

**Annex A Revenue - Children & Families**

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holder - Councillor Sue Markham (Children &amp; Families)

Appendix A

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Adoption Central England (ACE)	Adoption Central England (ACE) services on behalf of Warwickshire, Coventry, Soihull, Herefordshire Council and Worcestershire County Council.	5,633	(1,061)	(4,573)	(5,633)	0
Corporate Parenting & Migration	Asylum/Leaving Care 18-25 years, Head of Corporate Parenting, Children In Care, Migration	49,235	(183)	(15,529)	(15,712)	33,523
Director Children & Families	Director of Children and Families, Transformation, Family First Pathfinder. Residual Premature Retirement Costs,	13,523	(1,123)	(6,269)	(7,392)	6,132
Early Support & Children with Disabilities	Domestic Abuse, Children with Disabilities, Education Safeguarding, Early Support including Family Information Service, Different Futures, Youth & Community Centres,	25,565	(2,650)	(2,526)	(5,175)	20,389
Family Help	Targeted Early Support, Children in Need, Child Protection, Children in Care (up until permanency decision), Public Law Outline work (pre-proceedings and care proceedings), Private Law work.	30,573	(3)	0	(3)	30,570
Homes for Children	WCC Fostering Services, WCC Children's homes, Warwickshire House Project, WCC Supported Lodgings, Placement hub & WRAP, Children in Care support services , (CICSS) - Family Time & Life Story work	10,926	(3,490)	(138)	(3,628)	7,298
Quality & Impact & PSW	Independent Reviewing Officer and Family Network Service, C&F Practice and learning Hub, Assurance and Development, Voice, Influence and Change, Quality Assurance and Practice Reviews, Systemic Practice Team and C&YP Directorate Business Support.	9,911	(798)	(481)	(1,279)	8,632
Safeguarding Communities	Head of Safeguarding Communities, Family Adolescent Support Team (FAST), Family Connect, Multi-agency Child Protection Team (MACPT), Youth Justice Service, Youth Work Service, Emergency Duty Team (EDT).	10,229	(342)	(831)	(1,173)	9,056
<b>Net Service Spending</b>		<b>155,596</b>	<b>(9,650)</b>	<b>(30,345)</b>	<b>(39,995)</b>	<b>115,601</b>
2025/26 revenue budget supported by non-reoccurring funding						678

**Annex A Savings - Children & Families**

Director - John Coleman

Executive Director - Nigel Minns

Portfolio Holder - Councillor Sue Markham (Children & Families)

Appendix A

Description	Annual Saving					Total £'000
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
<b>Reduce spend on residential care</b> - Reduce the cost of care/services including the increased use of our internal children's homes, boarding schools, increasing number of internal foster carers and residential schools, to achieve better outcomes while reducing cost through more local and cost-effective placements.	(1,000)	(100)	(1,381)	(1,831)	(1,642)	(5,954)
<b>Grant income</b> - More effective use of grant income to support the core activity of the service and contribute to the service overheads.	(100)	0	0	0	0	(100)
<b>Third-party contributions</b> - Maximise contributions from other agencies for care packages for children in care.	(300)	(200)	0	0	0	(500)
<b>House project</b> - Reduce the cost of 16 plus supported accommodation through the expansion of the House project, delivering financial benefits through this innovative approach.	0	(100)	0	(200)	0	(300)
<b>Reduction in staff costs</b> - Reduction in workforce costs following the implementation of the Families First Programme, including staffing, training and development costs over a three year period.	(53)	(1,126)	(656)	0	0	(1,835)
<b>Youth and Community Centres</b> - Increase income from third party use of centres.	0	(20)	(50)	(50)	0	(120)
<b>Children &amp; Families Building Maintenance</b> - Zero base the budget after meeting current commitments.	0	(103)	0	0	0	(103)
<b>Director Budget</b> - Rightsizing of budget following zero-based review and reset of Director's budget.	(139)	0	0	0	0	(139)
<b>Children &amp; Family Centres</b> - strategic review and repurposing of provision of Children and Families centres including through synergies with libraries and other council services/buildings where appropriate.	0	0	0	(900)	0	(900)
<b>Total Children &amp; Families</b>	<b>(1,592)</b>	<b>(1,649)</b>	<b>(2,087)</b>	<b>(2,981)</b>	<b>(1,642)</b>	<b>(9,951)</b>

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

Appendix A

Scheme Title	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Adaptations to support child placements 2025-26 onwards	244	156	156	156	156	868
Internal Childrens Home 4	-	-	-	62	-	62
Internal Children's Homes - Cars for Home 2,3,3a,4	30	-	-	-	-	30
<b>Total Children &amp; Families</b>	<b>274</b>	<b>156</b>	<b>156</b>	<b>218</b>	<b>156</b>	<b>960</b>

**Annex B1 Revenue - Education Services (Non-DSG)**

**Director - Johnny Kyriacou**

**Executive Director - Nigel Minns**

**Portfolio Holder - Councillor Kam Kaur (Education)**

**2025/26 Non-DSG Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Access to Education	School Improvement and Support, Access to Education, Capital and Sufficiency Team, Admissions	760	0	(215)	(215)	545
Director of Education	Management and Service Development & Transformation, Educational Visits	4,135	(1,128)	(291)	(1,419)	2,716
Early Years & School Effectiveness	School Governance, Virtual Schools, Education Improvement Service Management, Safeguarding and Intervention, Statutory Assessment, Schools In Financial Difficulty	3,992	(2,110)	(957)	(3,067)	925
School Services & Post 16 Education	Adult and Community Learning, Attendance Service, Information, Advice and Guidance - Employability, Music Service	6,564	(782)	(4,071)	(4,853)	1,711
SEND and Inclusion	Education Psychology, Disability, Special Educational Needs and Disabilities Assessment and Review Service, SEND and Inclusion Management, SEND and Inclusion Change Programme, Ethnic Minority and Traveller Achievement Services, Specialist Teaching Service	9,300	(1,574)	(1,521)	(3,095)	6,205
<b>Net Service Spending (excluding DSG)</b>		<b>24,751</b>	<b>(5,593)</b>	<b>(7,056)</b>	<b>(12,649)</b>	<b>12,102</b>
2025/26 revenue budget supported by non-reoccurring funding						1,439

**Annex B1 Savings - Education Services (Non-DSG)**

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

Appendix B1

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Savings on third party spend</b> - Efficiency savings as a result of absorbing inflation in contract values for the provision of tracking and supporting the participation of 16-18 year olds (up to 25 with an EHCP/Care Leaver) into education, employment, or training (EET) (Statutory Service).	(10)	0	0	0	0	(10)
<b>Reduction in core funding</b> - Reduction in the core funding for legal charges within school admissions, instead costs to be charged to the Dedicated Schools Grant hence saving to the core budget.	(50)	0	0	0	0	(50)
<b>Team Restructure</b> - Permanent Saving within the Education Sufficiency and Capital Team	(14)	(35)	0	0	0	(49)
<b>Savings to third party contract</b> - Improved Value for Money through benefits of re-procurement with a reduction in contract value	0	(70)	0	0	0	(70)
<b>SEND Mediation</b> - Retender of mediation to reduce costs	(49)	0	0	0	0	(49)
<b>Director Budget</b> - Rightsizing of budget following zero-based review and reset of Director's budget.	(96)	0	0	0	0	(96)
<b>Legal Fees</b> - Overall reduction in use of internal Legal services.	(10)	0	0	0	0	(10)
<b>Total Education Services (Non-DSG)</b>	<b>(229)</b>	<b>(105)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(334)</b>

**Annex B1 Capital - Education Services**

Director - Johnny Kyriacou

Executive Director - Nigel Minns

Portfolio Holder - Councillor Kam Kaur (Education)

