

Cabinet

9 November 2017

One Organisational Plan Quarterly Progress Report April – September 2017

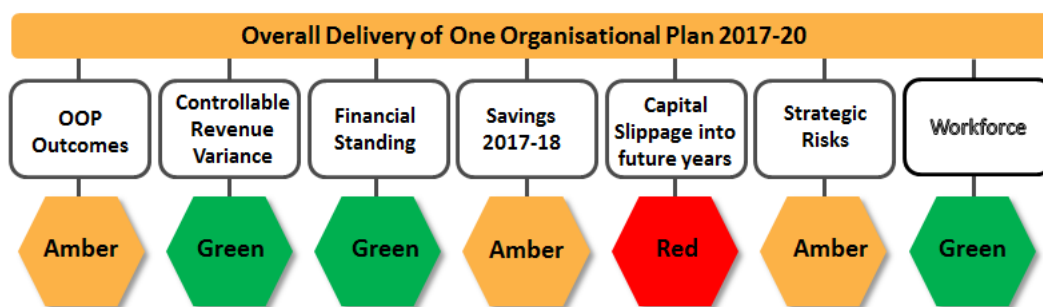
Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan (2017-20) as at the end of September 2017 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £0.469 million from Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Approve the revised capital payments totals and the revised financing of the 2017/18 capital programme as detailed in the table in section 3.4.
- e) Approve the increase in the cost of the refurbishment of Old Shire Hall of £0.936 million to meet the requirements of being a commercial events venue funded from revenue/capital resources previously approved for Property Services and improving the customer experience in Customer Services, as detailed in section 3.4.

1. Progress on the Overall Delivery of the One Organisational Plan (OOP 2020)

- 1.1. At the end of quarter 2, the forecast for the delivery of the major components of the Authority's Plan is at Amber, as shown in the chart below.



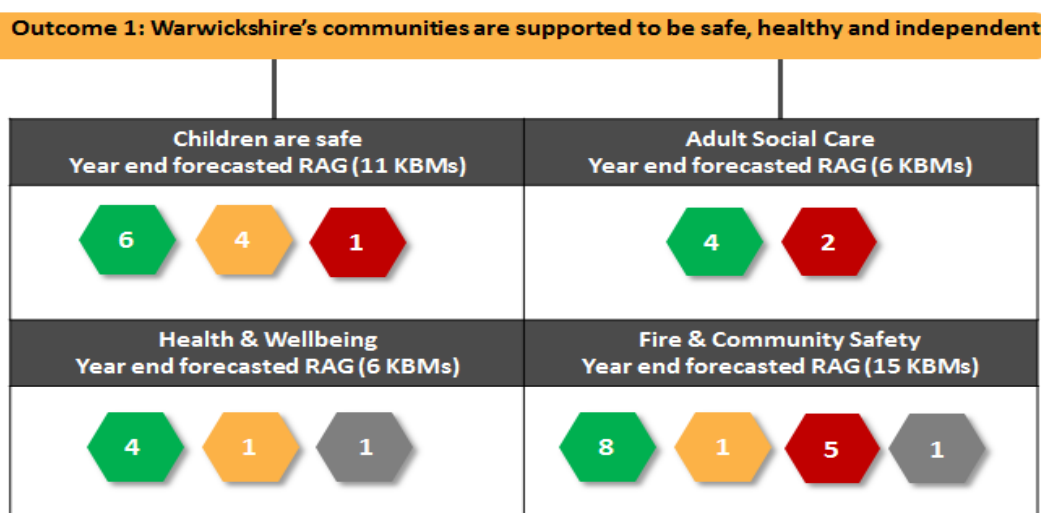
- 1.2. Overall, there is little change from the forecasts at quarter 1.
- 1.3. For the OOP Outcomes, the overall forecast is at Amber to deliver all three high level Outcomes. Specifically, both of Outcomes 2 (Economy) and 3 (Resources) are forecasting an overall delivery of Green, with an assessment that at least 70% of their Key Business Measures will achieve their targets. In relation to Outcome 1, (Safe, healthy & independent communities), a number of challenging issues continue to be faced by children & families, adult social care, fire and community safety (including transport) which will impact on delivery. Most of these are long term issues which are the focus of the Authority's transformation programmes. Further details are covered in section 2 of the report.
- 1.4. An under-spend of £0.045million (0.02%) is being forecast on the revenue budget for the year, which is within the agreed tolerance level of 2%. More information on the under-spend is contained within **Appendix A** and Annexes A-P.
- 1.5. The forecast outturn for the savings plan is that there is likely to be a shortfall of 4.5% (£1.433 million) against the overall target of £31.935m by the year-end. The gap is slightly wider than forecasted at Quarter 1 – mainly due to issues for the People Group. Section 3 provides further details. Where this has an impact on the revenue outturn position, Business Units or Groups have sufficient reserves to cover any shortfall. This shortfall is within tolerance levels and Business Units are implementing their plans for achieving their savings targets over the three year period.
- 1.6. Consequently, the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. The in-year financial position is tighter than previous years and therefore requires a focussed discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans to ensure the medium term financial plan that underpins OOP2020 remains on course.
- 1.7. The position on strategic risks remains unchanged and Corporate Board continues to have regular oversight of these. Three of the four Key Business Measures on Workforce are on track to achieve their yearly targets.

2. Performance Commentary

OOP Outcome Framework

- 2.1 The OOP Outcome Framework consists of 3 high level Outcomes which are also disaggregated by the main service/policy areas. The delivery of these Outcomes is dependent on the achievement of their supporting Key Business Measures (KBMs).
- 2.2 Overall, Outcomes 2 (Economy) and 3 (Resources) are expecting to achieve at least 70% of the yearly targets for their KBMs and so have an overall rating of Green. Thus, 20 of the 26 KBMs for Outcome 2 and 15 of the 19 KBMs for Outcome 3 have a Green forecast.
- 2.3 Outcome 1 has an overall Amber rating, based on 22 of the 38 KBMs (57%) forecasting to achieve their yearly targets.
- 2.4 At a disaggregated level, 2 of the 7 policy areas are forecasting to achieve (Green) at least 70% of their KBMs. These are: economy & infrastructure, (including environment & localities) and resources. The remaining 5 policy areas are forecasting at Amber overall in relation to their KBMs (i.e.50-69% of KBMs are forecasting a year-end at Green).
- 2.5 Full details of the progress in performance of all 83 KBMs at the end of quarter 2 are provided in Annex R.
- 2.6 Appendix B to this report provides longer term trend data and comparative data where available on the KBMs for the policy areas. This additional information enables a more rounded assessment than that provided by just the quarterly information.

Outcome 1: Warwickshire’s communities are supported to be safe, healthy and independent.



2.7 The table above shows the year-end forecast RAG position of the Key Business Measures for the 4 policy areas which contribute to Outcome 1. All 4 policy areas are forecasting at Amber level overall, indicating that 50-69% of the supporting KBMs are forecasting being able to achieve their yearly target. The sections below reports in more detail on these policy areas.

“Children are safe”

2.8 6 of the 11 KBMs are forecasting at Green, including the numbers of children looked after and early help assessments initiated. The overall aim remains to increase early help assessments and thus reduce the number of children being looked after and child protection plans in place (without compromising the safeguarding of children). The Scorecard for Children in Appendix B shows the performance of these 3 KBMs since 2014 and the challenge of sustaining the impact on these measures. All 3 KBMs have remained at virtually the same level since 2014.

2.9 The KBM for the number of child protection plans is currently forecasting at Red. In part, this is due to an increased number of serious incidents of child abuse being reported. Active management of those with a protection plan are being undertaken to ensure that plans remain in place only as needed to safeguard the children concerned. Longer term, the ability to meet this yearly target is also dependent on increasing early help assessments and reducing the caseloads for social workers and independent reviewing officers. Both the latter two key business measures are at Amber. The latest recruitment campaign for social workers is proving to be successful and resulting in sufficient posts being offered to enable front line teams to be fully staffed but the impact of this may not be fully realised until quarter 4.

2.10 However, the Authority continues to make good progress in increasing the percentage of children looked after that left care via adoption, special guardianship or children arrangement orders (Appendix B-Children Scorecard) and Warwickshire’s adoption levels are higher than national and those of its statistical neighbours.

2.11 The goals for the placement of children looked after, are to reduce the use of residential and external foster care, whilst increasing the use of internal foster carers. The KBM for children placed in residential care is forecasting to achieve it’s yearly target (thus Green) and the Authority has successfully managed to maintain a reduction from the 2015/16 levels (See scorecard at Appendix B). However, both KBMs for the numbers of children placed in external and internal foster care are forecasting not to fully achieve their yearly target (Amber). This is due to a lack of sufficient quality internal foster carers affected by the recruitment drive for new in-house carers, which has taken longer than expected to gain momentum (an issue also being faced by other Authorities). The effect of these pressures is impacting on the revenue budget (with a forecasted overspend) and on the ability of the Service to fully achieve their savings target.

Adult Social Care

- 2.12 The overall aims for adult social care are to increase people's independence and health by reducing the numbers being permanently admitted to residential, nursing and long term community care and to promote choice and control. 4 of the 6 KBMs for Adult Social Care are forecasting to achieve their yearly target and are rated Green.. These include the numbers of permanent admissions to residential and nursing care (over and under age 65) and to long term community care. Admissions to long term community care are one of the largest group of service recipients; the forecast for this by the year end is that that total numbers will be close to the level in 2014/15 (after a reduction in 2015/16/17).
- 2.13 As well as admissions, the financial impact on the Service is also affected by the total number of service users, their length of stay in types of accommodation and market rates. The Scorecard for Adult Social Care in Appendix B shows that the total number of service users at the end of quarter 2 are similar to a year ago.
- 2.14 2 of the 6 KBMs are forecasted to be Red at year-end. These are the number of people receiving a Direct Payment and Delayed Discharges from Hospital.
- 2.15 Direct payments are one way in which service users can exercise choice and control. Although Direct Payments are forecasting not to achieve their yearly target, the Service continues to actively promote these to users.
- 2.16 There is little change from Quarter 1 in respect of delayed transfers of care from hospital which is still forecasting to be considerably higher (at 550 per 100,000 population) than the yearly target (396 per 100,000 population), though the 550 forecast will be an improvement on the 597 per 100,000 in 2016/17. These are due to both delays in assessments being completed and in sourcing care packages. This area is one of the specific transformation projects which aims to make in-roads on discharges; additional staff have been employed within the hospital and reablement teams to help improve this.

Fire & Community Safety

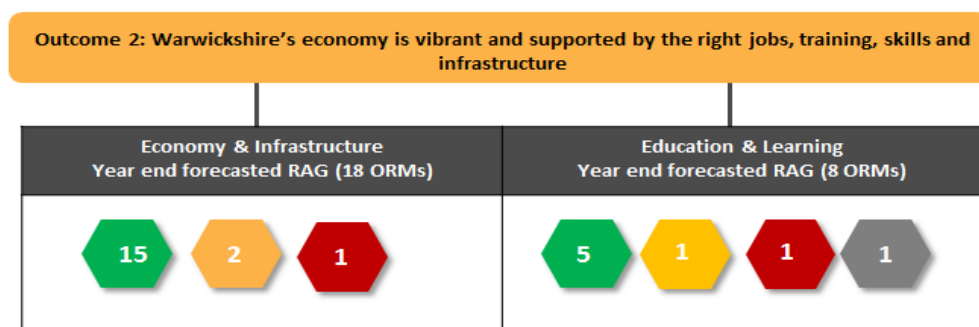
- 2.17 This covers fire, road and flood safety and is measured through 15 KBMs. 8 of these 15 are forecasting to achieve their yearly target (rated Green) whilst 5 of the 15 KBMs are forecasting that the yealy targets will not be met (rated Red).
- 2.18 9 of the 15 KBMs are in relation to the Fire Service. 5 of these 9 are forecasting at Green (to achieve their year-end targets), 3 at red (will not achieve their target) and 1 at Amber (will almost achieve the target).
- 2.19 Fire Service KBMs which are forecasting to achieve their target include response times when a 1st Appliance arrives at life risk/property incidents within agreed response standards, % Retained Duty Staff appliance availability at specific key stations and the number of accidental dwelling fires. Availability of Key Retained Duty Appliances is improving gradually due mainly to the flexible use of wholtime firefighters covering short term

availability gaps at Retained Stations and other similar flexible working practices. Overall the number of Retained Firefighter vacancies and subsequent Fire Crew unavailability remains a long standing concern and work is underway with HR & OD to improve the level of proactive recruitment and outreach work necessary to attract candidates. The scorecard for Fire & Community Safety within Appendix B shows the trend in performance over the last 3 years where available, for the KBMs concerned.

- 2.20 One of the Fire Service KBMs that is forecasting a year-end position at 'Red', is that on the number of incidents attended, with a forecast that 3200 will be attended by the year end which would exceed the yearly target (3013). The level of incidents in quarter 2 are 5.3% higher than the same period last year but have decreased by 18% since quarter 1 of 2017/18. This rise is due to an increase in secondary fires; levels of deliberate fires have also increased by 7% compared to the same period in 2016/17. Benchmarking information on 45 other Fire Services, including Warwickshire, shows that Warwickshire attends the lowest level of fire incidents per 10,000 of the population, by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services. Warwickshire Fire Service is actively working to improve incident levels over the remaining period of 2017/18. The Scorecard for Fire & Community Safety at Appendix B aims to provide longer term trends on the KBMs and shows a slight improvement in 2016/17 (3,076 incidents attended) over 2015/16 (3,306).
- 2.21 Two additional Fire & Rescue KBMs forecasting at Red are the measures on the number of regulatory reform order risk-based inspections and the number of preventable fire related deaths. The former has been impacted due to the decision to focus on completing highrise inspections after the Grenfell tragedy and suspending other protection inspections. Although other inspections have now resumed, the Service is unlikely to be able to meet it's yearly target for these risk-based inspections. The target for fire related is zero and this has been missed due to two fire related fatalities which were in relation to an aircraft incident (though confirmation from the coroner as to the exact cause of death is still awaited).
- 2.22 On road safety, the KBM on the number of people killed or seriously injured on our roads is also forecasting at 'red'. Nationally, there has also been a 4% increase in this Measure. The Scorecard on Fire & Community Safety at Appendix B confirms the three year trend data (2017/18-forecast of 374; 2016/17- 374 actual and 2014/15- 315 actual KSI) on this for Warwickshire, confirming an 18% increase in 2016/17 since 2014/15 and a forecasted increase of 8% compared to 2014/15. The Transport & Economy Service continues to use a combination of road safety education, engineering and enforcement interventions to address this; casualty reduction schemes at two locations are to be implemented this year.

- 2.23 The other KBM forecasted at Red is the level of re-offending by young people. The latest data on this confirms the continuing challenge in meeting the target although Warwickshire's rate is better than the national average.
- 2.24 Flood protection remains an important priority and it is forecasted that 10,000 preoposed new properties will be better protected from flooding through the Authority's planning role and this KBM will exceed it's yearly target (and is at Green).

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills.



- 2.25 The overall forecast for Outcome 2 is that 20 of its 26 (77%) KBMs will achieve their yearly target and thus has a Green rating overall. The chart above provides the forecasted RAGs of the KBMs for both policy areas under this Outcome.

Economy & Infrastructure

- 2.26 15 of the 18 KBMs are forecasting to achieve their yearly target (rated Green). The only significant changes from quarter 1 are to:

- The KBM on waste service cost per household, which now forecasts an improvement from quarter 1; the cost per household is now forecasted to be £67 and meeting its revised yearly target rather than the £90 projected at Q1. However, despite this, there is a projected overspend in the revenue budget for this.
- % of Core Highways Maintenance Contract measures achieving target, although still forecasting a year-end position of 'Red'/not meeting its target, (90% forecast achievement against the target of 100%), there is an improving position on this from the last month.

Education & Learning

- 2.27 5 of the 8 KBMs are forecasting to achieve their year-end targets and at Green. Amongst the KBMs forecasting at Green is that on the percentage of

disadvantaged children achieving grades A*-C at the end of key stage 4 in English & Maths. The Scorecard for Education at Appendix B confirms that Warwickshire's 2017/18 forecast forms part of an improved trajectory since 2015/16.

- 2.27 The KBM on the percentage of disadvantaged children achieving age related expectations at key stage 2 in reading, writing and maths is forecasting an under-achievement at 42% against its yearly target of 57%. Despite this, the Scorecard on Education and Learning at Appendix B confirms that Warwickshire is making steady improvements on this Measure since 2014/15.

Outcome 3: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.



- 2.28 This Outcome is forecasting to achieve 15 of its 19 KBMs by the year-end. The Scorecard for Resources at Appendix B confirms that 5 of these 15 KBMs show an improved trajectory of achievement since 2014/15. These are: the amount of cash return on invested capital, the availability of IT key systems to users, positive employee engagement, staff sickness levels and the number of legal challenges/adverse judgements.
- 2.29 The only significant changes since quarter 1 are to increases in digital assistance which is forecasting an under-achievement at 16% against its yearly target of 20%. However, the Authority's Digital by Default/Customer Service Strategy is assessed through this KBM and through the performance of the percentage of on-line transactions and this KBM is on track to meet its yearly target.

Management of HR and Risk

- 2.30 The successful delivery of the One Organisational Plan is dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.31 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation. Sickness absence shows a slight increase from 9.60 days sick per FTE at quarter 1 to 9.75 at quarter 2. The Authority continues to actively manage this through its revised policy and procedures.

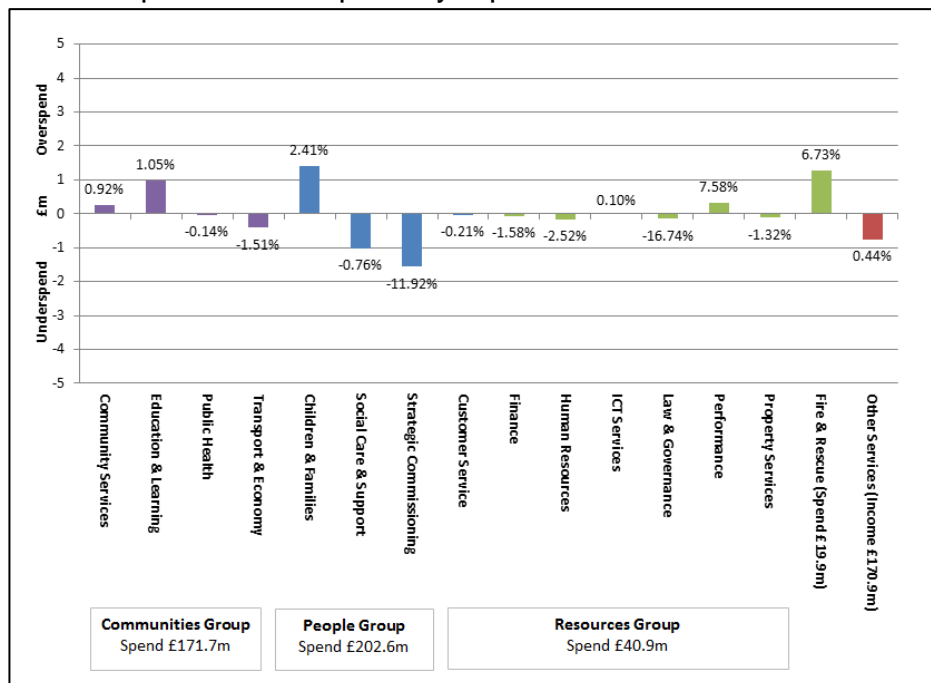
- 2.32 Headcount stands at 5119, a reduction of 25 since 31st March 2017. Staff turnover is at 16% and within the forecast for the year.
- 2.33 Our Age Profile remains stable, with an average age of 45.5. Efforts to increase the younger representation of the workforce continue with the Apprenticeship programme.

3.0 Financial Commentary

3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2017/18 is £264.383 million. Against this, at Quarter 2, an under-spend of £0.045 million or 0.02% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.

3.1.2 The chart below shows the forecast position for each Business Unit. It shows both the absolute under/overspends for each Business Unit as well as those which are outside of the tolerances agreed for reporting purposes of no overspend or a less than 2% underspend. To supplement the assessment of financial performance against these tolerance levels, monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item at all Corporate Board meetings to allow issues of concern to be escalated quickly. Any issues raised through this process are reported to Members as part of these quarterly reports.



3.1.3 At Quarter 2, six Business Units are forecasting they will overspend and three are forecasting underspends greater than the -2% tolerance agreed; the remaining seven have underspends within the agreed tolerance level. Where an overspend is being forecast, the Business Units or Groups have sufficient

reserves to meet any residual overspend. **Appendix A** outlines the reasons for all variations in budget.

3.1.4 The overall revenue position of the authority is favourable. Any overspends are planned to be funded from reserves in the short term. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions are in place to either find alternative savings or services are working to deliver the required savings in future years.

3.2 Reserves

3.2.1 Business Units are seeking members' approval to draw down £0.469 million from reserves to support the delivery of their plans in the current year. The specific proposals members are asked to approve are:

Community Services (£0.030 million)

- Drawdown to fund the replacement of test fuels for the calibration of bulk fuel meters within the trading standards service.

Performance (£0.439 million)

- Drawdown from the Resources Transformation Fund set aside to fund work to support transformation activity both across the Council and within the Resources Group in the short to medium term.

3.2.2. The authority currently holds reserves of £125.188 million. The proposed movement from reserves of £0.469 million combined with the effect of the forecast outturn underspend of £0.045 million would mean total reserves of £124.764 million are forecast for the end of the financial year.

3.2.3. Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of the new plan through to 2020.

3.3. Delivery of the 2017-20 Savings Plan

3.3.1. Four Business Units; Transport & Economy, Children and Families, Social Care and Support and Customer Services are presently forecasting that they will not meet their 2017/18 savings targets, with the overall shortfall expected to be £1.433 million.

3.3.2 For Transport & Economy there is a shortfall of £0.108 million in the savings from the review of the Regeneration function. Due to the elections in May, there was a delay in the decision making process for this particular savings area. This has meant that the implementation process has also been delayed and will prevent the full saving being made in year. Any resulting overspend at

the end of the year will, if necessary, be met from the Business Unit's reserves.

- 3.3.3. Within Children and Families the forecast shortfall in the delivery of savings for 2017/18 is £0.636 million. This has increased from the Quarter 1 shortfall of £0.176 million. This is partly due to a lack of sufficient foster carers in the summer which has led to an increase in the use of residential placements and reflects a national issue. Work is being undertaken to address the future delivery of these savings. Contained within the commissioning of services savings targets was £100,000 planned to come through the Bright Care contract, this saving will now not be delivered in 2017/18 as the contract award is not expected to be awarded until January 2018 with admissions from April 2018
- 3.3.4 Within Social Care and Support, forecast savings are £4.706 million against the target of £5.343 million. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across service areas. Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary improved Better Care Fund grant. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or if increased demand utilises the capacity created.
- 3.3.5 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.052 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.
- 3.3.6. Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4 Capital Programme

- 3.4.1. The total forecasted level of planned capital spend is £112.760 million in 2017/18, with a further £137.430 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £30.980 million for 2017/18 with a further £14.955 million over the medium term.

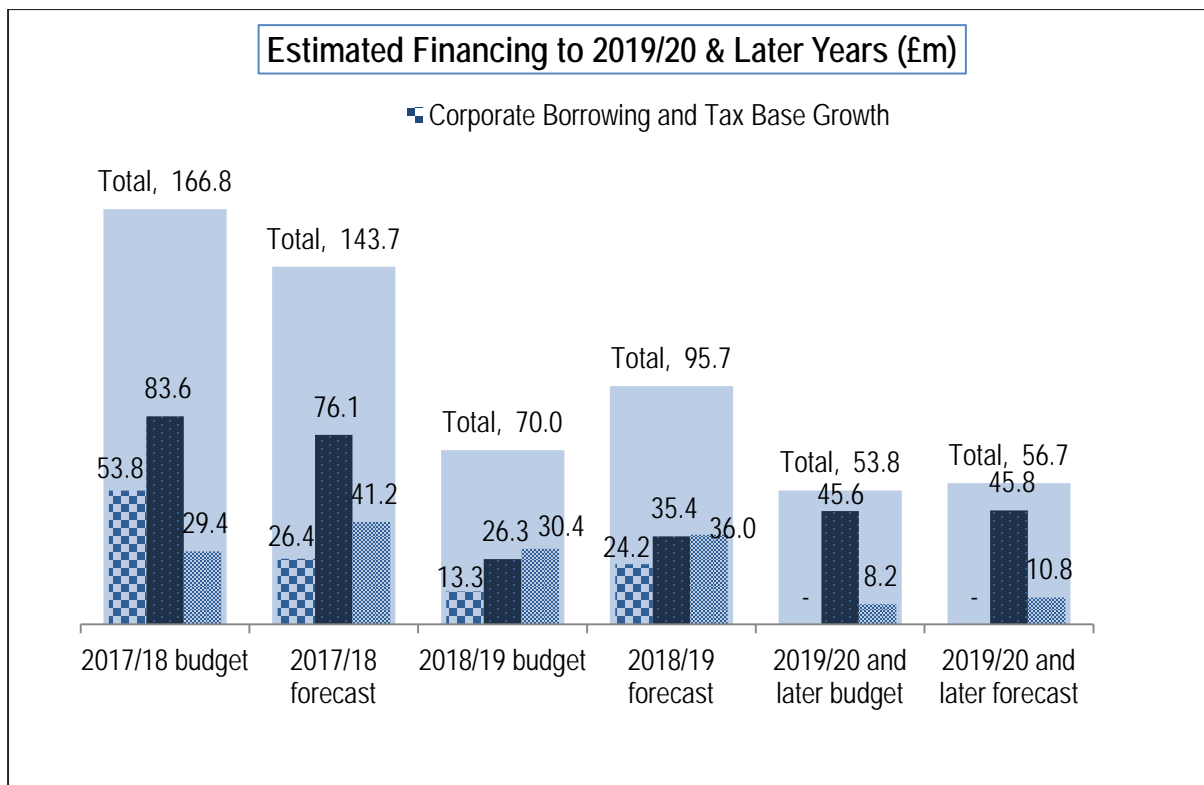
Two recent allocations have been made from the CIF, details of which can be found in the Cabinet report dated 10th October 2017. The two allocations total £2.3 million and will be reported as part of the Quarter 3 capital programme,

thus reducing the CIF by this amount in Quarter 3. There will also be a small reallocation of CIF funds so that £7.5 million is available in 2018-19 and 2019-20.

