

# Cabinet

12 November 2020

## 2020/21 Quarter 2 Budget Monitoring Report

### Recommendations

Cabinet are recommended to:

- a) Note the forecast underspend of £4.784m for the 2020/21 financial year on the Council's revenue budget.
- b) Note there is a forecast under-delivery of the 2020/21 savings requirement to the value of £2.694m.
- c) Note the increases to the approved 2020/21 capital programme of £0.363m since the programme was last reported in Quarter 1.
- d) Approve the carry forward of the reprofiled spend on the capital programme of £7.847m in 2020/21 into future years.
- e) Acknowledge that at the date of writing this report, the National Lockdown commencing on 4 November had not been announced. As such, it is important to note that the inevitability of potentially significant changes to the forecast position. This will be driven by changes to Covid related income and expenditure pressures and also Covid funding changes.

### 1. Purpose of the Report

- 1.1 This report outlines forecast financial position of the organisation at the end of 2020/21 based on the information known at the end of the second quarter. It provides an analysis based on best estimates and assumptions now. It should be noted that there remains significant uncertainty and potential volatility due to Covid which may lead to future movements in the forecast. The current analysis includes:
  - Capital and revenue financial performance;
  - Explanations and, where developed, mitigating actions for variations and the impact on service delivery; and
  - An indication of those areas where the current forecasts carry a risk of change during the year due to demand volatility and assumptions that could change over the course of the financial year.

## 2. Graphical Summary

### 2.1 Revenue Forecast 2020/21

Services are forecasting a total underspend of £4.784m for the financial year 2020/21 if all Covid grant funding is used in 2020/21.

This is made up of £4.640m from Covid funding above the 2020/21 forecast spend on response, and £0.144m pressure unrelated to Covid.

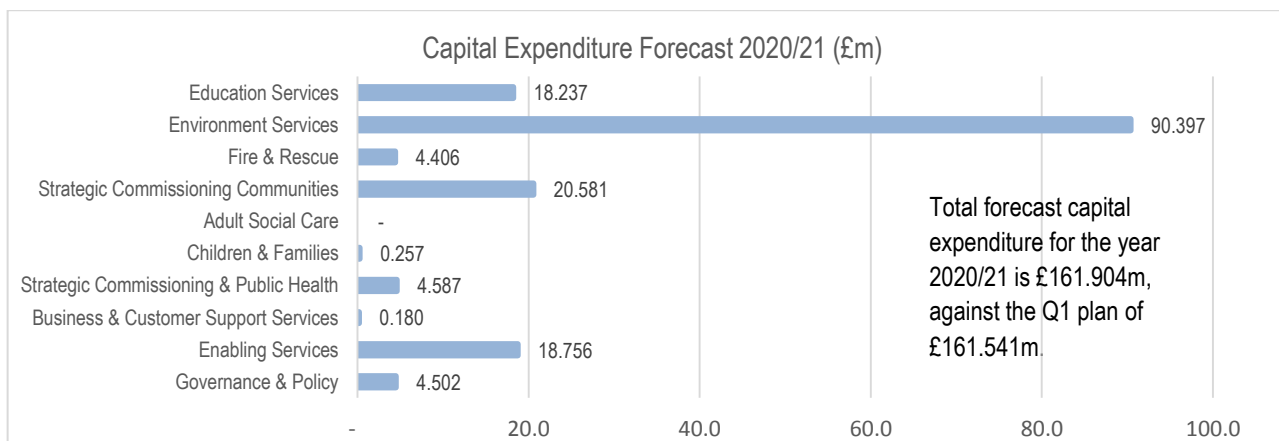
2020/21 Financial Year	£m
Approved Budget	£301.663
Forecast exc. Covid income	£338.357
Over/Underspend	£36.694
Government Covid funding	(£41.478)
<b>Net over/(underspend)</b>	<b>(£4.784)</b>
of which	
Covid funding above Covid pressures	(£4.640)
Non-Covid underspend against core budget	(£0.144)