Appendix B1

Scheme Title	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Kingsway site changes to aid Academy conversion	3,105	-	-	-	-	3,105
Stratford upon Avon Secondary	5,394	-	-	-	-	5,394
The Queen Elizabeth Academy - New Two Storey Modular Classroom Block	2,457	-	-	-	-	2,457
Oakley Grove Reception Contingency 23 Bulge Class	428	-	-	-	-	428
Shipston High School - 1FE Expansion	4,267	-	-	-	-	4,267
Myton Gardens-New 2FE (420 place) Primary School with Nursery and SRP	7,523	-	-	-	-	7,523
Evergreen-Expansion of Round Oak site	3,840	34	-	-	-	3,874
Oak Wood Primary-Primary expansion – 20 places, sensory spaces. Hygiene suite, toilets, staff room	157	-	-	-	-	157
Oak Wood Secondary School - New Centre at Bermuda Park	1,246	-	-	-	-	1,246
St John's Primary School - 1FE Expansion	3,000	-	-	-	-	3,000
Lighthorne Heath Primary School - Relocation – New 2FE Primary + SRP	12,864	-	-	-	-	12,864
Shottery St Andrew's Primary - Relocation and Expansion - New 1FE/2FE Primary	12,409	-	-	-	-	12,409
Safeguarding and Security 2024/25 - Block Header	200	-	-	-	-	200
Happy Days Nursery, Southam - Conversion Of Upper Floor	40	-	-	-	-	40
Kenilworth Nursery School - Expansion	10	-	-	-	-	10
Little Learners, Nuneaton - Installation Of Modular Building	270	-	-	-	-	270
Shipston Pre-School - Single-Storey Extension	24	-	-	-	-	24
Callendar Farm - New 2FE Primary School	10,000	4,500	-	-	-	14,500
Bright Kids (Lower Quinton) - Extension Of Existing Building	38	-	-	-	-	38
Budbrooke House Children's Nursery - Extension	33	-	-	-	-	33
Cheeky Monkeys Day Nursery, Nuneaton - Extension Of Nursery Building	50	-	-	-	-	50
Creative Flair, Kenilworth - Garage Conversion	11	-	-	-	-	11
Happy Days Nursery (Warwick) - Conversion Of Warehouse	71	-	-	-	-	71
Knightlow Children's Partnership - Extend Baby Room	63	-	-	-	-	63
Little Millers Nursery (Wolvey Primary) - Refurbish Modular Building	23	-	-	-	-	23
St John's Primary School, Kenilworth - Repurpose Existing Space	18	-	-	-	-	18
The Burrow Nursery & Pre-School, Kenilworth - Classroom Extension	15	-	-	-	-	15
<b>Total Education Services</b>	<b>67,552</b>	<b>4,534</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,087</b>

2025/26 DSG Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Education Service - Schools Block	Exceptional Pupil Numbers / Schools growth, Support to maintained schools for Ethnic Minority & Travellers, Free School Meals admin, School Improvement, Transition, Trade Union Cover, Occupational Health & DBS checks.	3,809	(65)	(97)	(162)	3,646
Education Service - Early Years Block	Special Education and Disability (SEND) Early Years, Early Years Sufficiency & Strategy, Early Years funding for U2, 2, 3 and 4 Year olds.	96,202	(55)	0	(55)	96,147
Education Service - High Needs Block	SEND Commissioned services, Education, Health and Care Plan (EHCP) Top up funding, Independent School Places, Hospital Tuition, Resource Provision, Flexible Learning, Post 16 SEND, Alternative Provision & Integrated services.	82,588	(1,191)	(1,792)	(2,983)	79,605
Education Service - Central Services Block	Admissions and Local Authority responsibilities previously funded by non DSG grant.	3,437	(46)	0	(46)	3,390
<b>Net Education Service DSG Spending</b>		<b>186,035</b>	<b>(1,358)</b>	<b>(1,889)</b>	<b>(3,247)</b>	<b>182,788</b>
Schools Block	Schools National Funding Formula allocations and Local Authority Central Services	488,823	0	0	0	488,823
Early Years Block	Local Authority Central Services support to Early Years Block	144	0	0	0	144
High Needs Block	Special Schools Funding Formula allocations and LA Central Services	7,324	0	0	0	7,324
Central Services Block	Local Authority Central Services support to CS Block & additional costs of Teachers pay & pensions.	1,334	0	0	0	1,334
<b>Net Non Education DSG Spending</b>		<b>497,625</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>497,625</b>
	Schools Block DSG Grant	0	0	(492,469)	(492,469)	(492,469)
	Early Years Block DSG Grant	0	0	(96,291)	(96,291)	(96,291)
	High Needs Block DSG Grant	0	0	(86,929)	(86,929)	(86,929)
	Central Services Block DSG Grant	0	0	(4,724)	(4,724)	(4,724)
<b>Net DSG Income</b>		<b>0</b>	<b>0</b>	<b>(680,413)</b>	<b>(680,413)</b>	<b>(680,413)</b>
<b>NET DSG</b>		<b>683,660</b>	<b>(1,358)</b>	<b>(682,302)</b>	<b>(683,660)</b>	<b>0</b>

**Annex C Revenue - Economy & Transport**

Director - Dave Ayton-Hill

Executive Director - Mark Ryder

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

Appendix C

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2024/25 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Economy & Skills	Business & Economy, Employability & Skills, Inward Investment, Business Centres, Place Projects and Partnerships, Parking Management	11,525	(88)	(13,061)	(13,149)	(1,624)
Economy & Transport Management	Economy & Transport Management and Support Costs	2,122	0	0	0	2,122
Trading Standards & Community Safety	Trading Standards, Community Safety, Gypsy and Traveller Team	3,194	(134)	(1,133)	(1,267)	1,927
Transport Delivery	Transport Operations & County Fleet Maintenance Teams	71,020	(5,171)	(9,306)	(14,477)	56,544
Transport Strategy & Road Safety	Strategic Transport Planning, Safe and Active Travel including cycling and walking, Safety Engineering, Transport Modelling, Road Safety Education, Training and Publicity, Rail Strategy and Delivery, Transport Strategy & Policy development	7,735	(605)	(4,714)	(5,319)	2,416
<b>Net Service Spending</b>		<b>95,597</b>	<b>(5,998)</b>	<b>(28,214)</b>	<b>(34,211)</b>	<b>61,385</b>
2025/26 revenue budget supported by non-reoccurring funding						70



**Annex C Savings - Economy & Transport**

Director - Dave Ayton-Hill

Executive Director - Mark Ryder

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

Appendix C

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Business centres portfolio</b> - Increased income through the introduction of virtual office space and additional rental income following additional capital investment to expand the business centres portfolio.	(275)	(150)	(150)	(200)	0	(775)
<b>Warwickshire Business Centre and Place Projects and Partnerships</b> - savings in staff costs from a service restructure.	0	(50)	0	0	0	(50)
<b>Parking income</b> - Increased income from changes to Pay and Display charges for on-street parking across the county.	(248)	(292)	(302)	(282)	(292)	(1,417)
<b>Pay and Display</b> - Rationalisation of the Pay and Display restrictions across Leamington, Stratford, Warwick, Kenilworth and Rugby.	0	(82)	(189)	(96)	(83)	(450)
<b>Review of Permit Scheme</b> - Increase in the cost of resident annual parking permits	(201)	(201)	0	0	(55)	(457)
<b>Expansion of Pay and Display</b> - purchase of 30 additional Pay and Display machines, expansion of cashless provision and traffic regulation orders.	0	(526)	(195)	0	0	(722)
<b>Home to school transport</b> - Future Cost Reductions through implementing our Home to School Transport Change Programme to do things more cost-effectively.	(1,224)	(192)	(702)	(2)	(2)	(2,122)
<b>Total Economy &amp; Transport</b>	<b>(1,948)</b>	<b>(1,494)</b>	<b>(1,539)</b>	<b>(581)</b>	<b>(432)</b>	<b>(5,993)</b>