The level of forecast capital spends for 2017/18 at Quarter 1 was £125.179 million. At Quarter 2 this figure has reduced to £112.760, a reduction of £12.419 million. The £112.760 million forecasted spend plus the remaining Capital Investment Fund allocation of £30.980 million makes up the total 2017/18 forecast figure of £143.740 million within the graph and table at 3.4.5.

- 3.4.2. Managers' forecasts indicate that £14.349 million (11%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £1.929 million resulting in the overall decrease to the programme for 2017/18 of £12.419 million.
- 3.4.3. The main reasons for the £14.349 million slippage in the quarter compared to the approved budget are:
- Education and Learning – The slippage of £2.526 million mainly relates to two significant schemes: Long Lawford Primary (£1.525 million) where construction has been delayed by the time needed to discharge planning conditions, and Water Orton Primary (£1.0 million) due to legal delays in transferring land from HS2.
 - Transport and Economy – £10.781 million of slippage which relates to a number of schemes. The details are as follows; £1.8m A444 Coton Arches, where the tender process was delayed due to awaiting information from utilities, and £3.4m A46 Stanks Island pending the completion of negotiations with landowners and Highways England. Most of the remainder of the slippage relates to developer funded schemes the full details of which can be found in the supporting annexes.
 - Fire and Rescue - £0.750 million of slippage is due to slower than expected progress on the new training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.
- 3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is reported every six months to the Resources and Fire and Rescue Overview and Scrutiny Committee.
- 3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These

figures include the remaining Capital Investment Fund allocation of £45.935 million.



	2017/18 budget	2017/18 forecast	2018/19 budget	2018/19 forecast	2019/20 and later budget	2019/20 and later forecast
	£000	£000	£000	£000	£000	£000
Total	166,831	143,740	69,973	95,692	53,837	56,693
Corporate Borrowing	53,835	26,353	13,298	24,236	0	0
Self Financed Borrowing	1,696	1,896	3,600	3,600	2,625	2,625
Grants and Contributions	83,596	76,136	26,281	35,392	45,573	45,846
Capital Receipts	23,044	33,532	26,478	32,148	5,590	8,143
Revenue	4,661	5,824	316	316	49	79

3.4.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources. However, the variation in one scheme and the proposals for funding the shortfall does require Member approval. This is in relation to Old Shire Hall and is detailed in paragraph 3.4.7

3.4.7 Over the last month there has been a review of the scope and scale of work needed to make Old Shire Hall (OSH) a commercially competitive events venue. In February 2012 approval was given for £750,000 renovation works appropriate to the venue. Since then licencing and planning applications have been made and rooms renovated in sympathy with the style of the building. The costs of establishing the venue have increased due to conditions and

restrictions of listed building status and ensuring compliance with the licence and planning requirements. Additional improvements have also been identified to provide flexibility and increased scope to the venue going forward including:

- Changing the kitchen from a facility capable of producing lunch buffets and the occasional dining event to a facility that has the capacity to provide a fine dining experience for large numbers on a regular basis.
- Improvements to toilet facilities which are currently inadequate for large events and which has resulted in potential bookings being lost.

The total additional estimated cost of all additional work is £935,900. The changes to the scope of works are to be financed via contributions from uncommitted capital maintenance schemes and revenue monies within Property Services (£615,900) and utilising funding previously approved for improving the customer experience (£320,000) within the Customer Services Business Unit. Cabinet are asked to approve the increase in the scheme cost of £935,900 and the proposals for how this increased cost should be funded.

4. Background Papers

4.1. Annexes A-P (the detailed returns from each Business Unit of their Quarter 1 position) and Annex R (the detailed information on all Key Business Measures). Appendix A and B. This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

4.2. The information is also available electronically via the Member Dashboard.

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Appendix A

Part 1: OOP 2020 Outcomes: Mid Year Highlights

Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Reduction in No. of Children Looked After (excl. UASC)	Target	605	No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	Target	528
	Actual	629		Actual	289
	Forecast	605 (G)		Forecast	528 (G)
Teenage Conception rate per 1,000 population	Target	22.8	% offenders who reoffend (youth)	Target	21
	Actual	19.5		Actual	27.4
	Forecast	19.5 (G)		Forecast	27.4 (R)
No. of people killed or seriously injured (KSI) on our roads	Target	314	No. of incidents attended by WFRS	Target	3,013
	Actual	74		Actual	1,752
	Forecast	343 (R)		Forecast	3,200 (R)

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Warwickshire Employment rate (aim is higher)	Target	76	% household waste re-used, recycled and composted	Target	54
	Actual	77		Actual	55.3
	Forecast	76 (G)		Forecast	53.81 (A)
% vulnerable children and those with SEND educated in out of County provision	Target	9.9	% completion of infrastructure improvements programmed for the current financial year	Target	60
	Actual	8.6		Actual	20
	Forecast	9.9 (G)		Forecast	60 (G)

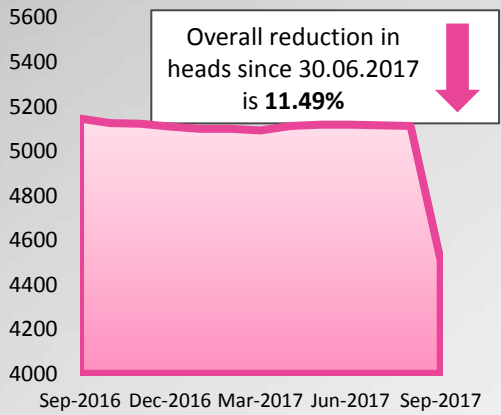
Outcome 3: WCC makes the best use of available resources

No. of visits to Libraries (per population)	Target	2.8	No. of complaints upheld by the Ombudsman	Target	10
	Actual	1.33		Actual	4
	Forecast	2.66 (R)		Forecast	8(G)
Availability of IT key systems through core infrastructure to users	Target	99%	Call abandonment rate	Target	5%
	Actual	100%		Actual	3.2%
	Forecast	100% (G)		Forecast	5% (G)

Appendix A

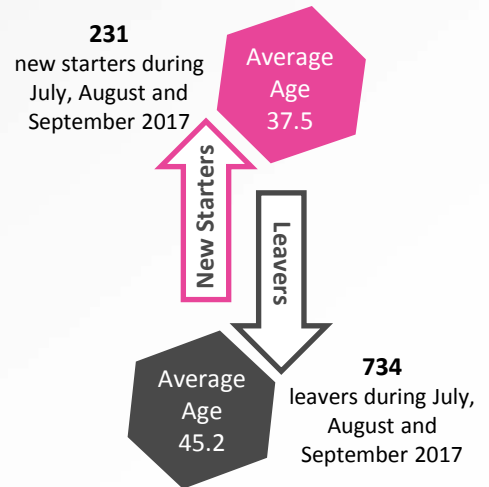
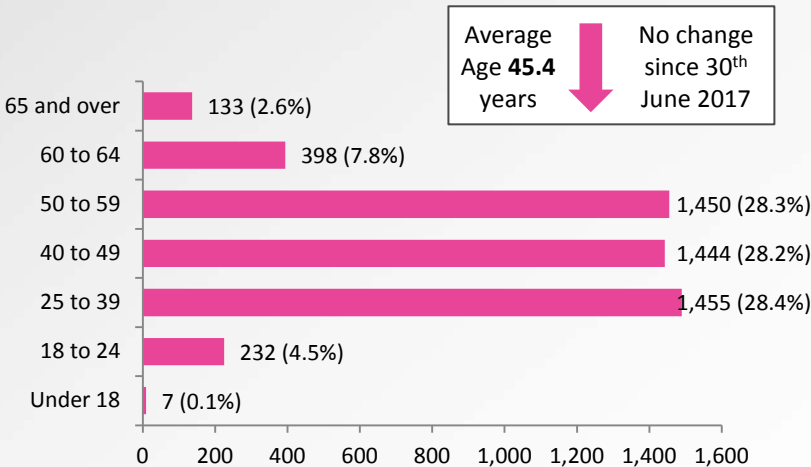
Part 2: Headline HR Information

Number of Employees



	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Mid Year 2017/18
Head Count	5,147	5,111	5,094	5,119	5,119
Full Time Equivalents	4,037.6	4,015.5	4,012.8	4,024	4,024
Whole Time Equivalents	3,969.2	3,951.1	3,942.6	3,953.7	3,953.7
Number of Posts	5,428	5,393	5,364	5,381	5,381

Age Profile of Our Workforce at 30th September 2017

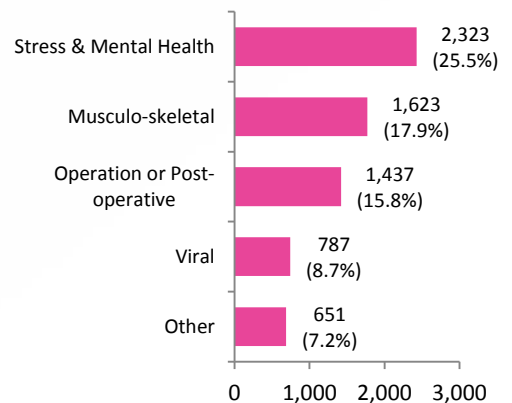


Sickness Headline Statistics Rolling Year 30.09.17



Sickness absence days	Qtr 2 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Qtr 2 2017/18
Days lost through sickness	8,581.70	10,623.50	39,855.70	9,092.70	9,141.4
Of which Short-term	3,578.57 (41.7%)	4,833.1 (45.5%)	17,199.7 (43.2%)	3,373.4 (37.1%)	3,382.3 (37%)
Of which Long-term	5,003.13 (58.3%)	5,799.4 (54.5%)	22,656.1 (56.8%)	5,719.3 (62.9%)	5,759.1 (63%)

Top Five Reasons for Absence (days lost)



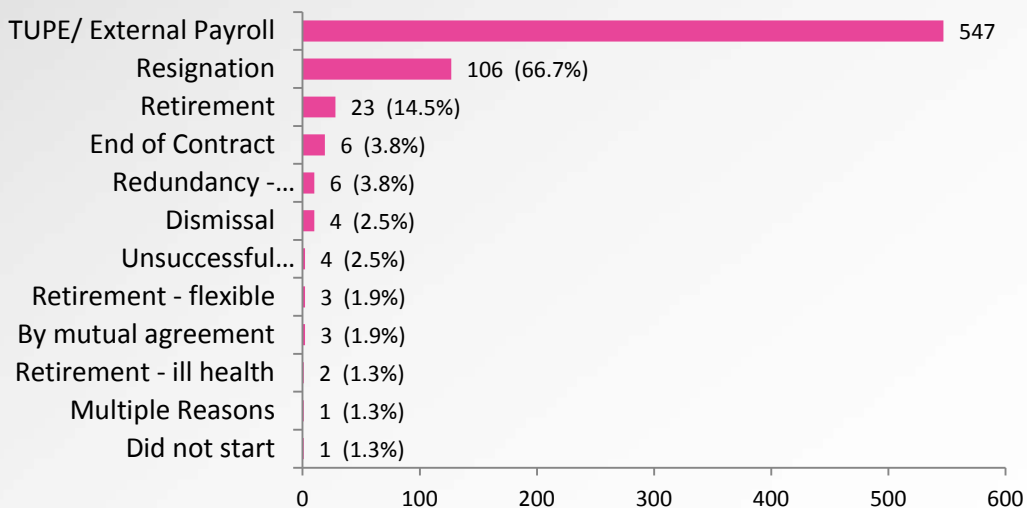
Appendix A

Part 2: Headline HR Information

Turnover of Workforce 1st July – 30th September 2017

	New Starters	Leaver	% Turnover	Overall Turnover (Heads)
Heads	231	734	16.3	16.28%
Full Time Equivalents	175.3	361.6	9.6	
Posts	208	750	15.8	

Number of posts by the reasons for leaving



Comments & Actions

Headcount. There is a significant reduction in the headcount this quarter due to the transfer out of over 500 staff that formed the Education Catering Service. This leaves the county council with a headcount of 4508, which is a total reduction of 611 posts (11.94%) since quarter one. Clearly reduction has significantly impacted upon the turnover with the rate increasing from 3.03% to 16.28%. TUPE transfers account for 73% of the leavers this quarter.

Age Profile. The age profile remains stable with an average age of 45.4. Efforts to increase the numbers of younger workers continues with the apprenticeship programme supporting over 40 apprentices across the Council.

Absence

Early reporting suggests that there has been a marginal increase in the absence levels this quarter with the figure for the rolling 12 months being 9.90 days per FTE. Absence and wellbeing continues to be a priority for the Council and this month sees the launch of the revised absence management policy.

Appendix A

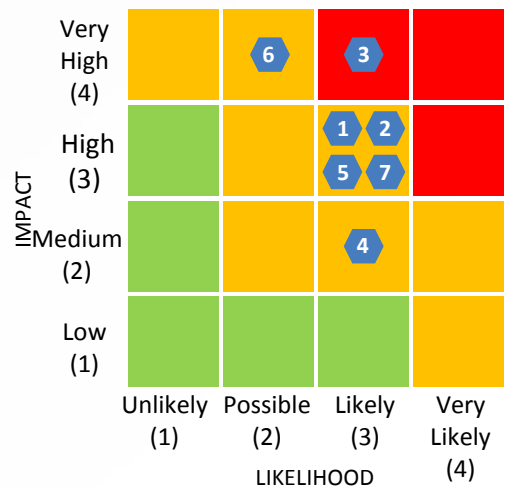
Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation". It is the combination of the probability of an event (likelihood) and its effect (impact).

	Risk Description	Gross Risk Level	Net Risk Level
1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
8	Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register.



One Organisational Plan: Use of Financial Resources

Quarter 2 2017/18 - July 2017 to September 2017

Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Community Services	26,338	26,580	242	0.92% Overspent	(872)	(630)

There are a mixture of overspends and underspends across the business unit. Remedial action will be taken to reduce the net overspend position, however the forecast overspend within Waste Management is still expected to be significant.

Education & Learning	93,741	94,721	980	1.05% Overspent	(37)	943
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OOPs savings are on track this year. Due to overspend elsewhere in the Education and Learning budget, work is planned to address the required OOPs savings in 2018/19.

Public Health	23,721	23,687	(34)	0.14% Underspent	(1,049)	(1,083)
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At this stage of the year our plans for redesign and reprocurement of two key services with significant OOP2020 reductions are progressing and went out to tender at the end of September. The risks to achieving the Health Visiting/Family Nurse Practitioner and the Drug and Alcohol savings are significant and remain dependent on the market response. The results from the invitation to tender and whether we receive any viable bids will provide a better indication of the level of risks and whether we can achieve the required savings levels.

Transport & Economy	27,154	26,745	(409)	1.51% Underspent	(6,170)	(6,579)
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Sustained increases in income from business centre occupancy and from network management are the main reasons for the current forecast underspend

Total Communities Group	170,954	171,733	779	0.46% Overspent	(8,128)	(7,349)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Children & Families	57,688	59,080	1,392	2.41% Overspent	(1,649)	(257)

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward as a placement crisis in the Summer has led to an increase in the use of residential placements by six which will have a significant negative impact. This reflects a national issue.

Social Care & Support	133,034	132,023	(1,011)	0.76% Underspent	(8,319)	(9,330)
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Work has started on a number of streams of work which form the delivery of the adult social care transformation on a sustainable and recurrent basis. This work will start to address the underlying pressures generated by growing demand and increases in the cost of care across all areas of the business unit, with their impact being felt towards the end of the financial year and in subsequent years. The one off additional monies from central government have been well received and over this year they have been built into either one off 'transformational' activity and /or basis line expenditure. This includes developing preventative measures, which support the overall council One Organisational Plan.

Strategic Commissioning	13,034	11,480	(1,554)	11.92% Underspent	(3,836)	(5,390)
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Strategic Commissioning:

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to staff vacancies and/or planned early delivery of savings.

PPA:

These are the residual budgets that are awaiting discussion / agreement as to where they are transferred to. These budgets support People wide recharges for Resources Services as well as distinct projects (i.e. Mosaic). There are no major financial issues with these budgets

Total People Group	203,756	202,583	(1,173)	0.58% Underspent	(17,782)*	(18,955)
Customer Service	8,549	8,531	(18)	0.21% Underspent	(972)	(990)

The Registration Service has a target to deliver an additional £100,000 income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Finance	3,617	3,560	(57)	1.58% Underspent	(694)	(751)

There are a relatively small number of underspends and overspends, due to one-off Finance Transformation work, procurement rebates and the need for further work on supporting the Pension Fund, but overall the Business Unit is forecast - all other things being equal - to deliver an overall small underspend within the tolerance levels set. In addition, a number of vacancies have recently been filled, bringing the service back up to establishment levels.

Human Resources & Organisational Development	6,123	5,969	(154)	2.52% Underspent	(722)	(876)
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The underspend is primarily a combination of making OOP savings required for future years early and staff vacancies which we haven't been able to fill as quickly as we would have liked. Staff turnover and recruitment remains an issue which could further impact on final outturn. We are however reprioritising resources to provide additional support and capacity to deliver the Your HR project.

ICT Services	9,136	9,145	9	0.10% Overspent	(216)	(207)
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By agreement with Corporate Board, the £27,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the position of the Business Unit will be £36,000 overspent. This is due to the forecast shortfall in the WES surplus target of £156,000. Any further underspend in the service during the year will be used to address this shortfall.

Law & Governance	878	731	(147)	16.74% Underspent	(20)	(167)
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Overall Law & Governance is ahead of target.

- Schools variance is known and action is being taken to increase revenue.
- Legal Services external income is above budget, with costs contained, leading to increased surplus.
- Legal Core is forecast to exceed budget by £46,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.
- If the audio/web streaming system for the Council Chamber/Committee Room 2 is progressed then Law & Governance surplus is likely to be reduced.

Performance	4,221	4,541	320	7.58% Overspent	0	320
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Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Property Services	8,570	8,457	(113) 1.32% Underspent	(301)	(414)

It has been assumed that underspends in Facilities Management can be used to meet rising landlord costs from the works to Old Shire Hall. First round of redundancy costs from June have been met by the Property Services General budget. Second round of redundancies have been applied to the Redundancy Fund. Estates and Smallholdings and Asset Strategy teams are undergoing an amalgamation and rationing of posts which reflects the current underspends due to salary turnover.

Total Resources Group	41,094	40,934	(160) 0.39% Underspent	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260 6.73% Overspent	(2,737)	(1,477)

Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs.

Other Services	(170,138)	(170,889)	(751) 0.44% Underspent	(89,580)	(90,331)
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The underspend is primarily due to additional grant income. Any underspend in Other Services will be allocated to General Reserves at the end of the year and will be available to support future years budget allocations.

Total Whole Authority	264,383	264,338	(45) 0.02% Underspent	(125,188)	(125,233)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
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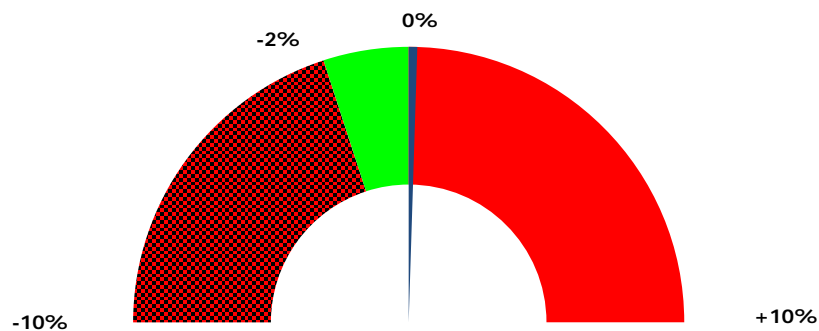
Notes

All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

- * People Group and Resources Group have retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 2 July 2017 - September 2017
Savings Plan Position by Business Unit

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	735	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings within 2017/18, there are, as previously reported additional significant cost pressures arising within Waste Management due primarily to the increased cost of dealing with green waste and pressures within Heritage and Environment offset by underspends in Community Safety and Localities.	G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings for 2018/19 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating. Please note that although the OOPs savings are largely on track, service budgets are likely to overspend significantly, and reserves are overspent. Actions are being taken to address this.	A
Public Health	2,534	1,267	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ring-fence has been extended to 2018/19 which may mean there is a need to reconsider phasing of targets as part of the 2018/19 OOP refresh. An application has been submitted to COLT to support this option.	A
Transport & Economy	2,804	2,043	2,696	There is a delay in the delivery of two of the 2017/18 savings lines (regeneration and parking), these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19.	A
Total Communities Group	8,041	5,294	7,933		
Children & Families	2,289	1,240	1,653	There are pressures on external placement costs. Although the strategy to reduce the number of Children Looked After is on track, it has taken a longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled. Of savings marked red for savings delivery. Within these are: - Residential savings previously forecasted to be achieved have been reversed with several new children having to be placed in Residential placements. - S17, the planned reduction in support for families at risk: there is an overspend reflecting an increase in demand on No Recourse to Public Funds: legal advice is that there is limited action that may be taken to reduce this overspend. - Cost pressures associated with court ordered contact. Internal audit has identified an over payment in the costs of court ordered contact and steps are being taken to recover - Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards RAAs and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant. Measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings	A
Social Care & Support	5,343	3,591	4,706	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary iBCF. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,502	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered eg: housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 18/19 and 19/20.	G
Total People Group	10,369	7,333	9,096		

Key
 If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
 If savings are forecast to be less than 90% delivered it is shown as Red.
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.
 The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Customer Service	356	304	304	The Registration Service is currently not meeting its income target. There is a marketing plan in place to generate additional income.	A
Finance	624	624	624	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20 (so 20% of the overall target), but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	313	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,049	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	857	2,157	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
Total Resources Group	4,707	3,302	4,655		
Fire & Rescue	368	368	368	Confidence levels to deliver the £300,000 saving from the joint control project continues to be limited. Discussions with Northamptonshire Officers continue and we are waiting to hear further clarification of the Northants PCC position. Confidence levels to deliver the £2,000,000 savings from merger/alliance/commissioning has decreased from limited to low as further discussions appear to support the lack of any opportunities. On both savings issues, more detailed discussions are taking place between Service and Finance Officers on alternative options with further information planned to be presented at Corporate Board in November.	R
Other Services	8,450	8,450	8,450	All savings have been delivered, the only matter waiting to be resolved is the proportion of Heads of Service savings to be taken to meet the management restructure target.	G
Total Whole Authority	31,935	24,747	30,502		

One Organisational Plan: Use of Financial Resources - Quarter 2 (April 2017 to September 2017)
Capital spend position and slippage by Business Unit

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	389	0	0%	0	389	
Community Services	1,404	(27)	-4%	50	1,454	
Customer Service	3,416	65	14%	(320)	3,096	Transfer of £319k to Property Services for Old Shire Hall.
Education & Learning	30,460	(2,526)	-12%	(68)	30,391	There is slippage of £1.525m on Long Lawford Primary school due to planning delays. In addition to this there is £1m slippage on the new primary school at Water Orton has been delayed due to legal issues around the transfer of land from HS2 to WCC.
Fire & Rescue	9,641	(750)	-19%	3,110	12,752	Delays in planning permission on the new training centre have resulted in the construction start date being revised to April 2018. This accounts for the £750k slippage.
Information Assets	26,847	(31)	0%	587	27,433	

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	34,890	0	0%	551	35,441	
Professional Practice & Assurance	2,323	0	0%	(2,323)	0	All Professional Practice & Assurance projects have been transferred to Strategic Commissioning
Public Health	24	0	0%	0	24	
Social Care & Support (Adults)	3,350	(300)	-86%	0	3,350	The slippage of £300k is due to emerging transformation deliverables
Strategic Commissioning	4,886	1	0%	2,062	6,948	Transfer into Strategic Commissioning of Professional Practice & Assurance Project which has also slipped and reduced by £260k
Transport & Economy	116,404	(10,781)	-15%	12,508	128,912	£7.185m of the slippage relates to developer schemes. £1.8m A444 Coton Arches, £3.5m A46 Stanks Island.

Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	234,034		16,157	250,190

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	125,180	(14,349)	-11%	1,929	112,760

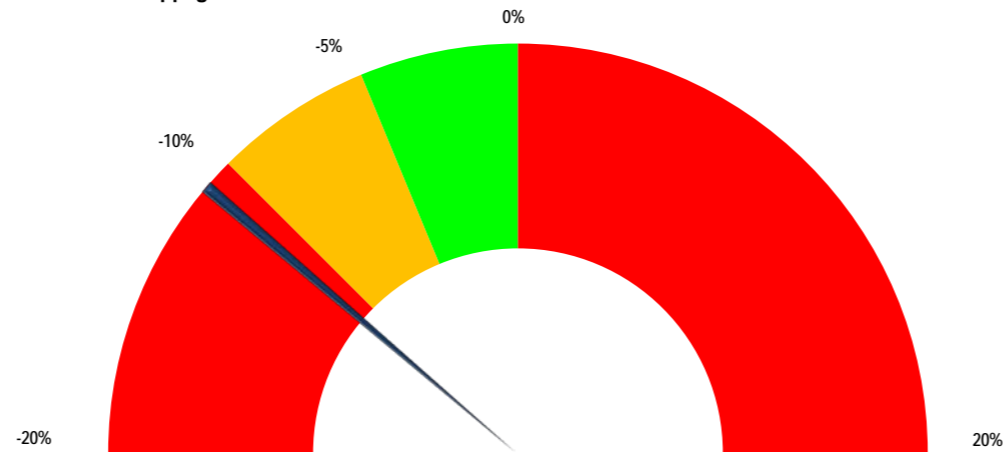
17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)		

Key

In the current forecast the following tolerances have been used to identify slippage from 2017/18 into future years:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red

Slippage from 2017/18 into Future Years - Total for all Business Units



One Organisational Plan KBM Scorecard 2017/18

Children are Safe

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

The key Outcomes being pursued for this policy area are to ensure that:

- Fewer Children need to come into or stay in care
- Children's needs do not escalate and become complicated & expensive
- Children are in good quality placements that deliver value for money

KBM trend data:

Measure	2017/18 Forecast (target)	Trends
Journey of the child – right intervention at right time		
No. of early help assessments initiated	1000 (1,000)	
No. of Child Protection Plans in place	490 (443)	
No. of Children Looked After (CLA) – excluding UASC	605 (605)	
% of Children Looked After (exc UASC) that left care via an Adoption, Special Guardianship or Children Arrangement Orders	34% (34%)	
Placement mix		
No. of children placed in residential care at 31 st March (excluding UASC)	26 (26)	
No. of children in care in internal foster care (excluding UASC)	342 (360)	
No. of children in care in external foster care (excluding UASC)	111 (106)	
Corporate Parenting		
No. of average caseload per FTE social worker	15 (15)	
No. of average caseload per FTE for the Independent Reviewing Officer Service	115 (110)	
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	60 (62)	

% of Care Leavers aged 19-21 (NEET)

25 (25)

Trend data not available

How Do we Compare?

Measure	2017/18 Forecast	2016/17			2015/16		
		W'shre	SN*	Nat*	W'shre	SN*	Nat*
No. of early help assessments initiated	No comparative data available due to different definitions of Early Help						
Rate of 'Child Protection Plans per 10,000'	43.3	38.8	tbc ¹	tbc ¹	40.0	39.4	43.1
Children Looked After-rate per 10,000- (excluding UASC)	53.5	62	56	62	68.1	53.2	60
% of children who ceased to be looked after who were adopted		21.8%	tbc ¹	tbc ¹	17.3%	16.3%	15%
% of LAC placed in Residential provision		3.7%	n/a	12.4%	5.2%	n/a	12%
% of LAC placed in Internal foster care provision		52.7%	n/a	48.9%	50.5%	n/a	49.2%
% of LAC placed in external foster care provision		23.2%	n/a	24.3%	21.9%	n/a	25.6%
Average caseloads per FTE social worker**	15	n/a	n/a	n/a	17	17.39	16.10
Average caseloads per FTE for the Independent Reviewing Officer Service	No comparative data available as this is a bespoke indicator for Warwickshire						
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 yrs or are placed for adoption	60%	tbc	tbc ¹	tbc ¹	58.1%	67.7%	68%
% of care leavers aged 19-21 who are Not in Employment, Education or Training (NEET)	25%	tbc	tbc ¹	tbc ¹	27%	42.7%	39%

Key: SN*= Statistical Neighbours; Nat*= National average

**-the 2017/18 measure for Average caseloads per FTE social worker is calculated in a slightly different way to that in previous years and so does not provide 100% like for like comparison.

tbc¹ – the comparative data for these will be available later in 2017/18 after its publication nationally.

One Organisational Plan KBM Scorecard 2017/18

Adult Social Care

Commentary:

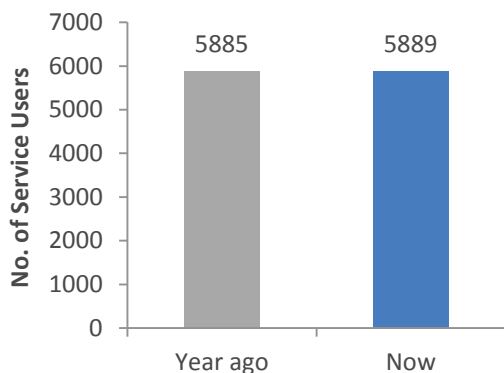
This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

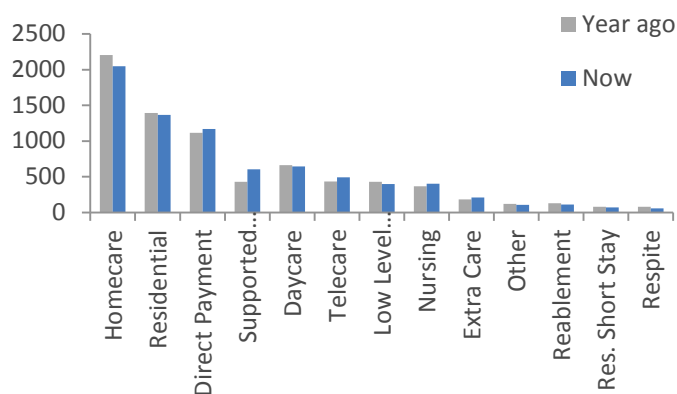
Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	
No. of permanent admissions of older people (65 and over) to residential and nursing care	528 (528)	552	662	
No. of permanent admissions to residential and nursing care (18-64)	33 (33)	33	46	
No of admissions of 18+ to long term community care	2,600 (2,600)	2,070	2,304	
% of adults receiving direct payment	26.7% (30%)	29.3%	17.3%	
Delayed transfers of care (delayed days) from hospital per 100,000	550 (396)	597	426	
% customers not needing on-going social care 91 days after reablement episode*	75% (75%)	72.3%	67.1%	

The data on long term admissions help to inform us on those being admitted into care at each quarter. However, in order to have a complete view of all those in receipt of services, we need to include those already in receipt of services. The two charts below show the total numbers of people receiving a long term service and the types of services.

Total Service Users Active now (30/09/17) and 12 months prior



Services Active now (30/09/17) and 12 months prior



The impact of demand on available budgets for this service area is affected by the length of stay by service users. For both residential and nursing care packages and community services, there are a growing number of service users in receipt of services for over 5 years.

The continuing demand from people with disabilities is evident from data on length of stay. For residential and nursing packages of care, Mental health has the highest average stay of 7 years. (Note: Long term Community care includes Homecare, Direct Payment, Supported Living, Daycare and Extra Care), followed closely by those with a learning disability at 6.5 years of average stay. For community packages of care, the average length of stay is fairly low with only PDSS and learning disabilities having averages of over 3 years.

How do we compare?

How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	SN*	Nat*	Warks	SN*	Nat*
Permanent admissions of older people (aged 65+) to residential & nursing care per 100,000 population		474.2**	n/a	n/a	489.9	652.2	668.8
Admissions to residential care homes per 100,000 population ASCOF 2A - part 1 (aged 18-64)		8.8**	n/a	n/a	11.2	13.1	546.2
No.of admissions to long term community care-per 100,000?	This is not a national Measure and so comparative data is unavailable						

Key: *SN= Statistical Neighbours; * Nat= National average

**-this data is provisional and final figures will be released by Department of Health at the end of October 2017

One Organisational Plan KBM Scorecard 2017/18

Health & Wellbeing

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures (KBMs) relevant to this policy area.

There is a significant time lag with a number of the Key Business Measures in Public Health. The actual figures often relate to previous reporting periods (e.g. The 2016/17 actual figures given for teenage conceptions is 2015 data as this is the most up-to-date available at that point. This time lag is included in the commentary on the KBM in Annex R) and there is considerable variation at District/Borough level with a number of the indicators which is not highlighted in the below Warwickshire analysis. However, despite these lags, the direction of travel for teenage pregnancy and childhood obesity are both moving in the right direction.

Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	Trends
Teenage conception rate per 1,000 population (Warwickshire)	19.5 (22.8)	19.5	22.9	
Percentage (%) children aged 11 years old who are obese	17.4 (17)	17.4	16.8	
Alcohol-related hospital admissions per 100,000	625 (625)	594	-	
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7 (510.7)	-	-	
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40 (40)	44	30	

How do we compare?

Measure	2017/18 Forecast	2016			2015		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Teenage conception rate per 1,000 population (<i>Warwickshire</i>)	19.5	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	19.5	23.7	20.8
Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Percentage (%) children aged 11 years old who are obese	17.4	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	17.4	22.1	19.8
Alcohol-related hospital admissions per 100,000	625	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	594	728	647
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	510.7	443.3	430.5
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40	50.2	45.9	55	26.9~	46.1~	52.5

This key relates to the second table only

Key: WM*= West Midlands; Nat*= National average (England)

~no significance calculated

	Warwickshire or West Midlands is significantly above/worse than the England average
	Warwickshire or West Midlands is not significantly different to England average
	Warwickshire or West Midlands is significantly below/better than the England average

It is important to note that comparative data relates to the published time periods for the data and offers a benchmark based on those time periods.

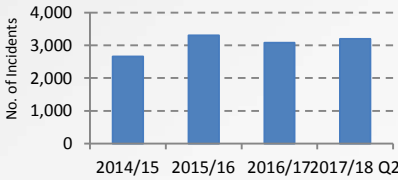
One Organisational Plan KBM Scorecard 2017/18

Fire & Community Safety

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area. 9 of the 15 concern the Fire Service; 4 are overseen by Community Services whilst 2 are the responsibility of the Economy and Transport Business Unit.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
No. of incidents attended by WFRS	3,200 (3013)	3,076	3,306	
No. of accidental dwelling fires	150 (152)	146	147	
% times a 1 st appliance arrives at life risk/property incidents within agreed response standards	75% (75%)	72.83%	75%	
% times 2 nd appliance arrives...within agreed response standards	86% (90%)	74.69%	78%	
% RDS availability at specific key stations	93% (90%)	89.92%	n/a	
No. of Retained Duty System Firefighter Vacancies (FTE)	n/a* (20)	36	32.9	* At Q2 2017/18, actual vacancies (FTE) were 32.
No. of preventable fire related deaths	2 (0)	3	0	
No. of community safety contacts	22,000 (22,000)	New measure – no historic data available		
No. of major training events/exercises undertaken at risk premises	12 (12)	17	33	
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	650 (720)	599	532	
Community Safety				
Rate of total recorded crime per 1,000 population	n/a (66.5)	n/a	n/a	Changes to police crime recording practice means there is no trend data
% offenders who reoffend (youth)	27.4% (21%)	n/a	n/a	

Road & Flood Safety

No. of people killed or seriously injured on our roads.	343 (314)	374	315	
No. of proposed new properties better protected from flooding through undertaking a planning role	10,000 (9,000)	n/a	n/a	

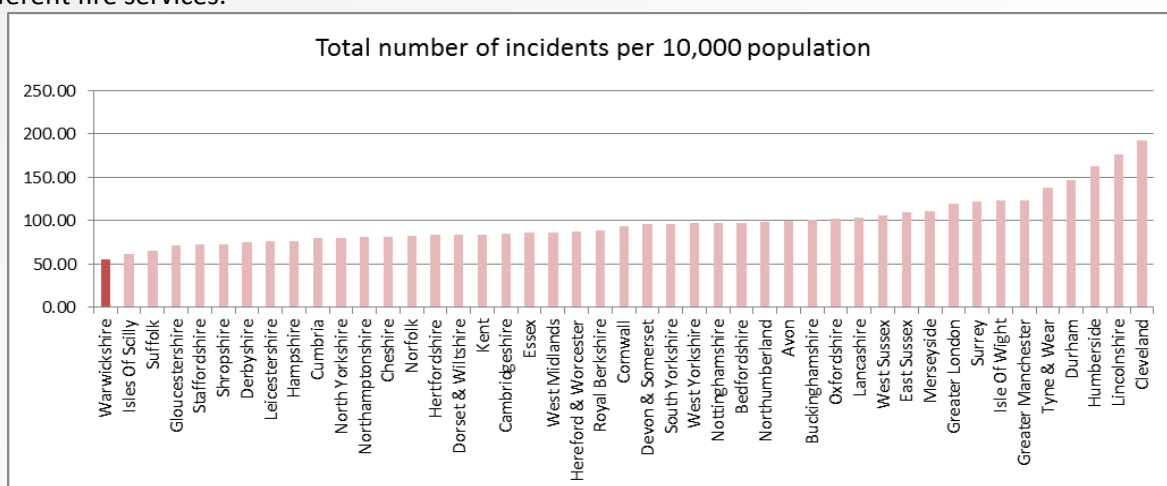
How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2016/17			2015/17
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000*2 Warwickshire's position (of 45 participating)	6.00 2/45	10.50	11.50	Not available

*1 No. of incidents per 10,000 population

Across England, since 2003/4 there has been a continuing decline in the number of incidents attended by Fire Services; this trend is also apparent within Warwickshire. When compared with the other Fire Authorities in the graph below, Warwickshire attends the lowest levels of incidents per 10,000 population by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services.



*2 Accidental Dwelling Fires per 10,000 population

The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For the first quarter of 2017/18 the low levels of accidental dwelling fires remain low and at a similar level to 2016/17.

One Organisational Plan KBM Scorecard 2017/18

Economy & Infrastructure

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts								
Economic Growth & Infrastructure												
Warwickshire's GVA relative to UK average	2 (2)	2.2	-	Not available due to a change in the measure being reported.								
Warwickshire employment rate	76% (76%)	76%	78.6%	<table border="1"> <caption>Warwickshire employment rate</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>78.6%</td> </tr> <tr> <td>2016/17</td> <td>76%</td> </tr> <tr> <td>2017/18 Q2</td> <td>76%</td> </tr> </tbody> </table>	Year	Rate (%)	2015/16	78.6%	2016/17	76%	2017/18 Q2	76%
Year	Rate (%)											
2015/16	78.6%											
2016/17	76%											
2017/18 Q2	76%											
No. of people employed in key target growth sectors in Warwickshire	84,000 (87,000)	85,386	81,977	<table border="1"> <caption>No. of people employed in key target growth sectors</caption> <thead> <tr> <th>Year</th> <th>No. of People</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>81,977</td> </tr> <tr> <td>2016/17</td> <td>85,386</td> </tr> <tr> <td>2017/18 Q2</td> <td>84,000</td> </tr> </tbody> </table>	Year	No. of People	2015/16	81,977	2016/17	85,386	2017/18 Q2	84,000
Year	No. of People											
2015/16	81,977											
2016/17	85,386											
2017/18 Q2	84,000											
No. of businesses supported in growing	320 (320)	-	-	New measure								
Amount of funding provided to businesses through the WCC grants and loans programme	£414,630 (414,630)	-	-	New measure								
% coverage of high speed broadband/access for all premises and small businesses	95.3% (95%)	92.02%	89%	<table border="1"> <caption>% coverage of high speed broadband/access</caption> <thead> <tr> <th>Year</th> <th>Coverage (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>89%</td> </tr> <tr> <td>2016/17</td> <td>92.02%</td> </tr> <tr> <td>2017/18 Q2</td> <td>95.3%</td> </tr> </tbody> </table>	Year	Coverage (%)	2015/16	89%	2016/17	92.02%	2017/18 Q2	95.3%
Year	Coverage (%)											
2015/16	89%											
2016/17	92.02%											
2017/18 Q2	95.3%											
No. of people aged under 25 who start an apprenticeship in Warwickshire	2,740 (2,300)	-	-	New measure								
Highways												
% of Warwickshire Roads meeting specified condition	83% (83%)	83%	82%	<table border="1"> <caption>% of Warwickshire Roads meeting specified condition</caption> <thead> <tr> <th>Year</th> <th>% of Roads</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>82%</td> </tr> <tr> <td>2016/17</td> <td>83%</td> </tr> <tr> <td>2017/18 Q2</td> <td>83%</td> </tr> </tbody> </table>	Year	% of Roads	2015/16	82%	2016/17	83%	2017/18 Q2	83%
Year	% of Roads											
2015/16	82%											
2016/17	83%											
2017/18 Q2	83%											
% core Highways Maintenance Contract performance measures achieving target	90% (100%)	-	-	New measure								

<p>% Highway Authority consultations which were responded to within statutory period</p>	<p>80% (80%)</p>	<p>68%</p>	<p>76%?</p>	
<p>% communities with a population of 1,000/less receiving at least one daily bus service</p>	<p>80.5% (80%)</p>	<p>-</p>	<p>-</p>	<p>New measure</p>
Waste Management				
<p>% of household waste recycled, re-used and composted</p>	<p>53.81% (54%)</p>	<p>54.3%</p>	<p>54.6%</p>	
<p>Waste service cost per household</p>	<p>67 (67.52)</p>	<p>65.54</p>	<p>65.7</p>	
Community Services				
<p>% business satisfaction levels with Trading Standards</p>	<p>90% (88%)</p>	<p>100%</p>		
<p>Combined no. of new services created through third sector support contract and locality work with third sector and Town & Parish Councils</p>	<p>307 (307)</p>	<p>n/a</p>	<p>n/a</p>	<p>New measure</p>
Infrastructure Improvements				
<p>% completion of infrastructure improvements programmed for the current financial year</p>	<p>60% (60%)</p>	<p>100%</p>	<p>-</p>	<p>Only 2 years of data available. This Measure monitors mainly developer funded schemes. Future Scorecards will aim to provide progress on major infrastructure schemes.</p>

One Organisational Plan KBM Scorecard 2017/18

Education & Learning

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts								
Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths	42% (57%)	38%	20%	<table border="1"> <caption>Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths</caption> <thead> <tr> <th>Year</th> <th>% of Pupils</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>20%</td> </tr> <tr> <td>2016/17</td> <td>38%</td> </tr> <tr> <td>2017/18 Q2</td> <td>42%</td> </tr> </tbody> </table>	Year	% of Pupils	2015/16	20%	2016/17	38%	2017/18 Q2	42%
Year	% of Pupils											
2015/16	20%											
2016/17	38%											
2017/18 Q2	42%											
Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	41% (41%)	41%	29%									
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	0.01 (0.01)	-0.01	n/a	New measure so only 2 years data is available								
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	0.01 (0.01)	0.06	n/a	New measure so only 2 years data is available								
% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	88% (90%)	90%	85%	<table border="1"> <caption>% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted</caption> <thead> <tr> <th>Year</th> <th>% of Pupils</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>85%</td> </tr> <tr> <td>2016/17</td> <td>90%</td> </tr> <tr> <td>2017/18 Q2</td> <td>88%</td> </tr> </tbody> </table>	Year	% of Pupils	2015/16	85%	2016/17	90%	2017/18 Q2	88%
Year	% of Pupils											
2015/16	85%											
2016/17	90%											
2017/18 Q2	88%											
% 16 & 17 year olds who are not in education, employment or training (NEET)	n/a	2.3%	n/a	Awaiting 2017/18 data								
No. of learners with EHC plan educated in Resourced provision	46 (46)	n/a	n/a	New measure								
% of vulnerable children and those with SEND educated in out of County provision	9.9% (9.9%)	10.19%	n/a	New measure								

One Organisational Plan KBM Scorecard 2017/18

Our resources are effectively and efficiently targeted

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual																			
No. of visits to Libraries (per population)	2.66 (2.8)	2.8	2.8	<table border="1"> <caption>No. of Visits</caption> <thead> <tr> <th>Year</th> <th>No. of Visits</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>2.8</td> </tr> <tr> <td>2016/17</td> <td>2.8</td> </tr> <tr> <td>2017/18 Q2</td> <td>2.8</td> </tr> </tbody> </table>	Year	No. of Visits	2015/16	2.8	2016/17	2.8	2017/18 Q2	2.8										
Year	No. of Visits																					
2015/16	2.8																					
2016/17	2.8																					
2017/18 Q2	2.8																					
Call abandonment rate	5% (5%)	2.9%	6.32%	<p>Total No. of Calls Received to Customer Service Centre</p> <table border="1"> <caption>Total No. of Calls Received to Customer Service Centre</caption> <thead> <tr> <th>Year</th> <th>No. of Calls</th> </tr> </thead> <tbody> <tr> <td>2015/1</td> <td>120,000</td> </tr> <tr> <td>2015/1</td> <td>110,000</td> </tr> <tr> <td>2016/1</td> <td>80,000</td> </tr> <tr> <td>2016/1</td> <td>75,000</td> </tr> <tr> <td>2016/1</td> <td>65,000</td> </tr> <tr> <td>2016/1</td> <td>75,000</td> </tr> <tr> <td>2017/1</td> <td>70,000</td> </tr> <tr> <td>2017/1</td> <td>70,000</td> </tr> </tbody> </table>	Year	No. of Calls	2015/1	120,000	2015/1	110,000	2016/1	80,000	2016/1	75,000	2016/1	65,000	2016/1	75,000	2017/1	70,000	2017/1	70,000
Year	No. of Calls																					
2015/1	120,000																					
2015/1	110,000																					
2016/1	80,000																					
2016/1	75,000																					
2016/1	65,000																					
2016/1	75,000																					
2017/1	70,000																					
2017/1	70,000																					
Increase in digital assistance provided to customers	16% (20%)	14.59%	-	New measures so only 2 years data available																		
On-line transactions	61% (60%)	54.9%	-																			
Compliance with Corporate timescales in responding to complaints	75% (75%)	73.25%	-	New measures so only 2 years data available																		
Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	566.6% (100%)	545%	300%	<table border="1"> <caption>Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>300</td> </tr> <tr> <td>2016/17</td> <td>545</td> </tr> <tr> <td>2017/18 Q2</td> <td>566.6</td> </tr> </tbody> </table>	Year	Ratio	2015/16	300	2016/17	545	2017/18 Q2	566.6										
Year	Ratio																					
2015/16	300																					
2016/17	545																					
2017/18 Q2	566.6																					
Target asset receipts received	100% (100%)	33.38%	-																			
Actual project delivery time to planned delivery time (Property Services)	92% (92%)	66.66%	-																			
Availability of IT key systems through core infrastructure to users	100% (99%)	99%	99%	<table border="1"> <caption>% Availability</caption> <thead> <tr> <th>Year</th> <th>% Availability</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>100</td> </tr> <tr> <td>2016/17</td> <td>100</td> </tr> <tr> <td>2017/18 Q2</td> <td>100</td> </tr> </tbody> </table>	Year	% Availability	2015/16	100	2016/17	100	2017/18 Q2	100										
Year	% Availability																					
2015/16	100																					
2016/17	100																					
2017/18 Q2	100																					

Positive employee engagement score	70% (70%)	70%	68%	<p>% Engagement Score</p> <p>2015/16 2016/17 2017/18 Q2</p>
Staff sickness	9.75 (9.5)	9.65	10.26	<p>No. of Days</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of complaints upheld by the Ombudsman	8 (10)	11	4	<p>Number</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of Legal challenges/adverse judgements	1 (0)	1	9	

How do we compare?

