

2011/12 Revenue Budget Resolution

Conservative Recommendations to County Council

The County Council is recommended to plan its budget framework for 2011/12 on the following basis:

1 Service Objectives

- 1.1 The new government is focussed on dealing with the national deficit. Like all public sector bodies, we will play our part in making savings and the magnitude and scale of the financial challenges requires large scale reform.
- 1.2 For our initial budget discussions, everything was on the table, everything was examined. Throughout these discussions we have had a set of principles in mind to develop a balanced budget over the medium term:
 - ❖ We aim to protect the most vulnerable and the front line services that support them.
 - ❖ We will keep people safe, foster independence and support enterprise
 - ❖ We will strive to achieve value for money
 - ❖ We will focus on providing a leaner organisation, essential if we are to have effective front-line services
- 1.3 Working to these principles we are proud to be able to support our priorities and protect resources to areas such as child protection, adult social care, road maintenance and the fire service.
- 1.4 We know that working towards a leaner organisation is what our residents expect us to do every day. Much work has already been done in this area but we will continue to work towards a streamlined management structure and tackling processes that are too bureaucratic or not as efficient as they should be. We will also move towards becoming a business-led, commissioning and enabling organisation, looking at alternative models of service delivery including shared services, mutuals and social enterprises.
- 1.5 We recognise we will need to do more to deliver the level of savings necessary, but that much of this can be achieved by reforming our services to do more with less. Bringing more services under one roof makes them more accessible and relevant to customers and saves money in terms of staffing and buildings. Our 'one front door' approach brings together work of this kind and we are committed to offering services in this way in future, complementing a greater on-line presence.
- 1.6 In other areas our reablement service has begun the process of giving people their lives back. We will continue to work with the health services across Warwickshire to deliver targeted investment to allow people more freedom and choice. Our youth services will be redesigned to focus on local solutions, delivering what the young people of Warwickshire and their communities want.
- 1.7 Where difficult choices are needed will we deliver the changes sensitively, working with communities to find alternative solutions to meet local needs.

- 1.8 However, the financial position is such that change is inevitable. By the end of this administration we will have a leaner organisation with reformed services within which we will prioritise scarce resources to meet the needs of our communities. These budget proposals, sitting alongside our Corporate Business Plan, outline how we will deliver on these commitments.
- 1.9 Cabinet will continue to receive quarterly reports on service performance, financial performance and progress on the delivery of the savings plans.

2 Thanks to Respondents

- 2.1 We identified in our medium term financial plan last year that significant savings would be needed over the next few years. Over the last few months, to make sure we reflected the priorities of the people of Warwickshire in our plans, we have been asking people to give us their views.
- 2.2 We would like to thank all those who have taken the time to respond and we value all the contributions and suggestions made. With the limited resources we have available we have amended the draft proposals issued in the autumn in relation to the youth service and the role of the voluntary and community sector in the delivery of services. It is pleasing to see that the feedback supports our approach to making the Council a leaner organisation with streamlined management structures.

3 Revenue Allocations

- 3.1 Approval is given to the additional budget allocations for 2011/12 shown in Table 1, to be applied as detailed in **Appendix A**.

Table 1: 2011/12 Revenue Allocations	
Directorate	Allocation £
Adult, Health and Community Services	4,975,000
Children, Young People and Families	4,137,000
Customers, Workforce and Governance	252,000
Environment and Economy	3,049,000
Fire and Rescue	159,000
Partnership and Performance	13,000
Resources	1,228,000
Other Services	1,748,000
Total	15,561,000

- 3.2 Projecting these known areas of cost pressure and our medium term financial planning strategy forward, the allocations on which we intend to base our planning in 2012/13 and 2013/14 are also set out in Appendix A. These are the medium term costs of pressures funded in 2011/12. However, these indicative allocations will be subject to a full review both of the need for, and level of, any budget provision before the allocations are confirmed.

4 Core Grant Allocations

- 4.1 In 2011/12 we will receive 5 core grants from the Government to support the services we provide. We have made decisions on the allocation of this funding as follows:
- ❖ Where the use of the funding is ring-fenced by the Government we will allocate it directly to the service concerned.
 - ❖ Where information is available, we will continue to fund services up to the level of the grant received.
 - ❖ To manage the reduction in core grant funding, we have identified £1.000 million to protect essential services that we recognise are of value to the public. Services will be required to report back to members in March on their proposals to manage the remaining reductions in core grant funding.
- 4.2 Core grant allocations totalling £54.811 million will be made to services, with the individual allocations listed in Table 2 below.