**Annex C Capital - Economy & Transport**

**Director - Dave Ayton-Hill**

**Executive Director - Mark Ryder**

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

**Appendix C**

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Kenilworth Station	675	-	-	-	-	675
A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	3	241	-	-	-	244
Capital Growth Fund - Access to Finance	228	-	-	-	-	228
S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	-	20	-	-	-	20
Warwick Town Centre transport proposals	4,044	-	-	-	-	4,044
Southbound Bus Stop On A426 Leicester Rd, Rugby S106	-	57	-	-	-	57
Capital Investment Fund/ Small Business Grants	320	-	-	-	-	320
Upgrading of Existing Bus Stop Infrastructure Alcester Road Shottery in SOA	-	0	-	-	-	0
Electric Vehicle Charging Points	38	-	-	-	-	38
Lawford Road /Addison Road Casualty Reduction	1,348	-	-	-	-	1,348
Land At Crick Road Rugby - CIF	409	-	-	-	-	409
Campden Road ( B4035 ), Shipston-on-Stour New Bus Stops	-	30	-	-	-	30
Leamington Station/A Commonwealth Games Infrastructure Improvement Scheme/Redevelopment Of Station Forecourt And Underpass	78	-	-	-	-	78
Evidence led decision making in tackling climate emergency and air quality	64	-	-	-	-	64
Redevelopment & Upgrade of WCC Gypsy & Traveller Sites	230	-	-	-	-	230
All Electric Bus Initiative 2021-22	1,320	-	-	-	-	1,320
Stoneleigh Park Link Road	205	-	-	-	-	205
Art Challenge Fund	11	-	-	-	-	11
Warwickshire cycling links - Weddington Road, Nuneaton	15	258	511	-	-	784
Warwickshire cycling links - Radford Road, Leamington Spa	70	-	-	-	-	70
Warwickshire cycling links - Daventry Road, Southam	151	-	-	-	-	151
Warwickshire cycling links - Heathcote, Leamington Spa	811	256	-	-	-	1,068
Provision of hardstanding areas and bus stop poles at the pair of bus stops on Field Barn Way near Blandford Way in Hampton Magna.	9	-	-	-	-	9
Provision of a pair of bus stops on Meadow Road in Alcester.	8	-	-	-	-	8
Provision of a pair of bus stops on the B4114 Coleshill Road to serve a new development in Hartshill.	8	-	-	-	-	8

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Southam Road Radford Semele Bus Stops With Infrastructure And Traffic Management	38	-	-	-	-	38
Bishops Tachbrook Bus Stops Enhancements	15	-	-	-	-	15
Rugby Road B4453 Cubbington Bus Stop Improvements	12	-	-	-	-	12
Damson Road Hampton Magna Bus Stop Improvements	9	-	-	-	-	9
Temple Herdewyke New Bus Stops	12	-	-	-	-	12
Road Safety (Casualty Reduction) Annual Programme 2023/2024	700	-	-	-	-	700
Harbury LEVI Extended Pilot EV Chargepoints	746	-	-	-	-	746
S106 Active Travel Burbages Lane Footpath & Cycle Path, Ash Green	11	-	-	-	-	11
S106 Active Travel Ashlawn Road/ Dunchurch Road Footway and Cycleway, Rugby	-	50	236	-	-	286
S106 Active Travel Houlton to Town Centre Cycle Infrastructure, Rugby	21	-	-	-	-	21
S106 Active Travel Coton Park East Cycle Infrastructure, Rugby	66	-	-	-	-	66
S106 Active Travel Gaydon Lighthorne Heath/Jaguar Landrover to Warwick	20	-	-	-	-	20
S106 Active Travel Bishopton Lane to Town Centre Cycle Link, Stratford Upon Avon	54	-	-	-	-	54
S106 Active Travel Red Lane/ Hob Lane to Kenilworth Greenway Footway and Cycleway, Burton Green	-	-	90	-	-	90
S106 Active Travel Red Lane/ Hob Lane Routes to Kenilworth, Burton Green to Kenilworth	203	140	-	-	-	344
S106 Active Travel Hampton Magna to Warwick Town Centre Cycle Route	58	350	-	-	-	408
Connecting Communities:Leamington Spa to Rugby (Lias Line eastern section)	100	-	-	-	-	100
S106 Spinney Hill, Warwick - Bus Stop Enhancement works	30	-	-	-	-	30
Gypsy and Traveller Services Annual Maint 2024/25	95	-	-	-	-	95
Road Safety (Casualty Reduction) Annual Programme 2024/2025	131	-	-	-	-	131
S106 Active Travel - Wem Brook Trail to Bermuda Station Nuneaton	-	252	-	-	-	252
S106 Active Travel - Crowhill Bridleway Nuneaton	27	-	-	-	-	27
S106 Active Travel - School Lane Exhall to Bedworth Town Centre.	-	64	-	-	-	64
S106 Active Travel - School Lane Exhall to Coventry Road	43	-	-	-	-	43
S106 Active Travel - Banbury Road Stratford	-	254	-	-	-	254
S106 Active Travel - Queensway and Tachbrook Park Drive Warwick	35	-	-	-	-	35
Active Travel Fund - Birmingham Road Coleshill to Solihull	100	1,200	-	-	-	1,300
Active Travel Fund - Watton Lane and Birmingham Road Coleshill to Solihull	-	259	-	-	-	259
S106 Active Travel - Crewe Lane Kenilworth	20	551	-	-	-	571
S106 Active Travel - Warwick Road Kenilworth	323	-	-	-	-	323
Warwickshire Zebra 2 Scheme	3,271	-	-	-	-	3,271
Gypsy and traveller services 2025-26 onwards	24	25	25	25	25	124

Scheme Title	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
<b>Total Economy &amp; Transport</b>	16,209	4,008	862	25	25	21,129

**Annex D Revenue - Highways**

**Director - Vacant**

**Executive Director - Mark Ryder**

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

**Appendix D**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
County Highways	Street Lighting, Highways Admin & Technical, County Highways Depots, Area Response Teams, Road Markings & Studs, Verge Maintenance, Gully Emptying, Drainage, Bus Shelter Maintenance, Winter Maintenance, Deflectograph & Highway Surveys, Private & Minor Works, Winter Salt Purchase, Streetworks Permits, Forestry	25,760	(2,195)	(6,565)	(8,759)	<b>17,000</b>
Engineering Design Services	Engineering Design Services, Statutory & Private Works, Bridge Maintenance & Inspections, Traffic Signal Maintenance, Section 278 Fees	10,948	(9,029)	(236)	(9,265)	<b>1,682</b>
Highways Management	Highways Management & Business Support	939	0	0	0	<b>939</b>
<b>Net Service Spending</b>		<b>37,646</b>	<b>(11,224)</b>	<b>(6,801)</b>	<b>(18,025)</b>	<b>19,622</b>
2025/26 revenue budget supported by non-reoccurring funding						230

**Annex D Savings - Highways**

**Director - Vacant**

**Executive Director - Mark Ryder**

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

**Appendix D**

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Traded income</b> - An expansion of traded income including increasing income from external contracts, new external contracts and MOT sales to public, enforcement income from network management, ecology surveys and the forestry service.	(80)	(40)	0	0	0	(120)
<b>Savings on third party spend</b> - Review of services purchased from third parties to ensure value for money, including from the new highways contract starting in 2026.	0	0	(150)	0	0	(150)
<b>Winter gritting service</b> - Review of the operation of the winter gritting service to reduce expenditure through more efficient delivery of services, plus capital investment for the construction of salt barns.	0	(250)	0	0	0	(250)
<b>Street Lighting</b> - Reduction in energy costs through investment in more efficient dimming technology and following a review of lighting operations and energy procurement to make street lighting as cost effective as possible.	(45)	0	(200)	0	0	(245)
<b>Trading Standards</b> - Review and prioritisation of work of the Trading Standards team using an intelligence-led model, resources will be allocated against areas of highest detriment & impact.	0	0	0	(100)	0	(100)
<b>Gypsy and Traveller sites</b> - Develop more efficient operation of Gypsy and Traveller sites, reducing in-house costs.	0	0	0	(150)	0	(150)
<b>Highways Verges 1</b> - Reduce the number of times the verges are mowed from 3 times per year to twice.	(89)	0	0	0	0	(89)
<b>Highways Verges 2</b> - Reduce the number of times the verges and central reservations on dual carriageways are mowed from 2 times per year to once.	(80)	0	0	0	0	(80)
<b>Total Highways</b>	<b>(294)</b>	<b>(290)</b>	<b>(350)</b>	<b>(250)</b>	<b>0</b>	<b>(1,184)</b>

