Crime	147		16		163
S38 Developer Funding	350		0		350
Flood Management Reserve	693	(235)	0		458
Total	1,307	(252)	2,373	(2,369)	1,058
Contributions to Directorate Risk Reserve				2,369	
Carry Forward Requests				(200)	

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	46	0	0	59,145	-101	-101	Remaining balance returned to Corporate Resource as part of Capital Rightsizing
10421000	Portobello Bridge	524	30	200	1,306	2,060	524	26	204	1,306	2,060	-4	0	
11221000	M40 Junction 12	11,856	177	57	30	12,121	11,856	12	222	30	12,121	-165	0	Project to be reviewed at Q1 for outstanding works
11272000	Rugby Gyrotory Improvements	1,563	0	25	0	1,588	1,563	0	0	25	1,588	0	0	
11509000	A444 Coton Arches, Nuneaton	3,474	226	0	0	3,700	3,474	75	151	0	3,700	-151	0	Final payment still to be agreed now delayed to 2020-21
11510000	A46 Stanks Island, Warwick	620	1,722	4,248	0	6,590	620	1,906	4,064	0	6,590	183	0	Small delay to project phasing into 2020-21.
11604000	A444 Corridor Improvements - Phase 2	61	80	662	3,796	4,600	61	101	641	3,796	4,600	21	0	Slightly accelerated spend in 2019-20
11605000	A3400 Bham Road Stratford Corridor Improvements	65	66	3,393	0	3,525	65	64	3,395	0	3,525	-2	0	
11649000	A46 Stoneleigh Junction Improvements	2,034	3,116	0	4,881	10,031	2,034	1,467	1,650	6,348	11,498	-1,650	1,467	Additional £1.5m DfT funding added to the project
11669000	Lawford Road / Addison Road Casualty Reduction	16	94	736	0	846	16	43	51	736	846	-51	-0	Reduced expenditure in 2019-20 resulting in rephasing over 2020-21 and 2021-22
11694000	A47 Hinckley Road Corridor	95	528	2,862	0	3,485	95	470	2,039	1,000	3,605	-58	120	Additional £119k S106 developer funding allocated to project in 2019-20; remainder of expenditure rephased over 2020-21 and 2021-22
Street Lighting														
11220000	Street Lighting Column Replacement 2015/2016	1,060	0	0	0	1,060	1,060	0	0	0	1,060	-0	-0	
11279000	Pump Priming allocation for LED street lighting	3,230	1,410	0	0	4,640	3,230	1,223	187	0	4,640	-187	-0	Carry over to new year
11719000	Street Lighting base budget 19-20	0	883	0	0	883	0	631	0	0	631	-252	-252	carry over to code 11818*** £251975
11818000	Street Lighting Base Budget for 2020 / 2021	0	0	0	0	0	0	0	972	0	972	0	972	Base Budget £720k plus c/f £251,975 from 11719***
Structural Bridge Maintenance														
10977000	Minor Bridge Maintenance Schemes 2011/2012	1014	0	0	0	1,014	1,014	0	0	0	1,014	0	0	2019-20 additional spend covered by reduction in 2020-21 base budget 11816000 forecast
11171000	Minor Bridge Maintenance Schemes 2012/2013	2303	0	0	0	2,303	2,303	1	0	0	2,304	1	1	2019-20 additional spend covered by reduction in 2020-21 base budget 11816000 forecast
11241000	Minor Bridge Maintenance Schemes 2013/2014	542	3	0	0	545	542	-23	0	0	519	-26	-26	2019-20 additional credit covered by increase in 2020-21 base budget 11816000 forecast
11308000	Minor Bridge Maintenance Schemes 2014/2015	860	0	0	0	860	860	0	0	0	860	0	0	
11382000	Minor Bridge Maintenance schemes 2015/2016	1,617	50	0	0	1,667	1,617	61	0	0	1,679	12	12	2019-20 additional spend covered by reduction in 2020-21 base budget 11816000 forecast
11457000	Minor Bridge Maintenance schemes 2016/2017	496	27	0	0	523	496	33	0	0	529	6	6	2019-20 additional spend covered by reduction in 2020-21 base budget 11816000 forecast
11587000	Minor Bridge Maintenance schemes 2017/2018	1,897	446	0	0	2,343	1,897	500	0	0	2,397	54	54	2019-20 additional spend covered by reduction in 2020-21 base budget 11816000 forecast
11658000	Minor Bridge Maintenance schemes 2018/2019	724	914	400	0	2,038	724	649	400	0	1,773	-266	-266	2019-20 additional credit covered by increase in 2020-21 base budget 11816000 forecast
11717000	Bridges Base Budget 2019 2020	0	608	0	0	608	0	681	0	0	681	73	73	2019-20 additional spend due to incorrectly coded charge currently covered by reduction in 2020-21 base budget 11816000 forecast - to be corrected for Q1 forecast
11816000	Bridges Base Budget 2020 2021	0	0	0	0	0	0	0	1,496	0	1,496	0	1,496	2020-21 Base Budget of £1.35m adjusted by 2019/20 overspends/underspends against block header sheets 10977000, 11171000, 11382000, 11457000, 11587000, 11717000, 11658000, 11241000
Structural Maintenance of Roads														
11361000	Highways Maintenance 16/17	15,088	8	0	0	15,096	15,088	8	0	0	15,096	-0	-0	old year spends underspend c/f to new year code 11785009
11362000	Highways Maintenance 17/18	15,396	16	0	0	15,412	15,396	10	0	0	15,406	-7	-7	old year spends c/f to new year code 11785009
11451000	Highways Maintenance 18/19	17,412	0	0	0	17,412	17,412	206	0	0	17,618	206	206	old year spend this is funded by unspends against 1172**** codes
11720000	County Highways Base Budget 19-20	0	18,158	16	0	18,174	0	17,506	34	0	17,540	-652	-635	Funded the 11451** codes c/f budget moved to new year 11785009
11785000	County Highways Base Budget 20-21	0	0	0	0	0	0	0	10,995	0	10,995	0	10,995	New Budget allocated plus £436k from underspends on 1172**** codes
11808000	Vehicle Mitigation Barriers (Stratford upon Avon)	0	0	0	0	0	0	0	582	0	582	0	582	CF allocation approved Mar2020 (Leader) £599k - see also project 1194010 which has part used this funding and is the same installation
Traffic Signals														
11381000	Traffic Signals 2015-16	181	0	13	0	194	181	0	13	0	194	0	0	
11657000	Traffic Signals Base Budget 2018-19	235	29	35	0	298	235	56	8	0	298	27	0	2020-21 Budget reprofiled due to higher spend than anticipated in 2019-20
11718000	Traffic Signals Base Budget 2019-20	0	198	52	0	250	0	245	5	0	250	47	-0	2020-21 Budget reprofiled due to higher spend than anticipated in 2019-20
11817000	Traffic Base Budget 2020 2021	0	0	0	0	0	0	0	250	0	250	0	250	New Base Budget allocated for 2020-21
Flood management														
10257000	Fisher Brook Flood Alleviation	0	0	0	0	0	0	0	0	0	0	0	0	2019-20 expenditure incorrectly coded here, 2020-21 requires corrected forecast against project 11193000 which has no budget - to be reviewed
11427000	Ladbrooke Flood Alleviation	60	4	0	0	63	60	0	4	0	63	-4	0	Carried spend forward to the new year
11514000	Grendon Property Level	8	0	0	0	8	8	64	0	0	72	64	64	New budget
11550000	Flood modelling	92	11	0	0	103	92	7	5	0	103	-5	-0	Carry forward to new year
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	5	3	0	65	-3	0	Carry forward to new year
11686000	Whiteacre Heath Flood Alleviation	36	20	0	0	56	36	20	0	0	56	0	0	

11735000	Grendon Capital Flood Scheme	0	127	0	0	127	0	1	111	0	112	-126	-15	Carry forward to new year
11794000	Flood Defence Maintenance 20-21	0	0	0	0	0	0	0	200	0	200	0	200	Additional 2020-21 allocation per Budget Resolution
11801000	Flood alleviation schemes CIF - Pallion	0	0	0	0	0	0	0	173	0	173	0	173	Budget carry over
11802000	Flood alleviation schemes CIF - Fenny Compton	0	0	0	0	0	0	0	484	0	484	0	484	New budget
11803000	Flood alleviation schemes CIF - Welford on Avon	0	0	0	0	0	0	0	0	105	105	0	105	New budget
11804000	Flood alleviation schemes CIF - Galley Common	0	0	0	0	0	0	0	154	0	154	0	154	New budget
11805000	Flood alleviation schemes CIF - Bermuda	0	0	0	0	0	0	0	230	0	230	0	230	New budget
11806000	Flood alleviation schemes CIF - Brailles	0	0	0	0	0	0	0	115	0	115	0	115	New budget
Community Safety														
11712000	Gypsy & Traveller Services 19-20	0	73	0	0	73	0	0	73	0	73	-73	0	No spend on project in year 2019/20
11789000	Gypsy & Traveller Services 20-21	0	0	0	0	0	0	0	20	0	20	0	20	Budget resolution for 2020-21 - £20k
Archaeology & Ecology														
11727000	Ford Ranger 4x4	0	12	0	0	12	0	12	0	0	12	0	0	
Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	329	0	391	0	0	
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	0	11	0	148	-11	0	Delay due to too expensive fibre optic cable. Camera now to be installed 2020-21
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	0	9	0	9	0	0	9	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	0	75	0	75	0	1	74	0	75	1	0	Small amount of early works undertaken in 2019-20 requiring reprofile of 2020-21 budget
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	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	
11194009	Bridleways Improvements Brownover Rugby	0	0	6	0	6	0	0	6	0	6	0	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	0	6	0	6	0	0	6	0	6	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON	21	9	0	0	30	21	0	9	0	30	-9	-0	Project Manager to confirm at Q1 whether work is going ahead - funding to be transferred elsewhere if not
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	345	240	1,123	0	1,708	345	84	848	431	1,708	-156	-0	Delay in project works requiring a budget reprofile from 2020-21
11464000	Clifton on Dunsmore Traffic Calming S106	393	79	0	0	472	393	9	69	0	472	-69	0	Delays to project resulting in reprofiling to 2020-21
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
Developer Funded Transport - Europa Way														
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer - Gallagher Estates Ltd.	1,747	1,562	191	0	3,500	1,747	1,181	572	0	3,500	-382	0	Delay in project works requiring a budget reprofile for 2020-21
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	1,201	300	2,507	0	4,008	1,201	207	1,716	884	4,008	-93	-0	Delay in project works requiring a budget reprofile from 2020-21
11636000	A452 Myton Road And Shire Park Roundabouts	28	55	3,718	0	3,800	28	44	2,461	1,268	3,800	-11	0	Delay in project works requiring a budget reprofile from 2020-21
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	19	0	0	7,481	7,500	19	5	0	7,476	7,500	5	-0	Small amount of early works undertaken in 2019-20 requiring reprofile of 2022-23 budget
11638000	A452 M40 spur west of Banbury Road	9	0	0	7,591	7,600	9	3	0	7,588	7,600	3	0	Small amount of early works undertaken in 2019-20 requiring reprofile of 2022-23 budget
11814000	C9878 A452 Europa Way Dualling, The Asps						0	0	150	0	150	0	150	£150K Budget approved by Deputy Leader Finance & Property 21 February 2020
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	-40	0	1,656	0	1,616	-40	-6	6	1,656	1,616	-6	-0	Review of Unallocated S278 funds in 2020-21
10438000	Leamington, Junction Alterations At Former Potterton Works	4	0	0	0	4	4	0	0	0	4	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	307	0	0	0	307	307	74	0	0	381	74	74	2019-20 Return of developer's cash security incurring interest payment not covered by budget - to be reviewed
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	35	26	0	0	61	35	0	26	0	61	-26	0	Delays to project work has required rephasing into 2020-21
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	
11197000	Ford Foundry	4,697	0	0	0	4,697	4,697	0	0	0	4,697	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	628	243	0	0	871	628	14	230	0	871	-230	0	Delays to project work has required rephasing into 2020-21
11326000	Elliot's Field Retail Park	815	0	0	0	815	815	1	0	0	816	1	1	Additional spend funded from S278 debtor (to be reviewed)
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	5	199	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	465	0	0	0	465	465	13	0	0	478	13	13	Additional spend funded from S278 debtor (to be reviewed)
11336000	Ansty Business Park Phase 3	1,452	309	1,250	0	3,011	1,452	69	994	497	3,011	-240	-0	Delays to project work has required rephasing into 2020-21 onwards
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	335	329	0	6	0	335	-6	0	Delays to project work has required rephasing into 2020-21
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	0	431	431	0	0	0	431	0	0	Additional spend funded from S278 debtor (to be reviewed)
11419000	A423 Priority Junction and A425 Banbury Road To	504	6	6	0	516	504	0	6	6	516	-6	0	Delays to project work has required rephasing into 2020-21 onwards
11423000	A423 Coventry Road Southam New Priority Junction S278	508	6	6	0	520	508	0	6	6	520	-6	-0	Delays to project work has required rephasing into 2020-21 onwards
11424000	Snitterfield Emergency Works	0	0	0	0	0	0	0	0	0	0	0	0	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	868	91	6	0	965	868	0	65	32	965	-91	0	Delays to project work has required rephasing into 2020-21 onwards