The table provides comparative data for those KBMs where such data is available

Libraries - No. of visits per population	2014/15	2015/16	% change	Total population*
Warwickshire	1,638,681	1,572,037	-4.07%	556,800
Worcestershire	3,185,207	2,770,023	-13.03%	583,100
Oxfordshire	2,823,950	2,597,212	-8.03%	683,200
Northamptonshire	2,531,099	2,512,086	-0.75%	733,100
Suffolk	3,096,548	3,090,447	-0.20%	745,300
Buckinghamshire	1,592,210	1,433,100	-9.99%	799,200
All County Councils	83,489,352	77,366,664	-7.33%	N/A

*Taken from Office for National Statistics, mid-year 2016 estimates

Community Services - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	158		158	158	0	
Community Services Support Costs	367		367	367	0	
Community Safety	923		923	908	(15)	
Localities & Partnership	2,619	14	2,633	2,599	(34)	
Heritage and Environment	1,006	20	1,026	989	(37)	
Heritage Education (WES - Traded Service)	(13)		(13)	11	24	
Waste Management	18,211		18,211	18,500	289	Increased net waste disposal costs primarily as a result of changes in green waste collections.
Youth Justice Service	1,506		1,506	1,512	6	
Trading Standards	1,206		1,206	1,227	21	Planned additional £30,000 expenditure on the replacement of test fuels for the calibration bulk fuel meters, to be funded from reserves.
Emergency Management	161		161	155	(6)	
Communities Group Resources	160		160	154	(6)	
Net Service Spending	26,304	34	26,338	26,580	242	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	280	(280)		0		
Museum Development Fund	104			104		
Museums Ethnographic Fund	18			18		
Records Purchase Fund	6			6		
Records Donations Fund	62			62		
Community Services Savings	145	15	(215)	(55)		
Community Services Trading	57	22	(21)	58	30	To fund the replacement of test fuels for the calibration bulk fuel meters
Proceeds of Crime	40			40		
Domestic Homicide Reviews	93			93		
Secure Remand	310		(6)	304		
Ecology & Archaeology Information and Advice Service	42	(42)		0		
Accommodation Reserve	29	(29)		0		
Total	1,186	(314)	(242)	630	30	

A - Community Services

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-CS-01	Reducing the costs associated with landfill sites by diverting more waste from landfill to energy from waste plants	67	33.5	67	67	67	67	67	
CG-CS-02	Reducing waste and increase recycling across the County	313	156.5	313	313	313	313	313	
CG-CS-03	Communities Group support services - reductions based on the priorities of Communities Group Business Units	98	49	98	98	98	98	98	
CG-CS-04	Heritage and Culture Warwickshire - reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	182	91	182	182	182	182	182	
CG-CS-05	Trading Standards Service - Service reductions in consumer protection and business support. We will develop calibration services to increase income and explore the development of shared service arrangements.	20	10	20	20	20	20	20	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	0	0	0	0	222	222	
CG-CS-07	Reviewing alternative delivery models to enable Country parks to become self financing	128	64	128	128	128	128	128	
CG-CS-08	Increasing income levels and identify savings to make Forestry self financing	26	13	26	26	26	26	26	
CG-CS-09	Localities and Partnerships - Re-profile the structure of the Localities and Partnerships Team ensuring a reallocation of resources to directly support the voluntary sector and front line community development work.	100	50	100	100	100	100	100	
CG-CS-10	Reduction in support for environmental landscape services	30	22	30	30	30	30	30	
CG-CS-11	Community Services Management - a reduction in the funding for training, legal costs and projects and a reduction in management posts consistent with the redesign of the Business Unit	49	24.5	49	255	255	255	255	
CG-CS-12	Trading Standards - implementation of a service redesign focussed on generic roles for trading standards officers and a 'one team' approach removing specialisms, partially offset by additional investment in intelligence to aid assessment and resilience, as a result there will be a reduction in staffing and management costs. Activity that delivers internet safety for vulnerable people will be protected	24	12	24	227	227	227	227	
CG-CS-13	Waste Management - a reduction waste tonnage to landfill, an increase in trade waste and third party income, an increase in recycling and a change in the allocation of recycling credits for green waste and food waste	320	160	320	356	356	999	999	
CG-CS-14	Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.	2	2	2	24	24	45	45	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	0	0	0	280	280	360	360	
CS-OOP14-18	Youth Justice Service - service reductions in our support to young people in the criminal justice system	95	47.5	95	95	95	95	95	
	Total	1,454	735	1,454	2,201	2,201	3,167	3,167	
	Target		1,454	1,454		2,201		3,167	
	Remaining Shortfall/(Over Achievement)		719	0		0		0	

A - Community Services

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget				Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's		Total Variance £ 000's
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,479	114	0	0	1,593	1,479	114	0	0	1,593	0	0	
11303000	HWRC Maintenance 2016/17	10	32	0	0	42	10	32	0	0	42	0	0	
11304000	HWRC Maintenance 2017/18	0	131	0	0	131	0	131	0	0	131	0	0	
11450000	HWRC Maintenance 2018/19	0	0	80	0	80	0	0	80	0	80	0	0	
11535000	HWRC Maintenance 2019/20	0	0	0	80	80	0	0	0	80	80	0	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	0	27	0	100	(27)	0	Liaising with HS2 ltd re timescale for building cycle bridge over Fosse Way and Sustrans re delivery of the works. Unlikely to progress until 2018/19.
11022000	Countryside Maintenance - Base Programme 2012/13	606	(4)	19	0	622	606	(4)	19	0	622	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	419	22	0	0	442	419	22	0	0	442	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	25	0	0	387	362	25	0	0	387	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	125	0	0	125	0	175	0	0	175	50	50	£50k Corporate resource returned to 2017/18 allocation that had previously been allocated against project 11301002. Project 11301002 part funded by £50k grant.
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	220	0	220	0	0	220	0	220	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	0	220	220	0	0	0	220	220	0	0	
Heritage														
10623000	County Records Office Service - Digital Asset Management	61	34	6	0	101	61	34	6	0	101	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	913	195	0	0	1,109	913	195	0	0	1,109	0	0	
11534000	Healey collection	89	4	0	0	93	89	4	0	0	93	0	0	
Community Safety														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11524000	Emergency Stopping Places	0	50	23	0	73	0	50	23	0	73	0	0	
		4,014	756	348	300	5,418	4,014	779	375	300	5,468	23	50	

Education & Learning - Chris Malone
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Hayfield (Education & Learning)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	153		153	143	(10)	
Business Unit	565	(244)	321	574	254	Budget has reduced by £244,000 in order to repay the 2016/17 overspend, this over spend offset against the WES traded income as below.
Business Unit - WES Traded	516		516	59	(457)	This under spend of £457,000 represents the surpluses generated from trading with schools, £186,000 has been used to offset overspend within the SENDAR team, and £244,000 to repay 2016/17 overspend. The remaining £27,000 is to be offset against other over spends within the service.
Business Unit - DSG	69		69	69	0	
Head of Service - Total	1,303	(244)	1,059	845	(213)	
School Organisation and Planning	15,548	372	15,920	17,019	1,099	Budget has increased by £372,000 to support the new management information system. There is an overspend on home to school transport of £1,090,000 of which £615,000 relates to Special Educational Needs. If cabinet only agrees a few of the seven changes in the current consultation rather than all, the savings required will not be achieved.
School Organisation and Planning - WES Traded	(27)		(27)	(36)	(10)	
School Organisation and Planning - DSG	24,662	(105)	24,557	24,552	(6)	Budget adjustment of £105,000 relates to Early Years funding which has been transferred to the Early Years contingency.
School Organisation and Planning - Total	40,184	267	40,451	41,535	1,084	
Vulnerable Learners	1,662	295	1,957	2,221	264	Budget has increased by £296,000 this has been transferred from the Special Educational Needs and Disabilities reserve. There is an overspend on the SENDAR team of £186,000 this due increase salary costs to meet additional demand of 17% increase in referrals, and the requirement to be compliant.
Vulnerable Learners - WES Traded	(354)		(354)	(472)	(119)	The increase trading surplus is in part due to challenge of ensuring sufficient staffing within Educational Psychologist service.
Vulnerable Learners - DSG	41,116		41,116	42,468	1,352	The overspend on the Dedicated Schools Grant is largely due to pressures in the Special Educational Needs top up budgets for mainstream and special school pupils. The growth in the special schools pupil numbers has been due to increasing capacity with new opening of new provisions within the County. While the pressures in mainstream is due to a variety of reasons, including an increase in referrals, an increase in levels of need and increased costs of mediation.
Vulnerable Learners - Total	42,424	295	42,719	44,216	1,497	
Learning and Performance	1,484		1,484	1,451	(33)	Underspend due to reduction in Service Level Agreement costs within Access to Education.
Learning and Performance - WES Traded	(208)		(208)	(215)	(8)	
Learning and Performance - DSG	2,921		2,921	2,919	(2)	
Learning and Performance - Total	4,198	0	4,198	4,155	(43)	
Adult Community Learning	(86)		(86)	(86)	0	
Schools related residual	2,408		2,408	2,277	(131)	£103,000 underspend relates to the change in policy for School Redundancy payments. Full saving may not be realised if individual school circumstances lead to residual one-off costs eg Salford Priors
Schools related residual - DSG	3,538	(546)	2,992	1,779	(1,213)	Budget reduction of £750,000 underspend relates to repay the overspend in 2016/17, as agreed at schools forum, and £99,000 relates to additional Dedicated Schools Grant funding as per the latest settlement notification. The forecast underspend largely relates to the Early Years contingency
Schools related residual - Total	5,860	(546)	5,314	3,970	(1,344)	
Net Service Spending	93,969	(228)	93,741	94,721	980	
Non DSG	21,662	423	22,085	22,934	849	
DSG	72,307	(651)	71,656	71,787	131	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
E&L Savings	(244)	244	(849)	(849)		
SEND Earmarked Reserve	332	(295)		37		
DSG Reserve	0		(131)	(131)		
Education MIS Project	372	(372)		0		
Total	460	(423)	(980)	(943)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-EL-01	Funding set aside to repay self-financed borrowing is no longer needed for this purpose and can be released	80	80	80	80		80		
CG-EL-02	Remove the budget for one-off small research and development projects	12	12	12	12		12		
CG-EL-03	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention, effective use of funding from the priority families programme, increase trading with academy schools outside Warwickshire and reductions in the service	67	67	67	206		206		
CG-EL-04	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	100	100	100	100		100		
CG-EL-05	Reduction in management and administration and the removal of the funding set aside for school-based projects that arise during the year.	300	300	300	410		410		
CG-EL-06	Restructure of the school improvement and early years quality improvement functions and the post-16 team to reflect the approach to school-led improvement approach and policy outlined in the Education for All Bill.	690	690	690	791		791		
CG-EL-07	Access and Organisation; a reduction in planning costs, the removal of funding for vacant sites and removing the provision for the set-up costs of new schools	0			35		70		
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	0			100		221		
CG-EL-09	Reduction in the Home to School Transport Budget	0			320		1,648		
	Total	1,249	1,249	1,249	2,054	0	3,538	0	
	Target		1,249	1,249		2,054		3,538	
	Remaining Shortfall/(Over Achievement)		0	0		2,054		3,538	

B Education & Learning

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	5,270	4010	0	0	9,280	5,270	4,010	0	0	9,280	0	0	
Learning - Other														
11393000	Minor Works Block Header 2015/16	584	84	0	0	668	584	84	0	0	668	0	0	
11399000	CMS Musical Instruments 2015/16-2017-18	69	25	0	0	94	69	25	0	0	94	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	5	33	0	0	38	5	33	0	0	38	0	0	
11556000	Education MIS	194	268	0	0	462	194	268	0	0	462	0	0	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	0	150	0	0	150	0	150	0	0	150	0	0	
11558000	Early Years Capital Fund / Nic Nac Pre-School	0	174	0	0	174	0	174	0	0	174	0	0	
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	0	195	0	0	195	0	195	0	0	195	0	0	
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78	0	0	78	0	78	0	0	78	0	0	
11571000	Bridges Childcare	0	40	0	0	40	0	40	0	0	40	0	0	
11573000	Planning & Development block header 17/18	0	200	0	0	200	0	200	0	0	200	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	0	132	0	0	132	0	132	0	0	132	0	0	
Primary - expansion														
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	0	0	0	1,316	(12)	(12)	Project now complete. Balance can be transferred to E&L unallocated funds.
11069000	Sydenham Primary Extension (Pupil Places)	1,740	19	0	0	1,760	1,740	0	0	0	1,740	(19)	(19)	Project now complete. Balance can be transferred to E&L unallocated funds.
11073000	All Saints Junior Extension (Pupil Places) Warwick	899	51	0	0	950	899	51	0	0	950	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0	
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	8	0	0	1,021	1,013	8	0	0	1,021	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	0	0	0	1,213	(28)	(28)	Project now complete. Balance can be transferred to E&L unallocated funds.
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	0	0	0	418	(7)	(7)	Project now complete. Balance can be transferred to E&L unallocated funds.
11249000	Bishopton School extension - targeted basic need	2,618	82	0	0	2,700	2,618	82	0	0	2,700	0	0	
11253000	Lapworth School extension - targeted basic need	718	3	0	0	721	718	3	0	0	721	0	0	
11255000	Paddox School extension - targeted basic need	2,646	4	0	0	2,650	2,646	8	0	0	2,654	4	4	Project increase due to settlement of Final Account.
11256000	St Michael's CE School extension - targeted basic need	267	5	0	0	273	267	0	0	0	267	(5)	(5)	Project now complete. Balance can be transferred to E&L unallocated funds.
11262000	Cawston Grange extension (pupil places)	2,678	16	0	0	2,694	2,678	16	0	0	2,694	0	0	
11263000	Long Lawford extension (pupil places)	770	105	0	0	875	770	105	0	0	875	0	0	
11270000	Shipston Primary extension	393	2	0	0	395	393	2	0	0	395	0	0	
11271000	Alcester St Nicholas Academy extension	316	4	0	0	320	316	0	0	0	316	(4)	(4)	Project now complete. Balance can be transferred to E&L unallocated funds.
11322000	Whitnash primary basic need provision	647	3	0	0	650	647	3	0	0	650	0	0	
11323000	Boughton Leigh Jnr basic need provision	289	11	0	0	300	289	11	0	0	300	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	118	0	0	988	870	118	0	0	988	0	0	

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11386000	Long Lawford Primary permanent expansion	194	1872	974	0	3,040	194	347	2,499	0	3,040	(1,525)	0	Current Year Variance £1,525,000 due to longer than expected timescales for discharging pre-commencement planning conditions, so New Construction works expenditure will now take place in 2018/19.
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	566	184	0	0	750	566	184	0	0	750	0	0	
11390000	Nathaniel Newton Infants, internal alterations re bulge class	64	0	0	0	64	64	0	0	0	64	0	0	
11392000	St Peters Barford, expansion	308	22	0	0	330	308	22	0	0	330	0	0	
11401000	Hillmorton Primary Permanent Expansion	2,509	441	0	0	2,950	2,509	475	0	0	2,984	34	34	Forecast Variance £34,244 due to additional playground works, as approved and instructed by Education & Learning.
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	892	8	0	0	900	892	8	0	0	900	0	0	
11468000	Oakfield Primary expansion (Academy)	41	529	0	0	570	41	529	0	0	570	0	0	
11469000	Northlands Primary School - bulge class developer contribution	33	17	0	0	50	33	19	0	0	52	2	2	Project increase due to settlement of Final Account.
11470000	Nathaniel Newton Infants, extension re bulge class	191	59	0	0	250	191	46	0	0	237	(13)	(13)	Reduction in proposed spend.
11471000	The Ferncumbe Primary School	100	50	0	0	150	100	50	0	0	150	0	0	
11474000	Newdigate Primary School Bedworth	103	47	0	0	150	103	47	0	0	150	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	230	45	0	0	275	230	45	0	0	275	0	0	
11494000	Kingsway Primary - temporary classroom for bulge class	110	40	0	0	150	110	40	0	0	150	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	9	61	0	0	70	9	61	0	0	70	0	0	
11565000	Ettington Primary School	0	90	0	0	90	0	90	0	0	90	0	0	
11566000	The Ferncumbe Primary School	0	40	360	0	400	0	40	360	0	400	0	0	
11568000	Welford on Avon Primary School	0	150	1,350	0	1,500	0	150	1,350	0	1,500	0	0	
11570000	Coten End Kitchen Extension	0	150	0	0	150	0	165	0	0	165	15	15	Project increase due to additional dishwasher, additional works to hall store and replacement climbing frame in hall.
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	29	0	0	29	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	7	253	0	0	260	7	253	0	0	260	0	0	
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	9	0	0	3,017	3,007	9	0	0	3,017	0	0	
11384000	New School, The Gateway, Rugby	11	10	29	3100	3,150	11	10	29	3,100	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	1,653	1747	0	0	3,400	1,653	1,747	0	0	3,400	0	0	
11480000	Water Orton Primary School (re HS2 Conditional)	38	1,104	4,358	0	5,500	38	104	5,358	0	5,500	(1,000)	0	Project slippage due to legal delays in transfer of land from HS2 to WCC.
Primary - other														
11204000	Tysoe temporary classroom replacement	277	5	0	0	282	277	0	0	0	277	(5)	(5)	Project now complete. Balance can be transferred to E&L unallocated funds.
11260000	St Marys Southam Fire damage	186	14	0	0	200	186	14	0	0	200	0	0	
11319000	Eastlands Primary Temporary Classroom	95	8	0	0	102	95	8	0	0	102	0	0	
11321000	Long Lawford Pri temporary classroom	247	0	0	0	247	247	44	0	0	291	44	44	Transfer Budget £43,700 from 11387001 to 11321001, to cover the Forecast Variance £43,700 for 11321001

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	10	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	120	0	0	0	120	120	0	0	0	120	0	0	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11387000	Long Lawford temporary arrangements	4	124	0	0	128	4	80	0	0	84	(44)	(44)	Transfer Budget £43,700 from 11387001 to 11321001, to cover the Forecast Variance £43,700 for 11321001
11402000	Hillmorton Primary Temporary Classroom	179	0	0	0	179	179	0	0	0	179	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	210	9	0	0	219	210	9	0	0	219	0	0	
11412000	St Francis Catholic Primary School - Universal Free School Meals	45	1	0	0	46	45	1	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	231	16	0	0	247	231	16	0	0	247	0	0	
11491000	Race Leys Infant School demolish classroom and extend playground	26	24	0	0	50	26	24	0	0	50	0	0	
Schools Access														
11267000	2013-14 Schools Disability Access block header	663	21	0	0	684	663	21	0	0	684	(0)	(0)	
11479000	Access works for SEN 16-17	56	244	0	0	300	56	244	0	0	300	0	0	
Secondary - expansion														
11472000	Kineton High School	794	2,501	0	0	3,295	794	2,501	0	0	3,295	0	0	
11473000	Shipston High School	104	2,146	0	0	2,250	104	2,146	0	0	2,250	0	0	
11481000	Campion School - Phase 1 (Conditional)	6	44	0	0	50	6	44	0	0	50	0	0	
11482000	Southam College (Conditional)	55	345	0	0	400	55	345	0	0	400	0	0	
Secondary - other														
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
11404000	Shipston Academy - Contribution to replacement gym	48	0	0	0	48	48	0	0	0	48	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	38	37	0	0	75	38	37	0	0	75	0	0	
SEN - other														
11178000	Woodlands School (improve facilities)	305	3	0	0	308	305	0	0	0	305	(3)	(3)	Project now complete. Balance can be transferred to E&L unallocated funds.
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	39	21	0	0	60	39	21	0	0	60	0	0	
11409000	New SEN provision - Complex Mental Health needs	53	27	0	0	80	53	0	0	0	53	(27)	(27)	Project now complete. Balance can be transferred to E&L unallocated funds.
11477000	North Warwickshire & Hinckley College SEN provision	0	365	0	0	365	0	365	0	0	365	0	0	
11478000	Warwickshire College SEN provision	210	83	0	0	292	210	83	0	0	292	0	0	
11495000	Stockingford Primary School new SISG module building	118	282	0	0	400	118	282	0	0	400	0	0	
11496000	Middlemarch Junior School - SEN resourced provision facilities	44	56	0	0	100	44	56	0	0	100	0	0	
11569000	Paddox Primary SISG	0	300	0	0	300	0	300	0	0	300	0	0	
11589000	SEND facilities block	0	0	0	0	0	0	0	0	0	0	0	0	

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
SEN - expansion														
11567000	Woodlands Special School school contribution to fencing & car park	0	10	0	0	10	0	10	0	0	10	0	0	
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,766	234	0	0	6,000	5,766	234	0	0	6,000	0	0	
		46,106	20,290	7,070	3,100	76,566	46,106	17,696	9,595	3,100	76,498	(2,593)	(68)	

Public Health - John Linnane
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	249		249	249	0	
Salaries and Service Overheads	1,534		1,534	1,912	378	The Government imposed unexpected additional savings of £1,470,000 to the Public Health Budget in 2016/17 which has resulted in a residual shortfall of £233,000 in the Public Health business unit.
Children's Health	8,941		8,941	8,948	7	
Health Checks and Wellbeing	551		551	476	(75)	
Physical Activity and Weight Management	1,392	50	1,442	1,451	9	
Smoking Cessation and Tobacco Control	400		400	350	(50)	
Substance Misuse	4,884		4,884	4,605	(279)	Negotiations with the Adult service provider has resulted in a saving of £377,000. However, this is part of already planned savings.
Health Protection and Resilience	4,280		4,280	4,280	0	
Population Health and Place	471		471	422	(49)	
Mental Health and Wellbeing	969		969	994	25	
Net Service Spending	23,671	50	23,721	23,687	(34)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1,578	(529)	34	1,083		
DAAT	389	(389)		0		
Family Nurse Partnership	361	(361)		0		
Total	2,328	(1,279)	34	1,083	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-PH-01	Redesigning current ways of working and the arrangements for external contracts	1200	600	1,200	1,200	1,200	1,200	1,200	Delivery of this saving is impacted by the £1.4m recurrent grant reduction and is an underlying deficit
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	377	189	377	1,300	377	1,300	1,300	Viable market response required to redesigned service, Invitation To Tender published end of September and the D&A service will carry a recurrent overspend
CG-PH-03	Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies	42	21	42	87	87	87	87	

C Public Health

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-PH-04	Dietetics - retain the acute provision and move community provision towards the preventative approach with access criteria and lower priority requirements accessed through other community provision.	200	100	200	400	200	400	400	Agreement required across the system on core requirement and due to delays in the OOH award and reductions up to contract variation level already achieved - no further scope unless partner agreement to change.
CG-PH-05	Reduce staffing and overheads across the Business Unit	100	50	100	200	200	300	300	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	200	100	200	300	300	300	300	
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	415	208	415	1,150	415	1,150	1,150	Viable market response required to redesigned service. Invitation To Tender published end of September 2017
CG-PH-08	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85	85	85	Combined service redesign with People Group and Coventry. Prices have increased.
Total		2,534	1,267	2,534	4,722	2,864	4,822	4,822	
Target			2,534	2,534		4,722		4822	
Remaining Shortfall/(Over Achievement)			1,267	0		1,858		0	

2017/18 to 2020/21 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£ 000's	£'000			
11492000	Urban Mile Markers	0	24	0	0	24	0	24	0	0	24	0	0	
		0	24	0	0	24	0	24	0	0	24	0	0	

Transport & Economy - Mark Ryder
Strategic Director - Monica Fogarty
Portfolio Holders - Jeff Clarke (Transport & Environment)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Economy Management	193		193	192	(1)	
Transport & Economy support costs	544		544	615	71	
Economy & Skills	1,238		1,238	1,317	79	
Economy & Skills - Business Centres	(377)		(377)	(517)	(140)	Consistent high levels of occupancy and reduced building maintenance costs.
Planning and Development & Flood Risk	772		772	772	(0)	
Infrastructure & Regeneration	808		808	1,020	212	Delayed implementation of regeneration savings, HS2 Phase 2 costs.
Design Services	1,181		1,181	1,634	453	Revenue contribution to Capital (Traffic Signals) of £250,000 and reduction in commuted sums income of £203,000
Design Services (Traded Service)	(634)		(634)	(1,087)	(453)	Increased income - including windfall from last year of £145,000
County Fleet Management	(381)		(381)	(381)	0	
County Fleet Management (WES Traded Service)	(17)		(17)	(17)	0	
County Highways	15,102	15	15,117	15,117	0	
Network Management	(197)		(197)	(959)	(762)	Additional income generation of £648,000 and reduction in charge to highways searches of £114,000
Transport Operations	8,652		8,652	8,499	(153)	Unfilled vacancies
Transport Planning	1,577	249	1,826	1,985	159	Overspend on transport development £156,000 and reduced income from Stratford Park & Ride
Road Safety and Traffic Projects	(1,487)	(80)	(1,567)	(1,442)	125	Reflects additional resources being required to support delivery of expanded parking management programme, and delay in implementing increase in on-street charging prices.
Road Safety - Minibus Driver Training (WES Traded Service)	(3)		(3)	(3)	(0)	
Net Service Spending	26,970	184	27,154	26,745	(409)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	640			640		
Speed Awareness Workshops	920			920		
Kenilworth Station	661	(661)		0		
County Fleet Maintenance	25	(25)		0		
Design Services Reserve	100	25		125		
Development Group Realignment Costs	134	(134)		0		
Concessionary Travel Reserve	340	(340)		0		
Women's Cycle Race 2016 Reserve	125	(125)		0		
Transport & Economy - Savings	1,219	470	844	2,533		
S38 Developer Funding	940			940		