**Annex D Capital - Highways**  
**Director - Vacant**  
**Executive Director - Mark Ryder**

**Appendix D**

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

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Rugby Area Committee	36.20	-	-	-	-	36.20
Area Delegated Funded Schemes 2017/18	490.75	-	-	-	-	490.75
Area delegated funding 18-19	429.25	-	-	-	-	429.25
North Warks Area Delegated	452.69	-	-	-	-	452.69
Nun & Bed Area Delegated	830.02	-	-	-	-	830.02
Rugby Area Delegated	389.26	-	-	-	-	389.26
Stratford Area Delegated	764.78	-	-	-	-	764.78
Warwick Area Delegated	1,287.22	-	-	-	-	1,287.22
Community Action Grant	250.00	-	-	-	-	250.00
Area delegated funding 2025-26 onwards	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	10,000.00
WCC 3 A452 Myton Road And Shire Park Roundabouts	1,818.06	-	-	-	-	1,818.06
WCC 2 A452 Europa Way South Of Olympus Av To Heathcote Ln Roundabout	5,815.40	1,225.00	-	-	-	7,040.40
WCC 1 A452 M40 Spur West Of Banbury Road	4,744.24	-	-	-	-	4,744.24
Casualty reduction schemes	855.73	-	-	-	-	855.73
Nuneaton To Coventry Cycle Route - Cif	964.62	-	-	-	-	964.62
Hinckley To Nuneaton Cycle Route - Cif	667.38	-	-	-	-	667.38
A452 Kenilworth To Leamington Cycle Route - CIF	4,109.50	1,238.14	-	-	-	5,347.64
Improvements to the A429 Coventry Road corridor (Warwick)	172.59	3,120.67	755.56	-	-	4,048.82

Scheme Title	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Rugby Western Relief Road	99.17	-	-	-	-	99.17
M40 Junction 12	13.69	-	-	-	-	13.69
Rugby Gyrotory Improvement Scheme	9.00	-	-	-	-	9.00
Bermuda Connectivity Project	-	1,500.00	-	-	-	1,500.00
A46 Stanks Island signalisation and improvement Bham Rd	1,177.43	-	-	-	-	1,177.43
A444 Corridor Improvements - Phase 2	3,110.96	-	-	-	-	3,110.96
A3400 Bham Road Stratford Corridor Improvements	3,760.21	-	-	-	-	3,760.21
A46 Stoneleigh Junction Improvements	16,673.00	-	-	-	-	16,673.00
A47 Hinckley Road Corridor Scheme	3,921.24	-	851.98	-	-	4,773.22
Improvements to the A446 Stonebridge junction (Coleshill)	1,757.90	-	-	-	-	1,757.90
Transforming Nuneaton - Highway Improvements (CIF)	4,482.57	2,400.00	7,473.12	4,471.84	-	18,827.53
Emscote Road Corridor Improvements Scheme	4,327.94	3,253.12	1,951.61	-	-	9,532.67
A452/A46 Developer Improvement scheme	3,264.75	3,080.00	-	-	-	6,344.75
Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	373.59	-	-	-	-	373.59
Install Variable Message Signs A444 ( Prologis )	82.29	7.41	-	-	-	89.70
D1014 Historic Bridge Maintenance Programme 2020 -2023	501	-	-	-	-	501
Bridge Annual Main 2023/24	15	-	-	-	-	15
CIF - Replacement Bollards in Stratford, Nuneaton & Bedworth	125	-	-	-	-	125
Traffic Signals Annual Main 2024/25	91	-	-	-	-	91
Traffic Signal Obsolescence Grant & Green Light Fund	342	-	-	-	-	342
Highways Maintenance 2025-26 onwards	25,465	25,465	25,465	25,465	25,465	127,325
S278 Schemes	5,499	4,717	11	1,598	-	11,825
<b>Total Highways</b>	<b>101,169</b>	<b>48,006</b>	<b>38,508</b>	<b>33,535</b>	<b>27,465</b>	<b>248,684</b>



**Annex E Revenue - Fire & Rescue Service**

**Chief Fire Officer - Ben Brook**

**Executive Director - Mark Ryder**

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

**Appendix E**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
AM Response	Response Enabling, Response.	1,342	0	(6)	(6)	1,336
AM Protection	Training and Development, Protection and Planning.	1,108	(60)	(415)	(475)	633
AM Prevention	Risk Management and Improvement, Prevention.	728	(416)	0	(416)	312
Fire Leadership Team	Fire and Rescue Leadership Team, Chief Fire Officer, Senior Managers PA support.	126	0	0	0	126
Fire Business Support	IT and Communications, Pensions, Business Support.	1,540	0	0	0	1,540
Fire Workforce	Wholetime Operational Staff, On-Call Operational Staff, Non-Operational Staff.	23,175	0	0	0	23,175
CSW Resilience	Emergency Management, Coventry, Solihull and Warwickshire Resilience.	448	(15)	(192)	(207)	241
<b>Net Service Spending</b>		<b>28,466</b>	<b>(491)</b>	<b>(613)</b>	<b>(1,104)</b>	<b>27,362</b>
2025/26 revenue budget supported by non-reoccurring funding						955

**Annex E Savings - Fire & Rescue Service**

Chief Fire Officer - Ben Brook

Executive Director - Mark Ryder

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

**Appendix E**

Description	Annual Saving					Total £'000
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
<b>Fire Training</b> - Income generation from taking advantage of commercial training opportunities linked to completion of new training facilities.	(50)	(50)	(50)	0	0	(150)
<b>Fleet transport savings</b> - Revenue savings from purchase of Fire transport vehicles, ending lease agreements.	(60)	0	0	0	0	(60)
<b>Administration review</b> - review of administrative roles across WFRS. This saving will have no impact on operational service delivery.	(62)	0	0	0	0	(62)
<b>Warwickshire Fire &amp; Rescue Service</b> - Collaboration with other Fire and Rescue Services and partners to achieve efficiencies.	0	0	0	(237)	0	(237)
<b>Total Fire &amp; Rescue Service</b>	<b>(172)</b>	<b>(50)</b>	<b>(50)</b>	<b>(237)</b>	<b>0</b>	<b>(509)</b>

**Annex E Capital - Fire & Rescue Service**

Chief Fire Officer - Ben Brook

Executive Director - Mark Ryder

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

Appendix E

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Fire Operating Model (R2R)	260	-	-	-	-	260
Equipment for fire engines 2025-26 onwards	143	150	150	150	150	743
<b>Total Fire &amp; Rescue Service</b>	<b>403</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,003</b>

**Annex F Revenue - Infrastructure, Planning & Environment**

Director - Steve Smith

Executive Director - Mark Ryder

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

Appendix F

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Climate Change & Sustainability	Climate Change & Sustainability	402	0	0	0	402
Infrastructure, Planning & Environment Mgmt	Director and PA support, Inflation yet to be allocated.	1,014	0	0	0	1,014
Planning & Environment	Ecology & Historic Environment Team, Flood Management, Highway & County Planning Authority, Archaeology	6,053	(351)	(5,031)	(5,382)	671
Regeneration & Strategic Planning	Connecting Solihull and Warwickshire to Broadband and 5G, Strategic Growth and Infrastructure, Regeneration & Place Shaping, HS2, Transforming Nuneaton	1,532	(32)	(695)	(727)	805
Waste & Country Parks	Waste Management, Country Parks & Green Spaces	28,081	(129)	(6,024)	(6,153)	21,928
<b>Net Service Spending</b>		<b>37,081</b>	<b>(512)</b>	<b>(11,750)</b>	<b>(12,262)</b>	<b>24,819</b>
2025/26 revenue budget supported by non-reoccurring funding						0