### 2.2 Savings Achievement

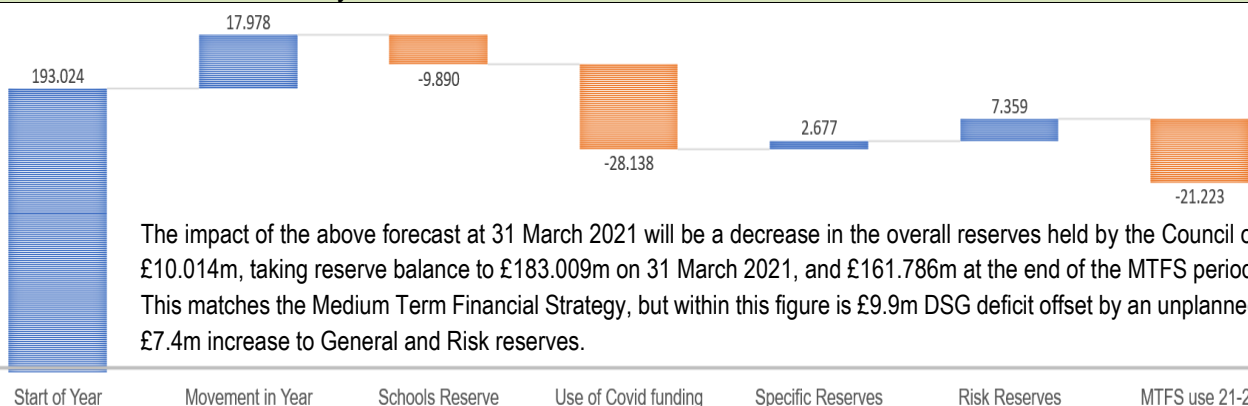


The savings plan for 2020/21 requires the delivery of £6.2m of savings from 19 individual savings initiatives. £3.5m (57%) are forecast to be delivered in line with the plan with £2.7m remaining unachieved mainly due to Covid.

### 2.3 Capital Expenditure Forecast 2020/21



### 2.4 Reserves Summary



The impact of the above forecast at 31 March 2021 will be a decrease in the overall reserves held by the Council of £10.014m, taking reserve balance to £183.009m on 31 March 2021, and £161.786m at the end of the MTFS period. This matches the Medium Term Financial Strategy, but within this figure is £9.9m DSG deficit offset by an unplanned £7.4m increase to General and Risk reserves.

## 2.5 Key Risks – Revenue

### **Covid-19**

- 2.5.1 Covid expenditure and income pressure forecasts for 2020/21 currently total £36.838m (£34.087m at Q1).
- 2.5.2 Covid related Government grants and NHS funding totals £41.478m, which offsets the £36.838m Covid response pressures, leaving £4.640m that could potentially be put towards emerging Covid pressures anticipated through a second wave in 2020/21 or funding ongoing pressures in 2021/22+. Of this amount, £0.772m is ringfenced for Test & Trace expenditure in 2021/22. This total grant value includes the additional funding announced for Local Authority eligible lost fees and charges income. Early indications are that the value of this income related claim for 2020/21 is £4.111m and WCC has submitted the first claim for this income. Adjustments to this grant funding, or any other relevant funding will result in further changes to the net forecast Covid position. The figure does not include the £3.696m tranche 4 response grant funding announced late October, as offsetting Covid costs are expected to emerge as we move into Winter.
- 2.5.3 In order to present the gross Covid pressures, the net underspend or overspend for each service area does not include specific grants that Services will receive that will offset Covid pressures in their areas. The total of these grants is within the £41.478m that is presented as being available to offset Covid pressures. Where grant funding is received but “passported” directly to 3<sup>rd</sup> parties or suppliers, and there is a net zero impact on WCC for acting as an ‘agent’, this is not included in the Covid gross pressure and funding figures.

### **Key variances**

- 2.5.4 £12.373m of currently forecast underspends relate to reduced delivery of services, and there is a risk that demand and consequently the cost of delivery may accelerate again through the financial year, effectively reducing the current forecast underspends. See section 3.7. If this occurs, the forecast underspend will decrease.
- 2.5.5 After notionally removing the Covid related pressures within the revenue forecasts, the largest variances not mitigated within the service are:

#### **Overspends**

- Dedicated Schools Grant High Needs Block: £11.313m
- Children with Disabilities Care Placements: £3.508m
- Children and Families Placements: £3.039

#### **Underspends**

- Adult Social Care £7.670m
- Corporate Services £2.753m
- Enabling Services £1.975m

### **Changes from Quarter 1**

- 2.5.6 The forecast outturn position has reduced by 2.6% (£8.151m) since quarter 1, predominantly through increased Covid funding, reduced demand on Adult Social Care services and management of overspends highlighted in quarter 1, against in year growth in demand and cost for child placements in Education and Children and Families services.