D Transport & Economy

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Flood Management Reserve	630		(172)	458		
European Match Funding	376		(227)	149		
Infrastructure Group	58	(58)		0		
G4G Apprenticeship Hub	134	(134)		0		
Skills Delivery for Economic Growth	350	134	(36)	448		
Rural Growth Network	367			367		
HS2 Phase 2	157	(157)		0		
Traffic Model Revenue Fund	57	(57)		0		
Growth Deal Bid Development Reserve	50	(50)		0		
Total	7,283	(1,112)	409	6,580	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-TE-01	Rationalisation of management capacity within Business Unit as a result of a reorganisation of groups and functions	185	115	185	185	185	185	185	
CG-TE-02	Road Safety - a reduction in staffing levels as a result of the amalgamation of two teams to better reflect service delivery needs.	80	80	80	80	80	80	80	
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	100	100	100	150	150	200	200	
CG-TE-04	Maximise the extent to which the operational costs of design work of schemes is financed by the capital allocated for a the specific scheme.	100	100	100	100	100	100	100	
CG-TE-05	Removal of contingency fund for managing contractual risk and/or ensuring operational resilience in the event of extreme events.	400	40	400	400	400	400	400	
CG-TE-06	Generate income by an increase in the fees payable for licences and permits, including skips, scaffold, street café licenses and vehicular access requests.	50	50	50	55	55	60	60	
CG-TE-07	Increase income targets to reflect current activity levels from Section 184 and Minor Works, Section 38 Agreements and pre application advice for highways.	130	130	130	140	140	150	150	
CG-TE-08	Review the regeneration function with a view to reduce activity and increase income. The outcome of the review will result in a reduction in officer and project based support for place and community based work, including Pride in Camp Hill.	180	49	72	180	180	180	180	These savings will be made, but have been delayed and will not be realised in 2017/18
CG-TE-09	Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and on-street parking charges	441	441	441	485	485	529	529	These savings will be made, but have been delayed and will not be realised in 2017/18. However alternative savings have been identified to cover the shortfall in this year.
CG-TE-10	Increased income from the permit scheme for working on the highway as a result of systems development efficiencies and a more targeted site inspection regime will ensure compliance with permit scheme approvals.	3	3	3	88	88	253	253	
CG-TE-11	Reduction in highway drainage maintenance.	200	200	200	200	200	200	200	

D Transport & Economy

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	Outturn £'000	£'000	Outturn £'000	£'000	Outturn £'000	
CG-TE-12	To reduce the Public Transport Revenue Support Budget by £500,000. This will result in bus users across the county having less choice and reduced access opportunities to services and facilities. However, all communities with a population of more than 50 will retain a level of public transport provision as stipulated in the Local Transport Plan. This saving has been delivered as part of the OOP1 Savings Plan.	500	500	500	500	500	500	500	
CG-TE-13	Reduce capacity to develop Going for Growth bids	200	0	200	200	200	200	200	
CG-TE-14	Commissioning of the cycle training service to an external provider.	15	15	15	20	20	20	20	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	200	200	200	600	600	900	900	
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through pro-active measures to improve service quality to enable increased rents in line with market conditions.	20	20	20	40	40	70	70	
CG-TE-17	Increased income and surplus from County Fleet Maintenance following the installation of an MOT test facility at the new Hawkes Point site.	0			25	25	50	50	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	0			20	20	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	0			25	25	50	50	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0			0		25	25	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0			0		75	75	
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0			0		698	698	
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0			0	0	80	80	
	Total	2,804	2,043	2,696	3,493	3,493	5,025	5,025	
	Target		2,804	2,804		3,493		5025	
	Remaining Shortfall/(Over Achievement)		761	108		0		0	

D Transport & Economy

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
Area Delegated Funded Schemes														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	343	12	0	0	355	343	12	0	0	355	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	315	0	0	0	315	315	0	0	0	315	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	362	19	0	0	381	362	19	0	0	381	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	18	0	0	459	440	18	0	0	459	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	540	42	0	0	582	540	42	0	0	582	0	0	
11274000	North Warwickshire Area Committee	369	99	0	0	468	369	41	58	0	468	(58)	(0)	
11275000	Nuneaton and Bedworth Area Committee	460	94	0	0	555	460	56	38	0	555	(38)	0	
11276000	Rugby Area Committee	403	15	36	0	455	403	15	36	0	455	0	0	
11277000	Stratford Area Committee	292	45	0	0	336	292	45	0	0	336	0	0	
11278000	Warwick Area Committee	431	35	0	0	466	431	35	0	0	466	0	0	
11354000	Area Delegated Funding 17-18	0	0	3,360	0	3,360	0	0	2,920	0	2,920	0	(441)	Reallocation of budget to new schemes
11394000	Transport & Roads Area Delegated Funding	390	170	0	0	560	390	198	0	0	588	28	28	Funding transferred from 11354000
11395000	Street Lights Area Delegated Funding	161	1	0	0	162	161	1	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	267	65	0	0	333	267	65	0	0	333	0	0	
11397000	Transport Planning Unit Area Delegated Funding	62	24	0	0	86	62	24	0	0	86	0	0	
11398000	Design Services Area Delegated Funding	101	48	0	0	149	101	59	0	0	160	11	11	Funding transferred from 11354000
11452000	Area Delegated Funding 18-19	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	5	70	0	0	75	5	70	0	0	75	0	0	
11484000	Delegated Budget 2016-17 Bridge Maintenance	0	6	0	0	6	0	6	0	0	6	0	0	
11485000	Delegated Budget 2016-17 Road Safety	263	397	0	0	660	263	429	0	0	692	32	32	Funding transferred from 11354000
11487000	Delegated Budget 2016-17 Transport Planning	65	57	0	0	122	65	72	0	0	137	15	15	Funding transferred from 11354000
11488000	Delegated Budget 2016-17 Casualty reduction	0	26	0	0	26	0	26	0	0	26	0	0	
11489000	Delegated Budget 2016-17 Street Lighting	15	7	0	0	21	15	7	0	0	21	0	0	
11490000	Delegated Budget 2016-17 Programmes	421	136	0	0	557	421	142	0	0	563	6	6	Funding transferred from 11354000
11547000	Area Delegated Funding 19-20	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	0	0	0	0	0	0	6	0	0	6	6	6	Funding transferred from 11354000
11590000	Delegated Budget 2017-18 Road Safety	0	138	0	0	138	0	270	0	0	270	132	132	Funding transferred from 11354001
11592000	Delegated 17-18 County Highways	0	58	0	0	58	0	233	0	0	233	175	175	Some funding transferred from 11354000, additional revenue contribution of £36k from Coleshill Town Council
11593000	Delegated Budget 2017-18 Transport Planning	0	0	0	0	0	0	28	0	0	28	28	28	Funding transferred from 11354000
11594000	Delegated Budget 2017-18 Street Lighting	0	0	0	0	0	0	6	0	0	6	6	6	Funding transferred from 11354000
Economic Development														
10154000	Centenary Business Centre Phase 3	1,883	0	7	0	1,890	1,883	0	7	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	134	0	0	720	586	20	114	0	720	(114)	0	Space Hive Programme has been slow to take off. 2 projects currently seeking funds.
11425000	Capital Growth Fund Business Loans and Grants	705	754	566	0	2,025	705	882	450	0	2,038	128	13	Spend brought forward from 2018/ 2019 following approval of projects with earlier spend.
11549000	Vicarage Street Site Investigations	0	40	0	0	40	0	40	0	0	40	0	0	
11596000	Eliot Park Innovation Centre - improvements to the car park		500	0	0	500		500	0	0	500	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Flood Management														
11424000	Snitterfield Flood Alleviation	2,282	457	70	0	2,808	2,282	517	70	0	2,869	61	61	Unexpected utilities under Smiths Lane used up much of the risk budget whilst inclement weather in the spring delayed the project and added to Contractor's and Project Manager's costs. There have also been some additional claims from landowners. £50k of the overspend will be funded by the Environment Agency under the Public Sector Collaboration Agreement - the remainder will be an increased revenue contribution.
11427000	Ladbroke Flood Alleviation	0	94	0	0	94	0	94	0	0	94	0	0	
11513000	Bulkington Property Level Protection	0	0	0	0	0	0	0	0	0	0	0	0	
11514000	Grendon Property Level Protection	0	8	0	0	8	0	8	0	0	8	0	0	
11550000	Flood modelling	0	40	41	0	81	0	40	41	0	81	0	0	
11574000	Kites Hardwick flood alleviation	0	51	0	0	51	0	51	0	0	51	0	0	
11599000	Cherrington Flood Risk Management Scheme						0	97	0	0	97	97	97	New scheme added to capital programme on 21st July - funded partly from revenue and partly from external contribution
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	400	117	0	0	517	400	117	0	0	517	0	0	
11356000	Casualty Reduction Schemes 16/17	153	174	0	0	327	153	174	0	0	327	0	0	
11357000	Casualty Reduction Schemes 17/18	0	56	150,696	0	207	0	56	151	0	207	0	0	
11453000	Casualty Reduction Schemes 18-19	0	0	350	0	350	0	0	350	0	350	0	0	
11546000	Casualty Reduction Schemes 19-20	0	0	0	350	350	0	0	0	350	350	0	0	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	17	0	0	515	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	21	123	6	0	150	21	123	6	0	150	0	0	
10434000	North West Warwick Cycle Scheme	772	9	0	0	781	772	9	0	0	781	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	55	0	0	0	55	55	0	0	0	55	0	0	
11330000	Fillongley Crossroads realigning crossroad junction						0	38	0	0	38	38	38	To be funded from residual Area Delegated funds (transferred from 11354000)
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	68	32	0	0	100	68	17	15	0	100	(15)	0	Contractual delays resulting in scheme being completed over two years rather than one
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	173	26	0	0	200	173	26	0	0	200	0	0	
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	110	110	0	237	0	0	
Integrated Transport - Safer Routes to Schools														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	30	161	-	0	191	30	161	0	0	191	0	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	68	30	-	0	99	68	30	0	0	99	0	0	
11564000	Home to School routes 17-18	0	2,228	-	0	2,228	0	2,228	0	0	2,228	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,562	34	0	0	1,596	1,562	34	0	0	1,596	0	0	
Integrated Transport - School safety zones														
11358000	School Safety Zones 15/16	301	0	0	0	301	301	0	0	0	301	0	0	
11359000	School Safety Zones 16/17	1,039	649	0	0	1,688	1,039	649	0	0	1,688	0	0	
11525000	School Safety Zones 17/18	6	477	-	0	483	6	477	0	0	483	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
11585000	School Safety Zones 18/19	0	0	500	0	500	0	0	500	0	500	0	0	
11586000	School Safety Zones 19/20	0	0	-	500	500	0	0	0	500	500	0	0	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,055	1,000	441	0	60,496	59,055	1,000	441	0	60,496	0	0	
10362000	Kenilworth Station	8,871	4,728	410	0	14,009	8,871	5,139	0	0	14,009	410	(0)	
11333000	Kenilworth Station Contingency	0	0	0	0	0	0	0	0	0	0	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,562	34	0	0	5,596	5,562	34	0	0	5,596	0	0	
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	33	0	0	1,930	0	0	
11100000	Footbridge at Stratford Town Station	2,067	0	0	0	2,067	2,067	0	0	0	2,067	0	0	
11221000	M40 Junction 12	11,439	133	500	0	12,072	11,439	133	500	0	12,072	0	0	
11272000	Rugby Gyratory Improvements	1,553	59	0	0	1,612	1,553	59	0	0	1,612	0	0	
11339000	Bermuda Connectivity	1,127	379	2196	0	3,702	1,127	270	2,305	0	3,702	(109)	0	With the intention to minimise spending on developing this scheme until it is fully funded, current work is focused on completing detailed design and finalising the cost estimate to enable the scheme to be the subject of a bid to the WCC Capital Investment Fund in Quarter 1 of 2018-19.
11509000	A444 Coton Arches, Nuneaton	121	3,479	100	0	3,700	121	1,675	1,804	100	3,700	(1,804)	0	Due to the delay in going out to tender, the construction phase will now be completed in 2018/19 therefore the forecast to be spent in 2018/19 has increased.
11510000	A46 Stanks Island, Warwick	178	5,722	100	0	6,000	178	2,231	3,591	0	6,000	(3,491)	0	Project has been delayed which has meant C&W LEP and WCC money is being split over 17/18 and 18/19
11604000	A444 Corridor Improvements - Phase 2	0	0	0	0	0	0	0	4,270	0	4,270	0	4,270	
11605000	A3400 Bham Road Stratford Corridor Improvements	0	0	0	0	0	0	150	350	3,000	3,500	150	3,500	
Street Lighting														
11125000	Street Lighting Column Replacement 2014/2015	1,238	0	0	0	1,238	1,238	0	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,054	4	0	0	1,057	1,054	4	0	0	1,057	0	0	
11279000	Pump Priming allocation for LED street lighting	1,234	500	1,000	1,000	3,734	1,234	900	1,000	1,000	4,134	400	400	Revenue contribution to schemes
11360000	LED Street Lights March Funding	5,508	2,560	0	0	8,068	5,508	2,631	0	0	8,139	71	71	Revenue contribution to schemes
11459000	Street Lighting Column Replacement 2016-17	1,111	0	0	0	1,111	1,111	0	0	0	1,111	0	0	
11563000	Street Lighting base budget 17-18	0	761	0	0	761	0	761	0	0	761	0	0	
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	(12)	0	0	1,382	(12)	(12)	Funds reallocated across other financial years - overall net effect is nil.
10421000	Portobello Bridge	523	5	67	1,466	2,060	523	5	67	1,466	2,060	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/2012	996	27	0	0	1,023	996	27	0	0	1,023	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,340	(66)	0	0	2,274	2,340	(66)	0	0	2,274	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	60	0	0	351	291	90	0	0	381	30	30	Funds reallocated across other financial years - overall net effect is nil.
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	6	0	0	866	6	6	Funds reallocated across other financial years - overall net effect is nil.
11382000	Minor Bridge Maintenance schemes 2015/2016	1,206	465	0	0	1,671	1,206	401	0	0	1,607	(64)	(64)	Funds reallocated across other financial years - overall net effect is nil.
11457000	Minor Bridge Maintenance schemes 2016/2017	439	46	0	0	485	439	78	0	0	516	32	32	Funds reallocated across other financial years - overall net effect is nil.
11587000	Minor Bridge Maintenance schemes 2017/2018	0	1,251	0	0	1,251	0	1,260	0	0	1,260	8	8	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Structural Maintenance of Roads														
11361000	Highways Maintenance 16-17	15,278	0	0	0	15,278	15,278	0	0	0	15,278	0	0	
11362000	Highways Maintenance 17-18	0	14,260	0	0	14,260	0	15,362	0	0	15,362	1,101	1,101	New schemes programmed and funding allocated. £1m additional funding from the Highways Incentivisation Fund (DfT) and £101k from various revenue contributions.
11451000	Highways Maintenance 18-19	0	0	12,708	0	12,708	0	0	12,708	0	12,708	0	0	
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0	0	0	0	
11455000	Highways Maintenance Additional Funding 17-18	0	0	0	0	0	0	0	0	0	0	0	0	
11545000	Highways Maintenance 19-20	0	0	0	12,708	12,708	0	0	0	12,708	12,708	0	0	
11548000	Pot Hole budget 2017-18	0	0	0	0	0	0	0	0	0	0	0	0	
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0	0	
Traffic Signals														
11309000	Traffic Signals 2014-15	203	9	0	0	212	203	9	0	0	212	0	0	
11381000	Traffic Signals 2015-16	191	13	0	0	205	191	13	0	0	205	0	0	
11458000	Traffic Signals 2016-17	195	3	0	0	198	195	3	0	0	198	0	0	
11591000	Traffic Signals Base Budget 2017-18	0	311	0	0	311	0	311	0	0	311	0	0	
Total Transport & Economy (excluding funded developer schemes)		142,254	43,679	24,720	18,024	228,677	142,254	40,945	33,903	21,124	238,227	(2,734)	9,549	
Developer Funded Transport - s106 schemes														
11464000	Clifton on Dunsmore Traffic Calming S106	49	271	0	0	320	49	271	0	0	320	0	0	
11607000	Southbound bus stop on A426 Leicester Road Rugby							79	0	0	79	79	79	New scheme funded by developer contributions
Developer Funded Transport - minor schemes														
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	6	0	0	48	0	0	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	0	0	0	12	(1)	(1)	The scheme was completed several years ago and there are no known commitments for the scheme. Therefore, this forecast has been resubmitted as zero upon the advice of WCC Financial Services Team.
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	9	0	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	75	0	0	75	0	75	0	0	75	0	0	
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	0	82	0	82	(82)	0	Works planned for 2018/19
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	45	0	0	45	0	0	45	0	45	(45)	0	Additional funding to be provided by the developer is awaited before further work progresses
11194008	Provision of new bus shelter at Whitnash Section 106	7	0	0	0	7	7	0	0	0	7	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton							0	0	0	0	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill							0	0	0	0	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge							5	26	0	31	5	31	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES							0	0	0	0	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.							4	0	0	4	4	4	Additional works have been added to the project which are all funded by the developer.
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)							0	0	0	0	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops							0	0	0	0	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
11195013	S278 Wellesbourne Distribution Park Signs							0	0	0	0	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs							0	0	0	0	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	66	0	0	0	66	66	(10)	0	0	56	(10)	(10)	Small proportion of expenditure and related developer income to Southbound bus stop on A426 Leicester Road Rugby project (11607000) following investigations concluding that the work is part of that project's scope.
11441002	Nuneaton Town Centre Signing Improvement	25	55	0	0	80	25	0	0	0	25	(55)	(55)	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	68	0	0	68	0	0	68	0	68	(68)	0	Awaiting information on the proposed location for the crossing therefore spend is delayed to 2018/19
11441005	Section 106 Funded Bus Stop Enhancement Works (Salford Rd , Bidford)	5	19	0	0	24	5	19	0	0	24	0	0	
11441006	Bus Shelter Coventry Street , Southam S106	1	12	0	0	13	1	12	0	0	13	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	2	17	0	0	18	2	17	0	0	18	0	0	
11441010	Birmingham Road Cycle Route enhancements	0	11	6	0	16	0	11	6	0	16	0	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	0	65	0	0	65	0	65	0	0	65	0	0	
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	0	65	0	0	65	0	65	0	0	65	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	0	18	0	0	18	0	18	0	0	18	0	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	0	20	0	0	20	0	20	0	0	20	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford							9	0	0	9	9	9	New scheme being funded by a developer contribution.
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	915	62	0	0	977	915	62	0	0	977	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	58	332	0	0	391	58	332	0	0	391	0	0	
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	100	150	0	871	(150)	0	
11326000	Elliots Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	(199)	0	
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	35	0	0	499	0	0	
11336000	Ansty Business Park Phase 3	1,303	725	500	0	2,528	1,303	725	500	0	2,528	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	6	0	0	334	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	319	298	0	0	617	319	25	0	273	617	(273)	(0)	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	18	15	115	109	257	18	15	115	109	257	0	0	

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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later	Total	Variance in Year	Total	
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	(41)	1,458	0	0	1,417	(41)	1,458	0	0	1,417	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	30	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,079	621	0	0	2,700	2,079	621	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	303	47	0	0	350	303	47	0	0	350	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	357	3	0	0	360	357	3	0	0	360	0	0	
11437000	B4632 Campden Road / C47 Station Road	361	189	0	0	550	361	189	0	0	550	0	0	
11438000	B4642 Coventry Road / site access Cawston	532	18	0	0	550	532	18	0	0	550	0	0	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	577	873	0	0	1,450	577	873	0	0	1,450	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	500	0	0	500	0	0	500	0	500	(500)	0	
11461000	A47 The Long Shoot Nuneaton	0	600	0	0	600	0	600	0	0	600	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	98	450	0	0	548	98	450	0	0	548	0	0	
11463000	B4451 Kineton Road, Southam - new roundabout	3	597	0	0	600	3	597	0	0	600	0	0	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	542	58	0	0	600	542	58	0	0	600	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	2	223	0	0	225	2	223	0	0	225	0	0	
11506000	A426 Southam Road, Southam	0	245	0	0	245	0	245	0	0	245	0	0	
11507000	A428 Lawford Road, Rugby	0	0	450	0	450	0	0	450	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	47	53	0	0	100	47	75	0	0	122	22	22	Original project had an allocation of £150k and this was reduced in error to a forecast of £100k overall during 2016/17. The scope of the scheme has now been reviewed and the resulting tendered costs are slightly more than the revised budget but significantly less than the original allocation - all costs are funded by the developer.
11511000	A429 Ettington Road, Wellesbourne	0	980	0	0	980	0	980	0	0	980	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	1,450	0	0	1,450	0	1,450	0	0	1,450	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	37	513	0	0	550	37	513	0	0	550	0	0	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	100	0	0	100	0	100	0	0	100	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	0	250	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	850	0	0	850	0	850	0	0	850	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	100	0	0	100	0	100	0	0	100	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	147	0	0	150	3	150	0	0	153	3	3	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	149	0	0	150	1	0	150	0	151	(149)	1	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	1	300	0	0	301	1	300	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	125	0	0	125	1	200	0	0	201	76	76	Scheme estimate revised following completion of Technical Review - additional expenditure fully funded by developer
11551000	A47 Long Shoot - relocation of a refuge island	7	75	0	0	82	7	75	0	0	82	0	0	

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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later	Total	Earlier Years	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
			£ 000's	£ 000's				£ 000's						
11552000	Warwick Town Centre transport proposals	0	550	0	0	550	0	550	0	0	550	0	0	
11575000	A426 Leicester Road, Rugby.	0	1,200	0	0	1,200	0	0	0	0	0	(1,200)	(1,200)	Budget increased on capital programme through decision made on 20/6/17, however it has been identified that the project had been duplicated in the capital programme so forecasts have been moved to 11598000
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	1,000	0	0	1,000	0	500	500	0	1,000	(500)	0	Scope of scheme increase has meant further design and start of scheme delay until Jan 2018
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	0	400	0	0	400	0	400	0	0	400	0	0	
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	150	500	0	650	(500)	0	Delays have meant that scheme now expected to start in Feb 2018
11579000	D7050 Common Lane, Kenilworth.	0	1,300	0	0	1,300	0	1,300	0	0	1,300	0	0	
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	2,800	0	0	2,800	0	1,000	1,800	0	2,800	(1,800)	0	Delay in completing Technical Review has meant scheme is now expected to begin Jan 18
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	2,700	0	0	2,700	0	700	2,000	0	2,700	(2,000)	0	Scheme implementation delayed and will now extend into 2018/19
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	750	750	0	1,500	0	750	750	0	1,500	0	0	
11595000	A422 Banbury Road Ettington Ghost island	0	200	0	0	200	0	200	0	0	200	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	500	0	0	500	0	500	0	0	500	0	0	
11598000	A426 Leicester Road Rugby Highways Improvements S278	0	1,800	0	0	1,800	0	1,800	0	0	1,800	0	0	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278							0	3,500	0	3,500	0	3,500	New scheme added to capital programme on 18/7/17 at Full Council
11603000	B439 Salford Road Bidford - Access And Puffin Crossing							0	150	0	150	0	150	New scheme added to capital programme 21/7/17
11608000	Highway Impt A446 Lichfield Road , Coleshill S278							150	0	0	150	150	150	New scheme added to capital programme on 15/9/17
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278							0	200	0	200	0	200	New scheme added to Capital Programme on 15/9/17
Total Funded Developer Schemes		10,350	28,031	1,841	109	40,330	10,350	20,845	11,712	382	43,289	(7,185)	2,959	
Grand Total - All Transport & Economy		152,604	71,710	26,561	18,133	269,008	152,604	61,791	45,615	21,506	281,516	(9,919)	12,508	

D Transport & Economy

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	Mark Ryder	26/07/2017	16	<p>The Council has agreed the investment of an additional £2m a year for the next two years to supplement government capital grant allocations for maintaining the condition of Warwickshire's roads.</p> <p>Road maintenance are prioritised using a number of criteria including traffic volumes, types of usage and conditions of the road These priorities are based upon inspections, surveys, known defects and accident data.</p> <p>Road construction strategy has been reviewed and updated to take into account changes to the Specification for Highways Works and to reflect increased emphasis on safety, sustainability, environment and minimisation of resource use.</p> <p>Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils.</p> <p>Increased, and ongoing, monitoring and review of Term Contractors operational performance in place to ensure effective delivery of all revenue and capital investment programmes</p>	12	<p>Further developing asset management approach including life cycle planning scenarios to ensure best use is made of available resources.</p> <p>Work on Balfour Beatty contract to ensure effective delivery</p>
R0895	A major flood risk materialises	Michael Green	05/10/2017	16	<p>Maximise the opportunities to get funding to deliver schemes to alleviate flooding. Publicise all we are doing to manage flood risk (e.g. Flood Summits) Putting operational procedure for team in place for flood events. Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding. Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development. Identifying third party assets in Trent catchment with high risk of failure (such as old large culverts).</p>	12	<p>Surface Water Management Plan (SWMP) to be further developed with draft investment plan.</p> <p>Identify third party assets in Severn catchment with high risk of failure (such as old large culverts).</p> <p>Working with members to identify and secure WCC match funding to enable successful bids for external funding.</p>