**Annex F Savings - Infrastructure, Planning & Environment**

Director - Steve Smith

Executive Director - Mark Ryder

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

Appendix F

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
Increased S106 monitoring fees/Introduction of S106 searches charge.	0	(10)	0	0	0	(10)
<b>HS2</b> - removal of activity which is not funded by HS2.	(48)	(48)	0	0	0	(96)
<b>Country parks income review</b> - Apply commercial approach to increase Country Parks income streams.	(25)	(50)	0	0	0	(75)
<b>Waste strategy</b> - Estimated reduction in cost as a result of the implementation of the Government's resource and waste strategy.	0	(2,000)	0	0	0	(2,000)
<b>Total Infrastructure, Planning &amp; Environment</b>	<b>(73)</b>	<b>(2,108)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,181)</b>

**Annex F Capital - Infrastructure, Planning & Environment**

Director - Steve Smith

Executive Director - Mark Ryder

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

Appendix F

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Implementation Of Municipal Waste Strategy - Waste Treatmt & Transfer Facilities	34	-	-	-	-	34
Development of Rural Broadband	5,006	-	-	-	-	5,006
Library & Business Centre Nuneaton (CIF)	13,166	11,083	500	-	-	24,749
Flood Alleviation Schemes CIF - Fenny Compton	334	-	-	-	-	334
Flood Alleviation Schemes CIF - Galley Common	49	-	-	-	-	49
Flood Alleviation Schemes CIF - Brailes	45	-	-	-	-	45
Country Parks Car Parking Facilities - upgrade to Ticket Machines	44	-	-	-	-	44
Flood Defence Grant Fillongley - EA	15	-	-	-	-	15
Clifford Chambers Property Flood Resilience Scheme	15	-	-	-	-	15
Country Parks Annual Maintenance 2023-24	3	-	-	-	-	3
Country Parks Maintenance 2024-25	79	-	-	-	-	79
Waste Management HWRC Maintenance 2024-25	134	-	-	-	-	134
Flood Defence Annual Main 2024/25	100	-	-	-	-	100
Country Parks 2025-26 onwards	239	250	250	250	250	1,239
Household waste recycling centres 2025-26 onwards	96	100	100	100	100	496
Flood defence 2025-26 onwards	239	250	250	250	250	1,239
<b>Total Infrastructure, Planning &amp; Environment</b>	<b>19,598</b>	<b>11,683</b>	<b>1,100</b>	<b>600</b>	<b>600</b>	<b>33,581</b>

**Annex G Revenue - Health & Care Commissioning**

**Director - Zoe Mayhew**

**Executive Director - Becky Hale**

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

**Appendix G**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Children and Families, All Age Disabilities and Mental Health	Children and Families, All Age Disabilities and Mental Health	8,091	(391)	(4,777)	(5,167)	<b>2,923</b>
Director of Health & Care Commissioning	Health & Care Commissioning Management, Central Recharges, S&C Commissioned Business Support, Secretariat	609	0	(112)	(112)	<b>497</b>
Older People Commissioning	Older People Commissioning	4,632	(307)	(1,070)	(1,376)	<b>3,256</b>
QA & Market Management	People CM & QA, Contract Management & Quality Assurance	1,958	(670)	0	(670)	<b>1,289</b>
<b>Net Service Spending (excluding DSG)</b>		<b>15,291</b>	<b>(1,367)</b>	<b>(5,959)</b>	<b>(7,325)</b>	<b>7,965</b>
2025/26 revenue budget supported by non-reoccurring funding						0

**Annex G Savings - Health & Care Commissioning**

Director - Zoe Mayhew

Executive Director - Becky Hale

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

Appendix G

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Older People's Commissioning</b> - Rationalise the all age carers commissioning budget and the financial contribution for the Dementia Strategy when it ends.	(50)	0	0	(60)	0	(110)
<b>Co-production</b> - Removal of centralised budget for co-production.	0	(40)	(50)	0	0	(90)
<b>Housing related support</b> - Further decommissioning of the housing related support service offer.	(1,000)	0	0	0	0	(1,000)
<b>Staffing budgets</b> - Application of additional 5% vacancy factor/turnover allowance and increasing income into service for joint commissioning roles.	(175)	0	(160)	(160)	(75)	(570)
<b>Provider Learning and Development Partnership</b> - Increase income through the approach to charging for the learning and development offer.	0	0	(55)	0	0	(55)
<b>Mental Health Employment Support</b> - reduction in the contribution from WCC to this service.	0	(40)	0	0	0	(40)
<b>Director's budget</b> - restructure of responsibilities within commissioning, which has released savings within the budget during 2024/25.	(83)	0	0	0	0	(83)
<b>Total Health and Care Commissioning</b>	<b>(1,308)</b>	<b>(80)</b>	<b>(265)</b>	<b>(220)</b>	<b>(75)</b>	<b>(1,948)</b>



**Annex G Capital - Health & Care Commissioning**

**Director - Zoe Mayhew**

**Executive Director - Becky Hale**

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

**Appendix G**

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Adult Social Care Modernisation & Capacity	91	-	-	-	-	91
<b>Total Health &amp; Care Commissioning</b>	<b>91</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>91</b>

**Annex H Revenue - Social Care and Support**

**Director - Pete Sidgwick**

**Executive Director - Becky Hale**

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

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Head of Disabilities 25+	Head of Disabilities 25+, Independent Living Team, Learning Disabilities, Physical Disabilities, Warwickshire Employment Support Scheme	125,543	(265)	(13,719)	(13,983)	<b>111,560</b>
Head of Adult Mental Health	Head of Adult Mental Health, North and South Operations, Countywide Mental Health Older Adults	26,633	(18)	(1,673)	(1,690)	<b>24,942</b>
Director of Social Care & Support	Director of Social Care and Support, Adult Social Care Reforms	12,021	0	0	0	<b>12,021</b>
Head of Adults Practice & Safeguarding	Adult Learning and Development, Head of Adult Practice and Safeguarding	4,439	(1,067)	(329)	(1,396)	<b>3,043</b>
Head of Older People	Older People Local Teams, North, Stratford and Warwick	151,781	(824)	(67,498)	(68,322)	<b>83,459</b>
Head of Integrated Care	Reablement, Head of Integrated Care, Hospital Occupational Therapy and Integrated Community Equipment Services	11,592	(1,028)	0	(1,028)	<b>10,564</b>
Disabilities Transitions Team	Housing Related Support, Head of Disabilities Transitions, People 1 Business Support	5,365	(250)	0	(250)	<b>5,116</b>
<b>Net Service Spending</b>		<b>337,374</b>	<b>(3,451)</b>	<b>(83,218)</b>	<b>(86,669)</b>	<b>250,705</b>
2025/26 revenue budget supported by non-reoccurring funding						379

**Annex H Savings - Social Care and Support**

**Director - Pete Sidgwick**

**Executive Director - Becky Hale**

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

**Appendix H**

Description	Annual Saving					Total £'000
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
<b>Management of cost of adults service provision</b> - Management of the budgeted cost increases of externally commissioned care.	(1,000)	(1,064)	0	0	0	(2,064)
<b>Prevention and self-care</b> - Deliver a prevention and self care strategy implementing the service change and transformation activities underway across adult social care, including an improved early intervention and prevention offer, further refinement of the in-house reablement offer, further development of assistive technology and investment in programmes, projects and services that reduce people's reliance on care and support.	(935)	0	0	0	0	(935)
<b>Integrated commissioning with Health</b> - Efficiencies through joint working and increased purchasing power for externally commissioned care. Arrangements will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.	(267)	0	0	0	0	(267)
<b>Management of care demand</b> - Rephasing the demand and cost pressures for adults social care based on expected growth as informed by national and local data.	(1,622)	(2,072)	(5,222)	(5,756)	0	(14,672)
<b>Income to offset against Adult Social Care demand 25/26</b> - Increase in customer contributions through the increase in inflation and growth in the number of people supported, the calculation is based on 28.9% of additional spend	(8,694)	(4,902)	(5,161)	(5,434)	(5,720)	(29,911)
<b>Total Social Care and Support</b>	<b>(12,518)</b>	<b>(8,038)</b>	<b>(10,383)</b>	<b>(11,190)</b>	<b>(5,720)</b>	<b>(47,849)</b>