11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	247	3	0	0	250	247	0	3	0	250	-3	0	Delays to project work has required rephasing into 2020-21
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,639	100	100	0	2,839	2,639	0	133	67	2,839	-100	0	Delays to project work has required rephasing into 2020-21 onwards
11435000	A3400 Birmingham Rd Stratford - Conversion of Existing Traffic Signal Junction S278	308	6	6	0	320	308	0	6	6	320	-6	0	Delays to project work has required rephasing into 2020-21 onwards
11436000	B4087 Oakley Wood Road Bishops Tachbrook	364	110	30	0	504	364	88	52	0	504	-22	0	Delays to project work has required rephasing into 2020-21 onwards
11437000	B4632 Campden Road /C47 Station Road - New Ghost Island & New Minor Access S278	573	6	6	0	585	573	2	4	6	585	-4	-0	Delays to project work has required rephasing into 2020-21 onwards
11438000	B4642 Coventry Rd, Site Access, Cawston - New Traffic Signal Junction S278	601	10	10	0	621	601	0	10	10	621	-10	0	Delays to project work has required rephasing into 2020-21 onwards
11439000	B4642 Coventry Rd / Cawston Grange Drive Cawston Construction of 5th Arm at Rdbt S278	1,397	10	10	0	1,417	1,397	3	7	10	1,417	-7	0	Delays to project work has required rephasing into 2020-21 onwards
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	300	900	0	1,201	1	44	763	393	1,201	-256	0	Delays to project work has required rephasing into 2020-21 onwards
11461000	A47 The Long Shoot, Nuneaton , New Traffic Controlled Junction S278	1,088	100	20	0	1,208	1,088	-8	108	20	1,208	-108	-0	Delays to project work has required rephasing into 2020-21 onwards
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	335	15	10	0	360	335	1	14	10	360	-14	-0	Delays to project work has required rephasing into 2020-21 onwards
11463000	B4451 Kineton Road Southam New Roundabout S278	607	10	10	0	627	607	2	8	10	627	-8	0	Delays to project work has required rephasing into 2020-21 onwards
11467000	C43 Harbury Lane, Warwick – new traffic signal controlled junction.S278	553	10	10	0	573	553	0	10	10	573	-10	0	Delays to project work has required rephasing into 2020-21 onwards
11505000	A422 Alcester Road, Stratford upon Avon	250	6	6	0	262	250	0	6	6	262	-6	-0	Delays to project work has required rephasing into 2020-21 onwards
11506000	A426 Southam Rd Southam access to quarry at Griffins Farm	303	10	10	0	323	303	4	6	10	323	-6	0	Delays to project work has required rephasing into 2020-21 onwards
11507000	A428 Lawford Road, Rugby	291	154	50	0	494	291	119	84	0	494	-34	0	Delays to project work has required rephasing into 2020-21
11508000	B4429 Ashlawn Road, Rugby	58	54	10	0	122	58	0	54	10	122	-54	0	Delays to project work has required rephasing into 2020-21 onwards
11511000	A429 Ettington Road, Wellesbourne	1,219	20	10	0	1,249	1,219	-4	24	10	1,249	-24	-0	Delays to project work has required rephasing into 2020-21 onwards
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,975	10	10	0	1,995	1,975	4	16	0	1,995	-6	-0	Delays to project work has required rephasing into 2020-21 onwards
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	699	10	10	0	719	699	0	10	10	719	-10	0	Delays to project work has required rephasing into 2020-21 onwards
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	116	10	10	0	136	116	0	10	10	136	-10	0	Delays to project work has required rephasing into 2020-21 onwards
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	67	233	121	0	421	67	390	0	0	457	157	36	Additional spend funded from S278 debtor (to be reviewed)
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	436	10	10	0	456	436	1	9	10	456	-9	0	Delays to project work has required rephasing into 2020-21 onwards
11527000	A423 Marton Road , Long Itchington - New Footway & Site Access S278	173	10	10	0	193	173	0	10	10	193	-10	-0	Delays to project work has required rephasing into 2020-21 onwards
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	218	47	20	0	284	218	0	47	20	284	-47	-0	Delays to project work has required rephasing into 2020-21 onwards
11529000	B4642 Coventry Road, Cawston - new right turn lane	1	100	500	0	601	1	3	394	203	601	-97	0	Delays to project work has required rephasing into 2020-21 onwards
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	76	25	0	376	275	23	53	25	376	-53	-0	Delays to project work has required rephasing into 2020-21 onwards
11531000	D1643 Park Road, Bedworth - new car park egress.	140	151	50	0	341	140	0	151	50	341	-151	0	Delays to project work has required rephasing into 2020-21 onwards
11551000	A47 Long Shoot - relocation of a refuge island	13	61	16	0	90	13	22	39	16	90	-39	0	Delays to project work has required rephasing into 2020-21 onwards
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	250	1,750	0	2,000	0	2	1,319	679	2,000	-248	-0	Delays to project work has required rephasing into 2020-21 onwards
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	100	650	0	751	1	8	490	252	751	-92	0	Delays to project work has required rephasing into 2020-21 onwards
11578000	C98 Loxley Road, Tiddington.	0	1,000	500	0	1,500	0	15	980	505	1,500	-985	0	Delays to project work has required rephasing into 2020-21 onwards
11579000	D7050 Common Lane Kenilworth Traffic Signal Junction	2,953	1,000	500	0	4,453	2,953	311	785	404	4,453	-689	-0	Delays to project work has required rephasing into 2020-21 onwards
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	1,186	2,514	300	0	4,000	1,186	2,258	367	189	4,000	-256	0	Delays to project work has required rephasing into 2020-21 onwards
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	8	42	3,000	0	3,500	8	24	2,601	867	3,500	-468	-0	Delays to project work has required rephasing into 2020-21 onwards
11595000	A422 Banbury Road Ettington Ghost Island	286	12	10	0	308	286	6	12	4	308	-5	-0	Delays to project work has required rephasing into 2020-21 onwards
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	134	801	15	0	950	134	624	144	48	950	-176	0	Delays to project work has required rephasing into 2020-21 onwards
11598000	A426 Leicester Road Rugby Highway Impt S278	2,581	150	50	0	2,781	2,581	131	52	17	2,781	-19	-0	Delays to project work has required rephasing into 2020-21 onwards
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	76	75	0	152	1	18	99	33	151	-57	-0	Delays to project work has required rephasing into 2020-21 onwards
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	54	76	20	0	150	54	7	67	22	150	-70	0	Delays to project work has required rephasing into 2020-21 onwards
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	325	25	0	350	0	268	61	20	350	-57	0	Delays to project work has required rephasing into 2020-21 onwards
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	0	0	0	0	0	4	0	0	4	4	4	Spend funded from S278 debtor (to be reviewed)
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	111	189	0	0	300	111	28	121	40	300	-161	0	Delays to project work has required rephasing into 2020-21 onwards
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	200	250	0	450	0	14	327	109	450	-186	0	Delays to project work has required rephasing into 2020-21 onwards
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	413	508	800	0	1,721	413	2	980	327	1,721	-506	0	Delays to project work has required rephasing into 2020-21 onwards
11664000	C8 Trinity Road, Kingsbury (St Modwen)	2	1,500	800	0	2,302	2	2,279	21	0	2,302	779	0	2020-21 Budget reprofiled due to higher spend than budgeted in 2019-20
11665000	D538 Station Road, Coleshill (Aldi Stores)	4	146	0	0	150	4	4	142	0	150	-142	0	Delays to project work has required rephasing into 2020-21 onwards
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	0	85	0	85	0	0	85	0	85	0	0	0

11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	750	0	0	750	0	992	0	0	992	242	242	Additional spend funded from S278 debtor (to be reviewed)
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	75	525	0	600	0	14	439	146	600	-61	0	Delays to project work has required rephasing into 2020-21 onwards
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	75	425	0	500	0	45	342	114	500	-30	0	Delays to project work has required rephasing into 2020-21 onwards
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	75	1,025	0	1,100	0	0	825	275	1,100	-75	0	Delays to project work has required rephasing into 2020-21 onwards
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	200	200	0	400	0	0	300	100	400	-200	0	Delays to project work has required rephasing into 2020-21 onwards
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	400	500	0	900	0	636	264	0	900	236	0	2020-21 Budget reprofiled due to higher spend than budgeted in 2019-20
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	0	50	700	0	750	0	1	562	187	750	-49	0	Delays to project work has required rephasing into 2020-21 onwards
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	2,027	1,273	200	0	3,500	2,027	1,053	315	105	3,500	-220	-0	Delays to project work has required rephasing into 2020-21 onwards
11688000	S278 Highway Impts Rugby Free School	114	1,019	0	0	1,133	114	695	324	0	1,133	-324	0	Delays to project work has required rephasing into 2020-21
11695000	A4023 Coventry Highway, Mappleborough Green.	1	1,000	2,499	0	3,500	1	582	2,187	729	3,500	-418	-0	Delays to project work has required rephasing into 2020-21 onwards
11696000	A428 Crick Road, Rugby, Developers	11	1,300	0	0	1,311	11	1,262	38	0	1,311	-38	0	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby, Developers	0	500	700	0	1,200	0	3	897	299	1,200	-497	0	Delays to project work has required rephasing into 2020-21 onwards
11698000	B4632 Campden Road, Clifford Chambers. Developer	0	100	500	0	600	0	23	432	144	600	-77	-0	Delays to project work has required rephasing into 2020-21 onwards
11699000	B5000 Grendon Road, Polesworth, Developer	0	300	0	0	300	0	364	0	0	364	64	64	Additional spend funded from S278 debtor (to be reviewed)
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	1	449	0	0	450	1	441	8	0	450	-8	-0	
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	0	450	0	0	450	0	39	411	0	450	-411	0	Delays to project work has required rephasing into 2020-21
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	0	50	700	0	750	0	35	536	179	750	-15	-0	Delays to project work has required rephasing into 2020-21 onwards
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	0	100	1,150	0	1,250	0	19	924	308	1,250	-81	-0	Delays to project work has required rephasing into 2020-21 onwards
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	0	650	0	0	650	0	28	622	0	650	-622	0	Delays to project work has required rephasing into 2020-21
11732000	B4086 Wk Rd Kineton S278 Site Access Morris Homes C9389	0	1,000	0	0	1,000	0	24	976	0	1,000	-976	-0	Delays to project work has required rephasing into 2020-21
11733000	B4089 Arden Rd S278 Site Access Alcester Estates C9558	0	250	0	0	250	0	78	172	0	250	-172	0	Delays to project work has required rephasing into 2020-21
11734000	B4100 Temple Herdewyke Highways Impt S278 Dio C9618	0	1,500	0	0	1,500	0	35	1,465	0	1,500	-1,465	-0	Delays to project work has required rephasing into 2020-21
11743000	Junction Impt A3400 Shipston Rd SoA C8950 St Mowdens S278	0	250	2,250	0	2,500	0	0	1,875	625	2,500	-250	0	Delays to project work has required rephasing into 2020-21 onwards
11744000	Highways Impt A426 Rugby Rd C9401 David Wilson S278	0	1,000	2,500	0	3,500	0	90	2,557	852	3,500	-910	0	Delays to project work has required rephasing into 2020-21 onwards
11745000	Highways Impt Gallows Hill C9042 Gallagher S278	0	500	3,000	0	3,500	0	42	2,594	865	3,500	-458	0	Delays to project work has required rephasing into 2020-21 onwards
11747000	C12 Tunnel Rd Highway Impt S278 Countryside Prop (C9836)	0	200	50	0	250	0	1	187	62	250	-199	0	Delays to project work has required rephasing into 2020-21 onwards
11748000	C88 Alwyn Road Rugby Highway Impt S278 Miller Homes (C9712)	0	250	0	0	250	0	2	248	0	250	-248	-0	Delays to project work has required rephasing into 2020-21
11749000	C93 Bishopton Lane SOA S278 Miller & T. Wimpey (C9163)	0	300	1,300	0	1,600	0	23	1,182	394	1,600	-277	0	Delays to project work has required rephasing into 2020-21 onwards
11751000	A428 Coventry Rd Long Lawford Junction IMPT C9593 Bloor	0	100	1,000	0	1,100	0	2	823	274	1,100	-98	0	Delays to project work has required rephasing into 2020-21 onwards
11752000	B4100 Banbury Rd Lighthorne Heath Highway IMPT C9830 Ceg	0	100	1,100	0	1,200	0	16	813	371	1,200	-84	0	Delays to project work has required rephasing into 2020-21 onwards
11753000	B4100 Banbury Rd / Kingsway Rdbt Highway IMPT C9829 Ceg	0	100	1,000	0	1,100	0	20	810	270	1,100	-80	0	Delays to project work has required rephasing into 2020-21 onwards
11754000	C33 Stockton Rd Long Itchington Highway IMPT C9631 Barratt	0	250	0	0	250	0	5	245	0	250	-245	-0	Delays to project work has required rephasing into 2020-21
11755000	C12 Plough Hill Rd , Nuneaton Highway IMPT C9746 Countryside	0	50	450	0	500	0	8	369	123	500	-42	0	Delays to project work has required rephasing into 2020-21 onwards
11757000	A425 Banbury Road and A452 Europa Way	0	50	3,450	0	3,500	0	1	2,624	875	3,500	-49	0	Delays to project work has required rephasing into 2020-21 onwards
11758000	B4632 Campden Road, Long Marston	0	75	2,425	0	2,500	0	19	1,807	674	2,500	-56	0	Delays to project work has required rephasing into 2020-21 onwards
11759000	Birmingham Road, A4177 , Hatton.	0	20	580	0	600	0	0	450	150	600	-20	0	Delays to project work has required rephasing into 2020-21 onwards
11760000	SOUTHAM By-pass A423 , Southam.	0	50	1,750	0	1,800	0	1	1,349	450	1,800	-49	-0	Delays to project work has required rephasing into 2020-21 onwards
11767000	A45 Stonebridge Highway / D2201 Rowley Road, Baginton	0	500	100	0	600	0	246	265	88	600	-254	0	Delays to project work has required rephasing into 2020-21 onwards
11768000	B4029 Severn Road, Bulkington	0	25	475	0	500	0	3	373	124	500	-22	-0	Delays to project work has required rephasing into 2020-21 onwards
11769000	B4632 Campden Road, Baginton	0	50	1,450	0	1,500	0	2	1,124	375	1,500	-48	0	Delays to project work has required rephasing into 2020-21 onwards
11770000	C33 Bubbenhall Road, Baginton (Gateway South)	0	100	500	0	600	0	46	416	139	600	-54	0	Delays to project work has required rephasing into 2020-21 onwards
11771000	D6216 Upper Henley Street, Stratford-upon-Avon	0	40	10	0	50	0	17	25	8	50	-23	-0	Delays to project work has required rephasing into 2020-21 onwards
11772000	M6 Junction 1 /A426 Leicester Road , Rugby	0	75	175	0	250	0	29	166	55	250	-46	-0	Delays to project work has required rephasing into 2020-21 onwards
11774000	C32 Birmingham Road (Farmers Market Roundabout C9670	0	0	0	0	0	0	1	0	0	1	1	1	Spend funded from S278 debtor (to be reviewed)
11810000	A46 Alcester Road, Stratford upon Avon	0	0	0	0	0	0	0	0	0	0	0	0	
11811000	B4632 Campden Road Clifford Chambers	0	0	0	0	0	0	0	0	0	0	0	0	
11812000	C43 Gallows Hill Warwick	0	0	0	0	0	0	0	0	0	0	0	0	
11813000	D7069 Glasshouse Lane, Kenilworth	0	0	0	0	0	0	0	0	0	0	0	0	
11815000	C9802 A46 Stoneleigh Rd (Whitley South) S278	0	0	0	0	0	0	2	98	0	100	2	100	New project approved by Deputy Leader on 21.02.2020 initial budget £100K
Grand Total		181,699	58,794	67,411	25,087	332,990	181,699	41,476	79,976	47,001	350,151	-17,318	17,161	