Table 2: 2011/12 Core Grant Allocations	
Directorate	£
<u>Adult, Health and Community Services</u>	
❖ An allocation to replace funding previously received as specific or area based grant	20,575,000
❖ An allocation to fund our new responsibilities for learning disabilities and health reform	11,716,000
<u>Children, Young People and Families</u>	
❖ An allocation to replace funding previously received as specific or area based grant	1,938,000
❖ An allocation to support early intervention, with the directorate to come forward with proposals, for approval, on the use of this resource	17,336,000
<u>Customers, Workforce and Governance</u>	
❖ An allocation to support the local involvement networks across Warwickshire	214,000
<u>Environment and Economy</u>	
❖ An allocation to replace funding previously received as specific or area based grant.	2,775,000
❖ An allocation to fund our new responsibility as a lead local flood authority	257,000
Total Allocation	54,811,000

- 4.3 The only ring-fenced grant we will receive in 2011/12 is the Dedicated Schools Grant to provide the funding for schools and pupil related services. The level of this grant for 2011/12 has not yet been finalised but will be allocated directly to Children, Young People and Families when it is received.
- 4.4 We will use the £1.000 million we have identified to manage the reduction in core grant funding as follows:
- ❖ £250,000 to maintain a minimum network of road safety cameras across the county, with a specific focus on known accident black spots.
 - ❖ £400,000 to ensure there is no reduction in funding for winter maintenance and no policy change in relation to winter gritting.
 - ❖ £350,000 to keep the most essential bus services in operation.

- 4.5 The grant funding that is yet to be announced for existing services will be allocated to those services at the level of grant received. Any grants for new services should come forward, to members, for decisions on their use in the usual way.

5 Funding Sources

- 5.1 Our savings plan will generate £21.911 million in 2011/12 and approval is given to the savings targets shown in Table 3.

Table 3: 2011/12 Savings Targets	
Directorate	Savings Target £
Adult, Health and Community Services	8,061,000
Children, Young People and Families	6,180,000
Customers, Workforce and Governance	1,172,000
Environment and Economy	4,293,000
Fire and Rescue	400,000
Partnership and Performance	263,000
Resources	1,542,000
Total	21,911,000

- 5.2 Our plans for the delivery of these savings are shown in **Appendix B**. However, if during 2011/12 any of the savings do not materialise to the degree shown, the Strategic Director in conjunction with the relevant portfolio holder should identify alternative proposals to ensure the savings targets are delivered.
- 5.3 Delivering the £21.911 million savings outlined in Appendix B reflects our new approach to the delivery of youth services across Warwickshire and our ambition for a changed relationship with the voluntary and community sector.
- 5.4 The transformation of the youth service will involve youth workers working, as part of multi-disciplinary teams, with young people with identified needs. £1 million will be set aside to begin this transformation over the coming year.
- 5.5 The savings target for the voluntary and community sector reflects our commitment to a new relationship with the voluntary and community sector. We will be able to reinstate £150,000 into the sector's infrastructure to support the development of a joint, focussed service that offers a one-stop shop approach for organisations wanting to take up the opportunities offered by the Big Society approach to service delivery.
- 5.6 The significant level of savings we will need to deliver extends beyond 2011/12 to the medium term. There are clear risks with the deliverability of the projects that will be undertaken to deliver savings at this level on an annual basis. We have therefore identified costed savings proposals over the medium term that will enable a greater understanding of the impact of savings plans and the difficult choices we have had to make. These are also detailed in Appendix B.
- 5.7 The savings targets are shown against the Directorate initiating the project that results in savings. Therefore, the Strategic Director, Resources has the delegated authority to adjust budgets between Directorates, where savings fall, to ensure the targets are delivered. This includes where there are revenue savings from using the receipt from the sale of assets to repay debt.

- 5.8 Over half of the authority's spending each year is on staffing. Therefore, any proposals to deliver savings of this level will require, in some areas, a reduction in the number of posts. Policies and processes are in place to enable us to get smarter at redeploying people. However, it has to be recognised, some redundancies will be necessary, resulting in a need to fund redundancy costs. We currently have £6.536 million within reserves for realigning services, or more specifically to fund the up-front costs of redundancy. However, this is unlikely to be sufficient. As part of this resolution we are therefore adding a further £3.472 million, bringing the total provision to £10 million. All allocations from the Fund must continue to be made in accordance with the protocol agreed by SDLT.
- 5.9 The current general reserves risk assessment from the Strategic Director, Resources suggests that a minimum level for the reserve would be £11.000 million. The forecast level of reserves at 31 March 2011 is £12.048 million. Therefore, we will be using the £1.048 million above the minimum level to support these budget proposals.
- 5.10 In addition to the allocations above, we also plan to take maximum benefit from the council tax freeze grant. This will provide us with additional resources to a maximum level equivalent to a 2.5% increase in council tax. This grant equates to £5.817 million additional resources in 2011/12.
- 5.11 **The council tax will not be increased.** With the other funding resources identified, this will fund the proposals contained within this resolution.