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

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Director of Public Health	Director of Public Health and Support, Communications	4,050	0	(262)	(262)	3,788
Health Visiting & School Nursing	Children Public Health Programmes	10,370	0	(250)	(250)	10,120
Domestic Abuse and Drug & Alcohol Services	Drug and Alcohol Treatment and Recovery, Domestic Abuse	7,762	(90)	(1,204)	(1,294)	6,468
Sexual Health	Sexual Health	7,943	0	(3,608)	(3,608)	4,335
Health & Wellbeing	Prevention Fund Programmes, Dietetics, Mental Health and Wellbeing, Home Environment and Response Team, Community Tuberculosis Service	3,031	0	(1,052)	(1,052)	1,979
<b>Net Service Spending</b>		<b>33,157</b>	<b>(90)</b>	<b>(6,376)</b>	<b>(6,466)</b>	<b>26,690</b>
2025/26 revenue budget supported by non-reoccurring funding						-

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Dietetics</b> - Re-direct resource from the <b>dietetics service</b> to invest in Public Health duties and priorities (0-19 services, NHS health checks)	(200)	(37)	0	0	(36)	(273)
Following review, reduce or discontinue Public Health funding to services which are not a core duty to deliver, at the contract end point: a) - <b>adult weight management and physical activity on referral</b> (alternative offers are available locally) b) - <b>community TB</b> (to bring the local model in line with other areas with a different funding arrangement) c) - contribution to Home Environment Assessment and Response Team ( <b>HEART</b> ) d) - <b>domestic abuse and sexual assault</b> (consultancy, training and communications, outreach within the Warwickshire Domestic Violence and Abuse (WDVA) Service and Independent Sexual Violence Advice)	(69)	(128)	(128)	0	0	(325)
Reduce service budget in the following areas: a) - <b>Vacancy factor</b> - Application of an additional 5% vacancy factor/turnover allowance in Public Health. b) - Public Health <b>Communications and Engagement</b> - Reduction in budget for communication campaigns and public engagement c) - <b>General Inflation</b> - Absorbing inflationary pressures within budget for Public Health services.	(90)	(90)	(115)	(115)	(40)	(450)
Natural end-point of time-limited activities: a) - <b>Healthy Child Programme</b> - End of pilot, exploring continuation through an investment case if benefits and savings are evidenced by helping families earlier. b) - <b>Training and development</b> budget aligned to the suicide prevention strategy when it ends in 2030	0	0	(190)	0	(20)	(210)
<b>Total Public Health</b>	<b>(359)</b>	<b>(255)</b>	<b>(433)</b>	<b>(115)</b>	<b>(96)</b>	<b>(1,258)</b>

**Annex J Revenue - Enabling Services**

**Director - Craig Cusack**

**Executive Director - Rob Powell**

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

**Appendix J**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Customer Contact - Connect	Customer Service Centre, Local Welfare, Customer Contact - Connect	3,595	(345)	(140)	(485)	3,110
Strategic Asset Management	Property and Smallholding, Asset Management	2,803	(802)	(1,049)	(1,851)	952
Director of Enabling Services	Director of Enabling Services and PA support	347	0	0	0	347
Property Services	Facilities Management, Investment Services, Maintenance, Engineering and Compliance, Property Services Management	18,300	(5,032)	(3,758)	(8,790)	9,510
ICT and Digital	School ICT Services, Information Assets, Customer and Supplier Services, Production Services, System Centre, Network Team, E-Services and Business Development	14,978	(2,692)	(1,670)	(4,361)	10,617
Data and Business Intelligence	Business Intelligence and Insight	2,804	(159)	(31)	(190)	2,614
ICT Strategy	Strategy and Programmes, Corporate ICT Development, Leadership Team, ICT Services, Solutions Architecture Team	2,465	(10)	0	(10)	2,455
<b>Net Service Spending</b>		<b>45,292</b>	<b>(9,040)</b>	<b>(6,647)</b>	<b>(15,688)</b>	<b>29,605</b>
2025/26 revenue budget supported by non-reoccurring funding						1,794

**Annex J Savings - Enabling Services**

**Director - Craig Cusack**

**Executive Director - Rob Powell**

**Appendix J**

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

Description	Annual Saving					Total £'000
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
<b>Vacancy factor</b> - Application of a 2% vacancy factor/turnover allowance where not already applied.	(25)	0	0	0	0	(25)
<b>Enabling Services delivery review</b> - Review of expenditure on staffing, expenses and projects in Enabling Services.	(150)	0	0	0	0	(150)
<b>Estates rationalisation</b> - Reduction in rates, utility costs, facilities management and maintenance costs from the disposal of surplus assets, the effective mix of staff and agency use and increased income from capital fees and rental income from the effective use of our residual estate.	(181)	(233)	(867)	(1,060)	0	(2,341)
<b>ICT Service delivery review</b> - Review ICT budget and deliver efficiencies.	(54)	(108)	(107)	0	0	(269)
<b>ICT applications migration and rationalisation</b> - Migrating workloads to Azure to derive efficiencies from ICT application management alongside an on-going focus on the rationalisation of applications to reduce licence and maintenance costs.	0	(50)	0	0	0	(50)
<b>Business Intelligence</b> - Efficiencies in business insight activity	(21)	0	0	0	0	(21)
<b>Data Strategy</b> - Implementation of the Data Strategy to improve data quality, data literacy and tools that better equip the Council to be data led and move to a self-service model to enable efficiencies in our data workforce.	0	0	0	(63)	0	(63)
<b>WCC device review</b> - Saving through renewal of hardware leases with lower specification devices than currently in use.	0	0	0	(184)	0	(184)
<b>Total Enabling Services</b>	<b>(431)</b>	<b>(391)</b>	<b>(974)</b>	<b>(1,307)</b>	<b>0</b>	<b>(3,103)</b>

**Annex J Capital - Enabling Services**

Director - Craig Cusack

Executive Director - Rob Powell

Appendix J

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

<b>Scheme Title</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>	<b>2029/30 £'000</b>	<b>Total £'000</b>
Strategic Site Planning Applications	209	-	-	-	-	209
Maintaining the Smallholdings land bank	391	-	-	-	-	391
Land at Leicester Lane - Cubbington	1,170	-	-	-	-	1,170
Smallholdings Capital Maintenance 2022/23	221	-	-	-	-	221
Rural Services 2024/25	414	-	-	-	-	414
Estate Master Planning Programme	167	-	-	-	-	167
Non Schools building maintenance 2025-26 onwards	2,537	2,648	2,648	2,648	2,648	13,129
Non Schools asbestos and safe water 2025-26 onwards	389	405	405	405	405	2,009
Schools building maintenance 2025-26 onwards	7,767	7,976	7,976	7,976	7,976	39,671
Schools asbestos and safe water 2025-26 onwards	892	931	931	931	931	4,616
Rural services 2025-26 onwards	426	444	444	444	444	2,202
<b>Total Enabling Services</b>	<b>14,583</b>	<b>12,404</b>	<b>12,404</b>	<b>12,404</b>	<b>12,404</b>	<b>64,199</b>