Annex B										
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 £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Education Services	3,165	4,784	1,619	(211)	(1,202)	(991)	2,953	3,582	628	There is a £667k overspend on the High Needs Block due to additional place funding for a growing Special Free School.
Education & Early Years (Commissioning & Strategy)	47,164	46,819	(345)	(4,214)	(4,577)	(363)	42,951	42,243	(708)	Difference between the actual average universal hours for 3/4yr olds varied by 4,800 hours per week compared the average hours on which the government funding in based. This caused a large underspend at year end which was offset by overspends on 2 year old funding. The DSG element of this underspend will need to be retained as part of the early years reserve to be used as a first call on the government adjustment which will be announced in July.
SEND & Inclusion (Commissioning & Strategy)	66,700	78,314	11,614	(2,995)	(5,478)	(2,483)	63,705	72,836	9,131	There is a overspend on the DSG High Needs block of £4.389m this is largely due to pressures on top up budgets. There is also an overall overspend on Core funded services of £4.743m, this is largely due to demand led pressures on Home to School Transport £1.492m and Children with Disabilities £2.995m. A large part of the overspend in Children with Disabilities is due to an increase 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	8,862	(45)	(7,650)	(7,510)	140	1,257	1,352	95	County Music had a large overspend of £200K at outturn. This was due to refunds processed in relation to COVID-19 of £23k, a reduction in hours requested by Academies that reduced income by £72K, invoices to schools that were not internally recharged by year end of £44K and invoices raised to parents on another system that were not transferred to Agresso of £61K. The overspends caused by Internal rechages and inconsistencies between payment systems will be explored in more detail in 2020/21 so that payment are accurately forecasted and paid in the correct financial year going forward.
Net Service Spending	125,936	138,779	12,843	(15,070)	(18,767)	(3,696)	110,866	120,013	9,147	
Education Services - DSG funded	81,588	85,295	3,707	(2,186)	(2,142)	44	79,402	83,153	3,751	
Education Services - Core funded	44,348	53,484	9,135	(12,884)	(16,624)	(3,740)	31,464	36,860	5,396	
Net Service Spending	125,936	138,779	12,842	(15,070)	(18,766)	(3,696)	110,866	120,013	9,147	

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 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	
Stop funding redundancy costs for schools and only provide for existing commitments	121	121	
Total	156	156	
Target		156	
Remaining Shortfall/(Over Achievement)		0	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Education & Learning - Savings	0		(3,563)	3,563	0
SEND Earmarked Reserve	223	(223)			0
School Improvement Monitoring & Brokering Reserve	420		226		646
Education MIS Project	50		(6)		44
DSG Reserve	0		(5,854)		(5,854)
Virtual School for LAC	43		50		93
Early Years Delivery Support Fund	0				0
Total	736	(223)	(9,147)	3,563	(5,071)
Contributions to Directorate Risk Reserve				(3,563)	
Carry Forward Requests				(450)	

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 - Devoled														
10554000	Devoled/School Level Budgets 2010/11 (Self-financed)	9,334	1,520	0	0	10,854	9,334	2,484	0	0	11,818	964	964	Schools devolved spend. Warwickshire County Council has no central control over this spending.
Learning - Non Schools														
10008000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0	
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	0	54	0	186	-54	0	Delays in project to be investigated at Q1
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	10,609	531	0	11,140	-31	-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	0	0	0	33	33	-7	0	0	26	-7	-7	Creditor in 2018/19 on estimate order value - total invoice came in £7K lower than anticipated
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	17	60	99	200	-159	0	Slippage of £158K due to block header funds not being profiled over multiple years
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	257	487	1,590	0	2,335	257	250	40	1,787	2,335	-237	0	Project delays to be investigated in Q1
11630000	Minor Works 18/19	158	130	0	0	288	158	168	0	0	326	38	38	Project costs for Weddington higher than expected and additional project (Cubbington) funding source not agreed
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	119	2	0	120	-2	0	
11682000	Temporary classroom removal	54	96	0	0	150	54	41	55	0	150	-55	-0	Project delays to be investigated in Q1
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11741000	High Meadow Infant - additional funds	0	0	0	0	0	0	0	0	685	685	0	685	New project approved at the July 2019 Cabinet
11807000	Nursery Schools - Capital fund to ensure access for children with SEND	0	0	0	0	0	0	0	0	0	0	0	0	
Primary - expansion														
11073000	All Saints Junior Extension (Pupil Places) Warwick	932	0	0	0	932	932	-0	0	0	932	-0	-0	
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	22	0	0	2,710	22	22	Increase in project costs that were unanticipated
11263000	Long Lawford extension (pupil places)	773	0	0	0	773	773	-20	0	0	753	-20	-20	Final balance on project resulted in funds being released to take back to basic need
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	388	494	0	3,141	-494	0	Delays in project to be investigated at Q1
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	752	-59	59	0	752	752	-59	0	0	692	0	-59	Creditor raised in 2018/19 with final payment being lower than anticipated - funding to be taken back to basic need
11401000	Hillmorton Primary Permanent Expansion	3,041	0	0	0	3,041	3,041	0	0	0	3,041	0	0	
11468000	Oakfield Primary expansion (Academy)	530	-79	0	0	451	530	-79	0	0	451	-0	-0	
11470000	Nathaniel Newton Infants, extension re bulge class	182	4	0	0	186	182	-4	0	0	178	-8	-8	Order 20126922 creditor listed two years running - still not paid therefore to now be closed
11471000	The Ferncumbe Primary School	100	0	20	0	120	100	0	20	0	120	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	271	5	0	0	275	271	-1	5	0	275	-5	0	Awaiting final payment
11497000	Acorns Primary School, Long Compton - new temporary classroom	39	221	0	0	260	39	190	31	0	260	-31	-0	Delays in project to be investigated at Q1
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	73	0	0	0	73	73	1	0	0	74	1	1	Unanticipated additional final costs
11565000	Ettington Primary School	60	0	0	0	60	60	-0	0	0	60	-0	-0	Closure of project funding taken back to basic need
11566000	The Ferncumbe Primary School	59	470	0	0	530	59	433	37	0	530	-37	0	Delays in project to be investigated at Q1

11568000	Welford on Avon Primary School	193	1,659	0	0	1,852	193	1,717	0	0	1,910	58	58	Overspend on project due to unforeseen costs
11570000	Coten End Kitchen Extension	168	0	0	0	168	168	0	0	0	168	-0	-0	
11620000	Newdigate Primary School - Expansion and Internal refurb	304	110	1,326	0	1,740	304	30	0	1,405	1,740	-79	0	Delays in project to be investigated at Q1
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	131	794	0	0	925	131	717	78	0	925	-78	-0	Delays in project to be investigated at Q1
11628000	Michael Drayton Primary - Expansion	1,250	1,235	0	0	2,484	1,250	1,179	56	0	2,484	-56	0	Delays in project to be investigated at Q1
11646000	Barford St Peters Primary	234	17	0	0	252	234	1	17	0	252	-17	-0	Delays in project to be investigated at Q1
11647000	Coleshill Primary	291	25	0	0	316	291	-39	0	0	252	-64	-64	Creditor raised in 22018/19 with final payment being lower than anticipated - funding to be taken back to basic need
11677000	Harbury Primary School - Internal Alterations	0	0	0	0	0	0	0	93	0	93	0	93	Grant payment to school from S106 - Developer funds have not yet been received (need to be receipted before payment can be made)
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	0	58	0	58	-58	0	Slippage in transfer of funds to the Nuser - Payment made in April 2020
11777000	Heathcote Primary Expansion	0	0	0	0	0	0	89	0	2,605	2,694	89	2,694	New project approved at the November 2019 Cabinet and December council for £2,694,156
11779000	Whitnash Primary School expansion	0	0	0	0	0	0	0	0	1,000	1,000	0	1,000	New project approved at the November 2019 Cabinet and December council for £1,000,000
11780000	St Gabriel's CoE Academy internal alterations	0	0	0	0	0	0	0	130	0	130	0	130	New project approved at the November 2019 Cabinet and December council for £130,000
11781000	Brailes CoE Primary School classroom extension	0	0	0	0	0	0	0	150	0	150	0	150	New project approved at the November 2019 Cabinet and December council for £150,000
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	10	0	0	3,016	3,006	0	0	0	3,006	-10	-10	Project completed - Remaining budget to be taken back to Basic Need
11384000	New School, The Gateway, Rugby	50	350	2,750	2,265	5,416	50	220	2,880	2,265	5,416	-130	0	Delays in the project to be investigated at Q1
11391000	New school, South Warwick (Heathcote Farm site)	3,569	90	0	0	3,659	3,569	238	0	0	3,806	148	148	Project overbudget - to be investigated at Q1
11480000	Water Orton Primary School (re HS2 Conditional)	4,807	1,343	0	0	6,150	4,807	1,353	0	0	6,160	10	10	
Primary - other														
11319000	Eastlands Primary Temporary Classroom	107	35	60	0	202	107	0	95	0	202	-35	0	Delay in project to be investigated at Q1
11321000	Long Lawford Pri temporary classroom	364	6	0	0	371	364	21	0	0	385	14	14	Overspend to budget to be investigated at Q1
11267000	2013-14 Schools Disability Access block header	671	0	0	0	671	671	-0	0	0	671	-0	-0	Final balances on projects resulting in a net reduction in funding required and funds therefore being released back to Basic Need
11479000	Access works for SEN 16-17	169	0	0	0	169	169	-0	0	0	169	-0	-0	Final balance on project resulting in funds being released to take back to Basic Need
11629000	DDA Blockheader 18/19	675	18	0	0	693	675	37	0	0	712	19	19	Projects costs greater than anticipated - to be investigated at Q1
11728000	DDA Blockheader 19/20	0	374	0	0	374	0	408	0	0	408	34	34	Projects costs greater than anticipated - to be investigated at Q1
11800000	Schools Access - Investment in school adaptations to reflect pupils access needs	0	0	0	0	0	0	0	400	0	400	0	400	New project approved as part of the February budget resolutions
Secondary - expansion														
11472000	Kineton High School	3167	0	125	0	3,291	3,167	11	114	0	3,291	11	-0	Gas safety works done in advance of project work in 2020/21
11619000	Campion Phase 1 (incl Sports Hall Refurb)	572	4,728	2,267	0	7,567	572	4,552	2,443	0	7,567	-176	-0	Delay in project to be investigated at Q1
11645000	Coleshill Secondary School	459	2,735	0	0	3,194	459	2,522	214	0	3,194	-214	0	Delay in project to be investigated at Q1
11681000	Polesworth PSBP2	0	200	0	0	200	0	0	200	0	200	-200	0	Delay in project to be investigated at Q1
11742000	The Avon Valley School, Alternative Provision Accommodation	0	28	0	0	28	0	28	0	0	28	0	0	
11776000	Campion School Expansion Phase 2	0	0	0	0	0	0	1	2,408	6,571	8,979	1	8,979	New project approved at November 2019 Cabinet (fully funded by S106 with £6,570,571 of forwards funding from Basic need)
Secondary - new														
11730000	New School Leamington	0	350	0	0	350	0	100	250	0	350	-250	0	Delay in Design and feasibility work on the project
Secondary - other														
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	0	0	0	41	41	0	0	0	41	0	0	
SEN - other														
11180000	Welcombe Hills vehicle access alterations	8	0	442	0	450	8	0	442	0	450	0	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	-11	0	0	0	11	-11	0	0	0	0	0	Creditor raised two years running that will now not materialise - Order to be closed and funding to be taken back to Basic Need
11495000	Stockingford Primary School new SIGS module building	358	7	0	0	365	358	-1	8	0	365	-8	0	Delay in project to be investigated at Q1
11569000	Paddox Primary SIGS	8	405	0	0	414	8	178	227	0	414	-227	-0	Delay in project to be investigated at Q1
11589000	SEND facilities block	48	203	0	0	250	48	10	193	0	250	-193	-0	Delay in project to be investigated at Q1