6 Medium Term Financial Planning Framework

- 6.1 In developing these budget proposals we worked to a set of principles. These have served us well in what has been a difficult process. We will therefore continue to adhere to these principles over the medium term. These principles are:
1. We will not build-up debts that will have to be paid for by future generations, unless the benefit of the spending is received by future generations.
 2. We will ensure that taxpayers' money is well spent, at all times being clear about the expected benefits and outcomes from spending.
 3. We will take explicit decisions about all costs and spending needs.
 4. We will only provide for inflationary costs where the need is evidence-based
 5. We will set a budget that is balanced for the life of the administration
 6. We will set in place a medium term council tax strategy that balances the needs of taxpayers with those of service users, planning on the basis of a 2.5% annual increase in council tax
 7. We will prioritise spending across all services, irrespective of the source of funding.
 8. We expect all services to manage their service delivery within the level of resources provided.
- 6.2 Over the medium term we will move the organisation from a predominantly provider-led, traditional local authority model to a business-led commissioning and enabling organisation. The redesign of our services will create services for the needs of tomorrow not the past. Some of our activity will remain in-house and some will be delivered at arms length through a network of shared services, partner organisations, staff mutuals and other agents.

6.3 There are three priority areas for service redesign during 2011/12:

❖ Fire and Rescue Service

The development of a business case to explore shared/coordinated/combined solutions with another service

❖ Adults Provision

The development of a clear plan for the whole of the provider side of adult social care, not only as a way of addressing the significant change in our service offer as part of delivering the transformation programme but also as a way of tackling the growing demand pressures on services for the foreseeable future.

❖ Schools Provision

The development of a business case to determine what we are able to provide directly or indirectly in response to the new government's agenda, that clearly signals an intention to reshape the relationship between schools and local authorities, whilst maintaining the key role that schools play in the network of local authority services.

6.4 In addition to these three priority areas for service redesign we will intensify and accelerate our work on improving the use of our assets. We will move the debate to one which focuses on the delivery of services without dependence on buildings. We will rationalise our asset base, planning for fewer buildings and using any savings to protect service delivery.

6.5 We will continue to work with NHS Warwickshire on the Government's new agenda for the changing model for the operation of the health service and the interface with the authority. The timetable for the transfer of public health functions to the authority in 2013 is known and we need to begin work now toward integrating public health into the redesign of the authority. We will also begin working on forming a direct relationship with the emerging GP consortia.

6.6 At a local level we have been developing geographic ways of working that are small enough to be considered local but large enough to be affordable. We will continue to develop our thinking as to how locality models can be further developed and how local members can use these vehicles to commission local solutions and the consequent impacts on our service and financial planning arrangements.

6.7 Alongside the redesign of our services we will continue to review our managerial infrastructure. At the end of the two to three year implementation period the processes of the organisation will be focussed on a much more explicit accountability for activity, performance and business management.

6.8 This framework is only the start of our work on medium term financial planning and the remodelling of the financial management framework of the authority. Our detailed medium term financial plan will be approved in March 2011 will reflect the financial implications of our major change programmes, as outlined in the corporate business plan.

7 Strategic Director, Resources Statement

7.1 That the following statement from the Strategic Director, Resources be noted.

“The 2003 Local Government Act places specific responsibilities on me, as “Chief Financial Officer”, to report on the robustness of the budget and the adequacy of proposed financial reserves when the authority is considering its budget requirement. The Council is required to have regard to this report when it sets the budget. There are a range of other safeguards that I must also consider to prevent the Local Authority from over committing itself financially, including:

- ◆ *the balanced budget requirement (England, Scotland and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992);*
- ◆ *the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs (section 151 of the Local Government Act 1972), the implications of which have been clarified in case law and published professional guidance, particularly on the role of the Chief Financial Officer.*

Given the uncertainties of the economic environment and the scale of the expenditure reductions required, there are significant risks facing the Authority in delivering a balanced budget. In fulfilling the various responsibilities placed on me as Chief Financial Officer, I have set out below, what I see as the key risks associated with the proposed budget and how they can be managed, so that Members are clear on the risks associated with these budget proposals when making their budget decision.