2025/26 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Strategic Finance	Strategic Finance	851	(80)	(7)	(87)	764
Investments, Treasury and Audit	Treasury Management, Internal Audit and Insurance	1,894	(175)	(910)	(1,085)	809
Director of Finance	Director of Finance and PA support	513	(6)	(24)	(29)	484
Commercial and Contracts	Contract Management and Quality Assurance, Commercial Enterprise	2,240	(152)	(1,277)	(1,430)	810
Operational Finance Services	Finance Delivery and Education Finance Traded	5,069	(2,565)	(257)	(2,821)	2,248
Finance Transformation & Transactions	Pensions Administration, Exchequer Services, Financial Systems Team, Finance Training Board, Finance Transformation, Benefit Assessment and Income Control, Communities & Resources Business Support	6,610	(415)	(1,807)	(2,222)	4,388
<b>Net Service Spending</b>		<b>17,178</b>	<b>(3,392)</b>	<b>(4,282)</b>	<b>(7,674)</b>	<b>9,504</b>
2025/26 revenue budget supported by non-reoccurring funding						194

**Annex K Savings - Finance**

Director - Purnima Kandula

Executive Director - Rob Powell

Portfolio Holder - Councillor Peter Butlin (Finance and Property)

Appendix K

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Process efficiencies</b> - Efficiencies through ongoing service redesign, automation, Artificial Intelligence and self-service across finance and business support.	(35)	(125)	(25)	(25)	0	(210)
<b>Third-party spend</b> - Savings and rebates from externally purchased services and a commercial approach to contracting, led by procurement with relevant savings, with final savings to be allocated out to relevant service budgets.	(167)	0	0	(300)	0	(467)
<b>Vacancy factor</b> - Application of a vacancy factor/turnover allowance where not already applied.	(19)	0	0	0	0	(19)
<b>ESPO dividend</b> - Increase in estimated dividends for WCC.	(110)	0	0	0	0	(110)
<b>Removal of Risk Manager Role</b> - Saving from removal of vacant role following responsibility for risk management moving to the policy team within Strategy, Planning and Governance and being absorbed within existing roles/budgets.	(50)	0	0	0	0	(50)
<b>Total Finance</b>	<b>(381)</b>	<b>(125)</b>	<b>(25)</b>	<b>(325)</b>	<b>0</b>	<b>(856)</b>

**Annex L Revenue - Strategy, Planning & Governance**

**Director - Sarah Duxbury**

**Executive Director - Rob Powell**

**Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)**

**Appendix L**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Communications	Marketing and Communications	1,691	(1,124)	(15)	(1,139)	<b>552</b>
Strategy, Planning & Governance Management	Director of Strategy, Planning and Governance and PA support	225	0	0	0	<b>225</b>
Legal and Governance	Information Management, Democratic Services, Insurance, Internal Audit and Risk Management, Legal Services	9,570	(6,776)	(1,919)	(8,694)	<b>876</b>
Change Programmes	Business Redesign and Improvement	4,243	(2,418)	0	(2,418)	<b>1,825</b>
Corporate Policy and Strategy	Corporate Policy and Commissioning	635	0	0	0	<b>635</b>
Community Partnerships	Social Impact fund, Councillors Grants, Community Development, Armed Forces Community Covenant, Third Sector Support	2,440	(42)	0	(42)	<b>2,398</b>
<b>Net Service Spending</b>		<b>18,805</b>	<b>(10,359)</b>	<b>(1,934)</b>	<b>(12,293)</b>	<b>6,511</b>
2025/26 revenue budget supported by non-reoccurring funding						239

**Annex L Savings - Strategy, Planning & Governance**

**Director - Sarah Duxbury**

**Executive Director - Rob Powell**

**Appendix L**

**Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)**

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Vacancy factor</b> - Application of a vacancy factor/turnover allowance where not already applied.	(40)	0	0	0	0	(40)
<b>Third party spend</b> - Review of services purchased from third parties to ensure value for money and management of the budgeted cost increases of externally purchased services.	(23)	0	(15)	(15)	0	(53)
<b>Legal services trading income</b> - Additional surplus from external trading with other local authorities and public sector bodies, including Warwickshire Legal Services trading company dividends.	(40)	(110)	(30)	(30)	0	(210)
<b>Service efficiencies</b> - Right-sizing of budgets across the Service following the prioritisation of activity and more effective channels of service delivery including electronic record keeping, consultancy and change programme activity.	0	(4)	(94)	0	0	(98)
<b>Total Strategy, Planning and Governance</b>	<b>(103)</b>	<b>(114)</b>	<b>(139)</b>	<b>(45)</b>	<b>0</b>	<b>(401)</b>

**Annex M Revenue - Workforce and Local Services**

**Appendix M**

**Director - Bal Jacob**

**Executive Director - Rob Powell**

**Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)**

**2025/26 Revenue Budget**

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Operational HR	Workforce Advisory Services, Pay & Systems, Resourcing	4,818	(1,180)	(956)	(2,136)	<b>2,683</b>
Director of Workforce and Local Services	Director of Workforce and Local Services	187	0	0	0	<b>187</b>
HR Management	SLT, training budget and software licences	803	0	0	0	<b>803</b>
Workforce Planning & Development	Workforce Development, Strategic Workforce Planning & Recognition	2,273	(420)	0	(420)	<b>1,853</b>
Libraries, Heritage and Registration	Libraries, Registration Services, Heritage and Environment	9,144	(145)	(2,840)	(2,984)	<b>6,159</b>
<b>Net Service Spending</b>		<b>17,225</b>	<b>(1,745)</b>	<b>(3,795)</b>	<b>(5,540)</b>	<b>11,685</b>
2025/26 revenue budget supported by non-reoccurring funding						184

**Annex M Savings - Workforce and Local Services**

**Director - Bal Jacob**

**Executive Director - Rob Powell**

**Portfolio Holder - Councillor Yousef Dahmash (Customer & Transformation)**

**Appendix M**

Description	Annual Saving					Total
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Vacancy factor</b> - Application of a 2% vacancy factor/turnover allowance where not already applied.	(19)	0	0	0	0	(19)
<b>Registration Service</b> - Increase registration revenue through the optimisation of service delivery locations.	(20)	0	0	0	0	(20)
<b>Proactive use of apprenticeships</b> - Closer integration of apprentices into council wide service workforce structures, improving cost-effectiveness and strategic workforce planning for the future.	(165)	0	0	0	0	(165)
<b>Service redesign</b> - Staffing saving target for new service at the end of Year 4.	0	0	0	(100)	0	(100)
<b>Corporate Learning</b> - Ceasing of Catering Provision for Learning & Development Programmes.	(8)	0	0	0	0	(8)
<b>Nuneaton Library Retail</b> - Additional revenue from a retail and coffee outlet at the new Nuneaton Library.	0	0	0	0	(5)	(5)
<b>New Employee Benefits schemes</b> - Delivering savings through reduced costs of pension and National Insurance payments arising from salary sacrifice schemes.	(54)	0	0	0	0	(54)
<b>HR Recognition schemes</b> - Savings from changes to staff awards.	(12)	0	0	0	0	(12)
<b>Total Workforce and Local Services</b>	<b>(277)</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>(5)</b>	<b>(382)</b>

2025/26 Revenue Budget

Service	Service Description	Direct Cost	Internal Income	External Income	Total Income	2025/26 Budget
		A	B	C	D=B+C	E=A+D
		£'000	£'000	£'000	£'000	£'000
Corporate Funding	Council Tax, Business Rates and Government Grants	0	(1,328)	(649,884)	(651,212)	(651,212)
Capital Financing Costs	Revenue costs of the borrowing needed to finance the Authority's capital programme	38,438	(266)	(4,578)	(4,844)	33,594
Strategic Management Team	Cost of Corporate Board and their support	1,640	0	0	0	1,640
County Coroner	Cost of the Coroners Service, including a partnership contribution from Coventry City Council	1,223	0	(207)	(207)	1,015
Environment Agency (Flood Defence Levy)	Annual Flood Defence Levy	279	0	0	0	279
External Audit Fees	Fees from the external auditors for their statutory work and the cost of commissioning additional reports required for the statement of accounts.	567	0	0	0	567
Pensions deficit under-recovery	Cash contribution to the historic deficit on the Authority's share of the Warwickshire Local Government Pension Fund	1,483	0	0	0	1,483
County Council Elections	Quadrennial county council elections cost	277	0	0	0	277
Members Allowances and Expenses	Members Allowances and Expenses	1,062	0	0	0	1,062
Other Administrative Expenses and Income	Other Administrative Expenses and Income	17,844	(295)	(2,070)	(2,365)	15,479
Warwickshire Property and Development Group	Net return from Warwickshire Property and Development Group	880	0	(4,295)	(4,295)	(3,415)
Subscriptions	Subscriptions	216	0	0	0	216
Apprenticeship Levy	Apprenticeship Levy	1,285	0	0	0	1,285
<b>Net Service Spending (excluding DSG)</b>		<b>65,194</b>	<b>(1,889)</b>	<b>(661,035)</b>	<b>(662,924)</b>	<b>(597,730)</b>
2025/26 Budget Requirement						<b>(414,831)</b>
<b>Service Spending before Council Tax Requirement</b>						<b>(182,899)</b>
2025/26 revenue budget supported by non-reoccurring funding						0