11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	0	200	0	200	-200	0	Delay in project to be investigated at Q1
11819000	Arden Fields, Food Tech Rooms	0	0	0	0	0	0	5	0	0	5	5	5	
SEN - expansion														
11257000	Welcombe Hills school extension Targeted Basic Need	1,018	0	0	0	1,018	1,018	8	2	0	1,028	8	10	Final payments on project
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	64	21	0	85	-21	0	Delay in project to be investigated at Q1
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	60	0	60	0	0	0	60	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	0	190	0	190	0	0	0	190	190	0	0	
11641000	Keeping SEND children local	0	190	0	0	190	0	0	190	0	190	-190	0	Delay in projects to be investigated at Q1
11680000	Exhall Grange Modular Pod	536	385	0	0	920	536	446	0	0	981	61	61	Increase in project costs to be investigated at Q1
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	6,007	0	0	0	6,007	6,007	-3	0	0	6,004	-3	-3	Creditor raised in 2018/19 with final payment being lower than anticipated - funding to be taken back to Basic Need
11644000	Water Orton Evergreen Unit	10	640	0	0	650	10	573	67	0	650	-67	0	Delay in project to be investigated at Q1
11736000	Weddington Primary School - Bulge Class	0	150	0	0	150	0	4	26	120	150	-146	0	Delays in project to be investigated at Q1
11737000	Southam Primary/Pre School, Pre School relocation	0	424	0	0	424	0	33	195	196	424	-392	-0	Delays in project to be investigated at Q1
11262000	Cawston Grange extension (pupil places)	0	12	0	0	12	0	23	0	0	23	11	11	Increase in project costs that were unanticipated
11331000	Newburgh Primary School - New Play Area	0	7	0	0	7	0	7	0	0	7	-0	-0	
Grand Total		53,607	31,674	9,388	2,265	96,934	53,607	29,213	12,484	16,983	112,287	-2,461	15,353	

Annex C

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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	11,578	11,638	60	(20)	(36)	(16)	11,558	11,602	44	Over the past 12 months the Service has experienced longer terms of sickness absence and a number of retirements thus increasing our use of crewing pool resources and attracting additional costs. Recruitment, changes to existing shift patterns and robust sickness absence monitoring should see this additional expenditure reduce in the near future.
Service Delivery - Prevention	718	781	63	(253)	(331)	(78)	465	450	(15)	This includes an underspend against the Vulnerable Persons funding for services delivered in partnership with Public Health. The Service would request that any underspends are transferred into the specific "Vulnerable People" reserve as the demands are unpredictable, especially in the current climate. It may not reflect the additional demands on the service in recent weeks.
Service Delivery - Planning & Protection	977	945	(32)	(1)	(3)	(2)	976	942	(34)	Staff vacancies within the Operational Planning department have presented an underspend of £17k. The remaining balance is made up of minor variations across a number of budgets.
Service Delivery - Fire Control	865	887	21	(64)	(87)	(23)	801	800	(2)	
Service Support - Technical Support	2,307	2,493	186	0	(96)	(96)	2,307	2,398	90	The Service has needed 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 required maintenance/replacement. The Service planned to fund this expenditure from the Service Saving Reserve at year end.
Service Support - Training & Development	1,699	1,898	199	(161)	(162)	(2)	1,538	1,736	197	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 ran two recruitment campaigns during 2019/20. The additional cost of training 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, has presented this overspend. The Service has a training reserve to support this planned expenditure.
Service Improvement - Business Transformation & Projects	481	588	107	0	(171)	(171)	481	417	(65)	This variance is a net effect of additional grant income from the Home Office, this will need to be contributed to the ESN reserve at year end to fund project expenditure in 2020-21 (£141k). Coupled with expenditure relating to the Joint Control Project (£112k) which will be supported by the specific reserve at year end.
Brigade Management	833	862	29	0	0	0	833	862	29	
Service Support - HR, IT, Finance & Pensions	1,549	1,432	(118)	(3)	(5)	(2)	1,546	1,427	(119)	The reason for this underspend primarily relates to Firefighter Pensions and is a result of no ill-health retirements. The remaining balance is a combination of smaller variances across several budgets.
Net Service Spending	21,009	21,523	514	(502)	(892)	(390)	20,507	20,631	124	

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 Outturn £'000	
Reduce the budget for pensions and ill-health retirements	100	100	
Introduction of a single control room as part of the work on the MoJ with West Midlands	300	300	
Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20	(300)	(300)	
Asset reductions and reconfiguration of fleet maintenance	85	85	
Health and Safety services	46	46	
Review of whole-time deployment, with a view to reducing the number of whole-time firefighters	138	138	
Total	369	369	
Target		369	
Remaining Shortfall/(Over Achievement)		0	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Pensions Reserve	268	0	65		333
Fire Control Project	153	0	(153)		0
Service Savings Reserve	525	0	(130)	(395)	0
Fire Services - ESN (ESMCP)	583	0	183		766
Replacement Systems FRS Project	470	0	9	(479)	0
Vulnerable People	29	0	55		84
Operational Training	195	0	(151)	(43)	0
Total	2,223	0	(124)	(917)	1,182
Contributions to Directorate Risk Reserve				917	
Carry Forward Requests					

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	933	0	0	933	2	2	
11798000	Vehicle Replacement Programme 2019/21	0	0	0	0	0	0	0	1,142	0	1,142	0	1,142	This is the first forecast for the 2020/21 vehicle replacement programme.
Sub Total - F&R Self Financing Projects		55	931	0	0	986	55	933	1,142	0	2,130	2	1,144	
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	166	80	0	246	0	169	0	0	169	3	-77	
11797000	Equipment for new Fire Appliances 2020/21	0	0	0	0	0	0	0	207	0	207	0	207	Includes the unspent balance of £87k from the 2019/20 equipment project 11544000. This is due to manufacturing delays, the equipment is due for delivery in May 20.
Sub Total - Projects Funded from Corporate Resources		170	166	80	0	416	170	169	207	0	546	3	130	
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	42	2,236	0	2,293	15	42	2,236	0	2,293	0	0	
Sub Total - F&R Future Estate Project		3,156	42	2,236	0	5,434	3,156	42	2,236	0	5,434	0	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	91	0	0	940	7	7	
Sub Total - Fire Control Project		849	83	0	0	932	849	91	0	0	940	7	7	
11374000	Training Centre - New Build	1,412	0	700	0	2,112	1,412	2	700	0	2,114	2	2	Included within this project was the provision of a response location funded by government grant. Since aborting this project, the Service has been working on plans for an alternative Response location within Rugby South area and this should meet the conditions of the original grant funding.
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	99	1,433	0	1,533	90	-0	Payment of External Professional, Legal and Property Service fees made ahead of original forecast.
11701000	F&R Training Programme: Stratford	0	204	0	0	204	0	44	157	0	202	-159	-2	The commencement of this project has been realigned to the overall training programme and is due for completion during 2020/21.
11702000	F&R Training Programme: Kingsbury	0	797	150	0	947	0	87	861	0	947	-711	0	The commencement of this project has been realigned to the overall training programme and is due for completion during 2020/21.
11703000	F&R Training Programme: EA Water site	0	226	200	0	426	0	15	200	212	426	-212	-0	The commencement of this project has been realigned to the overall training programme and is due for completion during 21/22 this is primarily due to the bespoke/specialist design.
Sub Total - F&R Training Programme		1,412	1,236	2,574	0	5,222	1,412	247	3,351	212	5,222	-989	-0	
11766000	WFRS Emergency Services Network - Phase 1	0	201	732	0	933	0	0	587	346	933	-201	0	Two elements of this project have been delayed. The Vision Command & Control System upgrade and Station End Equipment replacement. Both of these projects are dependant on the upgrade of Incident Command & Control System which isn't due for completion until Jan 2021.
Sub Total - F&R Emergency Services Network		0	201	732	0	933	0	0	587	346	933	-201	0	
Grand Total		5,642	2,659	5,622	0	13,923	5,642	1,481	7,523	558	15,204	-1,178	1,281	

Annex D

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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Communities	1,035	1,351	316	(1)	(55)	(54)	1,034	1,297	263	Legal fees additional £112k against budget, unrealised savings line of £72k, unallocated corporate insurance charges £69k.
Transport & Highways	8,637	8,787	150	(8,134)	(7,888)	245	504	899	396	Unrealised income target in Parking Management in relation to savings proposals
Infrastructure & Sustainable Communities	3,065	3,035	(30)	(1,304)	(1,605)	(301)	1,761	1,430	(330)	£250k funding earmarked for Coventry City of Culture was delayed as was other project work.
Waste & Environment	22,257	22,526	270	(3,179)	(3,495)	(317)	19,078	19,031	(47)	
Economy & Skills	3,527	3,408	(119)	(2,641)	(2,450)	191	886	958	72	Revenue overspend in relation to additional planned capital works at Eliot Park. Underspend in Economy and Skills due to changes to profiles for grant funded business support programmes.
Net Service Spending	38,521	39,108	587	(15,259)	(15,494)	(235)	23,262	23,615	353	

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 Outturn £'000	
Waste Management - a reduction in the waste tonnage going to landfill	193	193	
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	
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	
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	
Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	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	
Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	698	330	The savings plan could not be implemented - as this was known at an early stage some mitigation has taken place throughout the year.
Total	1,141	773	
Target		1,141	
Remaining Shortfall/(Over Achievement)		368	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Waste Management	0				0
Local Resilience Forum - Brexit Funding	38	(38)			0
Community Services - Trading	51			(51)	0
Communities - Savings	761		(376)	(385)	(0)
Business Centres	150		(150)		0
Speed Workshops	813		12		825
Kenilworth Station	500		52		552
Development Group Realignment Costs	75	(75)			0
European Match Funding	276	(110)			166
Skills Delivery for Economic Growth	206	(110)	35		131
Rural Growth Network	278	(110)	74		242
Womens Cycle Race 2016	200	(200)			0
Total	3,348	(643)	(353)	(436)	1,917
Contributions to Directorate Risk Reserve				436	
Carry Forward Requests				(315)	