Children & Families - Beate Wagner
Strategic Director - Nigel Minns
Portfolio Holders - Councillor Morgan (Children's Services)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	5,141	497	5,638	4,512	(1,126)	This under-spend is partially the planned use of 0-5 Transformation funding for 2018/19 and beyond. Once a definitive programme of work has been agreed and timetabled for this year the under-spend will be requested to be put into an earmarked reserve and the under-spend will no longer be reported for 2017/18 (approx. £600,000). There are also one off under-spends accumulated early in the OOP2020 plan ahead of the budget ceasing at the end of this financial year and /or being reallocated as part of the C&F Medium Term Financial Plan.
Priority Families	737	(60)	677	677	0	
Transition	815	(103)	712	727	15	
Social Care North	16,106	0	16,106	17,599	1,493	Overall Forecasts for Children Looked After Placements costs for North & South are forecast to be £1,117,000 over-spend (Internal Foster care forecasting an under-spend of £652,000, Residential an over-spend of £734,000 and External Foster care forecasting a £809,000 over-spend). Staffing in these teams is forecasted as an overall over-spend of £743,000 which reflects agency staff currently in place during the initial stages of the recruitment of social workers as part of the invest to save strategy takes place. Section 17 is forecast to overspend by £84,000 largely as a result of no recourse to public fund cases. The full impact of the Social Worker recruitment strategy is still to be reflected fully in changes to the type and number of Children Looked After placements with aspirations of both numbers declining further and there being greater use (and availability) of less expensive Internal foster carers. It is envisaged that this will also have an impact on the reduction of the use and cost of Agency Social Workers. There has also be a large forecasted increase on the Special Educational Needs and Disabilities children's equipment spend of £158,000. Further investigation on the varying cost drivers for this large increase are being sought from the Integrated Community Equipment Service . Direct Payments have seen a rise of £75,000 this month in predicted forecast. Further analysis of the increases are being looked into in order to provide a robust forecast for the year
Social Care South	13,930	(210)	13,720	14,541	821	
Social Care South - WES Traded Services	(20)	0	(20)	(61)	(41)	
Social Care Countywide	10,113	0	10,113	10,456	343	There continues to be a large forecasted over-spend of £203,000 on Children Looked After School Transport, plans to reduce this were delayed due to a legal ruling which has resulted in revised plans and consultations. Leaving care accommodation costs are also forecasting a large over-spend of £121,000 while Children Looked After placements (Internal / External Foster care & Residential) are overall forecasting to budget. The Adoption service is forecasting a £160,000 over-spend due to the loss of Hard to Place Grant. Although activity in this area is lower than last year, it is still more economical in the medium term to fund these adoption placements and their obvious benefits to the outcomes for this client group.
Family Support	6,832	0	6,832	6,700	(132)	Holding vacancies due to potential changes to the service following consultation on the future of the Children's Centres & savings.
Multi Agency Safeguarding Hub	1,786	1	1,787	1,928	141	The over-spend is due to the demand for staff within Child Sexual Exploitation team. Management is reviewing the work capacity within this service line but it seems unlikely that this over-spend can be reduced.
Principal & Education Social Work	149	171	320	255	(65)	
Service Development & Assurance (Children's)	1,717	86	1,803	1,746	(57)	
Net Service Spending	57,306	382	57,688	59,080	1,392	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		(2,077)	(2,077)		
Young Carers Contract	100	(50)		50		
Priority Families	930	(300)	0	630		
Traded	126		41	167		
0-5 Strategy For Children	844		629	1,473		
DSG	0		15	15		
Total	2,000	(350)	(1,392)	258	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-01	Reductions, savings and efficiencies in the operation of the Business Unit including a refocus of council-led parenting training, efficiency savings from the establishment of a regional adoption agency and fully integrating the Priority Families team into the management and operational structures of the Business Unit	359	200	308	508	508	568	568	This saving is being achieved via a range of efficiencies including general efficiencies, administrative staff efficiencies, reduction in agency workers, reduction in management capacity, service remodelling. The current shortfall is arising from: 1. An overspend in financial support for families at risk, reflecting increase in demand on 'no recourse to public funds'; legal advice is that we are constrained in the actions we can take to reduce this overspend. 2. An overspend identified by internal audit in costs of court ordered contact some of which we may be able to recover. 3. Some miscoding; steps are being taken to rectify. 4. Cost pressures in the Regional Adoption Agency (loss of central government grant for Hard to Reach children); As the project to Build the Family Hub Offer/ financial inclusion/stepped approach is developed, it is expected that it will support these OOP saving for 2018/19 and 2019/20.
PG-CF-02	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	150	250	250	250	250	250	
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	408	208	408	2,600	2,600	5,200	5,200	
PG-CF-05	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	0	0	0	420	420	420	420	Because of the large number of responses to the public consultation (over 2000) and subsequent legal advice there has been a deferment of the Cabinet report until November. In addition a commitment has been made to avoid disrupting the 2 Help Offer. This also provides time and capacity to evaluate options arising as a result of the consultation. As a result a request has been made to re-profile the savings as a result of the planned implementation moving out 4 months to August 2018. This will involve negotiations with providers to try to mitigate costs of up to £93,000 per month.
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement foster care scheme	711	226	226	1,151	1,151	1,571	1,571	It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward. A placement crisis in the Summer has led to an increase in the use of residential placements by 6 which will have a significant negative impact. This reflects a national issue. A bid has been made to re-profile these savings in anticipation of £500,000 slippage from 17/18 and an estimated further reduction in savings of £400,000 in 2018/19

E Children & Families

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	115	15	15	330	330	330	330	The 2017/18 savings are made up of: 1. £100,000 planned to come through the Bright Care contract, but this saving will not be delivered in 2017/18 as the contract award is not expected to be awarded until January 2018 with admissions from April 2018. (5 year block contract with a risk sharing/outcomes element built in for all the most complex children including Special Educational Needs and Disabilities). 2. £15,000 of the saving for 2017/18 is for the development of the framework agreement. In 2017/18 costs have come down but due to ending of placements rather than unit costs, also via an underutilised contract. Continued and future years savings are reliant on the success of the framework agreement with providers to reduce the cost of psychological assessments. This contract planned start was August 2017.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the Child and Adolescent Mental Health Services contract	10	5	10	120	120	170	170	For 2017/18 Traded Services is achieving the £10k savings as anticipated. For 2018/19 savings of £100,000 are anticipated from youth interventions (pre-Child and Adolescent Mental Health Services) with a further £50,000 in 2019/20 following the award of the Child and Adolescent Mental Health Services contract to C&W Partnership Trust on a lead provider basis. Discussions are starting from Q3 2017/18 in preparation for 2018/19. This is in order to identify the interested subcontractors and to agree the pre-Child and Adolescent Mental Health Services interventions; the commissioning vehicle will also need to be agreed with the lead provider. These savings cannot be guaranteed at this stage.
PG-CF-09	Full year effect of existing savings and one-off under-spends to manage the phasing of savings relative to the need to spend.	436	436	436	161	161	167	167	
CF-OOP14-18	Children's Centres	0	0	0	700	700	700	700	See PG-CF-05.
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	0	40	40	40	40	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	0	31	31	31	31	
	Total	2,289	1,240	1,653	6,311	6,311	9,447	9,447	
	Target		2,289	2,289		6,311		9,447	
	Remaining Shortfall/(Over Achievement)		1,049	636		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11295000	Children and Families property adaptations, purchases and vehicles	11	120	120	150	401	11	120	120	150	401	0	0	
		11	120	120	150	401	11	120	120	150	401	0	0	

Social Care & Support - Pete Sidgwick
Strategic Director - Nigel Minns
Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	14,334	(4,677)	9,657	8,405	(1,252)	This is a combination of delays in implementing expenditure plans and also the level of some one-off expenditure plans being less than expected this year.
Disabilities	62,732	71	62,803	63,453	650	The overspend relates to Learning Disabilities, this is partially offset by an underspend in Physical Disabilities, under delivery of savings targets, particularly within residential care, is the primary reason for the overspend. A further key pressure for Learning Disabilities sits within the supported living service where there are higher package numbers than budgeted for at a slightly lower unit cost, the savings plans for supported living reviews are being fully implemented from this month and will be closely monitored. The pressure in Supported Living is partially offset by underspends within Homecare and Residential care where customers have transferred from these services. Budget pressures in Learning Disabilities also include young people transitioning to adult services.
Mental Health	8,400	0	8,400	7,723	(677)	There is an underspend forecast against S75 monies normally given to health, however this is contingent on agreement being reached about the reduction. If it is agreed it will be part of future year savings. There is £113,000 underspend on medical fees for Deprivation of Liberty Safeguarding. The acceptable level of outstanding assessments is being reviewed and it is likely that this underspend will be used to reduce them. The remaining underspend relates to staffing budgets due to the normal delays to recruitment and lower expenditure for homecare and are non-recurrent.
Practice Development	0	0	0	0	0	
Service Development and Assurance (Adults)	330	0	330	270	(60)	
Older People	41,229	586	41,815	43,301	1,486	Pressures on the service relate to Residential & Nursing and Direct Payments. Analysis of placements shows more packages/units of care are being supported at higher unit rates. The overspend is also in part to do with savings plans which are not fully expected to deliver in year. Pressures are being closely monitored as will be the impact on the services of increased Home Care rates currently being implemented.
Integrated Care	9,329	700	10,029	8,871	(1,158)	This underspend is mainly budget transferred to the Integrated Community Equipment Service to fund the Assistive Technology Pilot scheme. Service managers will ensure that the Period 7 forecast will reflect how much the Assistive Technology pilot will cost.
Net Service Spending	136,354	(3,320)	133,034	132,023	(1,011)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	5,318	3,000	1,011	9,329		
Total	5,318	3,000	1,011	9,329	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCS-01	Decommission the non-statutory additional dementia navigator and specialist support services contracts and decommission the stroke contract, ensuring the training offer and specifications of other external contracts include appropriate stroke support	212	212	212	212	212	212	212	Saving delivered
PG-SCS-02	Ensure residential care for people with a disability appropriately meeting need and is cost effective	317	15	50	317	50	317	50	Plans are delayed future years could be revised (resulting in late delivery)
PG-SCS-03	Ensure supported living services for people with a disability are appropriately meeting need and are cost effective	300	158	300	300	300	300	300	Savings on track
PG-SCS-04	Redesign contract arrangements for short breaks for people with disabilities, ensuring more consistent use of residential respite	0	0	0	332	0	723	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-05	Reshape the day opportunities offer for people with disabilities	200	27	30	200	30	200	30	Plans are delayed future years could be revised (resulting in late delivery)
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	200	0	0	724	352	1,002	500	This is dependant on the transformation programme in social care and therefore delivery has slipped into year 2. Year 1 saving is being managed within overall budget for social care. The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving and the plan for the remainder of the savings is still being scoped.
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	0	0	0	165	0	408	0	There is a large risk around this saving and corporate support is being sought to deliver changes to how transport is delivered for adult and children's services - as the saving cannot be delivered by changes in practice in adults services alone
PG-SCS-08	Development of Reablement services	447	224	447	447	447	447	447	
PG-SCS-09	Maximise all customer charging opportunities	200	200	200	200	200	200	200	Saving delivered
PG-SCS-10	Occupational therapy - improve moving and handling training services	878	440	878	878	878	878	878	
PG-SCS-11	Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care	239	239	239	789	0	1,428	550	Saving is likely to slip by one year and use of additional social care funding will be used to manage the higher staffing levels and help ensure delivery of Year 1 savings. The ASC MTFP for 2018/19 and 2019/20 mitigates 2018/19 savings and reduces 2019/20 saving. The plan for the remainder of the savings is still being scoped.
PG-SCS-12	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	300	300	300	300	300	300	300	Saving delivered
PG-SCS-13	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	300	26	300	300	300	300	300	Delivery may be delayed further work being undertaken
PG-SCS-14	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	22	22	22	22	22	22	22	
PG-SCS-15	Management of the National Living Wage and inflation impacts through the development of a revised commissioning approach	1000	1000	1,000	2,100	2,100	2,100	2,100	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	423	423	423	1,092	1,092	1,717	1,717	On track. Additional avoided costs have been achieved
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services - reducing the budget for commissioned services in line with a planned approach to developing community alternatives and local capacity, capacity building of existing and emerging third sector and informal organisations and securing strong connections between real and virtual sources of information so that self-help is the first option with a consequent reduction in demand.	0	0	0	960	960	1,980	280	Delivery of this plan remains a risk. The ASC MTFP for 2018/19 and 2019/20 mitigates some of the saving. Further work is needed to plan delivery.
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	0	0	0	416	416	830	830	Plans are being finalised for the delivery of savings targets in 2018/19 and 2019/20
PG-SCS-19	Consideration of alternatives to day opportunities	0	0	0	701	0	1,402	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-20	Remodel direct payment employment support services	0	0	0	0	0	150	150	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	0	0	0	100	100	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-CF-03	Warwickshire Employment Services Team	280	280	280	280	140	280	280	There is a plan to tender the service by March 2018 with the service in place by September 2018. Mitigation is in place for 2017/18 and there is a potential shortfall of £140,000 for 2018/19
PG-PPA-01	Reduction in the planning and research functions supporting the delivery of adult social care services	25	25	25	25	25	25	25	Delivered
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	0	40	40	40	40	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	0	30	0	30	0	Current uncertainty about how this will be delivered. Plan is under review
Total		5,343	3,591	4,706	10,830	7,864	15,391	9,311	
Target			5,343	5,343		10,830		15,391	
Remaining Shortfall/(Over Achievement)			1,752	637		2,966		6,080	Of this there is £5.205m which is mitigated by the ASC MTFP.

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	350	0	0	350	0	50	300	0	350	(300)	0	The Change in spend profile is as a result of emerging transformation deliverables.
11555000	Extra Care Housing	0	0	2,000	1,000	3,000	0	0	2,000	1,000	3,000	0	0	
		0	350	2,000	1,000	3,350	0	50	2,300	1,000	3,350	(300)	0	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0887	Demand for Services & Current market forces continue to put financial pressure on Disability Services	Pete Sidgwick	03/10/2017	12	<p>Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies</p> <p>Further mitigation plans are being developed</p> <p>Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand</p>	12	<p>Review of Programme Activity</p> <p>A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will support with confirming the immediate priority areas and actions for the service that is deliverable.</p>

Strategic Commissioning - Chris Lewington

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health) and Councillor Hayfield (Education & Learning)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,717	230	1,947	1,623	(324)	Reduced expenditure for project management and agency staff
Service Development and Assurance (Business and Systems)	2,362	(87)	2,275	1,196	(1,079)	The underspend relates to the Client System Review (Mosaic) project. The project has been funded from a number of sources and is forecast to underspend this year. It is planned to transfer the majority of the underspend to reserves to fund post project developments and support as planned and agreed with Programme Board.
All Age Disabilities	733	221	954	920	(34)	
Integrated Elderly Care	1,670	(200)	1,470	1,545	75	
Market Management and Quality	752	(29)	723	706	(17)	
Children's Commissioning	5,635	30	5,665	5,490	(175)	£128,000 underspend for Housing Support due to reduced funding for HEART and lower than expected contingency required. Further underspend for Child and Adolescent Mental Health Services of £50,000 against transition funding.
Net Service Spending	12,869	165	13,034	11,480	(1,554)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	3,836		1,554	5,390		
DSG	0			0		
Total	3,836	0	1,554	5,390	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	0	0	0	0	0	400	400	
PG-SCOM-02	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	120	60	120	120	120	120	120	
PG-SCOM-03	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	37	20	37	37	37	37	37	

H Strategic Commissioning

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	203	103	203	252	252	374	374	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	104	52	104	153	153	153	153	
PG-SCOM-06	Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations	0	0	0	125	125	150	150	
SC-OOP14-18	Supporting People Programme - review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services	1,897	1897	1,897	1,897	1,897	1,897	1,897	
PG-PPA-02	Reduction in secretarial support for the senior management of the People Group through the release of a vacant post	24	24	24	24	24	24	24	
PG-PPA-03	Redistribution of project budgets across PPA.	126	126	126	126	126	126	126	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	6	12	24	24	36	36	
PG-PPA-05	Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.	214	214	214	236	236	418	418	
PG-PPA-08	Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs	0	0	0	4	4	24	24	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	0	0	0	65	65	65	65	Savings dependent on successful implementation of Mosaic within 2017/18 financial year.
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	0	0	0	66	66	
Total		2,737	2,502	2,737	3,063	3,063	3,890	3,890	
Target			2,737	2,737		3,063		3,890	
Remaining Shortfall/(Over Achievement)			235	0		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	46	0	951	0	997	46	0	951	0	997	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	0	0	0	18	18	0	0	0	18	0	0	
11420000	Disabled Facilities Capital Grant	5,436	3,848	0	0	9,284	5,436	3,848	0	0	9,284	0	0	
11310000	Client Information Systems Review						2,132	1,507	555	0	4,194	1,507	4,194	Project transferred from Professional Practice and Assurance. Budget reduction of £260k made as post go live costs are now classified as revenue.
		5,630	3,935	951	0	10,516	7,762	5,442	1,506	0	14,710	1,507	4,194	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0558	Poor data quality and sharing protocols not in place. Fragmented, incomplete and/or inaccurate data sharing protocol	Andy Morrall	31/07/2017	12	Lead for data sharing identified through BCF. Working groups across Health and Social Care established. NHS unique number trialled and in place for some client groups. Appendix E now being used for D2A projects and BCF. Update: IG workshop in place. National digital road map incorporated into workshop design. Update: Working Group have produced data sharing strategy across all health and care partners across Coventry & Warwickshire. Signed at this HWB Exec Team	12	Joint Data Sharing Strategy in place.

Customer Services - Kushal Birla
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	355		355	353	(2)	
Customer Service Centre	2,410		2,410	2,349	(61)	This Service has a number of vacancies - difficulties are being experienced in recruiting appropriate calibre of staff
Customer Relations	234		234	234	0	
Face to Face (including Libraries and Registration Service)	3,911		3,911	3,951	40	Under recovery of income in the Registration Service - marketing plan in place to promote the Service
Head of Service and Business Unit Projects	743		743	751	8	
E Services and Business Development	776		776	772	(4)	
Family Information Service	157		157	157	0	
Traded Services - Educational	(37)		(37)	(36)	1	
Traded Services - Non Educational	0		0		0	
Net Service Spending	8,549	0	8,549	8,531	(18)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	102	(102)		0		
Phasing of Libraries Sunday opening for 2017/2018	54	(54)		0		
Corporate Customer Journey Programme	259		(21)	238		
Warwickshire Local Welfare Scheme	714		39	753		
Total	1,129	(156)	18	991	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-CS-01	Reduction in the staff supporting the senior management of the Business Unit.	30		30	30		30		
RG-CS-02	Increase income from the Registration Service	100		48	110		145		A marketing plan in place to increase income generation
RG-CS-03	Reduction in the resources available to undertake projects within Customer Services	30		30	30		30		
RG-CS-04	Implementation of the Digital by Default Programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	196		196	196		196		
RG-CS-05	Reduction in Library and One Stop Shop management and support staff consistent with the restructure and redesign of these services	0			0		90		
Total		356	0	304	366	0	491	0	
Target			356	356		366		491	
Remaining Shortfall/(Over Achievement)			356	52		366		491	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	66	0	0	186	252	66	0	0	186	252	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	132	203	70	112	0	21	203	112	0	Library refurb costs now covered by this project - transferred from 11040000
11040000	Improving the Customer Experience/One Front Door Improvements	225	234	0	2,588	3,046	225	134	161	2,153	2,673	(100)	(374)	Remodelling work now being covered by project 10645000 100,000 in year, £319,880 transferred 11134000 Old Shire Hall Steve Smith report
11293000	Community Information Hubs	59	0	0	50	109	59	0	0	50	109	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	94	226	0	0	320	94	280	0	0	374	54	54	Forecast increase due to additional works for asbestos removal and remedial works, previously funded by Head of Property Services. £54,000 financed from One front door 11040000.
		514	461	0	2,955	3,929	514	526	161	2,408	3,610	66	(320)	

Finance - John Betts
Strategic Director - David Carter
Portfolio Holders - Councillor Butlin (Finance & Governance)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	224		224	289	65	Minor overspend mainly from additional one-off investment on Finance transformation work, incurred in the knowledge of compensating underspends elsewhere within the Business Unit.
Corporate Finance & Advice and Resources Local Finance	1,129		1,129	1,128	(1)	
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	27		27	117	90	This overspend is largely due to the need to agree a Service Level Agreement with the Pension Fund that better identifies the actual consumption of support services in supporting it (and which it is appropriate to recharge to it). The plan is to resolve this before the end of the financial year.
Communities Group and Fire and Rescue Local Finance, Procurement	649	7	656	607	(49)	This is a combination of minor underspends, including more income from procurement than originally planned.
People Group Local Finance, Financial Benefits and Advice	1,728	90	1,818	1,684	(134)	This underspend is mainly due to vacancies and the length of time taken to recruit replacements (the service is experiencing a higher level of turnover than normal and some grades are proving very difficult to fill).
Traded Services - Education	(237)		(237)	(265)	(28)	This is a combination of additional income being generated and an underspend on staffing due to delays in replacing staff.
Traded Services - Non Education	0		0	0	0	
Net Service Spending	3,520	97	3,617	3,560	(57)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	274		78	352		
Finance - Service Improvement Projects	325			325		
Finance Training Reserve	95		(21)	74		
Total	694	0	57	751	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-FIN-01	The service will make the final payment to repay borrowing to pay for the Council's financial system (Agresso) and so can release the budget as an ongoing saving.	150	150	150	150	150	150	150	
RG-FIN-02	The procurement team will prioritise additional service activity to target additional income from contract rebates	60	60	60	60	60	60	60	
RG-FIN-03	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	249	249	249	249	249	249	249	
RG-FIN-04	The service will reduce the number of staff it employs to support both service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts, by focussing more on training and on-line support and redesigning services to improve the "financial literacy" of the organisation.	165	165	165	200	200	205	205	
RG-FIN-05	The service will reduce the need for current staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.	0	0	0	30	30	120	120	
	Total	624	624	624	689	689	784	784	
	Target		624	624		689		784	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Human Resources & Organisational Development - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,403		1,403	1,311	(92)	Underspend mainly attributed to staffing vacancies/ maternity leave not being backfilled as soon preferred.
Human Resources Service Centre	2,427		2,427	2,552	125	The overspend is due to additional staffing costs incurred to help support the implementation of Your HR. Additional resource time has been required for the testing, parallel running and implementation of the system into business as usual. It has been agreed to use underspends elsewhere in the business unit to help cover these additional costs. Budget spend on this project is being monitored through the Project Board arrangements.
Business Partners and Learning and Organisational Development	1,648	23	1,671	1,695	24	Agreed overspend for additional HR Consultant supporting transformation activity
Human Resources Head of Service and Internal Apprenticeship Programme	703		703	515	(188)	Early delivery of savings and Head of Service budget allocation
Traded Services - Education	(119)		(119)	(143)	(24)	Increased income and reduced expenditure in relation to advisory service trading
Traded Services - Non Education	38		38	39	1	
Net Service Spending	6,100	23	6,123	5,969	(154)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	537		98	635		To be kept in reserves to support transformation (including Your HR) if required
Human Resources - Service Improvement Projects	30			30		
Growing for Growth Apprenticeship Scheme	711	(557)	56	210		
Total	1,278	(557)	154	875	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-HR-01	Reduction in the Business Unit's management team as a result of a reorganisation of operational teams across the service	60	60	60	60	60	60	60	
RG-HR-02	Re-design HR Business Partnership Service and reduce capacity. Reduce the spend on the corporately funded learning menu.	68	68	68	68	68	68	68	
RG-HR-03	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	40	40	40	40	40	40	40	
RG-HR-04	Reduction in agency / temp staff spend in HRSC	34	34	34	34	34	34	34	
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	111	111	111	138	138	187	187	
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	0	0	0	229	229	
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	0	0	0	0	31	31	
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	0	0	0	48	48	48	48	
	Total	313	313	313	388	388	697	697	
	Target		313	313		388		697	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