Risk 1 – Policy changes are not identified and actioned, resulting in savings dependent on policy changes not being delivered or being delivered late.

*To mitigate this risk, key policy changes associated with major savings proposals have been identified and are summarised in **Appendix B**. The budget is only a balanced budget if these decisions are taken in a timely manner, and to the extent required to deliver the savings included within the plan.*

Risk 2 - The process for delivering the savings and the timing and timelines for ensuring that savings materialise are not set and adhered to.

Strategic Directors and Portfolio Holders have been charged with ensuring that processes are in place to ensure that savings proposals are delivered to timetable. This is crucial and should be subject to regular monitoring by both Strategic Directors and Portfolio Holders. If savings proposals are not delivered, then it will be crucial for Strategic Directors and Portfolio Holders to identify alternative ways of meeting the savings targets.

Risk 3 - Potential challenges to the savings proposals result in them not being implemented or delayed

Each savings proposal area has been subject to an Equalities Impact Assessment and services where there needs to be public consultation, before implementation, have been identified. However, the Government is also seeking to introduce rights for community groups in the Localism Bill to takeover responsibilities for services in some circumstances, which could introduce delays into the delivery of some savings. In such circumstances it is important to recognise that these new rights for the public would not absolve the County Council of its responsibility to maintain a balanced budget, and alternative savings would have to be identified to bring the budget back into balance.

Risk 4 - The savings proposals are not delivered for any other reason.

The risk assessment governing the level of general reserves takes account of the fact that the delivery of savings cannot be absolutely guaranteed and makes some minimal allowances for relatively small failures. These should not be treated as contingency provisions, however, as any of the risks identified in the risk assessment could materialise, at any time, at a level above that specified in the risk assessment. Consequently, where it becomes apparent that a savings proposal may not be delivered, Strategic Directors and Portfolio Holders should immediately identify alternative savings. This includes savings required as a consequence of specific and area based grant reductions.

The budget information used in preparing this budget resolution has undergone extensive scrutiny by:

- ◆ *Strategic Directors and their staff*
- ◆ *Staff within the Resources directorate*
- ◆ *Strategic Directors Leadership Team*

In addition to this I have worked closely with members, and particularly the Conservative Budget Group, in preparing this budget resolution. The level of one-off resources being used to fund this budget is less than the level of one-off allocations and therefore, I can confirm, will not cause additional revenue funding pressures in the future. In overall terms I am of the view that this revenue budget has been prepared on realistic assumptions and that it represents a robust, albeit challenging, budget.

Members should, however, note the considerable financial pressures which the authority will face in future years. There needs to be a continued focus on the delivery of not only the current year's savings plans but also that work is progressing to ensure the savings in future years are delivered in a timely way.

I have also undertaken a risk analysis of the adequacy of financial reserves, taking account of the foregoing comments. This highlighted the need to retain a minimum of £11.000 million in general reserves. This resolution makes provision for this level of reserves, taking account of the latest projections reported to members as part of the corporate budget monitoring process. I am therefore of the view that this budget does provide for an adequate level of reserves."

8 Summary of Service Estimates

8.1 Approval be given to the individual service net revenue estimates of:

	Base Budget £	Revenue Allocations £	Core Grant Allocations £	Funding Sources £	Total £
Adult, Health & Community Services	114,901,703	4,975,000	32,291,000	(8,061,000)	144,106,703
Children, Young People & Families	103,924,053	4,137,000	19,274,000	(6,180,000)	121,155,053
Customers, Workforce & Governance	13,166,466	252,000	214,000	(1,172,000)	12,460,466
Environment & Economy	67,892,096	3,049,000	3,032,000	(4,293,000)	69,680,096
Fire & Rescue	22,590,314	159,000	0	(400,000)	22,349,314
Partnership & Performance Unit	441,020	13,000	0	(263,000)	191,020
Resources	1,631,596	1,228,000	0	(1,542,000)	1,317,596
Other Services	42,348,341	1,748,000	0	0	44,096,341
Less: Depreciation	(41,211,422)	0	0	0	(41,211,422)
Less: Core Grants	0	0	(29,309,000)	0	(29,309,000)
Less: Council Tax Freeze Grant	0	0	(5,817,000)	0	(5,817,000)
	325,684,167	15,561,000	19,685,000	(21,911,000)	339,019,167
<u>Contributions to/(from) reserves:</u>					
General Reserves	0	0	0	(1,048,000)	(1,048,000)
Service Realignment Fund	107,077	3,471,885	0	0	3,578,962
Virtual Bank	275,000	0	0	0	275,000