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

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	Always Main/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	295	0	335	29	-8	246	27	294	-18	-41	Budget moved to new year
11394000	Transport & Roads Area Delegated Funding	516	8	0	0	525	516	0	0	0	516	-8	-8	Budget moved to code 11354002
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	-0	-0	Moved to 11354002
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	0	11	0	160	149	4	7	0	160	-4	-4	
11452000	Area Delegated Funding 18-19	0	0	2,405	0	2,405	0	0	2,188	0	2,188	0	-216	Budget transfer to new codes
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	97	0	0	0	97	97	-12	12	0	97	-12	-0	Credit moved to new year
11485000	Delegated Budget 2016-17 Road Safety	501	66	0	0	566	501	0	66	0	566	-66	-66	Budget moved to new year
11487000	Delegated Budget 2016-17 Transport Planning	112	13	0	0	125	112	-0	13	0	125	-13	-0	Budget moved to new year
11488000	Delegated Budget 2016-17 Casualty reduction	158	79	0	0	237	158	2	77	0	237	-77	-0	Budget moved to new year
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	0	5	0	6	-5	-0	Budget moved to new year
11590000	Delegated Budget 2017-18 Road Safety	612	176	0	0	789	612	60	121	0	793	-116	4	Budget moved to new year
11592000	Delegated 17-18 County Highways	516	69	0	0	585	516	48	36	0	600	-22	15	Budget added to schemes and moved to new year
11593000	Delegated Budget 2017-18 Transport Planning	41	9	0	0	50	41	0	9	0	50	-9	0	Budget moved to new year
11594000	Delegated Budget 2017-18 Street Lighting	14	2	0	0	16	14	2	0	0	16	-0	-0	
11652000	Jo Edwards Delegated Schemes 2018 2019	301	697	0	0	998	301	240	477	0	1,018	-457	21	Budget moved to new year
11653000	John Grant Delegated Schemes 2018 2019	645	183	0	0	827	645	3	179	0	828	-178	1	New budgets
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	1	0	0	7	7	1	0	0	7	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	75	12	0	0	86	75	-3	15	0	86	-15	-0	Budget moved to new year
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	0	6	0	6	-6	-0	Budget moved to new year
11723000	County Highways Base Delegated Budget 2019 2020	0	544	0	0	544	0	368	249	0	617	-176	73	New budgets
11724000	Traffic Road Safety Delegated Budgets 2019 2020	0	886	0	0	886	0	259	766	0	1,025	-627	139	New budget and transfer to new year
11725000	Bus Shelter Infrastructure 2019 2020 Delegated Budgets	0	158	0	0	158	0	83	87	0	170	-75	13	New budget and transfer to new year
11799000	Area Delegated Budget 2020-21	0	0	0	0	0	0	0	2,000	2,000	2,000	0	2,000	New budget moved to new year
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	498	0	0	0	498	498	0	0	0	498	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	151	0	0	0	151	151	9	0	0	161	9	9	Spend not previously forecast in 2019-20 - overspent Corp Res to be reimbursed from Revenue in 2020-21
10434000	North West Warwick Cycle Scheme	781	0	0	0	781	781	0	0	0	781	-0	-0	Project to be reviewed Q1 2020-21
11330000	Fillingley Crossroads resurfacing crossroad Junction	232	0	0	0	232	232	0	0	0	232	0	0	Overspent corporate resource in prior years to be reimbursed in 2020-21
11762000	Nuneaton to Coventry Cycle Route	0	20	300	692	1,012	0	8	312	692	1,012	-12	-0	Delay in project works requiring reprofile of budget for 2020/21
11765000	Hincley to Nuneaton Cycle Route	0	15	260	163	438	0	16	259	163	438	1	-0	Delay in project works requiring reprofile of budget for 2020/21
11778000	Cycle Route Leamington to Kenilworth	0	0	0	0	0	0	22	1,500	3,227	4,749	22	4,749	CIF Funding of £4.749M approved by Full Council on 17 December
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	87	12	0	0	99	87	-1	13	0	99	-13	0	Delays to the project mean it will continue into 2020/21
11650000	Electric Vehicle Charging Points	15	0	0	0	15	15	-5	0	0	9	-5	-5	Receipt of an old year credit
11710000	Land at Crick Road Rugby (Rugby Parkway)	0	150	2,487	0	2,637	0	0	2,637	0	2,637	-150	0	Delays to the project
11773000	CFM New Vehicle Reg No V017ZYJ Hyundai	0	0	0	0	0	0	8	0	0	8	8	8	Revenue contribution transfer
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	212	0	0	0	212	212	0	0	0	212	0	0	
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	6	0	0	1,889	-1	-1	This work is now complete - there is no requirement for anymore funding.
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	634	36	50	0	720	634	24	35	28	720	-12	-0	One project costed at £7k was delayed due to planning permission but will be implemented early in 2020/21. The balance of funding will be used to cover Town Centre Recovery projects.
11425000	Capital Growth Fund Business Loans and Grants	1,663	225	195	617	2,700	1,663	223	117	697	2,700	-2	-0	
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	0	0	0	462	462	-4	0	0	458	-4	-4	This work is now completed - there was a credit issued in 2019/20 for works completed in 2018/19 which has reduced the total spend.
11612000	Capital Investment Fund/Duplex Fund	0	700	992	308	2,000	0	900	0	1,100	2,000	200	-0	Variance in 2019/20 due to increased demand from businesses in Q4
11613000	Capital Investment Fund/Small Business Grants	169	270	361	200	1,000	169	290	339	202	1,000	21	0	Modest variance in 2019/20 due to increased demand from businesses
11668000	Business Centre Strategy	91	255	0	0	346	91	246	40	0	377	-9	31	Finalising the re-branding of the Business Centres and completing the Conference and Business Club Facilities - to be funded from revenue contributions.
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	4,243	4,418	18,624	27,450	23	19,895	CIF bid approved Dec 2019 £19.423m added to programme plus £500k external funding
11775000	Transforming Nuneaton - Library & Business Centre	0	0	0	0	0	0	0	0	0	0	0	0	
Major Transport Projects														
10362000	Kenilworth Station	13,003	25	890	0	13,908	13,003	41	864	0	13,908	16	0	Conclusion of final payment negotiations still awaited
10366000	Stratford-upon-Avon Local Sustainable Transport Project	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	873	4,705	1,700	8,900	1,623	636	4,941	1,700	8,900	-237	-0	Some delays in technical sign off delaying work to 2020-21
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,529	34	0	0	1,563	1,529	0	34	0	1,563	-34	0	Delays in the implementation of the data system have pushed the project into 2020/21
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	80	24	0	104	0	72	0	0	72	-8	-32	Use of corporate resources to happen in future years
11714000	Waste Handling and compaction equipment HWRC	0	581	0	0	581	0	581	0	0	581	-0	-0	
11784000	HWRC Maintenance 2020/21	0	0	0	0	0	0	0	80	0	80	0	0	80 Additional £80k annual maintenance per Budget Resolution

Countryside																				
10260000	Learn. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	25	2	0	100		-2	0					Delays in completion of the project mean that final payment will be made upon completion in 2020/21	
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					All activity relates to financial years previous to 2019/20	
11536000	Countryside Rural Services Capital Maintenance 2019/20 £20k to be removed for Env Svcs	0	155	134	0	289	0	68	59	0	127		-87	-162					Delays in some projects means they have now been phased into 2020/21. Uncommitted corporate resources returned in line with Capital Rightsizing.	
11788000	Country Parks Maintenance 2020-21	0	0	0	0	0	0	0	200	0	200		0	200					Annual Maintenance allocation added 2020-21 per Budget Resolution	
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	0	1	0	13		-1	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11194010	Install bollards & associated traffic management - historic spine Stratford	11	39	0	0	50	11	56	0	0	67		17	17					See Project 11808000 under Structural Road Maint for CIF allocation in 2019-20 (£599k)	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	19	26	0	0	45	19	0	26	0	45		-26	0					Project to be reviewed at Q1 2020-21 due to COVID-19 delays	
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	20	265	0	307	23	6	29	250	307		-14	0					Delays with project requiring rephasing of scheme (Q1 review required due to COVID 19)	
11441004	Widening Road - Nuneaton Interpoint Toucan Crossing	1	80	101	0	183	1	60	121	0	183		-20	-0					Delay in project work requiring budget reprofile for 2020-21	
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 Chase Meadow	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	0	11	0	16		-11	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11441011	Heathcote Primary School Puffin Crossing Harbury Ln Nr Nightingale Av Lspa	0	0	0	0	0	0	0	0	0	0		0	0						
11441012	Heathcote Primary School Puffin Crossing Harbury Ln Nr Garrett Drive Lspa	0	0	0	0	0	0	0	0	0	0		0	0						
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	5	18	0	0	23	5	17	1	0	23		-1	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11441014	Highways improvements to bus stops at land off the Longshoot S106	8	23	0	0	31	8	4	19	0	31		-19	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
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	0	0	65	80		-23	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11614000	Bus Stop Enhancement Works in Alderminster	14	0	0	0	14	14	0	0	0	14		0	0						
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd Alcester	10	0	0	0	10	10	0	0	0	10		0	0						
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	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	10	7	0	21		-7	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	4	78	0	0	82	4	18	60	0	82		-60	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	12	11	0	23	0	0	11	11	23		-11	0					Project to be reviewed Q1 2020-21 due to COVID-19 delays	
11704000	Barford Safety Junction	8	50	170	0	228	8	42	8	170	228		-8	0					Project to be reviewed Q1 due to COVID-19 delays	
11782000	Campden Road (B4035), Shipston-on-Stour NEW BUS STOPS	0	0	0	0	0	0	0	0	0	0		0	0						
11783000	Manetter Road / Camp Hill Road, Nuneaton BUS STOP IMPROVEMENTS	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	504	0	0	1,078		128	128					Additional allocation of developer funding to schemes - phasing to be reviewed in Q1 2020-21 alongside CIF allocation (11809000)	
11809000	Warwick Town Centre	0	0	0	0	0	0	0	0	4,046	4,046		0	4,046					CIF allocation approved Dec 2019 - phasing of expenditure to be reviewed Q1 2020-21	
Integrated Transport - Safer Routes to Schools																				
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	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 Home to School Routes 16-17.	73	8	0	0	81	73	0	8	0	81		-8	0					Budget to be utilised in future financial years	
11635000	Home to School Routes 17-18	46	939	792	0	1,777	46	815	936	0	1,798		-124	21					Delays to various projects pushing expenditure into 2020/21	
11635049	St Faiths Primary School - Alcester - Safer Routes To School	0	0	0	0	0	0	0	0	0	0		0	0						
11635048	Bham 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	18	0	0	1,594	1,576	2	16	0	1,594		-16	0					Delays to the project have pushed it into 2020/21	
11761000	Average Speed Cameras	0	0	1,764	0	1,764	0	20	1,744	0	1,764		20	0					Early expenditure for planning purposes for the project	
Integrated Transport - School safety zones																				
11595000	School Safety Zones 16/17	1,899	73	0	0	1,972	1,899	88	0	0	1,987		15	15					Additional corporate resource swapped from 11564000 (17/18 School Safety Zones)	
11564000	School Safety Zones 17/18 A	643	184	0	0	828	643	56	51	0	751		-128	-77					Additional corporate resource swapped to project 11359000 and 11585000 Safety Zones other years	
11585000	School Safety Zones 18/19	367	155	127	0	649	367	221	144	0	732		66	83					Corporate resources swapped with 11586000 and 11564000 School Safety Zones other years	
11586000	School Safety Zones 19/20	9	349	0	0	358	9	328	0	0	337		-21	-21					Corporate resource swapped to Project 11585000 18/20 Schools Safety Zones	
Integrated Transport - Casualty Reduction Schemes																				
11355000	Casualty Reduction Schemes 15/16	487	1,304	0	0	1,791	487	1,072	230	0	1,789		-232	-2					To be reviewed at 2020/21 Q1 reporting	
11356000	Casualty Reduction Schemes 16/17	231	0	47	0	278	231	43	2	0	277		43	-1					Remaining funds to be utilised in future financial years	
11357000	Casualty Reduction Schemes 17/18	17	0	0	0	17	17	0	0	0	17		0	0					Small remaining spend on Lutterworth Rd project - funded from 16/17 Corporate Resources	
11453000	Casualty Reduction Schemes 18-19	21	149	272	0	441	21	81	339	0	441		-68	0					Delays to projects mean there will be more expenditure in 2020/21	
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	28	1,572	0	1,601		-572	-0					Delays to projects mean there will be more expenditure in 2020/21	
11763000	A439 - Southern reduction Scheme	0	0	500	0	500	0	14	486	0	500		14	0					Delays to projects mean there will be more expenditure in 2020/21	
11764000	Green Man Coleshill Signalised Junction	0	0	500	0	500	0	3	497	0	500		3	0					Some earlier than expected expenditure in 19/20	
11635047	Wootton Waven (Signs & Lining)	0	0	0	0	0	0	0	0	0	0		0	0						
11786000	Casualty Reduction Schemes 20-21	0	0	0	0	0	0	0	350	0	350		0	350					Annual allocation for 2020-21 per Budget Resolution	
Grand Total		51,738	16,947	21,873	3,722	94,281	51,738	13,732	27,138	33,000	125,608		-3,215	31,327						

Annex E										
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 £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Adult Social Care	11,587	10,794	(793)	(700)	(228)	472	10,887	10,565	(322)	Underspends due to early achievement of savings and ASC Transformation projects.
Disabilities	78,621	79,729	1,108	(8,966)	(8,646)	320	69,655	71,083	1,428	Learning Disabilities supported living is a continued pressure area with a £1.428m overspend across the North and the South. Increased placements in supported livings which is community-based care is in line with both national and local strategy. The over spend is mitigated by under spend in the contingency budget held by the service manager.
Mental Health	9,961	11,455	1,494	(523)	(888)	(365)	9,438	10,566	1,128	Overspend of £1.6m on service budgets due to demographic pressures. AMH budget allocation is for 18-65 yrs old. Increased pressure for Older People (65+) with more complex mental health issues is included here, partly offsetting the underspend within Older People. Health income and staffing underspends bring this down to £1.1m service overspend
Older People	75,049	77,243	2,194	(27,637)	(32,117)	(4,480)	47,412	45,126	(2,286)	Additional recovery of social care charges (client contributions) of £4.494m were largely offset by additional care costs of £3.072m. A reduction in direct payments (£0.187m) and savings on consultancy costs (£0.600m) also contributed to the overall underspend.
Integrated Care Services	10,079	8,961	(1,118)	(231)	(195)	36	9,848	8,767	(1,082)	Underspend is a combination of reduced staffing costs due to continued vacancies across the service and reduced expenditure for AT equipment.
Development & Assurance	2,681	3,006	325	(1,170)	(972)	198	1,511	2,034	523	Overspend on Transport of £373k, overspend of £161k on Advocacy / appointeeship contract due to missed recharge at year end (corresponding underspends elsewhere in ASC)
Net Service Spending	187,977	191,187	3,210	(39,227)	(43,046)	(3,819)	148,751	148,141	(610)	

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 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	
Use alternative 24 hour care options e.g. extra care housing and supported living	625	625	
Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	184	184	
Remodel direct payment employment support services	150	150	
Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	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	
Total	2,240	2,240	
Target		2,240	
Remaining Shortfall/(Over Achievement)		0	