### 3. Revenue Outturn

#### Revenue forecast by service

Service Area	2020/21 Approved Budget	2020/21 Quarter 2 Forecast	2020/21 (Under)/ Overspend	Change from Quarter 1 Forecast	Covid-19 Pressures	Non- Covid-19 Pressures
	£m	£m	£m	£m	£m	£m
<b>Communities</b>						
Education Services - Non-DSG	34.344	41.757	7.413	4.402	3.682	3.731
Environment Services	26.500	28.166	1.666	(0.792)	2.442	(0.776)
Fire & Rescue	21.507	22.047	0.540	0.297	0.293	0.247
Strategic Commissioner for Communities	22.523	26.629	4.106	(1.430)	4.104	0.002
<b>Subtotal Communities</b>	<b>104.874</b>	<b>118.599</b>	<b>13.725</b>	<b>2.477</b>	<b>10.521</b>	<b>3.204</b>
<b>People</b>						
Adult Social Care	155.067	157.727	2.660	(5.667)	10.330	(7.670)
Children & Families	64.061	67.810	3.749	1.113	2.959	0.790
Strategic Commissioner for People	34.880	33.505	(1.375)	(1.150)	0.171	(1.546)
<b>Subtotal People</b>	<b>254.008</b>	<b>259.042</b>	<b>5.034</b>	<b>(5.704)</b>	<b>13.460</b>	<b>(8.426)</b>
<b>Resources</b>						
Business and Customer Services	17.723	20.548	2.825	(0.969)	3.214	(0.389)
Commissioning Support Unit	6.349	8.323	1.974	0.502	1.630	0.344
Enabling Services	26.140	25.364	(0.776)	(0.964)	1.199	(1.975)
Finance	6.277	6.167	(0.110)	(0.183)	0.004	(0.114)
Governance & Policy	2.760	3.518	0.758	(0.342)	0.674	0.084
<b>Subtotal Resources</b>	<b>59.249</b>	<b>63.920</b>	<b>4.671</b>	<b>(1.956)</b>	<b>6.721</b>	<b>(2.050)</b>
Corporate Services and Resourcing	(116.468)	(113.094)	3.374	6.049	6.127	(2.753)
DSG expenditure	235.217	245.107	9.890	(1.044)	0.009	9.881
DSG income	(235.217)	(235.217)	0.000	0.000	0.000	0.000
<b>Subtotal Corporate Services and DSG</b>	<b>(116.468)</b>	<b>(103.204)</b>	<b>13.264</b>	<b>5.005</b>	<b>6.136</b>	<b>7.128</b>
<b>Sub-total</b>	<b>301.663</b>	<b>338.357</b>	<b>36.694</b>	<b>(0.178)</b>	<b>36.838</b>	<b>(0.144)</b>
Covid-19 related grants (including NHS funding)		(41.478)	(41.478)	(7.973)	(41.478)	0.000
<b>Total</b>	<b>301.663</b>	<b>296.879</b>	<b>(4.784)</b>	<b>(8.151)</b>	<b>(4.640)</b>	<b>(0.144)</b>

- 3.1 The table above shows the approved budget against the forecasts, including gross Covid pressures, to show the pressure before Covid related government funding is applied. This gives a forecast overspend of £36.694m against the approved budget. This variance is then separated into costs relating to Covid response and those relating to non-Covid pressures. Covid funding from government grants and NHS discharge claims offsets £41.478m of this overspend, leaving £4.640m forecast Covid-19 funding for ongoing Covid pressures in the current and future years alongside a £0.144m non-Covid underspend.
- 3.2 After allocating the Covid grant funding, the position is balanced, but within this are services with material overspends: Education Services (both DSG and non-DSG funded) and Children & Families, offset by services with material underspends: Adult Social Care, Enabling Services and Corporate Services and Resourcing. Further details of the causes of the variation and mitigating actions are listed by service in Appendices A and C.
- 3.3 Several variations in the services shown in the table above impact on specific ringfenced reserves, either underspends transferred to these reserves (£2.913m) or overspends funded from them (£0.236m). Although the net £2.677m does impact on the overall reserve position of the Council, the reserves are held for this specific purpose and it does not impact on the funds available for general use within the General Reserve. See Section 4.
- 3.4 The Dedicated Schools Grant has a pressure of £9.890m forecast over the period April 2020 to March 2021. This pressure cannot be funded by the Council funds outside of the DSG grant, and the blocks cannot fund each other. The pressure on the High Needs Block must be mitigated by future years' underspend in the High Needs Block. Plans to start to reduce the structural deficit have been approved by Cabinet and investment funds allocated to begin work to bring this into effect.