9 Budget Requirements

9.1

	Base Budget £	Revenue Allocations £	Core Grant Allocations £	Funding Sources £	Total £
Approval to be given to a budget requirement for the general expenses of the County Council for the year ending 31 March 2012 of	326,066,244	19,032,885	19,685,000	(22,959,000)	341,825,129

The basic amount of the Council Tax for a Band D property, for the year ending 31 March 2012 be calculated as follows:	£
Budget Requirement	341,825,129.00
Less Redistributed National Non-Domestic Rates	(82,050,796.00)
Less Revenue Support Grant	(25,320,190.00)
Less Council Tax Surplus on Collection	(1,784,525.00)
	232,669,618.00
Divided by aggregate Council Tax Base for the County Area	201,402.70
Basic amount of Council Tax (Band D)	1,155.25

10 Council Tax

- 10.1 The council tax for 2011/12 is not increasing. Therefore, approval is given to Council Tax amounts for each category of property as follows:

	£
Band A	770.1639
Band B	898.5245
Band C	1,026.8852
Band D	1,155.2458
Band E	1,411.9671
Band F	1,668.6884
Band G	1,925.4096
Band H	2,310.4915

11 Precepts

- 11.1 The Chief Executive or Strategic Director, Customers, Workforce and Governance issue 2011/12 precepts on the Warwickshire billing authorities, as follows:

	£
North Warwickshire Borough Council	24,660,973.77
Nuneaton & Bedworth Borough Council	45,467,007.92
Rugby Borough Council	40,970,444.79
Stratford-on-Avon District Council	60,041,969.83
Warwick District Council	61,529,221.69

12 Budget Management

- 12.1 The Chief Executive is directly responsible for the implementation of the budget.
- 12.2 The Chief Executive and Strategic Director, Resources are authorised to vire revenue budgets between Directorates where such virements are as a direct consequence of the specific spending allocations, delivery of the savings targets, invest-to-save projects and funding strategies contained in this resolution and the accompanying capital budget resolution.
- 12.3 The Chief Executive and Strategic Director, Resources, in consultation with the Leader, are authorised to reverse allocations made as part of this budget process where the investment does not progress.
- 12.4 The Strategic Director, Resources is authorised to draw down from reserves accumulated from previous years' savings and vire money between reserves where these adjustments are as a direct consequence of the specific spending allocations, delivery of the savings targets, invest-to-save projects and funding strategies contained in this resolution and the accompanying capital budget resolution.
- 12.5 The Chief Executive is instructed to remind all Strategic Directors that budgets must not be overspent and that effective budget management arrangements should be the cornerstone of Directorates' work to secure value for money.

- 12.6 Directorates, and also schools, are encouraged to take a medium term view of spending commitments and ensure a prudent approach is adopted in entering into initiatives which create commitments in future years and developing clear strategies for the utilisation of service reserves.
- 12.7 All member bodies, members and Strategic Directors are instructed to comply with the prescriptive legal duties placed upon the Council and the Chief Executive and Strategic Directors be instructed to ensure that the implementation of policies complies with legal requirements.
- 12.8 That authority is given for all necessary tenders to be obtained and contracts to be completed to give effect to this budget.

2011/12 Revenue Allocations and Indicative Allocations for 2012/13 and 2013/14

Revenue Bid	Description	2011/12 Total Cost £000	Indicative 2012/13 Extra Cost £000	Indicative 2013/14 Extra Cost £000
	Adult, Health and Community Services			
R-AHCS-01	<u>Inflation</u>	1,808	1,439	2,025
R-AHCS-02	<u>Demand – Older People</u> An allocation to meet the demand for services for older people resulting from an increase in the number of customers, an increase in the average level of need and price pressure driven by the absence of a competitive market supply of service providers. This impact is in addition to changes in price that are due to general inflation.	1,395	1,786	1,176
R-AHCS-03	<u>Demand – Learning Disabilities</u> An allocation to meet the demand for services for people with learning disabilities resulting from an increase in the number of customers, an increase in the average level of need and price pressure driven by the absence of a competitive market supply of service providers. This impact is in addition to changes in price that are due to general inflation.	1,291	787	577
R-AHCS-04	<u>Demand – Physical Disabilities</u> An allocation to meet the demand for services for people with physical disabilities resulting from an increase in the number of customers, an increase in the average level of need and price pressure driven by the absence of a competitive market supply of service providers. This impact is in addition to changes in price that are due to general inflation.	314	155	125
R-AHCS-06	<u>Independent Living Fund</u> An allocation to provide services to those customers that meet our criteria for access to services where Independent Living Fund resources, provided by the government, are not available.	167	56	-
	Sub-Total	4,975	4,223	3,903
	Customers, Workforce and Governance			
R-CWG-01	<u>Inflation</u>	252	181	386
	Sub-total	252	181	386