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	Transfer Request (To)/From Reserves £'000	Closing Balance 31.03.20 £'000
Social Care and Support - Savings	13,803	0	610	(14,413)	0
Total	13,803	0	610	(14,413)	(0)
Contributions to Directorate Risk Reserve				14,413	
Carry Forward Requests					

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
		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	
10964000	CAF Development Team - Social Care IT 2010/11	0	100	250	0	350	0	0	0	0	0	-100	-350	£350k funding returned corporately as part of Capital Rightsizing
11555000	Extra Care Housing	0	2,000	1,313	0	3,313	0	0	0	313	313	-2,000	-3,000	£3m returned to corporate per Capital Resizing. £313k retained S106 funding re Rugby Area to be included in future CIF bid for extra care project in this area
Grand Total		0	2,100	1,563	0	3,663	0	0	0	313	313	-2,100	-3,350	

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Children & Families	7,233	5,817	(1,415)	(721)	(1,896)	(1,175)	6,512	3,921	(2,591)	The planned under-spend includes £1,100,000 Adult SC contribution 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	11,711	(505)	(1,803)	(1,959)	(156)	10,413	9,753	(661)	Salaries have under-spent overall by £226,000. This is made up of Agency workers being £476,000 over-spent which is offset by the under-spending on single status and Hay of £647,000. The agency workers have been required due to extremely high demand 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 underspent by £17,000 and £55,000 respectively. There was also a £300,000 additional payment by results awarded to Priority Families.
Children's Safeguarding & Support	23,774	30,259	6,485	(1,049)	(1,574)	(525)	22,726	28,685	5,959	Internal foster-care's final outturn was £545,000 over-spent whilst external foster-care is £1,831,000 over-spent. Residential Placements ended up being heavily over-spent by £3,615,000. This over-spend also includes £67,000 for void charges for the new residential block contract which commenced in May 2019. The average weekly unit cost for residential placements is £4,298 per week which is partly due to greater care needs of individual children and partly due to the impact of lower average unit costs for CwD who are no longer within this Directorate. Parent and baby placements final outturn position for 2019/20 is an over-spend of £50,000. Financially placements have heavily over-spent, with activity increasing by 858 weeks (16.45 FYE) from 2018/19 (both in this service area and Corporate Parenting) and with the average unit cost of a placement increasing by £4,629 to £36,192. Allowances are in total over-spent by £125,000 with Special Guardianship Orders exceeding budgeted growth built in by £139,000. Salaries are under-spent by £412,000 which is in the main attributed to Social Workers vacancies which are now being recruited to.
Corporate Parenting	14,919	14,328	(591)	(4,355)	(4,438)	(83)	10,564	9,890	(674)	Internal foster-care and external fostercare are £7,000 and £261,000 under-spent respectively. Residential Care is £263,000 under-spent with low numbers of 3. Average weekly cost for 16+ Residential care is now £3,732 per week. Also included within the Residential underspend is a charge of £62,000 for voids for the new residential block contract which commenced in May 2019. Numbers of new arrivals of UASC increased at a higher rate than expected during the final quarter therefore greater grant was awarded and this, coupled with lower than anticipated placements costs meant there is a £336,000 contribution to C&F expenditure at year end. This additional grant was also enough to cover the non-claimable costs of Asylum Seekers. Accommodation settings and allowances for young people aged 16 years and above continue to be an area of growth both in activity and unit cost. The overspend by year end was £740,000. The House project outturn was an underspend of £117,000 and education transport's final position was a welcomed under-spend of £107,000. Salaries were only slightly over budget by £32,000. Numbers of children who met the criteria for boarding schools were not able to take advantage of the scheme as hoped resulting in a £106,000 under-spend at year end.
Youth Justice	2,969	2,893	(76)	(1,021)	(999)	21	1,949	1,894	(55)	
Children's Practice Improvement	2,471	2,409	(62)	(98)	(126)	(28)	2,373	2,283	(90)	Grants awarded under S31 (NASS project) ended up being under-spent by £119,000 as at out-turn.
Adoption Central England	5,982	4,497	(1,486)	(5,982)	(5,222)	760	0	(725)	(725)	The volume of buying placements was not as much as expected but the income received for placements exceeded expectations, resulting in a net under-spend of £486,000. Salaries in total were under-spent as well as subscriptions and general office expenditure totalling £259,000
Net Service Spending	69,564	71,914	2,350	(15,028)	(16,213)	(1,186)	54,536	55,701	1,164	

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 Outturn £'000	
Children's Centres - implementation of the service redesign to reflect targeting support on those with greatest need	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	
Reduction in the demand for legal services	150	150	
Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	2,760	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	
Develop the use of independent boarding schools	150	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	
One-off funding to phase the delivery of the new plan	(968)	(968)	
Total	4,930	2,020	
Target		4,930	
Remaining Shortfall/(Over Achievement)		2,910	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Children & Families Non Earmarked	0		(3,565)	3565	0
Childrens Transformation Fund (0-5 Strategy t	1,417	(601)	862	(1,678)	(0)
Priority Families Reserve	907	(430)	429		906
Adoption Central England Partnership (ACE)	472		737		1,209
S31 Specific Grant (previously Controlling Migr	638	(638)	391		391
Youth Justice Remand equalisation	542		(19)		523
House Project	156	(156)	0		0
Total	4,132	(1,825)	(1,164)	1,887	3,030
Contributions to Directorate Risk Reserve				(1,887)	
Carry Forward Requests				(795)	

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	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	
11295000	Children and Families property adaptations, purchases and vehicles	44	205	107	50	406	44	165	150	47	406	-40	-0	This is a demand led service. Applications for funding received in Feb/Mar 2020 required further quotes which has now delayed these projects into 2020/21 and will be reviewed by the Adaptations Panel in April 2020 for funding during 2020/21. Projects will therefore not commence until May 2020 at the earliest and remaining funding from 2019/20 is to be used to fund these schemes.
11693000	Adaptation of Sydenham Children's Centre	81	0	0	0	81	81	2	0	0	83	2	2	Final retention payment
11713000	Adaptation of Children's Centres to Children and Family Centres	0	299	0	0	299	0	233	55	0	288	-66	-11	Final estimates for all works now given, slight slippage into 2020/21 for works completion and final payments
11756000	Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway	0	25	0	0	25	0	0	25	0	25	-25	0	Project installation initially delayed until Easter 2020 and has now been further delayed due to COVID-19
11792000	Adaptations to support child placements 20-21	0	0	0	0	0	0	0	0	125	125	0	125	New Adaptations funding agreed in Budget Resolutions Feb 2020.
Children & Families		125	529	107	50	811	125	399	230	172	927	-130	116	

Annex G

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

2019/20 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - People	1,573	1,422	(151)	(134)	(134)	(0)	1,439	1,288	(151)	Overspend in AD budget of £188k due to one off staffing costs for staff that have not got a post in the new restructure and £80k accrual for pressure on Mill Green residential. Agreed carry forward of MOSAIC Project Development underspend of £284k. Underspend of £45k on central recharges plus other various small underspends
Director of Public Health	2,550	3,660	1,111	(151)	(255)	(104)	2,398	3,405	1,007	Overspend of £115k on Public Health Staffing budgets. Overspend of £900k relating to Pathway Homelessness grant allocations to Districts & Boroughs (approved by Corporate Board to be paid using underspends in All Age Targeted Support)
Health & Well Being	22,892	22,881	(12)	(6,265)	(6,855)	(590)	16,627	16,026	(602)	Underspend of staffing budget due to vacancies in the new structure (in recruitment). Overspend of £214k within Family wellbeing service - budget due to be re-profiled during 20-21 to correct. Underspend of £641k in Lifestyle & prevention service (£556k relates to Sexual Health which includes non payment of £250k contract incentive as conditions not met. Remaining relates to activity payments to GP, Pharmacies, Acute Hospitals and Out of Area payments which are currently under review).
All Age Targeted Support	6,500	5,422	(1,078)	(826)	(811)	14	5,674	4,610	(1,064)	Underspend relates to All Age Specialist Provision vacancies as a result of the restructure (£214k). Housing Related Support (£229k) underutilization of spot provision (training and Doorway) and delayed supported accommodation tender for Young People. In addition £400k not paid to Adult Social Care as budgeted and planned for in line with historical savings impact.
All Age Specialist Provision	14,081	13,923	(157)	(6,845)	(6,791)	54	7,235	7,132	(103)	All Age Targeted Support overspend of £308k on Drugs and Alcohol Budget due to increases in the demand for detox/inpatient services and payment in advance accruals for prescriptions not being submitted. This has been offset by underspends of staffing budget due to vacancies in the new structure (in recruitment), one off grant funding for domestic abuse of £100k and underspend of £179k on delays in recommissioning the contract for Falls.
Net Service Spending	47,594	47,308	(287)	(14,221)	(14,847)	(626)	33,374	32,461	(913)	

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 Outturn £'000	
Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	923	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	
Reduce staffing and overheads across the Business Unit	200	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	
Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	735	735	
Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	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	
One-off funding to phase the delivery of the new plan	(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	400	400	

Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support.	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	
Reduction in historic pension costs that will decline naturally over time.	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	
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	
Reduction in business redesign and collaboration functions and funding for service specific learning and development activity.	31	31	
Total	2,820	2,625	
Target		2,820	
Remaining Shortfall/(Over Achievement)		195	

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	Transfer for new Reserve Strategy £'000	Forecast Closing Balance 31.03.20 £'000
Strategic Commissioning - Savings	3,550	(531)	1,318	(4,337)	0
Public Health - Savings	2,783	(312)	(405)	(2,066)	0
Total	6,333	(843)	913	(6,403)	0
Contributions to Directorate Risk Reserve				6,403	
Carry Forward Requests				(280)	

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	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	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	93	3	0	226	7	10	Overspend of Corporate Resource in 2019-20 (£7k) to be reimbursed from RCCO in 2020-21
11021000	Adult Social Care Modernisation & Capacity 2012-13	194	507	296	0	997	194	120	97	35	446	-387	-551	Projects underway rephased into 2020-21; remaining corporate resource returned as per Capital Rightsizing strategy
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	5	0	0	25	20	5	0	0	25	0	0	
11310000	Client Information Systems Review	3,324	241	527	0	4,092	3,324	97	0	0	3,421	-143	-670	Remaining corporate resource returned as per capital rightsizing strategy.
Grand Total		17,138	5,355	823	0	23,316	17,138	4,832	100	35	22,105	-523	-1,211	

Annex H**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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Business & Customer Services	579	564	(14)	(68)	(62)	6	510	502	(8)	
Business & Customer Support - People	4,649	5,567	918	(46)	(18)	28	4,603	5,549	946	Refer to Business Support row below as the two areas are interlinked
Business & Customer Support - Resources & Communities	6,042	4,856	(1,187)	(58)	(124)	(66)	5,984	4,732	(1,252)	The total underspend of 306K relates to a reduction in the third sector grant payments and early intervention funding not spent in year due to project delays
Customer Contact - Customer Connect	2,822	2,903	81	(213)	(274)	(61)	2,609	2,628	20	£156k Covid 19 Expenditure
Customer Contact - Community Hub	7,660	7,993	333	(2,388)	(2,697)	(309)	5,272	5,296	24	
Net Service Spending	21,751	21,883	132	(2,773)	(3,175)	(402)	18,978	18,708	(271)	

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 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	125	
Target		125	
Remaining Shortfall/(Over Achievement)		0	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Museums Development Fund	188		12		200
Museum Ethnographic Fund	19		0		19
Records Purchase Fund	7		0		7
Records Donation Fund	107		2		109
Digitisation of County Records	85	(85)			0
Warwickshire Local Welfare Scheme	448		28		476
Corporate Customer Journey Programme	210				210
Customer Services Library Bequests	3				3
Business & Customer Support	0		229	(229)	0
Total	1,067	(85)	271	(229)	1,024

Contributions to Directorate Risk Reserve

229

Carry Forward Requests

(364)

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		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	
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	-28	0	0	914	-46	-46	Remaining unspent corporate resource given up as part of Capital Rightsizing
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	172	168	1,699	2,628	589	88	168	1,782	2,628	-84	0	The slippage relates to three mobile library vans currently on order from Turkey but not yet received
11293000	Community Information Hubs	59	0	0	0	59	59	0	0	0	59	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library	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	
11820000	Roman Coins	0	0	0	0	0	0	62	0	0	62	62	62	Newly approved project.
Grand Total		2,444	190	168	1,699	4,501	2,444	123	168	1,782	4,517	-68	16	

Annex I
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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Commissioning Support Unit	297	227	(70)	0	(0)	(0)	297	227	(70)	Reduced costs on agency staff spend, and reduced likelihood of capital expenditure from revenue budget
Business Intelligence	1,730	1,634	(97)	(69)	(60)	9	1,662	1,574	(88)	Vacancies being held for the implementation of service redesign (part of Transformation)
Portfolio Management Office	1,371	1,276	(96)	(656)	(745)	(89)	716	531	(184)	Vacancies being held for the implementation of service redesign (part of Transformation) and additional income from seconded staff
Contract Management & Quality Assurance	1,429	1,734	305	(734)	(724)	11	695	1,010	315	£361k Covid-19 Expenditure
Change Management	250	215	(35)	0	0	0	250	215	(35)	Vacancies being held for the implementation of service redesign (part of Transformation)
Transformation	8,331	8,362	31	0	(89)	(89)	8,331	8,273	(58)	Cost of Transformation projects completing at less than was budgeted for
Net Service Spending	13,408	13,447	39	(1,459)	(1,617)	(158)	11,950	11,830	(120)	