ICT Services - Tricia Morrison
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	259		259	255	(4)	
Members Support	35		35	31	(4)	
Strategy and Programme and Innovation	1,012		1,012	1,009	(3)	
Corporate ICT Development	1,277		1,277	1,250	(27)	Variation is to be used for additional investment in corporate ICT development projects. Projects are to be agreed by Corporate Board
Customer and Supplier Services	1,433		1,433	1,394	(39)	Variation is due to staff vacancies. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Production Services	3,155		3,155	3,167	12	
Systems Design and Architecture	1,088		1,088	1,044	(44)	Variation is due to staff vacancies. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Network Services	1,036	(215)	821	800	(21)	Variation is due to staff vacancies.
Information Management	359		359	342	(17)	
Traded Services - Education	(303)		(303)	(147)	156	The schools service will not be able to deliver their full trading target, this position has been anticipated since the start of the year. Planning for any under delivery to be covered by utilising underspends in other areas of Information Assets
Net Service Spending	9,351	(215)	9,136	9,145	9	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Information Assets - Savings	188	(188)	(9)	(9)		
Going for Growth - BDUK	589	(805)		(216)		
Total	777	(993)	(9)	(225)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-IA-01	Release of the trading surplus delivered by the Schools ICT Service	200	147	200	200	200	200	200	
RG-IA-02	Make saving in the use of the Corporate ICT Development Budget by seeking to use either fixed term contract/student placements as an alternative to some of the contractor approaches currently employed. This should allow us to make a saving without a reduction in the quality and output of the service.	150	150	150	150	150	150	150	
RG-IA-03	Reduction in spend on specification, building, procurement, implementation, support and enhancement of information systems	117	117	117	117	117	117	117	
RG-IA-04	Reduction in the cost of maintaining the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	50	50	50	50	50	50	50	
RG-IA-05	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	146	146	146	146	146	146	146	
RG-IA-06	Reduction in spend on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	58	58	58	58	58	58	58	
RG-IA-07	Reduction in the cost of the management, the technical development/build and deployment of personal computing devices	35	35	35	35	35	35	35	
RG-IA-08	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	43	43	43	43	43	43	43	
RG-IA-09	Scale back the records management service that provides advice to seek to ensure that corporate documents and records are correctly classified, tagged, stored and disposed of	17	17	17	17	17	17	17	
RG-IA-10	Savings in the costs associated with the management of the Information Assets Service. This includes options to rationalise the management structure associated with the refocused operational activity and a more commissioning style structure. It also includes an option to offer staff alternative working arrangements such as reduced hours.	116	116	116	174	174	239	239	
RG-IA-11	Reduction in the costs associated with the management and support of the ICT Infrastructure equipment that is used to deliver our ICT systems and related facilities. This includes savings associated with the introduction of a new modern telephony service, further contract benefits and adoption of a capital approach for some projects/products.	170	170	170	280	280	380	380	
RG-IA-12	Reduction in the funding associated with the provision of ICT Help Desk and Support Services, and a further reduction in the volume and costs of the personal computing facilities provided to staff and elected members.	0	0	0	145	145	285	285	
RG-IA-13	Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	0	0	0	50	50	150	150	
	Total	1,102	1,049	1,102	1,465	1,465	1,870	1,870	
	Target		1,102	1,102		1,465		1,870	
	Remaining Shortfall/(Over Achievement)		53	0		0		0	

L IT Services

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	329	35	0	0	364	329	0	0	0	329	(35)	(35)	Expenditure for this project is now being reported from 11606000 - 2017/18 ICT Software Development
11121000	Development of Rural Broadband	11,559	7,078	8,084	10,449	37,170	11,559	7,048	8,084	10,479	37,170	(30)	0	
11465000	WCC Information Assets Purchases (multiple years)	546	373	428	400	1,746	546	373	428	400	1,746	0	0	
11606000	2017-18 ICT Software Development	0	0	0	0	0	0	622	0	0	622	622	622	Newly approved - all revenue funded
		12,434	7,486	8,512	10,849	39,280	12,434	8,042	8,512	10,879	39,867	557	587	

Law & Governance - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	525		525	472	(53)	Staff vacancies. Current underspend may be utilised in relation to new audio / web streaming systems
Insurance, Internal Audit and Risk Management	578		578	578	(0)	
Law & Governance Administration	96		96	96	0	
Legal Core	409		409	455	46	Expected outturn position based on work up until Q2. It is expected that this level of work will continue for 2017.
Traded Services - Educational	(96)		(96)	(73)	23	Costs of delivering the WES service have increased slightly compared to last year this time. In addition, there has been a small reduction in subscription rates. Marketing exercise with schools is to be conducted during this academic year.
Traded Services - Non Educational	(635)		(635)	(797)	(162)	External income above budget
Net Service Spending	878	0	878	731	(147)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	105	(105)	147	147		
Warwickshire Counter Fraud Partnership	36	(16)		20		
Total	141	(121)	147	167	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-LG-01	Increase External Income Potential through Legal Services	8	8	8	8	8	8	8	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	35	35	35	55	55	55	55	
RG-LG-03	Increased surplus from external legal work - combination of reducing operating costs, increasing utilisation and delivering more external hours to external customers at increased hourly rates.	22	22	22	51	51	85	85	
	Total	65	65	65	114	114	148	148	
	Target		65	65		114		148	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Performance - Tricia Morrison
Strategic Director - David Carter
Portfolio Holders - Councillor Kaur (Customer & Transformation)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Insight	1,192	12	1,204	1,211	7	
Transformation Assurance & Performance	952	438	1,390	1,308	(82)	Variation due to staff vacancies, recruitment is underway
Performance Administration	259	140	399	356	(43)	Underspend on staffing costs
Business Improvement & Support	459		459	455	(4)	
Commercial Enterprise	243		243	246	3	
Resources Transformation	302	224	526	965	439	Fixed Term and agency staff to be funded from the Resources Group Transformation Fund
Net Service Spending	3,407	814	4,221	4,541	320	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	222	(222)	(320)	(320)		Request to use £439,000 of the Resources Group Transformation Fund is included in Annex Q (Other Services)
Total	222	(222)	(320)	(320)	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PE-01	Reduction of management team as a result of the release of a vacant post	70	70	70	70	70	70	70	
RG-PE-02	Reduction in the cost of providing a commissioning and business intelligence service through the release of a vacant post	20	20	20	20	20	20	20	
RG-PE-03	Reduction in management and operational capacity through streamlining processes and redesigning the service.	0			45	45	90	90	
RG-PE-04	Reduction in software tools and procured data sets which are used to provide insight and intelligence in support of transformation and service delivery for the Council.	0			10	10	20	20	
	Total	90	90	90	145	145	200	200	
	Target		90	90		145		200	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Property Services - Steve Smith
Strategic Director - David Carter
Portfolio Holders - Councillor Butlin (Finance & Property)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,025	(1)	1,024	1,110	86	Reliant upon redundancy cost being covered by WES Surplus. Capital contribution of £85,000 to Old Shire Hall
Construction Services	1,448	(1)	1,447	1,447	(0)	
Facilities Management	8,650	1	8,651	8,647	(4)	Reductions in costs of Energy, Rent & Rates and Car Parks plus savings from a team manager post unlikely to be filled in 2017/18. Underspends are offset by a capital contribution of £146,000 to Old Shire Hall
Estates and Smallholdings	(754)	0	(754)	(979)	(225)	Underspends from team manager vacancy and additional underspends identified from August review of PRP Programme.
Asset Strategy	261	0	261	297	36	Staff restructure savings offset by consultancy costs
Property Rationalisation Savings	(826)	1	(825)	(830)	(5)	
Traded Services - Education	(1,158)	100	(1,057)	(1,057)	0	£100,000 was drawn down from the Catering Equalisation account to achieve the Catering surplus target and therefore ensure funding is available to deliver the Business Unit's wider agenda.
Traded Services - Non Education	(178)	1	(178)	(178)	(0)	
Net Service Spending	8,468	102	8,570	8,457	(112)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		112	112		
Community Energy scheme	94	(94)	0	0		
Catering Equalisation Account	401	(100)	0	301		
Total	495	(194)	112	413	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-01	Reduction in the running costs of property as a consequence of Property Rationalisation	406	406	406	406	406	406	406	
RG-PA-02	Reduce property costs in Stratford by moving from Elizabeth House to smaller alternative premises	154	154	154	154	154	154	154	
RG-PA-03	Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt	750	0	750	1,250	1,250	1,640	1,640	
RG-PA-04	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	220	220	220	270	270	320	320	

O Property Services

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-05	Reduction in the cost of corporate cleaning and catering through changes to specifications and working practices	77	77	77	77	77	77	77	
RG-PA-06	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	550	0	550	500	500	500	500	
RG-PA-07	Reduce property costs in Warwick by vacating the Barrack Street block and accommodating staff in other existing premises	0	0	0	0	0	250	250	
Total		2,157	857	2,157	2,657	2,657	3,347	3,347	
Target			2,157	2,157		2,657		3,347	
Remaining Shortfall/(Over Achievement)			1,300	0		0		0	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Building & Construction															
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	281	469	0	0	750	281	1,405	0	0	1,686	936	936	Scope of works expanded to address improvements in ventilation, heating, fire alarms, external works and kitchen improvements. Funded from transfers from 11040000 £319k, 11286000 £355k, 10592000 £30k and £231k revenue contribution	
Special Projects															
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	938	57	0	0	995	938	57	0	0	995	0	0		
Estates															
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	739	0	174.5	-	914	739	0	175	0	914	0	0		
10972000	Planning Consent For Europa Way	531	0	0	0	531	531	0	0	0	531	0	0		
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	0	240	0	0		
11440000	Strategic Site Planning applications	884	506	0	0	1,390	884	506	0	0	1,390	0	0		
11503000	Planning Consent re the disposal of Dunchurch depot	10	70	0	0	80	10	70	0	0	80	0	0		
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	717	162	0	0	879	717	162	0	0	879	0	0		
11335000	Rationalisation of County Storage	2,788	1,612	0	0	4,400	2,788	1,612	0	0	4,400	0	0		
11338000	Re-wire & refurbishment of Pound Lane	501	0	0	0	501	501	0	0	0	501	0	0		
11532000	Saltway Centre Stratford upon Avon	524	0	0	0	524	524	0	0	0	524	0	0		
Structural Maintenance															
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,617	1,995	0	0	2,618	2,617	2	0	0	2,618	0	0		
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,028	0	0	0	6,028	6,028	0	0	0	6,028	0	0		
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	7	0	0	221	213	7	0	0	221	0	0		
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	26	0	0	1,352	1,326	26	0	0	1,352	0	0		
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,741	145	0	0	5,886	5,741	145	0	0	5,886	0	0		

O Property Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	5	0	0	381	376	5	0	0	381	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,235	0	0	0	1,235	1,235	0	0	0	1,235	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	196	114	0	0	310	196	114	0	0	310	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	360	0	0	360	-	360	0	0	360	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,047	14	0	0	2,060	2,047	14	0	0	2,060	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	2,034	0	0	2,034	-	1,679	0	0	1,679	(355)	(355)	Transfer to 11134000 for Old Shire Hall
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,251	(11)	0	0	1,240	1,251	(11)	0	0	1,240	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	770	0	0	770	-	770	0	0	770	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,520	(122)	0	0	5,398	5,520	(122)	0	0	5,398	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	7,070	0	0	7,070	-	7,070	0	0	7,070	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	325	0	325	-	0	325	0	325	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	2,122	0	2,122	-	0	2,122	0	2,122	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	731	0	731	-	0	731	0	731	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	3,431	0	3,431	-	0	3,431	0	3,431	0	0	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	0	325	325	-	0	0	325	325	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	2,122	2,122	-	0	0	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	0	731	731	-	0	0	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	3,431	3,431	-	0	0	3,431	3,431	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	443	40	38,191	0	521	443	10	38	0	491	(30)	(30)	Transfer to 11134000 for Old Shire Hall
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	0	1,206	0	0	
Energy														
10400000	Climate Change 2009/10	179	48	0	0	227	179	48	0	0	227	0	0	
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	0	995	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	0	0	3,600	1,630	5,230	-	0	3,600	1,630	5,230	0	0	
11562000	Former Landfill site - Stockton	0	0	0	0	0	-	0	0	0	0	0	0	
Smallholdings														
11291000	Rural Services Capital Maintenance 2016/17	561	268	0	0	829	561	268	0	0	829	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	519	0	0	519	-	519	0	0	519	0	0	
11446000	Rural Services Capital Maintenance 2018/19	0	0	496	0	496	-	0	496	0	496	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	0	496	496	-	0	0	496	496	0	0	
		37,255	14,242	10,918	9,730	72,144	37,255	14,793	10,918	9,730	72,695	551	551	

Fire - Rob Moyney
Strategic Director - Andy Hickmott
Portfolio Holders - Councillor Roberts (Fire and Community Safety)

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,020		10,020	10,581	561	The operational response budget forecast has increased by £203,000 since the first quarter, this is due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000.
Service Delivery - Planning and Protection	810		810	843	33	The Service is endeavouring to address some of its capacity pressures caused by the recruitment and retention of key staff. To address this the Service is putting in place additional temporary posts which will be planned to be funded by service savings reserves.
Service Delivery - Fire Control	765		765	746	(19)	A contribution from the government funded Joint Control Programme for work carried out by Fire Control Staff has resulted in a small underspend.
Service Delivery - Prevention	630	(43)	587	605	18	The overspends in this area result from continuing delivery of the Heatshield project training to schools, in partnership with Public Health, and also to focus a dedicated resource to reduce arson across the County. Both items are planned to be funded by service savings reserves.
Service Support - Technical Support	2,125	181	2,306	2,315	9	Additional uniform and other operational equipment has resulted in a one off overspend, this will be netted off against underspends in the Transport budget following a repayment of self financed borrowing.
Service Support - Training & Development	1,444	41	1,485	1,819	334	The Training & Development budget forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses; these are planned to be funded from service savings reserves.
Service Improvement - Business Transformation & Projects	342		342	747	405	The Service Improvement budget forecast for business transformation and projects has increased by £136,000 since the first quarter, there are planned overspends of £204,000 on the Joint Control Programme, £26,000 on Emergency Services Network programme and £47,000 on the project to replace ICT systems which will be met from reserves set aside for these purposes. The remainder is the result of additional temporary posts to provide extra capacity to support these projects to completion. The remaining overspend is planned to be funded from service savings reserves.
Brigade Management	565		565	572	7	
Service Support - HR, IT, Finance & Pensions	1,837		1,837	1,749	(88)	If, as expected, there are no ill health retirements during 2017/18, the pension budget will be £162,000 underspent. One off expenditure of £75,000 is planned to be funded from service savings.
Net Service Spending	18,538	179	18,717	19,977	1,260	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	762	(495)		267		
Operational Training	198		(198)	0		
RSFRS Project	132			132		
Emergency Services Mobile Communications Plan	545			545		
Fire Control Project	279		(204)	75		
Service Savings Reserve	821	495	(858)	458		
Total	2,737	0	(1,260)	1,477	0	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
FR-FR-01	Implement a new response model	353	353	353	353	353	353	353	
FR-FR-02	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	15	15	15	15	15	15	15	
FR-FR-03	Implementation of alternative arrangements for the Service's Fire Control, working with a partner agency	0	0	0	300	300	300	300	
FR-FR-04	Merger of Warwickshire Fire and Rescue Service (FRS) with another FRS or alliance/strategic collaborative partnership of Warwickshire FRS with another Blue Light organisation or commission Warwickshire FRS to a neighbouring Fire Authority	0	0	0	0	0	2,000	0	
	Total	368	368	368	668	668	2,668	668	
	Target		368	368		668		2668	
	Remaining Shortfall/(Over Achievement)		0	0		0		2,000	

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11584000	Vehicle Replacement Programme 2017/18	0	11	0	0	11	0	200	0	0	200	189	189	
Sub Total - F&R Self Financing Projects		0	11	0	0	11	0	200	0	0	200	189	189	
11300000	Equipment for new Fire Appliances 2017/18	0	165	0	-	165	0	165	0	0	165	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	120	-	120	0	0	120	0	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		0	165	120	120	405	0	165	120	120	405	0	0	
11229000	Refurbishment of Leamington Fire Station	1,118	1,920	0	-	3,038	1,118	1,939	0	0	3,057	19	19	
11373000	Response Location - Gaydon	761	15	0	-	776	761	15	0	0	776	0	0	
11374000	Training Centre - New Build	655	1,860	5,363	-	7,878	655	1,110	6,113	0	7,878	(750)	0	Delays in planning permission have resulted in construction start date being revised to April 2018.
11600000	WFRS Water Training Facility	0	0	0	-	0	0	0	500	0	500	0	500	New CIF bid approved July 2017 - construction not due to begin on site until April 2018
11601000	Fire & Rescue HQ Leamington Spa	0	0	0	-	0	0	0	2,402	0	2,402	0	2,402	New Capital Investment Fund allocation approved July 2017 for Fire HQ Refurbishment
Sub Total - F&R Future Estate Project		2,534	3,795	5,363	0	11,692	2,534	3,064	9,015	0	14,613	(731)	2,921	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	779	67	0	0	847	779	67	0	0	847	0	0	
Sub Total - Fire Control Project		779	67	0	0	847	779	67	0	0	847	0	0	
Grand Total		3,313	4,039	5,483	120	12,955	3,313	3,497	9,135	120	16,065	(542)	3,110	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0890	N/WFRS not achieving the aims and objectives within the Fire Control Project A & B scopes and/or failing to achieve system functionality by November 2017 deadline.	DCFO Rob Moyney	06/10/2017	12	<p>1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny.</p> <p>2. Project risk registers for Command and Control project workstreams populated with emerging risks.</p> <p>3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board.</p> <p>4. Improved communications established with Capita through programme board.</p> <p>5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</p> <p>6. Business Continuity arrangements as set out in R0901.</p> <p>7. Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate.</p> <p>8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</p> <p>9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</p> <p>10. Reporting by exception to the Home Office leads.</p> <p>11. Request for specific dedicated resource from CAPITA to assist with completion of project.</p> <p>12. Review Current payment schedule, particularly SAT and UAT contract and payment milestones.</p> <p>13. Legal letter to Capita re changes to SAT and UAT contract and payment milestones.</p> <p>14. Calculate and collate budget pressures incurred as a result of project delays</p> <p>15. Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation.</p> <p>16. Some interim payments upheld until full system functionality is confirmed by NWFRS.</p>	12	<p>1. Continue to take legal advice around contractual arrangements with Capita.</p> <p>2. Continue to take legal advice around possibility of obtaining compensation from Capita.</p> <p>3. Withhold final payment until full system functionality is confirmed by NWFRS.</p>
R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	04/10/2017	16	<p>Current senior officer oversight manages the performance of the Fire Service to ensure that any changes maintain a safe, effective and resilient Fire and Rescue capability.</p> <p>The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly.</p> <p>The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk.</p> <p>A cross party working group supports the development of options and informs Fire Authority Members on any emerging issues -senior officers maintain an open dialogue with Fire Authority members on any emerging issues.</p> <p>Corporate Business Continuity Plan and Policy approved by Corporate Board.</p> <p>An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue within its resources and budget.</p> <p>Links between the WCC Emergency Plan and corporate Business Continuity Plan are in place to respond to increased demand for WCC services and ensure continuity in the delivery of critical business services to the community during a civil emergency.</p> <p>WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act, and to prepare, respond and recover from different emergencies. WFRS will priorities its resources and capacity in line with its purpose, priorities and principles as contained within the 2017/18 WFRS Business Unit Plan.</p>	12	<p>WFRS will deliver an annual action plan as part of its new Integrated Risk Management Plan (IRMP) 2017-2020</p> <p>WFRS will deliver an action plan as a result of the Fire and Rescue Service Peer Review 2017.</p> <p>WFRS will take all possible action both managerially and legally to deliver key projects.</p> <p>Continue desktop and live testing of business continuity and emergency plans.</p>

P Fire

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0889	Inability to provide sufficient resources to respond to emergencies	DCFO Rob Moyney	04/10/2017	16	<p>Implementation of new duty systems, e.g. Day Crewing Plus, Peak Demand to release resources for redeployment around the service</p> <p>Monthly performance measures to monitor effectiveness of response activity including duty systems, availability and response times, and sickness levels.</p> <p>Business Continuity plans to deal with spate conditions and periods of seasonal demand such as hot weather or wide scale flooding.</p> <p>Use of crewing pool to fill short term gaps in crewing levels.</p> <p>Daily dynamic movement of resources by Fire Control</p> <p>Use of flexible contracts</p> <p>Developed an IRMP during 2016, presenting a response model with sufficient resilience built in to maintain minimum crewing levels.</p> <p>Implement new Resources Manager role to co-ordinate and manage crew availability.</p> <p>Enhanced remuneration for Business Continuity crewing pool.</p> <p>WDS and RDS recruitment processes implemented.</p> <p>New Business Continuity Post introduced.</p> <p>New Operational Preparedness role introduced to develop, implement and maintain a command structure for operational readiness, be responsible for testing and exercising command arrangements for significant events and be the Services representative at the LRF and provide the ongoing link to multi agency readiness.</p> <p>13 new WDS staff employed and assimilated into establishment.</p> <p>Development and implementation of Workforce Plan</p> <p>Application of Sickness Absence policy and sickness management arrangements</p>	12	<p>Continue to review and test Business Continuity and emergency plans to ensure they are suitable and sufficient.</p> <p>Operational Preparedness Officer to develop proposals for a more resilient incident command structure</p> <p>16 WDS personnel to complete recruit training and be assimilated into the establishment</p>
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	DCFO Rob Moyney	04/10/2017	12	<p>Monthly monitoring of the budget is provided through the People and Finance Meeting.</p> <p>Monthly monitoring of performance is provided by the Brigade Command Team</p> <p>Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain</p> <p>Dialogue continues with neighbouring agencies, but limited progress in identifying a suitable merger-combination.</p>	12	<p>Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO</p>

**Other Services - Virginia Rennie
Strategic Director - David Carter**

2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Grants & Business Rates	(138,367)		(138,367)	(139,124)	(757)	Additional grant income as a result of the late announcement of grant to compensate for changes to business rates reliefs and discounts.
Central Block DSG and other central grants to support schools and pupils	(76,034)	(99)	(76,133)	(76,133)	0	
Capital Financing Costs	35,074	(194)	34,880	34,547	(333)	
0-5 Strategy for Children	0		0	0	0	
Strategic Management Team	1,455		1,455	1,178	(277)	Underspend on staff budgets
County Coroner	416		416	438	22	
Environment Agency (Flood Defence Levy)	232		232	232	0	
External Audit Fees	175		175	120	(55)	
Provision for redundancy costs	(51)		(51)	0	51	Any call on the provision for redundancy costs will be drawn down from Redundancy Fund reserve later in the year when the impact of OOP2020 savings in 2017/18 on staffing levels is clearer.
Pensions deficit under-recovery	466	(466)	0	0	0	
County Council Elections	255		255	770	515	May 2017 local elections costs to be funded from specific reserve once actual costs for all districts/boroughs are known
Members Allowances and Expenses	1,064		1,064	1,064	0	
Other Administrative Expenses and Income	545		545	620	75	
Subscriptions	127		127	135	8	
Transformation Fund	5,000	(936)	4,064	4,064	0	
Apprenticeship Levy	1,200		1,200	1,200	0	
Net Service Spending	(168,443)	(1,695)	(170,138)	(170,889)	(751)	
				Non DSG	(751)	
				DSG	0	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate						
General Reserves	25,213	750	1,211	27,225		
Medium Term Contingency	16,985	(2,945)		14,040		
Provision for Redundancy Costs	12,424			12,424		
Capital Fund	1,037			1,037		
Insurance Fund	8,435			8,435		
Schools and Centrally Managed Dedicated Schools Grant	15,652			15,652		
Total Corporate Reserves	79,746	(2,195)	1,211	78,813	0	

Q Other Services

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.18 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Other Services				0		
Audit Fee Reserve	717		55	772		
Transformation Fund	1,154	(1,100)		54		
Adult Social Care (BCF) Reserve	1,154	1,154		2,308		
Community Infrastructure Levy	301			301		
Interest Rate Volatility Reserve	5,436			5,436		
Provision for Business Rates Appeals	1,047			1,047		
Coventry and Warwickshire Business Rates Pool	971			971		
Quadrennial Elections	730		(515)	215		
Pensions Deficit Reserve	0	466		466		
Total Other Services Reserves	11,510	520	(460)	11,570	0	
Group Reserves				0		
Resources Transformation Fund	2,130	(526)		1,604	439	To fund Fixed Term contractor costs in the Performance Business Unit
Resources Systems Replacement Fund	2,872	(1,365)		1,507		
Resources Traded Service Reserve	263			263		
Resources Service Savings	663			663		
People Group Reserve	5,319	(1,341)		3,978		
Total Group Reserves	11,247	(3,232)	0	8,015	439	
Total	102,503	(4,907)	751	98,398	439	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18			2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OS-OS-01	Implementation of a revised approach to assessing the prudent level of debt to repay each year	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
OS-OS-02	Reduction in the provision for borrowing costs.	3,300	3,300	3,300	3,300	3,300	3,300	3,300	
OS-OS-03	Management restructure	150	150	150	250	250	250	250	
OS-OS-04	Removal of the provision for funding redundancy costs.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
	Total	8,450	8,450	8,450	8,550	8,550	8,550	8,550	
	Target		8,450	8,450		8,550		8,550	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	