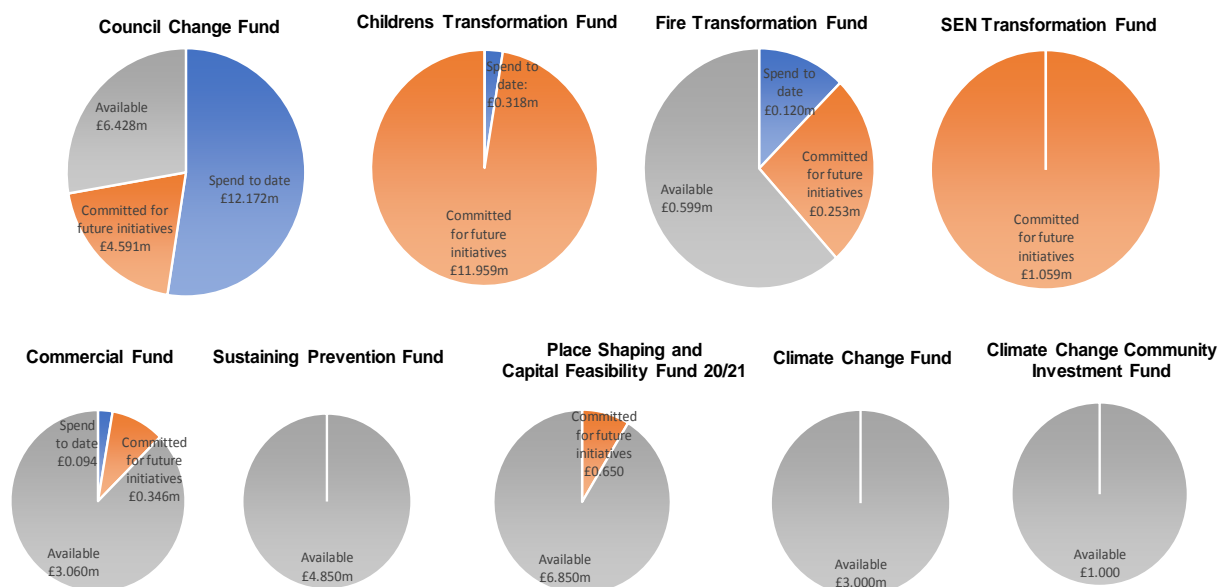
<b>DSG deficit forecast to be carried into 2021/22</b>	<b>£m</b>
Central Block	(0.034)
Early Years Block	(1.312)
High Needs Block	11.313
Schools Block	(0.077)
<b>Total Impact</b>	<b>9.890</b>

- 3.5 There is a £2.719m forecast net underspend across the services which will increase the amount of available funds in the General Reserves. This is made up of £17.617m pressures and £20.336m underspends and will be discussed at Directorate Leadership Team meetings throughout the year. The largest 3 of these are:
- £3.508m overspend in Education, related to Children with Disabilities in Care Placements, with increased numbers and complexity (affecting average unit cost);

- £2.234m overspend in Children & Families due to placements driven by increased demand;
- £7.670m underspend in Adult Social Care due to reduced demand and replacement funding for core services.

3.6 Note that £12.373m of the currently forecast underspend is in key areas of service delivery, predominantly staffing and community equipment in Adult Social Care, and recently announced ringfenced grant income for Home to School Transport. Services may increase spend in these areas to meet delivery requirements, so there is a risk that the forecast in these areas will increase, but the current forecast represents the most likely outturn position.

### Corporate Change Funds



3.7 The bidding process and approval for Investment and Change funds was on hold during the Covid response phase but was re-initiated in July, with fast-tracked bids underway for specific economic recovery projects, the development of the Commercial Strategy including the Warwickshire Property and Development Company and to support the Dedicated Schools Grant recovery and sustainability plans. The use of the investment funds is strongly influenced by any recommendations accepted by Cabinet from the Cross Party Covid Recovery working groups.

3.8 Cabinet has agreed to the allocation of £1.0m from the Climate Change Fund to a new Community Climate Change Investment Fund. The aim of the new fund is to progress the Council's objectives on climate change mitigation included in its adopted Council Plan 2025, in response to declaring a climate emergency in July 2019.