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

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
CSU - Savings	357		60	(416)	0
Corporate Transformation Fund			60	(60)	0
Total	357	0	120	(476)	0

Contributions to Directorate Risk Reserve

476

Carry Forward Requests

(400)

Annex J

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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Enabling Services	284	287	3	0	0	0	284	287	3	
Facilities Management	7,981	6,955	(1,026)	(5,220)	(4,262)	958	2,761	2,694	(67)	The underspend is predominantly vacancy related. However, due to the delay in recovering income directly associated with the increase in gross expenditure resulting from the rise in devolved schools works recharged directly, the value of the underspend has not been truly reflected. This income will be realised in 2020-21.
HR Enabling	4,001	4,114	112	(1,792)	(1,916)	(124)	2,210	2,198	(12)	
Digital & ICT	13,989	15,867	1,878	(5,018)	(7,054)	(2,036)	8,971	8,813	(159)	Project allocation to BDUK (Building Digital UK) and LFFN (Local Full Fibre Network) has not been spent due to project delay and contract negotiations. A budget allocation of £0.200m will be carried forward into 2020-21. The outstanding balance (£0.041m) is to be supported by the overall underspend within the service. Some strategic decisions were made not to levy Microsoft and Google recharges to other council services, which would have historically been recognised as income for ICT.
Property, Construction & Engineering	9,651	9,678	27	(2,826)	(3,357)	(531)	6,825	6,321	(504)	Underspend can be attributed to the reduction in County buildings operational costs and other property related expenditure i.e. Mechanical and electrical. An overspend on staffing costs is being supported by this underspend. A small traded surplus has also been realised. The increase in gross expenditure and gross income can be primarily attributed to the rise in devolved non schools works recharged directly.
Net Service Spending	35,906	36,901	995	(14,856)	(16,589)	(1,733)	21,051	20,312	(739)	

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 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	
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	
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	
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	
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	
Rental income from Educaterers	21	21	
Review of facilities management budgets, service specifications and IT interfaces	49	49	
Total	704	704	
Target		704	
Remaining Shortfall/(Over Achievement)		0	

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	Transfer for new Reserve Strategy £'000	Forecast Closing Balance 31.03.20 £'000
HR Service Improvement Projects	60	0			60
Your HR Implementation	77	(77)			0
Information Assets - Savings	733	(200)		(533)	0
Community Energy Scheme	39	(39)	(0)		0
Enabling Services General Reserve	0		739	(739)	0
Total	909	(316)	739	(1,272)	60

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		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	£ 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	-28	0	0	1,741	1,769	-25	0	0	1,744	3	3	£2,636 spend due to additional demand is to be funded from Project 11443000
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	0	0	0	793	793	-25	25	0	793	-25	0	Actual cost of projects 11288017 and 11288031 has come in less than initially estimated.
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,408	1	0	0	5,409	5,408	1	0	0	5,409	-0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,009	-3	0	0	7,005	7,009	-10	6	0	7,005	-6	0	Actual cost of a number of projects has come in less than initially estimated.
11442000	Non Schools Asb & Safe Water Remedials 2018/19	282	51	0	0	334	282	51	0	0	334	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	1,852	207	0	0	2,059	1,852	178	30	0	2,059	-30	0	Project phasing to be reviewed at Q1
11444000	Schools Asbestos & Safe Water Remedials 2018/19	730	17	0	0	747	730	81	0	0	811	64	64	£64,104 spend due to additional demand is to be funded from Project 11540000
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	6,961	315	3	0	7,279	6,961	291	27	0	7,279	-24	-0	Actual cost of a number of projects has come in less than initially estimated.
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	399	0	0	399	0	9	390	0	399	-390	0	Underspend of 325,543 is due to programme slippage as department was carrying an Asbestos Surveyor vacancy.
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	2,335	0	0	2,335	0	2,088	328	0	2,416	-247	81	Major project impacted by slippage due to Covid 19 slow down in February 2020 and lock down in March 2020.
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	725	0	0	725	0	435	226	0	661	-290	-64	£64,104 is to be used to support Project 1144000 spend on additional demand. £225,547 underspend is due to Asbestos Surveyor vacancy. This will be spent in 2020-21 as consultancy services has now been retained.
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	2	7,122	0	0	7,124	2	6,738	399	0	7,139	-384	15	Major project impacted by slippage due to Covid 19 slow down in February 2020 and lock down in March 2020.
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	
11787000	Non Schools Building Maintenance 2020-21	0	0	0	0	0	0	0	2,122	0	2,122	0	2,122	New Capital allocation as per budget resolutions.
11791000	Schools Building Maintenance 2020-21	0	0	0	0	0	0	0	6,988	0	6,988	0	6,988	New Capital allocation as per budget resolutions.
11793000	Non Schools Asbestos and Safe Water 2020-21	0	0	0	0	0	0	0	325	0	325	0	325	New Capital allocation as per budget resolutions.
11795000	Schools Asbestos and Safe Water 2020-21	0	0	0	0	0	0	0	746	0	746	0	746	New Capital allocation as per budget resolutions.
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	587	59	0	0	646	587	67	0	0	654	8	8	£41,000 of revenue contributions to capital projects were not transferred before year end and overspent Corp Res needs to be refunded from Revenue in 2020-21. Any further spend to be funded from RCCO in future.
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	0	995	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	5	0	9	0	5	Further feasibility work is to be conducted.
Information Assets														
11121000	Development of Rural Broadband	20,447	7,062	5,007	3,253	35,769	20,447	2,843	4,335	8,144	35,769	-4,219	0	CSW Broadband received a revised delivery plan from Openreach to realign the project outputs, following delays in delivery due to a) the project working in more rural areas together with a national shortage of civil engineering contractors and b) revised DCMS guidance regarding finances and project end dates. The plan was received after submission of the Q3 forecast. The approved plan reduced programme build and expenditure at year end, resulting in lower financial outputs for 2019/20. Remaining funds have been reallocated to meet the revised project milestone targets.
11465000	WCC Information Assets Purchases (multiple years)	1,151	588	81	0	1,821	1,151	212	458	0	1,821	-376	-0	Expenditure in 2019/20 was less than forecast due to the Teams Telephony rollout and associated hardware spend being delayed. The speed of the corporate cloud migration project has also meant some planned hardware replacement was not required at this point.
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	144	0	0	144	0	159	0	0	159	15	15	The budget was an estimation at the start of the year as to how much internal development work would be completed. By actively supporting the Transformation programme, more development has been undertaken.
11796000	2020-21 IT infrastructure	0	0	0	0	0	0	0	150	250	400	0	400	New Capital allocation as per budget resolutions.
Strategic Asset management														
11134000	Warwick Shire Hall - Refurb Of Old Shire Hall	1,884	63	0	0	1,947	1,884	114	0	0	1,997	50	50	Additional works to demolish garage, install new entrance gates, render party walls and disability access ramp
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	-14	0	0	460	473	-14	5	0	465	0	5	
		82,518	19,046	6,086	3,253	110,903	82,518	13,196	16,563	9,389	121,667	-5,850	10,764	

Annex K										
Finance - Andy Felton										
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 £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director - Finance	140	364	224	(2)	(68)	(66)	138	296	159	Savings target has been held on AD cost centre and not allocated out to specific areas, so is ultimately off-set by savings in other areas below.
Finance Delivery	2,837	2,618	(219)	(1,021)	(980)	40	1,816	1,638	(178)	A number of vacancies have been held through the year pending the FOM outcome and then took time to recruit to, leading to the overall underspend. Some is off-set by the unallocated savings on the AD cost centre.
Treasury Management, Pension Fund, Internal Audit, Risk and Assurance	1,192	1,171	(21)	(1,289)	(1,462)	(173)	(97)	(291)	(194)	The underspend is a result of the Treasury Management team successfully managing cash investments to deliver a greater level of return than budgeted for.
Commercialism	253	256	3	0	(15)	(15)	253	242	(11)	
Strategic Finance	852	694	(158)	(76)	(72)	4	777	623	(154)	A number of vacancies have been held through the year pending the FOM outcome and then took time to recruit to, leading to the overall underspend. Some is off-set by the unallocated savings on the AD cost centre.
Finance Transformation	2,841	2,761	(80)	(1,149)	(1,104)	45	1,692	1,657	(35)	Higher than anticipated vacancies within BAIC.
Net Service Spending	8,115	7,865	(250)	(3,536)	(3,700)	(164)	4,578	4,165	(414)	

Finance - Andy Felton

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 Outturn £'000	
Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.	5	5	
Reduction in staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring	90	90	
Total	95	95	
Target		95	
Remaining Shortfall/(Over Achievement)		0	

Finance - Andy Felton
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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.19 £'000
Finance - Savings	620		414	(1,034)	0
Finance - Training	81			(81)	0
Finance - Service Improvement Projects	369			(369)	0
LA Counter Fraud Fund Grant	16				16
Total	1,086	0	414	(1,483)	16

Annex L										
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	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	Agreed Budget	Final Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Assistant Director - Governance & Policy	242	165	(77)	0	(0)	(0)	242	165	(77)	£77k underspend used to cover Corporate Policy team set-up in 2019/20.
Communications	1,082	1,147	65	(687)	(683)	4	394	463	69	Overspend due to increased salary costs in Marketing and Communications specific to 2019/20.
HROD	2,057	2,210	152	104	(174)	(278)	2,162	2,036	(126)	Underspend due to £62k of income received that was unbudgetted, £28k underspend on IT Support and Maintenance and net staffing underspend of £25k across HROD.
Property Management	1,721	1,408	(314)	(1,381)	(1,363)	18	340	45	(295)	Underspend position includes a combination of underspends (including £420k underspend on SAM projects and a £219k underspend on One Public Estate) offset by overspends (including £198k as a result of MTFS savings not being realised from sale of Montague Road). A carry forward request will be made in respect of delayed moves on Montague Road/ Hawkes Point.
Legal & Democratic	6,889	8,362	1,474	(6,227)	(8,238)	(2,011)	662	125	(537)	£537k underspend due to additional external trading income of 292k providing legal work to other local authorities, £171k of additional internal trading income from supporting WCC Transformation and £75k underspend on Democratic Services posts held vacant as a result of pending restructure.
Corporate Policy	0	80	80	0	0	0	0	80	80	New cost centre created in 2019/20 in line with Corporate Policy FOM and no base budget for 2019/20.
Net Service Spending	11,991	13,371	1,380	(8,191)	(10,458)	(2,267)	3,800	2,913	(886)	

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	
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	
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	
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	
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	955	
Release of contingency	85	85	
Repayment of Hawkes Point self-financed borrowing.	198	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	
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)	
Total	886	688	
Target		886	
Remaining Shortfall/(Over Achievement)		198	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
HR&OD - Savings	308	(98)	73	(283)	0
Going for Growth Apprenticeship Scheme	245		52		297
Savings	799		465	(1,264)	0
Property - Savings	1,566	(295)	76	(1,347)	0
One Public Estate	168		219		387
Total	3,086	(393)	886	(2,894)	685

2019/20 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variance in £ 000's	Total Variance £ 000's	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			
10972000	Planning Consent For Europa Way	748	3	0	0	751	748	8	0	0	756	5	5	Europa Way sale completed and no further spend, small overspend of £4.7k against £751k budget financed from corporate resources in 2019/20 which needs to be reimbursed from RCCO in 2020-21.
11291000	Rural Services Capital Maintenance 2016/17	643	0	0	0	643	643	-20	0	0	623	-20	-20	Balance of corporate resource given up for Capital Rightsizing
11292000	Rural Services Capital Maintenance 2017/18	627	0	0	0	627	627	-236	236	0	627	-236	0	Overaccrued in 2018/19, budget balance to be slipped into 2020/21.
11335000	Rationalisation of County Storage	3,205	5,574	0	0	8,779	3,205	5,372	202	0	8,779	-202	0	Capital receipt not received in year due to Planning Permission not being given by WDC to the Crest Nicholson application and therefore funded from corporate resources in 2019/20. Current capital expenditure remains within budget at present following change of Forestry's move to Henley rather than Budbrooke Depot. Negotiations currently in progress with Wilmot Dixon Interiors on final account and in respect of compensation events due to WDI from WCC.
11440000	Strategic Site Planning applications	1,978	634	1,300	0	3,912	1,978	-144	2,061	17	3,912	-778	0	Sales in progress for Land at Warton and Eastboro with remaining budgets to slip to 2020/21. Meadow Farm, Rugby sale is complete. Dunkelys/Cherry Tree Farm sale completed to Homes England on 31st March 2020, slippage into 2020/21 for final spend. Top Farm sale profiled for expenditure in 2020/21 and 2021/22.
11446000	Rural Services Capital Maintenance 2018/19	110	100	0	0	210	110	86	0	0	196	-14	-14	Balance of corporate resource given up re Capital Rightsizing
11503000	Planning Consent re the disposal of Dunchurch depot	63	17	0	0	80	63	11	6	0	80	-6	-0	Project complete within budget and small underspend of £6k against total project budget of £80k carried to 2020/21.
11542000	Rural Services Capital Maintenance 2019/20	0	356	0	0	356	0	99	0	0	99	-257	-257	Balance of unspent corporate resource given back under Capital Rightsizing
11689000	Maintaining the smallholdings land bank	0	0	844	0	844	0	0	844	0	844	0	0	
11790000	Rural Services Capital Maintenance 2020/21	0	0	0	0	0	0	0	356	0	356	0	356	£356k approved in February 2020 Budget Resolutions.
Grand Total		7,374	6,685	2,143	0	16,202	7,374	5,176	3,706	17	16,272	-1,509	70	