Annex R

Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
C&F	No. of early help assessments initiated-to increase	Higher	442	1,000	1000	Green	This number is approximately 50 below this point last year but it needs noting that we are reporting very early at the end of the quarter and often have a number of Early Help Single Assessment (EHSA) come in for September in October. This quarter has seen a similar number of initiations from Primary Schools compared with this time last year, which is positive. Feedback from Head Teachers in a number of forums is that they are unsure what benefit there is of initiating an EHSA. These are issues to be addressed in the transformation. We have invited the Local Government Association (LGA) to undertake a Peer Review of our Early Help system. Messages arising from this will feed into the restructure of Children and Family services to ensure partner agencies are fully supported to meet their safeguarding obligations.	
C&F	No. of Child Protection Plans-Reduction in	Lower	547	490	443	Red	We have seen a significant increase in serious incidents of child abuse being reported to the Multi-Agency Safeguarding Hub (MASH). This has led to a concerning increase in the need for Child Protection plans. We are closing monitoring this development to ensure that only those plans remain in place which are required to proactively protect children.	We have set up a meeting to review the cases of children who have recently remained subject to a child protection plan to make sure they are still appropriate. We are also reviewing all the child protection plans above 2 years to see if they remain relevant.
C&F	No. of Children Looked After (excl. UASC) -Reduction in	Lower	629	605	605	Green	Number of Children Looked After (CLA) are currently stagnating. The Transformation Operations Manager is now in post to add capacity and focus on identifying specific cohorts of children and delivering service responses. This will enable us to deliver the next phase of improvement.	We have identified a number of children (10) where we will be seeking to discharge care orders over the next few months, so they will no longer be looked after.
C&F	% of Children Looked after (exc. Unaccompanied Asylum Seeking Children) that left care via an Adoption Order; Special Guardianship Order or Children Arrangement Order	Higher	34	34	34	Green		
C&F	No. of children placed in residential care at 31 March (excluding IDS)	Lower	24	26	26	Green	We have achieved a significant reduction in the number of children in residential placements. However in line with other Local Authorities nationally we experienced a placement crisis in the summer and had to increase the use of residential care, as no foster placements were available. <u>This may have an impact of future forecasts.</u>	
C&F	No of Children in Care in internal foster care (excluding UASC)	Higher	340	342	360	Amber	The strategy to improve the recruitment of in house foster carers has taken longer than expected to gain traction. However we have seen recent increases in requirements, applications and assessments of foster carers.	
C&F	No. of CiC in external foster care (excluding UASC)	Lower	122	111	106	Amber	The reduction of numbers of children in external foster placements is dependent on additional recruitment of in house foster carers. Please see commentary above.	
C&F	No. of average caseloads per FTE Social Worker (excluding Team Managers) for the 7 Frontline Children & Families teams only.	Lower	19.2	15	15	Green	The recruitment strategy has now enabled us to ensure we are fully staffed in our front line teams and we are in the process of offering posts to fill the additional invest to save vacancies.	
C&F	No. of average caseload per FTE for the Independent Reviewing Officer Service-reduction in	Lower	136	115	110	Amber	The caseload is dependant upon a decrease in the Child Protection and Children Looked After populations and an increase in staffing capacity through the recruitment to 4 additional Independent Reviewing Officer posts. We have an active recruitment campaign and have made a net increase of 1 member of staff.	
C&F	% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	Higher	59.5	60	62	Amber	We have put in place a number of measures to improve placement stability. We are carrying out a detailed piece of analysis work to ensure we are targeting children in long term placements who are most vulnerable to placement disruptions.	
C&F	% of Care Leavers aged 19-21 who are not in education, employment or training (NEET)	Lower	21.18	25	25	Green		

C&F = Children & Families



Annex R

Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
SCS & SSC	No of permanent admissions of older people (aged 65 and over) to residential and nursing care homes	Lower	289	528	528	Green	On Track, even though we are seeing cost pressures in this area for Older People.
SCS & SSC	No. of permanent admissions of people to residential and nursing care homes (aged 18-64)	Lower	27	33	33	Green	Transfer of funding from Continuing healthcare (CHC) to social care for people under 65 in residential care continues to remain a risk particularly for people with a Physical Disability
SCS & SSC	No. of admissions to long term community care (including both residential and community settings) (all ages 18+).	Lower	2366	2600	2600	Green	On track
SCS & SSC	Proportion of adults receiving a direct payment ASCOF 1C Part 2A	Higher	26.7	27	30	Red	All customers who are eligible for council funded support are expected to be offered a Direct Payment. This will continue to be offered and evidence recorded in electronic case notes and case file audits.
SCS & SSC	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF.	Lower	576.5	550	396	Red	Latest available information from the Department of Health (DOH) is July 2017. The local picture reflects the national issues of both health and Social Care delays. Locally DTOC is attributable to both delays in assessments being completed and delays in care being sourced.
SCS & SSC	% of customers not needing on-going social care 91 days after leaving reablement (all ages).	Higher	81.93	75	75	Green	

SS & SSC = Social Care & Support and Strategic Commissioning

Actions to be taken
There are a number of specialised accommodation with care units opening in 2017/18 for people under 55 and including people out of county which will offer an alternative solution to people than residential care. Application of Continuing healthcare (CHC) criteria and challenging decisions will continue to be required to ensure numbers of people in residential care do not increase.
All customers who are eligible for council funded support will be offered a direct payment. Evidence of this is required in case recording and is one of the measures in the adult case file audit. All new staff have mandatory e-learning on Direct Payments and operational guidance on Direct Payments is being reviewed to streamline current guidance.
A Countywide Delayed Transfers of Care (DTOC) Project has started. The Project Initiation Document details we aim to improve performance during 2017-19. A Hospital Social Care Team Improvement Plan has been developed and additional staff have been employed in hospital social care teams and the reablement service to improve social care response to hospital discharges.



Annex R Health & Wellbeing

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
PH	% smoking at the time of delivery (Warwickshire whole)	Lower				N/A	
PH	Teenage conception rate per 1,000 population (Warwickshire)	Lower	19.5	19.5	22.8	Green	There is an 18 month time lag with this data. The actual figures relate to 2015. 2016 annual data will not be available until April 2018 with the updated release of the Sexual & Reproductive Health Profiles. Warwickshire's rate continues to be below the national teenage pregnancy rate of 20.8 although there is some variation at District/Borough level: the rates in Stratford-on-Avon District and Nuneaton & Bedworth Borough have come down from the previous year, which is good news; the Warwick District rate has increased from the previous year, this is still well below the England rate and therefore, this increase may not be sustained in future years. The North Warwickshire rate has increased from the previous year although, this is still considered to be statistically similar to the national rate.
PH	% children aged 11 who are obese	Lower	17.4	17.4	17	Amber	This actual is the data for 2015/16 - the dataset for 16/17 will be published in November 2017
PH	Alcohol related admissions per 100,000 (KBM)	Lower	594	625	625	Green	The data is published annually usually at the end of the financial year, therefore the target is a modelled estimate based on the previous year's data. Quarterly reporting is not possible for this indicator, however, we estimate that the modelled target will be met.
PH	Hospital admissions as a result of self-harm - children and young people 10-24 per 100,000	Lower	510.7	510.7	510.7	Green	This data relates to 2015/16. The 2016/17 data will not be released until the Child Health Profiles are updated in March 2018.
PH	% health check offers taken up (seen) by eligible population each year across all CCGs	Higher	39.9	40	40	Green	The actual is for Q1. Q2 data is due to be published in December

PH = Public Health

Actions to be taken
NB. Target is rate for 2014. The condom distribution programme has now commenced in the North of the County to assist in the reduction of the teenage pregnancy rates, along with the 'Acting on Teenage Pregnancy' group which is looking specifically at this issue. The increases seen in some areas of the county will continue to be closely monitored to understand if a trend emerges.
Increase referrals to Family Weight Management Services (Fitter Futures)
Continued partnership work with groups/teams including Criminal Justice, Social Care, Health etc. The update on Fingertips has indicated a lower actual but the prevalence is increasing. Work with CCGs to agree oversight of Commissioning for Quality and Innovation (CQUIN) in community health this year and acute health environments next year.
The School Health & Wellbeing Service are identifying young people who have concerns about self harm and proactively supporting them. We will be reviewing the data for local hotspots to guide resources. We are also embedding an Emotional Health & Wellbeing Lead within the service who will focus on this type of activity in conjunction with CAMHS.
Q2 data not yet available



Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	1752	3200	3013	Red	The number of incidents during the second quarter is 5.3% (89 incidents) higher than the same period last year. The % differential has reduced from 18% from quarter 1. Looking into the breakdown of incidents there has been an increase in the number of secondary fires (fires where no property or vehicle is involved) that the Service has attended. This is predominantly due to the period of hot, dry weather that has been experienced over the reporting period. Levels of deliberate fire setting has increased by 7% (20 incidents) during this period compared to the same period during 16/17, predominantly this is due to an increase in deliberate vehicle fires from 34 in 16/17 to 50 in 17/18.	Monitoring of incident activity to identify emerging trends and hotspot areas. Implementation of preventative targeted initiatives. Review of performance at the monthly performance meetings. Local partnership working to address incidents of deliberate fire setting and anti social behaviour
FR	No. of accidental dwelling fires	Lower	67	150	152	Green		
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	71.78%	75.00%	75%	Green	This measure continues to be challenging due to a small number of incidents being located in difficult geographical locations. However, when these incidents occur Officers and local management teams investigate the cause and where possible further measures are put in place.	Continued weekly monitoring by senior officers and daily monitoring by local management teams.
FR	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.19%	86.00%	90%	Amber	This measure continues to be challenging with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to a small number of incidents where the prolonged travel times between the more rural retained stations affects the attendance of a second fire engine.	Continued weekly monitoring by senior officers and daily monitoring by local management teams
FR	% RDS appliance availability at key stations	Higher	92.03%	93.00%	90%	Green	This performance continues to be encouraging, in addition the Service has introduced a new process utilising specialist staff who are deployed across the County to maintain RDS availability.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	During the reporting period there was an incident involving an aircraft where 2 fatalities were involved. At this time it is thought that the cause of death was fire related however this needs to be confirmed by the Coroner	All fire deaths continue to be the subject of internal reviews and the outcomes help to shape our future Service Delivery strategy
FR	No. of community safety contacts.	Higher	12353	22000	22000	Green	The mid year performance is ahead of target and this is an encouraging step to engaging with as many members of the community as possible	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	4	12	12	Green	A robust programme of training events and exercises is established within the Service. Recently a large scale multi agency exercise took place at Warwick Castle which proved highly successful.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	321	650	720	Red	The performance of this measure has been impacted by the early actions taken as a result of the Grenfell Tower fire, where the majority of fire protection activities were suspended while inspection officers focused on completing highrise inspections during quarter 1, Fire Protection Officers have now started to resume scheduled work but it is unlikely that the year end target will be met.	Further monitoring will continue with a focus on undertaking the remaining higher risk inspections

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
TE	No. of people killed or seriously injured (KSI) on our roads (key data set)	Lower	74	343	314	Red	Actual dates used for 1/4 2 1/4/2017 - 30/6/2017 in line with Department for Transport reporting. The year end figure is based on the year 01/7/16 - 30/6/17. The increased YE forecast is reflected at a national level where there has been a 4% increase in the number of KSIs. There is a suggestion at a national level that part of the increase may be attributable to the adoption by the Police of the new CRASH reporting system.
TE	No. of proposed new properties better protected from flooding through undertaking a planning role	Higher	8033	10000	9000	Green	This is a new measure this year the target was based on the number from the final quarter in 2016/17. The target has not been adjusted at this stage as the number of properties is not in the control of the team and dependent on the applications that come in. Additionally, to avoid double counting, the numbers for a specific site are only counted when they first come to us. Applications for the remainder of the year may include a large number of consultations or Discharge of Conditions for sites we have already assessed.
CS	Rate of total recorded crime per 1000 population	Lower			66.5	N/A	Waiting on Q2 figures for this one - expected mid-Oct.
CS	No. of domestic abuse offences and crimed incidents	Higher	4982	9964	9041	Green	The increase is positive across 2 fronts: police crime recording is improving to better reflect how domestic abuse manifests in that it is often a pattern of incidents rather than a single incident; secondly we want more people to come forward and report DVA so that we can get people the help and support they need
CS	No. of hate offences and crimed incidents	Higher	428	856	694	Green	Very positive to see more reported hate crime - we expect this trend to continue following the launch of a new Warwickshire hate crime campaign in October to mark hate crime awareness week.
CS	% offenders who reoffend (youth)	Lower	27.4	27.4	21	Red	Warwickshire continues to outperform the national average, West Midlands region and its Youth Offending Team (YOT) family group

FR = Fire & Rescue CS = Community Services
TE = Transport & Economy

Actions to be taken
Long term data trends are analysed and interventions in road safety education, engineering and enforcement will continue. Casualty reduction schemes to be implemented at two locations this financial year.



Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
TE	Warwickshire's GVA relative to UK average	Lower	2.1	2	2	Green	Gross Value Added (GVA) is a measure of the total value of all goods and services produced in the economy, minus the costs of their inputs. It therefore seeks to show the "value added" of the economic process in a local area. GVA is similar to GDP (Gross Domestic Product), but this is a measure of national economic output and takes account of taxes and surpluses which aren't relevant at the local, sub-national level. Looking at GVA per job filled is a way of measuring productivity of the economy. Warwickshire has seen strong improvement in productivity levels compared to the national average in recent years, and the gap has narrowed significantly. New data will be available in January 2018.	
TE	Warwickshire Employment rate (aim is higher)	Higher	77	76	76	Green	The employment rate has strengthened in recent months. These are very high rates of employment within the county, well above national and regional levels, and is close to (if not at) "full employment", where everyone who wants work can find employment, and unemployment is only short-term while people are shifting between jobs. Long-term unemployment (12 months+) is extremely low - just 0.1% of the working age population.	
TE	No. of people employed in key target growth sectors in Warwickshire	Higher	84,000	84,000	87000	Amber	Data is latest release (2016) from ONS. Warwickshire has seen a slight drop in employment in our target sectors from the previous year, potentially linked to our improving levels of productivity (i.e. businesses producing more with less inputs).	Continue to promote and support business growth and inward investment within our key target sectors
TE	No. of businesses supported in growing	Higher	123	320	320	Green	April - June figures. DCLG reporting is due end of October 2017. Updated figures for Q2 can be added after that point.	
TE	Amount of funding provided to businesses through the Warwickshire County Council grants and loans programme	Higher	186492	414630	414630	Green	A further seven loans and eleven grants approved in quarter 2. Figures will be updated once funding agreements are signed.	
TE	No. of people aged under 25 who start an apprenticeship in Warwickshire	Higher	2,740	2,740	2,300	Green	Latest available data. The next set of data will be released in April 2018.	
TE	% completion of infrastructure improvements programmed for the current financial year	Higher	20	60	60	Green	Note this indicator relates to 15 projects of up to twelve months duration which we hope to complete by the end of the financial year. Most of these schemes are Developer funded (S278) and at various stages in the process of delivery, but so far only 3 (20%) have been completed. Progress on other projects in the programme means there is significant confidence at this stage with meeting the 60% target at the end of the year. Schemes completed so far are A4071 Cawston extension traffic signals, A47 Hinckley Road/ Higham Lane puffin crossing and A444 Weddington Road right-turn-lane.	
TE	% Warwickshire road network meeting specified condition	Higher		83	83	Green	Network condition is measured annually, which does not allow reporting quarterly	

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	100	Red	Balfour Beatty report against 11 Core Performance Measures. They are meeting 8 of 11, 2 are reported annually (so no figures), and they are failing 1. This failure is: Task Orders Responded to within timescales which is currently is at 85% against its target is 94%. However, month on month performance is improving, with 89% for last reported month.
TE	% Highway Authority consultations which were responded to within statutory period	Higher	77	80	80	Green	1730 consultations were received during quarter 2, of which 1332 were responded to on time. The total number of applications received is still rising, when compared to quarter 2 in 2016/17, they are 4.5% higher and 15% higher than 2015/16.
TE	% communities with a population of 1,000 or less receiving at least one daily bus service	Higher	79.6	80.5	70	Green	At quarter 2 there have been few network changes since quarter 1 or expected by year end therefore little movement in statistic.
CS	% household waste re-used, recycled and composted	Higher	55.3	53.81	54	Amber	Change primarily as a result of changes to green waste collection in/by Rugby Borough Council who have started to charge for waste collection
CS	Waste Service cost per household	Lower	65.77	67	67.52	Green	More green waste being recycled, this is cheaper to process whilst overall waste has gone down this quarter.
CS	% business satisfaction levels with Trading Standards	Higher	87	90	88	Green	
CS	Combined no of new services created through third sector support contract and locality work with third sector and Town & Parish Councils	Higher	139	307	307	Green	Estimated, pending submission of contract monitoring statistics (due Oct 2017)
CS	No. of individuals taking part in Country Park environmental activities across the County	Higher	6080	18000	18000	Green	
CS	No. of individuals taking part in engagement activities delivered across the County (H&C)	Higher	2466	12500	12500	Green	
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	92.07%	95.32%	95.00%	Green	

Actions to be taken
This performance issue is being jointly managed by WCC and BBLP at all levels, by identifying issues and looking for ways of improvement during our Monthly Operations Board, Monthly Core Performance review and our joint weekly Performance Review Meetings. Also, from an operational delivery point of view, both WCC and BBLP are using joint dashboards to monitor daily performance. The dashboards give our operational teams 'live' information on performance, which allows prompt action to be taken.

TE = Transport & Economy
CS = Community Services
ICT = ICT Services



Annex R Education & Learning

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
EL	Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths	Higher		42	57	Red	42% of disadvantaged children in Warwickshire achieved the expected standard in reading, writing and maths at the end of Key Stage 2 in 2017, an increase from 38% in 2016. This compares to 68% of non disadvantaged children reaching the same standard. National disadvantaged data is not yet available for comparison.	WCC have been recently successful in a bid to the DFE in regards to the Strategic School Improvement Fund (SSFC) to the total of £500,000, from Sep 17 to July 19, this fund will help go towards funding activities which are focused on helping disadvantaged children reach their potential
EL	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	Higher		41	41	Green	The position is the same as reported at quarter 1. Department for Education release Key Stage 4 characteristic data in December which can be matched to performance data. Final figure available in January 18. The year end forecast reflects target.	Grading has changed, now known as 4 and above in Eng and Maths
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	Higher		0.01	0.01	Green	The position is the same as reported at quarter 1. Indicative figures will be available as part of the Department for Education data checking exercise in late autumn and validate figures in late January. The year end forecast reflects target.	
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	Higher		0.01	0.01	Green	The position is the same as reported at quarter 1. Indicative figures will be available as part of the Department for Education data checking exercise in late autumn and validate figures in late January. The year end forecast reflects target.	
EL	% 16 & 17 year olds who are not in education, employment or training (NEET)	Lower				N/A	The position is the same as reported at quarter 1. NEETs figures are the average proportion of NEET 16 and 17 years olds at the end of Dec, Jan, Feb. Data is collected by Prospects on behalf of the Local Authority . The Department for Education publish official figures the following spring. The count date and age range has changed for 16/17 therefore data is not comparable to previous years. This also means a baseline cannot yet be set. We don't report on the quarter data just the published annual data, which following the general election the Department for Education has still been unable to secure a date to publish the 2016 NEET and Not Known figures. However, the data has been released to all Local Authorities (on 26 July 2017) via the secure National Client Caseload Information System (NCCIS).	Once DFE have secured a date to publish the figures, we will add this in and actions to be taken will be reviewed
EL	No. of learners with EHC plan educated in Resourced Provision	Higher	33	46	46	Green	Special Educational Needs (SEND) Resourced Provision reduces pressures on specialist provision, by provided additional resources for learners with SEND on mainstream sites. In September 2017, The Haven at Stockingford opened providing a further six places. The management of places is planned to ensure that the mix of learner needs is appropriate. The number of placements will increase as the academic year progresses.	Continue implementation of Vulnerable Learners Strategy.
EL	% vulnerable children and those with SEND educated in out of County provision (KBM)	Lower	8.6	9.9	9.9	Green	The impact of new specialist provision and SEND Resourced Provision is beginning to show in the reduction in placements in Independent Specialist Provision. As result we are educating young people locally and reducing costs.	Continue implementation of Vulnerable Learners Strategy.
EL	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	Higher		88	90	Amber	Ofsted release official reporting in December for the Local Authorities position at the end of August. However monthly updates show performance at the end of August 17 as 88% (68,411 children) attending Good or Outstanding schools in Warwickshire. (This represents 90% of all schools.)	

EL = Education & Learning



Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.33	2.66	2.8	Red	Last quarter having a library as significant as Stratford closed or in reduced space for a such a long period of time meant the overall figures have taken a hit and are unlikely to recover in full. Other building and refurbishment works are planned at other libraries across the county during the remaining financial year and there will be three days of system downtime for an upgrade in December which will also inevitably have an impact on usage. Fortunately each project is likely to be much shorter in duration so shouldn't have such a significant impact but all contributes to the overall forecast.	Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. An advert has also been taken out in the SDC autumn edition of the Stratford View. The same will happen following refurbishment project at each site affected. The Libraries Service are also working with the Let's Talk team to promote their services.
CS	Call abandonment rate	Lower	3.20%	5.00%	5.00%	Green		
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	15.64%	16.00%	20%	Red	This measure is made up of 3 components, actions against each are shown below: Digital assistance through our libraries and one stop shops - the figure for this year is down on last year, Stratford Library's temporary accommodation will have had an impact on this. In addition, as the ownership of smart phones and tablets increases and digital services become easier to use there will be less demand for digital assistance as people will have the tools and skills to do this themselves. Warwickshire Directory usage - this figure is also down. We are currently looking at the analytics on usage and have identified that only 10% of usage is from within WCC. GovDelivery subscriptions - subscriptions have increased and continue to do so, this is still a relatively new offer so growth will continue.	Digital assistance - Events, activities and promotions have been planned to ensure customers know that Stratford Library is back at Henley Street. Warwickshire Directory usage - Given the nature of our frontline services and the organisational ambition to support people to access alternative community-based services we will be doing some work internally to raise awareness of the Directory and to show people how to use it. Digital assistance and GovDelivery are about customer behaviour and choices. The Directory could be considered as an information tool for signposting to local organisations and community-based activity.
CS	On-line transactions	Higher	61.80%	61.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	76.00%	75.00%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green		
F	Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	Higher	727.3%	566.7%	100.0%	Green		
HROD	Staff sickness	Lower	9.75	9.75	9.5	Amber	A new sickness absence procedure has been launched. A spotlight on wellbeing is taking place in October. A specific post has been allocated to focus on wellbeing. The service is also reviewing best practice from other councils. Note- the data reported here for this Measure is as at 5 October 2017 whilst that shown in Appendix A is the average over a rolling 12 month period.	
HROD	Staff turnover (KBM)	Lower	16.01%	16.01%	10-20%	Green		

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Mid Year Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments
HROD	Positive employee engagement score	Higher		70%	70.0%	Green	This is based on the 2016/17 staff survey.
HROD	Telephone contact resolved at the first point of contact	Higher	95.12%	95.12%	80.0%	Green	
ICT	Availability of IT key systems through core infrastructure to users	Higher	100.0%	100.0%	99.0%	Green	
LG	No. of complaints upheld by the Ombudsman	Lower	4	8	10	Green	Annual Local Government and Social Care Ombudsman annual report considered by Cabinet in October. Ombudsman case summaries continue to be shared with service departments. Briefings to be delivered to share lessons learned.
LG	No. of Legal challenges/adverse judgements	Lower	1	1	0	Red	ICO decision – was in the main not-upheld as the ICO held that WCC had correctly stated that it did not hold the information requested – however the ICO found that due to its failure to complete its review of the complainant's request within forty working days, WCC contravened Regulation 11(4) of the EIR and as a result the ICO has advised WCC to examine its internal review procedures to ensure that it meets the forty working days response time in the future. This review has since been undertaken by the Corporate Legal Service with stronger procedures now in place to ensure relevant timescales are met.
PM	% Benefits delivered from high priority projects and programmes	Higher			90.0%	N/A	Work has been progressing in Q1 & Q2 and will continue in Q3 to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme.
PS	Target asset receipts received (KBM)	Higher	16.27%	70.00%	70%	Green	Disposals on track to be met within the agreed timeframe, progress monitored monthly; additional resource should not be required
PS	WCC Council Property footprints (sq. mtrs)	Higher	11.94%	100.00%	100.00%	Green	This measures the level of planned disposals in the property rationalisation project
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green	

Actions to be taken
The Service will look into internal procedures and follow up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes
Delivery Assurance Team and project managers will identify a set of measurable benefits for each critical project (in line with its project life cycle) by the end of October 2017

CS = Customer Service
F = Finance
HROD = Human Resources & Organisation Development
ICT = ICT Services
LG = Law & Governance
PM = Performance
PS = Property Services