## Savings Performance

3.9 Performance against individual savings targets are listed in Annexes A to M.

2020/21	No. of Savings Options	Saving Delivered £m	Savings Not Delivered £m
Savings target achieved/overachieved	14	2.266	0
Savings target partially achieved	1	1.249	1.274
No saving delivered against target	4	0	1.420
<b>Total</b>	<b>19</b>	<b>3.515</b>	<b>2.694</b>

3.10 Below are details of those savings which are highlighting forecast under-achievement:

Description	Target £m	Forecast £m	Reason for variance and associated management action
<b>Corporate Services and Resourcing</b> - Material receipts from the sale of strategic sites. Reinvestment of the capital receipts will reduce the Council's borrowing costs.	2.523	1.249	Delays on the sale of two sites as a result of preferred bidders withdrawing offers at the start of the Covid lockdown has impacted on the ability to reduce borrowing costs in line with targets.
<b>Business support</b> - Service wide restructure of business support, including delayering of the entire model and reductions in levels of agency spend.	0.880	-	The delay in implementing the Business Support FOM has impacted the Service's ability to deliver the savings this year. A request has been made to reprofile the savings pending the re-engineering of Business Support Service processes coupled with the implementation of digital solutions as appropriate.
<b>Contract Management</b> - Reduction in the cost of contracted services and third party spend through improved contract management at all stages of the procurement process.	0.500	-	Delays in implementation due to impact of Covid response. This saving plan has been reprofiled to future years; this means the under delivery in 20/21 will be mitigated from reserves funding.
<b>Legal Services additional surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies	0.030	-	Unlikely at this stage due to current pressures on income.
<b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping.	0.010	-	Project delayed due to Covid – work will be recommencing shortly but may delay full recovery in year 1.
<b>Total</b>	<b>3.943</b>	<b>1.249</b>	

## Medium Term Implications

- 3.11 Levels of income and suppressed demand through Covid create one-off relief, while growth in demand and cost for child placements in Education and Children & Families services has an ongoing impact. The impact of these and other pressures and reductions flagged in budget monitoring will be modelled and the need to adjust future years' budgets evaluated as part of the ongoing MTFS refresh.
- 3.12 The impact of the current forecast at 31 March 2021 will be a decrease in the overall reserves held by the Council of £10.014m, taking the reserve balance to £183.009m on 31 March 2021, and £161.786m at the end of the MTFS period. The impact on the general and risk reserves, however, is a further increase of £7.359m.
- 3.13 Alongside the one-off underspend, one-off funding and ongoing pressures, the MTFS will be modelling the impact on the tax-base of the delays in development, the potential rise in unemployment and reduction of interest rates which are all anticipated as a medium term impact of the Covid response.

## 4. Reserves position

£m	Start of Year 20/21	Movement up to Q2	Effect of Outturn	Closing Balance	21-25 Planned Use	Remaining
Schools Reserves	12.142	5.240	(9.890)	7.492	0.000	7.492
Earmarked Reserves	125.296	(15.400)	2.677	112.574	(14.883)	97.691
Risk and General Reserves	55.585	28.138	(20.779)	62.944	(6.340)	56.604
Total	193.024	17.978	(27.992)	183.009	(21.223)	161.786

- 4.1 The reserves closing balance includes all approved use of reserves so far during the year, including carry forwards from 2019/20, use of change funds and use of specific or earmarked reserves up to Quarter 2. Alongside this the Effect of Outturn shows the impact of the current forecast revenue position on the council's funds.
- 4.2 The longer-term impact of Covid on the Council tax and business rates (estimated at £8.178m) is not reflected in the reserves journey above but will be built into the refreshed MTFS.

## 5. Capital

- 5.1 The latest forecast of 2020-21 capital payments is £161.904m, with a further £177.949m of payments forecast over the medium term. The 2020-21 forecast is an increase of £0.363m on the Quarter 1 budget.