Annex M
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	Final Outturn	Variation Over/(Under)	Agreed Budget	Final Outturn	Variation Over/(Under)	Agreed Budget	Final Outturn	Variation Over/(Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Government Grants & Business Rates	0	0	0	(231,258)	(235,466)	(4,208)	(231,258)	(235,466)	(4,208)	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	0	0	(82,760)	(82,875)	(115)	(82,760)	(82,875)	(115)	
0-5 Strategy for Children - Children's transformation	0	0	0	(1,690)	(1,690)	0	(1,690)	(1,690)	0	
Capital Financing Costs	39,146	29,959	(9,188)	0	(3,267)	(3,267)	39,146	26,692	(12,454)	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	1,164	(38)	0	0	0	1,202	1,164	(38)	
County Coroner	531	603	72	(78)	(86)	(8)	453	517	64	
Environment Agency - Flood Defence Levy	243	245	2	0	0	0	243	245	2	
External Audit Fees	141	153	12	0	(9)	(9)	141	144	3	
Pensions deficit under-recovery	1,641	1,641	0	0	0	0	1,641	1,641	0	
Members Allowances and Expenses	1,070	886	(184)	0	0	0	1,070	886	(184)	
Other Administrative Expenses and Income (Including Insurance)	4,008	3,654	(354)	(4,867)	(6,082)	(1,215)	(859)	(2,427)	(1,569)	The underspend is primarily as result of income which was not budgeted at the start of the year from dividends (£400,000) and the Oxygen Finance rebate scheme (£522,000). The latter has been adjusted for in the budget for 20200/21 onwards. The balance is from general underspends in insurance and expenses on the sale of assets.
Subscriptions	195	132	(63)	0	0	0	195	132	(63)	
Apprenticeship Levy	663	591	(71)	0	0	0	663	591	(71)	
Net Service Spending	48,839	39,028	(9,811)	(320,653)	(329,474)	(8,821)	(271,814)	(290,446)	(18,632)	

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	Transfer for new Reserve Strategy £'000	Closing Balance 31.03.20 £'000
Corporate Reserves					
Capital Fund	1,437		221		1,658
General Reserves	30,464	(4,036)	18,860	(24,065)	21,223
Insurance Fund	8,942		183		9,125
Provision for Redundancy Costs	10,579	(2,179)			8,400
Medium Term Contingency	6,835			4,999	11,834
Schools	16,253	(475)	-678		15,100
DSG Reserve	0		-2,958		-2,958
Contingency for DSG overspend	0			12,314	12,314
IT Sinking Fund	0	2,773			2,773
Unringfenced Government Grants	0	18,111			18,111
Total Corporate Reserves	74,510	14,193	15,628	(6,752)	97,579
Other Services Reserves					
Business Rates Pool Risk Reserve	4,027	1,505			5,532
Quadrennial Elections	422	265			687
Corporate Transformation Fund	3,353	(11,571)	169	20,386	12,336
WCC Business Rates Appeals Reserve	6,739	1,212			7,951
Corporate Partnership Initiatives	2155			(2,155)	0
Audit Fee Reserve	777		(3)		774
Interest Rate Volatility Reserve	5,436				5,436
Adult Social Care Reserve	4,637			(4,637)	0
Pensions Deficit Reserve	466				466
Corporate Apprenticeship Fund	737				737
Schools in Financial Difficulty	2,069	(248)			1,821

Corporate Systems Replacement Reserve	9,153			(9,153)	0
Local Resilience Forum - Brexit Funding	89	175			264
Fire Transformation Fund	972		(109)		863
Childrens Transformation Fund	0	4,539		1,678	6,217
Digital Transformation Fund	2,046			(2,046)	0
Sustaining Prevention Fund	0	1,500		16,000	17,500
Financial Instrument (General Fund) - Threadneedle Social Bond	3,125	(48)	(742)		2,335
Total Other Services Reserves	46,203	(2,672)	(685)	20,073	62,919
Directorate Reserves					
Resources Transformation Fund	627			(627)	0
Resources Systems Replacement Reserve	919			(919)	0
Resources Traded Services Reserve	225			(225)	0
Resources Service Savings	567			(567)	0
LATC Operational Reserve	248				248
People Directorate Reserve	7,229	3,000		(10,229)	0
Communities Risk Reserve	0			5,647	5,647
People Risk Reserve	0			12,844	12,844
Resources Risk Reserve	0			4,036	4,036
Total Directorate Reserves	9,815	3,000	0	9,960	22,775
Total	130,528	14,522	14,943	23,280	183,273

Appendix N – Individual Reserve Detail

Directorate	Service	Description	1st April Reserve £'000	Carry Forward Request £'000	20/21 MTFS commitment £'000	21-25 MTFS commitment £'000	Unallocated in MTFS Budgets £'000
Earmarked - Schools Reserves							
Schools	Education Services	DSG Reserve - County Council spend	-2,958	0	0	0	-2,958
	Other Services	School Balances	14,162	0	0	0	14,162
		Loans To Schools	14	0	0	0	14
		Schools Absence Insurance Equalisation Account	924	0	0	0	924
Total Earmarked Schools Reserves			12,142	0	0	0	12,142
Earmarked - External Reserves							
Communities	Education Services	School Improvement Monitoring & Brokering Reserve	646	-211	0	0	435
	Fire and Rescue	Emergency Service Network	766	0	0	0	766
	Environment Services	Proceeds of Crime	163	0	0	0	163
		S38 Developer Funding	350	0	0	0	350
	Strategic Commissioning Communities	Speed Workshops	825	0	0	0	825
		Rural Growth Network	242	0	0	0	242
People	Children and Families	Adoption Central England	1,209	-400	0	0	809
		House Project Grant - Innovation Programme Grant	0	0	0	0	0
		Controlling Migration Fund	391	-245	-146	0	0
Resources	Business and Customer Services	Museum, Records and Libraries Trust Funds and Bequests	338	0	0	0	338
	Finance	LA Counter Fraud Fund Grant	16	0	0	0	16
	Governance and Policy	One Public Estate	387	0	0	0	387
Corporate	Other Services	NNDR Pool Surplus Reserve	5,532	0	0	0	5,532
Total Earmarked External Reserves			10,866	-856	-146	0	9,864

Directorate			1st April Reserve	Carry Forward Request	20/21 MTFS commitment	21-25 MTFS commitment	Unallocated in MTFS Budgets
			£'000	£'000	£'000	£'000	£'000
Reserves Subject to Annual Review - Internal Policy							
People	Children and Families	Priority Families Reserve	906	0	-300	0	606
Resources	Business and Customer Services	Warwickshire Local Welfare Scheme	476	0	0	0	476
	Enabling Services	Community Energy Scheme	0	0	0	0	0
	Governance and Policy	Going for Growth Apprenticeship Scheme	297	0	0	0	297
Corporate	Other Services	LATC Operational Reserve	248	0	0	0	248
		Local Resilience Forum - Brexit funding	264	0	0	0	264
		Corporate Apprenticeship Fund	737	0	0	0	737
		Redundancy Fund	8,400	0	0	0	8,400
		Schools in Financial Difficulty	1,821	0	-70	-280	1,471
Total Annual Review - Internal Policy			13,149	0	-370	-280	12,499
Reserves Subject to Annual Review - Volatility							
Communities	Environment Services	Domestic Homicide Reviews	87	0	0	0	87
	Fire and Rescue	Pensions Reserve	333	0	0	0	333
People	Children and Families	Youth Justice Remand Equalisation	523	0	0	0	523
Corporate	Other Services	Financial Instruments Reserve	2,335	0	0	0	2,335
		Insurance Fund	9,125	0	0	0	9,125
		Capital Fund	1,658	0	0	0	1,658
		NNDR Appeals Reserve	7,951	0	0	0	7,951
		Pensions Deficit Reserve	466	0	0	0	466
Corporate	Other Services	Quadrennial Elections	687	0	0	0	687
		Audit Fee Reserve	774	0	0	0	774
		IT Sinking Fund	2,773	0	0	0	2,773
		Interest Rate Volatility Reserve	5,436	0	0	0	5,436
		Contingency to cover DSG overspend	12,314	0	0	0	12,314
Total Annual Review Volatility			44,461	0	0	0	44,461

Directorate			1st April Reserve £'000	Carry Forward Request £'000	20/21 MTFS commitment £'000	21-25 MTFS commitment £'000	Unallocated in MTFS Budgets £'000
Investment Funds							
Corporate	Other Services	Fire Transformation Fund	863	0	0	-863	0
		Children's Transformation Fund	6,217	-199	0	-6,018	0
		Organisational Change Fund	12,337	0	0	-7,722	4,615
		Un-ringfenced Government Grants	18,111	0	-18,111	0	0
		Revenue Investment Funds	17,500	0	-185	0	17,315
Total Investment Funds			55,027	-199	-18,296	-14,603	21,929
Reserves Subject to Annual Review - Specific Investment Projects							
Communities	Education Services	Virtual School for children looked after	93	-40	0	0	53
		Education management information system	44	0	0	0	44
	Environment Services	Flood Management Reserve	458	0	0	0	458
		Fire and Rescue	Vulnerable People Earmarked Reserve	84	0	0	0
	Strategic Commissioning for Communities	Kenilworth Station	552	0	0	0	552
		Skills Delivery for Economic Growth	131	0	0	0	131
Resources	Business and Customer Services	European Match Funding	166	0	0	0	166
		Corporate Customer Journey Programme	210	0	0	0	210
	Enabling Services	HR - Service Improvement Projects	60	0	0	0	60
Total Annual Review Specific Investment Projects			1,799	-40	0	0	1,759
Management of Financial Risk							
Communities		Directorate Risk Reserve	5,647	-515		0	5,132
People		Directorate Risk Reserve	12,844	-280		0	12,564
Resources		Directorate Risk Reserve	4,036	-1,504		0	2,532
Corporate		General Reserves	21,223	0		0	21,223
Total Management of Financial Risk			43,750	-2,299	0	0	41,451
Available for Use Reserves							
Corporate		Medium Term Financial Contingency	11,834	-731	-276	-6,340	4,487
Total Available for Use Reserves			11,834	-930	-276	-6,340	4,487
Total			193,027	-4,125	-19,088	-21,223	148,591

Appendix O – Carry Forward Requests

Service	Title	Description	Amount £'000
Education Services	Virtual Schools Grant (Earmarked Funds)		40
Education Services	School Improvement Grant (Ringfenced Funds)		211
Education Services	Early years closing the gap work (Ringfenced Funds)	To tackle the variations in children's social and academic development	199
Strategic Commissioning for Communities	City of Culture	£1m allocation over 4 years approved as part of 2019/20 budget.	250
Strategic Commissioning for Communities	Minerals Plan	Funding for the external inspection of the minerals plan. This is a statutory activity.	65
Environment Services	Community Transport pilot scheme	Support for vulnerable and elderly members of the community and provision of appropriate transport links to shops, medical appointments etc	200
Strategic Commissioning for People	Health Champions	EIPCCF funding for Health Champions work to be undertaken	80
Strategic Commissioning for People	Mosaic development	Continuation of mosaic development	200
Children and Families	MASH Education post and 2nd MASH nurse	Posts agreed in light of the immediate lessons learned from the paused OFSTED inspection	150
Children and Families	Adoption Central England (Ringfenced)	Accumulated reserve from partnership funding – ACE Board have requested to return some of the surplus to each partner while retaining £809k for managing future pressures	400
Children and Families	Controlling Migration (Ringfenced)	Unspent Section 31 grant funds which will continue to be spent in 20/21	245
Business and Customer Support	Support for service redesign	Funding will be used temporarily to support the salary budget in 2020/21 as the service continues to implement the service redesign.	214
Business and Customer Support	Community capacity building	Project approved by Cabinet, funded from Early Intervention Fund.	90
Business and Customer Support	Time banking	Project approved by Cabinet, funded from Early Intervention Fund.	60

Service	Title	Description	Amount
			£'000
Commissioning Support Unit	Support for service redesign	Funding will be used temporarily to support the salary budget in 2020/21 as the service continues to implement the service redesign.	400
Enabling Services	BDUK/LFFN programme	WCC element of match funding for government grant for the wider programme. WCC element is £200k, overall project is £5.7m.	200
Enabling Services	Sharepoint migration	Contract already in place, funding spread across two years based on delivery milestones. Includes cost of a project manager	581
Governance and Policy	Removal costs for Montague Road/Hawkes Point	Office move costs forecast for 2019-20 - due to delay in sale of building this funding will be required in 2020-21	340
Governance and Policy	Graduate Scheme	Funding to employ 3 graduates for 2 years, salaries and membership of the NDGP	200
		Total	4,125