Description	Annual Saving					Total £'000
	2025/26	2026/27	2027/28	2028/29	2029/30	
	£'000	£'000	£'000	£'000	£'000	
<b>Savings on third party spend</b> - Review of services purchased from third parties and the increased take-up of early invoice payment. (Delivery will be the responsibility of the Director of Finance).	(202)	(100)	0	0	0	(302)
<b>Warwickshire Property and Development Group</b> - Forecast income stream from the successful delivery of the company business plan.	(433)	0	0	0	0	(433)
<b>Capital Financing Costs</b> - Reduction in the Authority's borrowing costs as a result of using capital receipts from the sale of surplus assets. (Delivery will be the responsibility of the Director of Enabling Services).	(120)	(70)	(24)	(64)	0	(278)
<b>Resources Directorate efficiencies</b> - Savings on staff costs arising from structural efficiencies in the Resources Directorate. (Delivery will be the responsibility of the Executive Director for Resources).	(400)	0	0	0	0	(400)
<b>Client Record &amp; Information Systems Programme (CRISP)</b> - Management of increased licence costs within service budgets (Delivery will be the responsibility of the Directors of Social Care & Support, Children & Families, Education and Finance).	(506)	0	0	0	0	(506)
<b>Process efficiencies</b> - Efficiencies through ongoing service redesign, automation, Artificial Intelligence and self-service across business support. (Delivery will be achieved through the Business Support Re-Design Project, led by the Directors of Finance and Children & Families).	(215)	(37)	(287)	(56)	0	(595)
<b>Digital roadmap</b> - Savings as a result of a three year programme of investment in digital technology and automation and the on-going service redesign and automation both within the Service and across the organisation more widely. (Delivery will be the responsibility of the Director of Enabling Services).	(284)	(364)	(55)	0	0	(703)
<b>Total Corporate Services</b>	<b>(2,160)</b>	<b>(571)</b>	<b>(366)</b>	<b>(120)</b>	<b>0</b>	<b>(3,217)</b>



Scheme Title	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total £'000
Warwickshire Property Development Company	11,952	14,929	24,274	34,435	-	85,590
Warwickshire Investment Fund	23,040	23,160	-	-	-	46,200
Asset Replacement Fund	4,990	6,908	452	-	-	12,350
Investigation Design Fund	500	500	500	500	-	2,000
Capital Inflation Contingency Fund	2,561	-	-	-	-	2,561
CIF unallocated	9,141	18,000	18,000	18,000	18,000	81,141
Education CIF	-	-	8,997	-	-	8,997
<b>Total Corporate Services</b>	<b>52,184</b>	<b>63,497</b>	<b>52,223</b>	<b>52,935</b>	<b>18,000</b>	<b>238,839</b>

## Adjustments to Revenue and Capital budgets between Council and Service Estimates

Appendix O

App.	Service	Net Revenue Budget as at Council 6th February 2025	Structural Changes	Funding - Final Settlement	Net Revenue Budget	Savings as at Council 6th February 2025	Structural Changes / Funding - Final Settlement	Savings	Capital Budget as at Council 6th February 2025	Structural Changes	Capital Budget
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
	<b>Children &amp; Young People</b>	<b>126.483</b>	<b>0.000</b>	<b>1.220</b>	<b>127.703</b>	<b>(10.285)</b>	<b>0.000</b>	<b>(10.285)</b>	<b>73.047</b>	<b>0.000</b>	<b>73.047</b>
A	Children & Families	114.723	0.000	0.878	115.601	(9.951)	0.000	(9.951)	0.960	0.000	0.960
B1	Education Services – Non- DSG	11.761	0.000	0.342	12.102	(0.334)	0.000	(0.334)	72.087	0.000	72.087
	<b>Communities</b>	<b>131.975</b>	<b>0.000</b>	<b>1.214</b>	<b>133.189</b>	<b>(9.867)</b>	<b>(0.000)</b>	<b>(9.867)</b>	<b>287.723</b>	<b>16.673</b>	<b>304.396</b>
C	Economy & Transport	0.000	61.116	0.269	61.385	0.000	(5.993)	(5.993)	0.000	21.129	21.129
	Economy & Place	23.488	(23.488)		0.000	(5.946)	5.946	(0.000)	26.758	(26.758)	(0.000)
D	Highways	0.000	19.654	(0.032)	19.622	0.000	(1.184)	(1.184)	0.000	248.684	248.684
	Environment, Planning & Transport	80.110	(80.110)		0.000	(3.306)	3.306	0.000	230.208	(230.208)	(0.000)
E	Fire & Rescue Service	26.939		0.424	27.362	(0.509)	0.000	(0.509)	1.003	0.000	1.003
F	Infrastructure, Planning & Environment	0.000	24.266	0.553	24.819	0.000	(2.181)	(2.181)	0.000	33.581	33.581
	Strategic Infrastructure & Climate Change	1.438	(1.438)		0.000	(0.106)	0.106	0.000	29.755	(29.755)	0.000
	<b>Social Care &amp; Health</b>	<b>283.312</b>	<b>0.000</b>	<b>2.048</b>	<b>285.360</b>	<b>(51.344)</b>	<b>0.289</b>	<b>(51.055)</b>	<b>0.091</b>	<b>0.000</b>	<b>0.091</b>
G	Health & Care Commissioning	7.875	0.000	0.090	7.965	(1.948)	0.000	(1.948)	0.091	0.000	0.091
H	Social Care & Support	250.157	0.000	0.548	250.705	(47.849)	0.000	(47.849)	0.000	0.000	0.000
I	Public Health	25.280	0.000	1.410	26.690	(1.547)	0.289	(1.258)	0.000	0.000	0.000
	<b>Resources</b>	<b>55.426</b>	<b>0.000</b>	<b>1.879</b>	<b>57.305</b>	<b>(4.892)</b>	<b>0.150</b>	<b>(4.742)</b>	<b>64.199</b>	<b>0.000</b>	<b>64.199</b>
J	Enabling Services	28.887	0.000	0.717	29.605	(3.103)	0.000	(3.103)	64.199	0.000	64.199
K	Finance	9.118	0.000	0.386	9.504	(0.856)	0.000	(0.856)	0.000	0.000	0.000
L	Strategy, Planning & Governance	6.328	0.000	0.183	6.511	(0.401)	0.000	(0.401)	0.000	0.000	0.000
M	Workforce & Local Services	11.093	0.000	0.592	11.685	(0.532)	0.150	(0.382)	0.000	0.000	0.000
B2 & N	Corporate Services and Resourcing	(176.539)	0.000	(6.360)	(182.899)	(3.217)	0.000	(3.217)	255.512	(16.673)	238.839
	<b>Total</b>	<b>420.658</b>	<b>0.000</b>	<b>0.000</b>	<b>420.658</b>	<b>(79.605)</b>	<b>0.439</b>	<b>(79.166)</b>	<b>680.572</b>	<b>0.000</b>	<b>680.572</b>