Revenue Bid	Description	2011/12 Total Cost £000	Indicative 2012/13 Extra Cost £000	Indicative 2013/14 Extra Cost £000
	Children, Young People and Families			
R-CYPF-01	<u>Inflation</u>	1,059	691	1,477
R-CYPF-02	<u>Placement of Looked After Children</u> An allocation to fund the costs associated with the continued rise in the number of looked after children.	2,230	1,720	1,720
R-CYPF-03	<u>Preventative Safeguarding</u> An allocation to fund the costs associated with the continued rise in the number of children subject to a child protection plan.	105	10	10
R-CYPF-04	<u>Legal Case Work</u> An allocation to meet the cost of the increased support needed from Legal Services, particularly in relation to duties to protect vulnerable children from harm.	743	302	332
	Sub-total	4,137	2,723	3,539
	Environment & Economy			
R-EE-01	<u>Inflation</u>	1,896	1,550	2,374
R-EE-02	<u>Concessionary Travel</u> An allocation to meet the expected cost of concessionary travel above the level funded in the local government finance settlement. The funding is provided on a provisional basis and is only available to the directorate to meet actual costs.	846	788	297
R-EE-10	<u>Highways Maintenance</u> An allocation to sustain investment to address the backlog of work to reduce potential repeat flooding of property and roads. This includes £57,000 to fund the cost of grass cutting.	307	0	0
	Sub-total	3,049	2,338	2,671
	Fire and Rescue			
R-FR-01	<u>Inflation</u>	159	74	308
	Sub-total	159	74	308

Revenue Bid	Description	2011/12 Total Cost £000	Indicative 2012/13 Extra Cost £000	Indicative 2013/14 Extra Cost £000
R-PPU-01	Partnership and Performance Unit			
	<u>Inflation</u>	13	8	27
	Sub-total	13	8	27
	Resources			
R-RE-01	<u>Inflation</u>	513	365	796
R-RE-02	<u>Implementation of the Carbon Reduction Commitment Scheme</u> An allocation to fund the cost of purchasing enough carbon credits each year to cover the likely emissions from all our buildings (including schools) and street lighting. The funding is provided on a provisional basis and is only available to the directorate to meet actual costs.	715	59	80
	Sub-total	1,228	424	876
	Other Services			
R-OS-01	<u>Inflation</u>	57	47	54
	<u>Capital Financing Costs</u> An allocation to meet capital financing costs to the level required by our proposed capital spending proposals.	1,691	1,578	926
	Sub-total	1,748	1,625	980
	Total Revenue Allocations	15,561	11,596	12,690