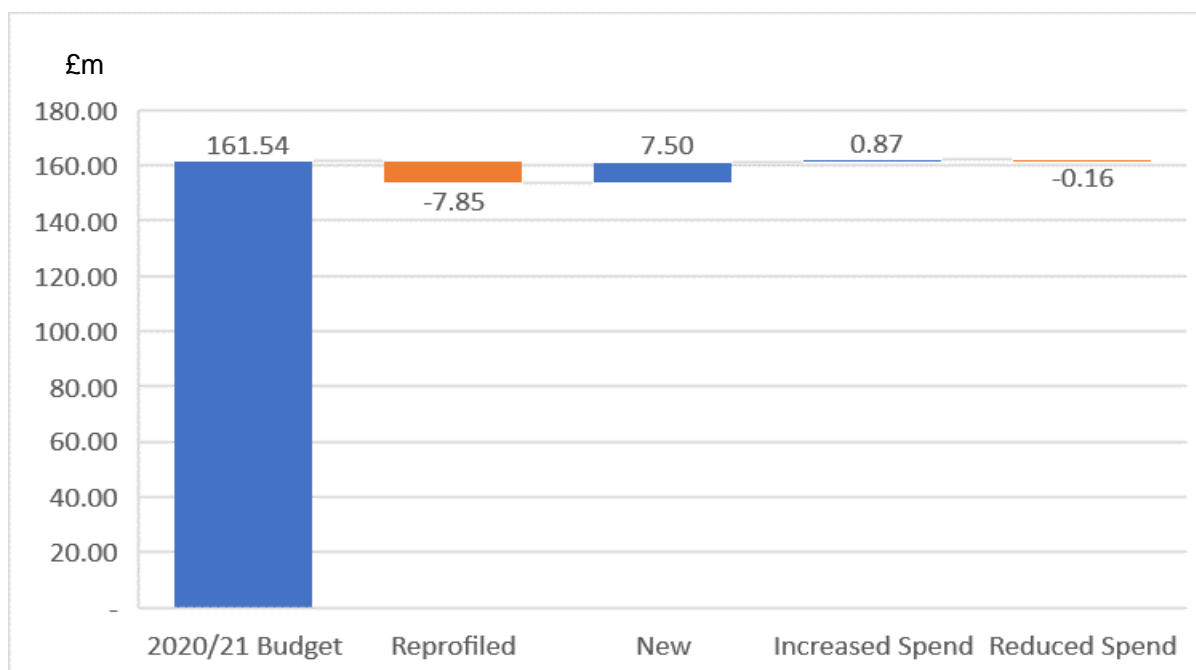


- 5.2 This increase is made up of £7.847m (4.9%) of planned spend for 2020/21 now expected to move into future years, an increase in newly approved capital schemes of £7.499m being brought into the programme and a net increase in the overall cost of capital schemes of £0.711m.
- 5.3 The remaining balance on the 2020-21 Capital Investment Fund (CIF) allocation is £13.660 million. When added to the annual CIF allocation of £24.914 million this results in a total remaining amount in the Capital Investment Fund (CIF) over the term of the MTFs of £113.315m.

### Capital Forecast by Service

	2020/21 Approved Budget £m	2020/21 Forecast £m	2020/21 Variance £m	2021/22 to 2024/25 Approved Budget £m	2021/22 to 2024/25 Forecast £m	2021/22 to 2024/25 Variance £m	Total Variance £m
Education Services	15,898	18,237	2,339	16,277	21,861	5,584	7,923
Environment Services	96,100	90,397	- 5,704	83,285	93,055	9,770	4,066
Fire and Rescue	5,347	4,406	- 941	2,734	3,727	993	52
Strategic Commissioning Communities	18,106	20,581	2,476	35,465	44,063	8,597	11,073
<b>Communities</b>	<b>135,452</b>	<b>133,622</b>	<b>- 1,830</b>	<b>137,761</b>	<b>162,705</b>	<b>24,944</b>	<b>23,114</b>
Adult Social Care	0	-	-	313	313	-	-
Children and Families	257	257	-	172	172	-	-
Strategic Commissioning & Public Health	4,587	4,587	-	63	63	-	-
<b>People</b>	<b>4844.221</b>	<b>4,844</b>	<b>-</b>	<b>549</b>	<b>549</b>	<b>-</b>	<b>-</b>
Business and Customer Support Services	168	180	12	1,782	1,770	- 12	-
Enabling Services	16,575	18,756	2,181	9,389	12,907	3,518	5,699
Governance & Policy	4,502	4,502	-	17	17	-	-
<b>Resources</b>	<b>21,245</b>	<b>23,438</b>	<b>2,193</b>	<b>11,188</b>	<b>14,694</b>	<b>3,506</b>	<b>5,699</b>
<b>Total</b>	<b>161,541</b>	<b>161,904</b>	<b>363</b>	<b>149,498</b>	<b>177,948</b>	<b>28,450</b>	<b>28,813</b>

## Capital Variance Analysis



5.4 2020/21 Budget – This is set according to the forecast spend in 2020/21 made on 31st March 2020. The forecast shows the changes in capital programmes since then, made up of:

- i.) Reprofiled projects – these are schemes where there has been a slip in the time scale for delivery. The project is still being delivered and with no material change in cost, but the impact is that the benefits of projects are not realised and available to the taxpayers of Warwickshire in the timeframe originally anticipated. There is £23.71m of project expenditure which has slipped into future years, and work is ongoing to make initial estimates of planned delivery more realistic to ensure slippage only occurs where uncontrollable delays occurs.
- ii.) New projects – these are projects recently added to the capital programme or projects where costs have risen as a result of a substantial change in scope. These schemes have been added through formal governance, with financing made available from CIF or Corporate grants.
- iii.) Projects with Increased Spend – these are schemes where project costs have risen above the level previously expected. This means additional funding has had to be arranged. This may be in the form of a revenue contribution to capital from a Service’s revenue budget, the use of basic need funding for education projects or through the collection of additional S278 money from developers. Apart from S278 projects the impact of this is that there is less funding available for other projects/activity.

iv.) Underspent projects – these are schemes which have been delivered under budget. The impact of this is that funds are no longer required for a specific scheme. This may mean the authority will be able to recycle funds to alternative projects or will borrow less.

5.5 The additional funding available should be noted. For 2020-21, £7.499m of forecast spend has been added to the capital programme, with an additional £20.601m available in 2021-22 onwards. This is as a direct result of new funding from grants, capital investment fund borrowing and S278 contributions.

5.6 Across all years supplementary funding of an extra £0.711m has been added to capital projects where additional funding is required to deliver schemes already in progress. In each case the funding has been identified prior to increase, or secured from the Capital Investment Fund.

5.7 Analysis of 2020/21 highlights:

i.) Fire & Rescue – £0.513m of funding redistributed between projects within the overarching training scheme and slippage of £0.890m

The Fire Training Capital Scheme is progressing, and tenders have been received via an open market tender for the Kingsbury and Stratford sites. Due to current market conditions and an increase in demand for contractors both tenders exceed the original estimates. Warwickshire Fire and Rescue Service has carried out several value engineering exercises with the design consultant and are unable to reduce the design and specification any further without impacting on their fundamental training requirements. This has necessitated the transfer of funding between individual projects. Works are likely to commence on these two sites during December 2020.

There has been a delay with the Lea Marston site due to additional planning conditions, the Service is hopeful that this site will be presented to the December 2020 Planning Committee, with a view to receiving and evaluating tenders by February 2021.

The Service has taken the decision to temporarily pause the water rescue training provision at the Environment Agency site, until the Lea Marston tender evaluation has been carried out. At this point the Service will be able to review the deliverability of the suite of training schemes within the existing budget, and if necessary, consider alternative funding arrangements. This element of the scheme is nevertheless an important training asset which is linked to the Integrated Risk Management Plan. When compared to other Fire and Rescue Services, Warwickshire has a significant number of rescues from water (per head of population) and this facility directly links to climate change, which is a foreseeable increasing risk for the communities of Warwickshire into the future.

- ii.) Transforming Nuneaton – Preliminary work on the delivery of the new building has been delayed due to issues around gaining vacant possession of the site, which is needed to allow for demolition and a clean site ready for development, and the appointment of the main project management team; expected delivery has been pushed back by 1 year and the forecast adjusted to recognise this.
- iii.) A47 Hinckley - £1.973m has been slipped into later years. This scheme has now been split into two more phases as current estimates based on more detailed design have identified the current budget is insufficient to deliver the full scope of the original project. Phase 2 (cycle provision) will be delivered in 2021/22 with the scope and timescales of further junction improvements dependant on the amount of additional funding being approved.
- iv.) A46 Stoneleigh – delays of £1.135m have been caused as a result of required approvals with Highways England becoming protracted. The timescale around gaining Highways England approvals was a known risk at the outset of the project and as such costs associated with it have been allowed for in the risk budget. The shift in spend from 20/21 to 21/22 presented here will not result in any increased costs that cannot be managed in the available budget.
- v.) Delays in Projects – the £7.847m delays and re-profiling of projects is caused by slippage. The slippage on individual projects is detailed in Appendix B and above.

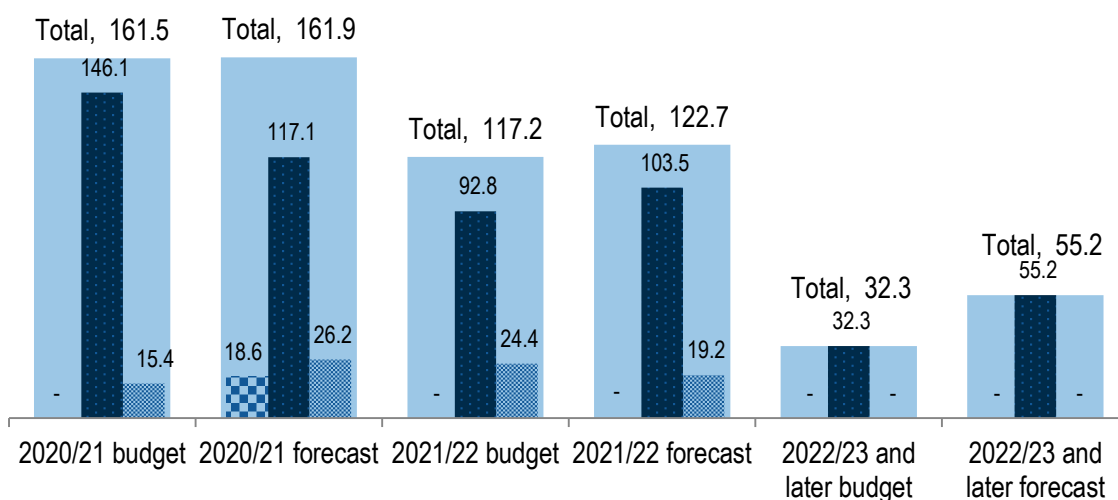
### **Capital Financing**

- 5.8 As well as approving the revised spending in the capital programme, Council must also ensure it has funding available to meet its capital payments in each financial year. The chart and table below show how the planned and forecast capital expenditure is to be financed. These figures exclude the remaining unallocated Capital Investment Fund.

	2020/21 budget £m	2020/21 forecast £m	2021/22 budget £m	2021/22 forecast £m	2022/23 and later budget £m	2022/23 and later forecast £m
Corporate Borrowing	0.000	18.614	-	0.000	-	0.000
Self-financed Borrowing	- 1.744	- 1.692	0.995	0.995	-	-
Grants and Contributions #	146.148	117.099	92.771	103.500	32.334	55.201
Capital Receipts	14.527	25.075	23.393	18.246	-	0.000
Revenue	2.610	2.808	0.005	0.005	-	-
<b>Total</b>	<b>161.541</b>	<b>161.904</b>	<b>117.164</b>	<b>122.747</b>	<b>32.334</b>	<b>55.202</b>

### Estimated Financing to 2022/23 & Later Years (£m)

■ Borrowing   
■ Grants and Contributions   
■ Revenue, Capital Receipts & Self Financing



# The income from grants and contributions includes grants from Government and contributions from developers and other third parties.

WCC manages cash as a whole, so even where borrowing is shown as a form of financing in this graph it does not mean new borrowing will be necessary. The borrowing figure shown is the gap between our spending and the funding available to us which is called the CFR (Capital Financing Requirement).

5.9 In addition to the forecast spend in the table the Council has additional spend commitments resulting from Education basic need grants which have been earmarked for educational provision. The grants received for previous years have been used to support other capital spending in earlier years to avoid borrowing in advance of need. These future commitments equal £31.639m and when they occur,

they will increase the Council's Capital Financing Requirement (CFR). The CFR is the annual the gap between our spend and available funding for capital projects. At present the exact profile of the Education spending is unknown as it has not yet been allocated to named or approved projects. It could necessitate additional borrowing to finance the capital programme over the period of the MTFS, however the need to undertake any future borrowing would depend on cash balances at that time.

- 5.10 The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Forecasts are determined by the Council's programme of disposals and subsequent income from capital receipts is used to avoid the need to incur additional borrowing. Any shortfall in the level of expected receipts will increase the CFR and may require the Authority to borrow sooner than expected.

## **6. Financial Implications**

- 6.1 The report outlines the financial performance of the authority in the year 2020/21. There are no additional financial implications to those detailed in this report.
- 6.2 The key financial issue remains the need for the MTFS to reflect: the need to put sustainable solutions in place for those services reporting material demand-led overspends; the need to ensure the ambitions of the capital strategy are aligned to the capacity to deliver; and that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

## **7. Environmental Implications**

- 7.1 There are no specific environmental implications as a result of the information and decisions outlined in the report.

## **8. Background Papers**

None

## **9. Appendices**

- a. Appendix A – Commentary on service revenue forecasts
- b. Appendix B – Commentary on service capital forecasts
- c. Appendix C – Service level narrative, reserves, savings and forecasts

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No elected members have been consulted in the preparation of this report.