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
Adults, Health & Community Services (AHCS)					
ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control	982	2,580	4,181	Learning Disability strategy going to Cabinet on 27 January, may need consultation. May subsequently need further reports (on particular closures or retendering; day services and extra care).
ASC-04	Domiciliary Care Recommissioning	150	150	150	Proposals due to come to Cabinet on 17 March for tendering for future home care/external provision. Outcome is more likely to be about retendering rather than any fundamental policy change (but there may be a need for TUPE consultation). Reablement discussions taking place with NHS Warwickshire with a Cabinet report due March / April 2011.
ASC-05	Reablement, Intermediate Care and Homecare Modernisation	2,117	3,183	3,188	
ASC-09	Older People (1) Residential Care and (2) Extra Care	367	1,100	1,900	Report due to Cabinet in January to begin the procurement process (on older people services accommodation strategy) - with a further report in November. There will need to be a schedule of potential closures if the procurement plan doesn't work. Already have permission on Extra Care.
ASC-10	Adult Social Care charging review	2,344	3,240	3,250	Generally this is already up and running (and has gone through Cabinet), but day care and transport may need to go to Cabinet in July.
ASC-11	Day Care Services for Older People & Older People Mental Health (OPMH)	130	184	184	
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services	239	502	647	A "personalisation" approach has already been approved. If proposals are outside this framework additional Cabinet approvals will be required.
ASC-13	Reduce staffing levels in adult social care by 20%	0	0	2,000	Cabinet has already approved £2 million savings in 2011/12. Further proposals should also+F42 be covered by any s188 agreement.
ASC-15	Mental health transformation	404	548	578	
ASC-16	Reduced spending on service development	410	510	610	
ASC-17	Housing support	400	800	1,200	
ASC-18	Workforce development	116	250	350	
ASC-19	Mental capacity	52	52	52	
ASC-20	Carers	166	250	350	
ASC-21	Information, advice and low level services	184	245	245	
AHCS sub total		8,061	13,594	18,885	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
Childrens, Young People & Families (CYPF)					
CY-S-01	Transforming services for children and families	715	1,632	2,540	
CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	836	1,319	1,734	
CY-S-03	Reconfigure services for Looked After Children	361	461	561	
CY-S-04	Review services to schools and families	1,171	2,524	2,524	
CY-S-05	Review of the Safeguarding Service	387	489	489	
CY-S-06	Community and Play- reduction in services	873	2,690	3,611	Needs policy change related to the change in the Youth Offer and / or the transfer of responsibilities for youth centres - Cabinet dates to be arranged.
CY-S-07	School/College Transport	1,087	2,614	3,114	Needs review of denominational transport policy (and consultation) - Cabinet dates to be arranged.
CY-S-08	Alternative use of grants within Children, Young People and Families directorate	750	992	2,336	Needs further exploration of the impact of alternate use of reduced grants - could be included as part of the detailed estimates report.
	CYPF sub total	6,180	12,721	16,909	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
Customers, Workforce & Governance (CWG)					
CW-CL-01	Restructure Community Safety and Localities management and teams	20	111	191	Member approval may be required to reconfiguration of teams.
CW-CL-08	Reconfiguration of Locality arrangements	10	10	160	Member approval likely to be required.
CW-CL-14	Reduction of Customers, Workforce and Governance Directorate support services	0	13	30	
CW-CL-07	Anti-Social Behaviour PCSOs	51	128	128	Reduction in funding contribution to the Police.
CW-CL-10	DAAT Commissioning	0	34	34	Necessary policy approvals have already been given to let new contracts.
CW-CL-12	Additional income generation in Equality and Diversity and Complaints Handling	0	0	65	
CW-CL-13	Reshaping the approach to the Voluntary & Community Sector & Community Grants	134	412	412	Member approval will be required.
CW-CC-02	Library Services reconfiguration	400	861	1,332	Savings dependent on review of library network and opening will require Cabinet approval. Annual Library position statement no longer part of Policy Framework - so nothing likely to conflict. Cabinet decision - possible 3 month consultation with staff and public. Decisions will not be made by 1 April 2011. A later date of July is more likely. Consultation on the whole three year programme must be put in place once the budget is agreed.
CW-CC-03	Integrated model for communications	52	95	188	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	130	214	271	
CW-LG-03	Reduce core legal discretionary services	36	72	75	
CW-LG-04	Restructure the Insurance function	44	44	44	
CW-LG-05	Restructure Audit & Risk Assurance	25	25	25	
CW-WS-01	Learning & Development	0	79	79	
CW-WS-02	Healthy Workforce	70	70	70	
CW-WS-03	HR Advisory Service - proportionate reduction	0	30	100	
CW-WS-04	HR Business Partnership	0	0	18	
CW-WS-05	HR Transactions	107	158	158	
CW-WS-06	Management restructure in Workforce, Strategy and Development	31	33	113	
CW-WS-07	Completion of Pay & Conditions review	62	62	62	
CWG sub total		1,172	2,451	3,555	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
Environment & Economy (E&E)					
EE-ER-01 and 02	Rationalisation of Household Waste Recycling Centre and Services	453	2,002	3,090	Policy approvals already given but further member decisions on opening hours etc.
EE-ER-03 and 04	Rural Services : Review of rents and income generation	52	75	85	
EE-ER-05	Savings in staffing in environment and resources division of EED	27	33	46	
EE-HC-01	Reduction in the Arts for Health budget	59	59	59	
EE-HC-02	Reduction in the Heritage Education staffing	26	26	26	
EE-HC-03	Reduction in Museums Service staffing	26	26	26	
EE-HC-04	County Records Office On-Line development	10	20	20	
EE-HC-05	Transformation of Heritage and Cultural Services	0	35	216	Transformation may require changes to, e.g. charging policies, acquisition/disposal policies, learning & audience development policies, access policies, etc. However, these will be identified specifically as the savings implementation plan for transformation is developed.
EE-SC-01	Development of a new Local Enterprise Partnership	17	380	452	No policy change required to deliver the savings, although policy decisions may be needed at some point in the future to agree any changes to the way Economic Development is provided.
EE-SC-02	Increase income from business property. Transfer Opportunities Centre to an alternative provider	176	187	187	
EE-SC-03	Reduce costs and increase income from gypsy and traveller settled sites	32	52	57	
EE-SC-04	Removal of County Planner post	48	48	99	
EE-SC-05	Education Business Partnership - agree exit strategy	50	50	100	
EE-TS-01	Develop a sub-regional Emergency Management function	7	22	64	Key decision needed to approve that operating emergency management functions on a sub regional basis (Cabinet 27th January 2011)
EE-TS-02	Reduce Trading Standards pro-active work	7	66	107	There are potentially implications for Consumer Advice, Enforcement and
EE-TS-03	Reduce Trading Standards front-line enforcement	0	25	81	Intellectual Property Enforcement policies. Will have to determine whether
EE-TS-04	Reduce Trading Standards support for vulnerable consumers	0	41	66	the service can operate within the existing policies, or whether they need to be reviewed, as savings implementation moves forward.
EE-TS-05	Reduce Trading Standards support service and management	122	196	209	
EE-TW-01	Stop all bespoke community transport other than flexi bus	114	198	198	No policy change required for these savings, but if significant additional
EE-TW-02	Stop all subsidised evening bus services	450	450	450	savings have to be taken to manage the loss of government grants a complete review of subsidised public transport and change of policy is likely to be required (LTP to be considered by Council)

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
EE-TW-03	Stop all survey work to collect traffic data	12	200	200	
EE-TW-04	Reduction in safety camera activity	620	620	620	Will need a Cabinet policy decision (previously deferred).
EE-TW-05	Reviews of Traffic Regulation Orders for civil parking enforcement areas (Stratford District, Warwick District & Rugby Borough) would be limited to one (variation to each District Consolidation Order) per year	120	120	120	
EE-TW-06	Minor sign and carriageway marking schemes, other than those funded from Area Committee delegated budgets, would not be carried out	70	70	70	
EE-TW-07	Stop resurfacing work from revenue	500	500	500	
EE-TW-08	Street Light switch-off / trimming	0	0	500	
EE-TW-10 & 15	Scaling back of Countryside Access activities	325	500	500	
EE-TW-11	Reducing the amount of condition survey work	50	100	150	
EE-TW-12	Street Light Energy Savings	500	500	500	Policy on switch off street lights between 12.00 midnight and 5.00am - likely to require Member decision.
EE-TW-13	Stratford Park and Ride	20	40	60	No policy change required - increased income.
EE-TW-14	Term maintenance contract savings (HMC 2011)	0	0	500	
EE-TW-16	Passenger Transport – Revision of passenger transport network serving Coleshill Parkway and Birmingham International	200	200	200	
EE-TW-17	Changes to on-street parking charges across the County	100	100	100	
EE-TW-18	Stop replacing non-regulatory carriageway markings	100	100	100	
	E&E sub total	4,293	7,041	9,758	
Fire & Rescue (F&R)					
FR-05	Restructure and realignment of management and support staff within Fire and Rescue	400	500	500	
	F&R sub total	400	500	500	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	Cumulative Cash Saving			Policy Implications
		2011/12 £'000	2012/13 £'000	2013/14 £'000	
Partnership & Performance Unit (PPU)					
PPU-01	Reduced external assessment and inspection and related overheads	12	12	12	
PPU-03	Transformation of Performance & Improvement Services workforce	223	223	223	
PPU-04	Re-patterned Working Arrangements in PPU	16	16	16	
PPU-02	Generating income through charging for consultation activities	12	47	77	
	PPU sub total	263	298	328	
Resources					
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	340	1,125	1,850	
RE-FI-03	Reduction in financial support to both members and managers				
RE-FI-04	Shared financial services				
RE-IT-01 to 03	ICT savings via hours reduction, restructuring and general efficiencies	183	180	193	
RE-IT-04	Stopping the ICT Training initiative	0	50	50	
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	0	250	
RE-IT-06 to 10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	250	650	800	
RE-PR-01	Market test traded services	0	0	0	Could be policy implications if involve outsourcing.
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	769	2,727	4,376	There will be policy implications related to associated service delivery changes, but not everything.
	Resources sub total	1,542	4,732	7,519	
	WCC Total Savings Identified	21,911	41,337	57,454	