

Cabinet

25 January 2018

One Organisational Plan Quarterly Progress Report April – December 2017

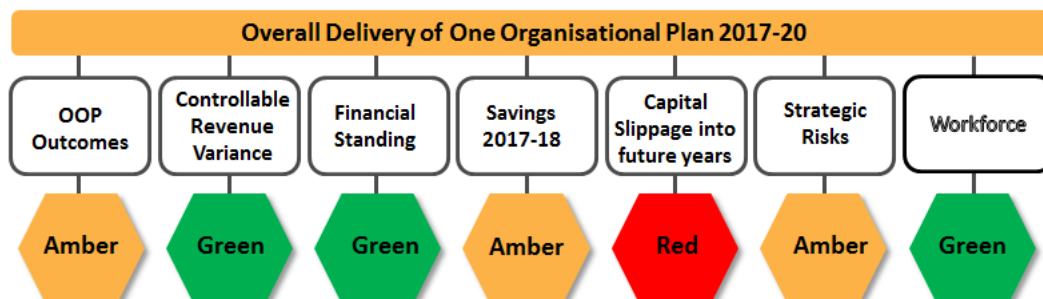
Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan (2017-20) as at the end of December 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 any proposal 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 £1.581 million to Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Agree to the proposed use of some of the forecast underspend in Other Services as set out in paragraphs 3.1.4 and 3.1.5.
- e) 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.

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

- 1.1. At the end of quarter 3, the forecast for the delivery of the major components of the Authority's Plan is as shown in the chart below.



- 1.2. The overall forecast is Amber for the delivery of the three OOP Outcomes. Outcomes 2 (Economy) and 3 (Resources) have an overall rating of Amber. Outcome 1 (Safe, healthy & independent communities) has an overall forecast

of Red due to a number of continuing challenges in relation to the policy areas of children, adult social care and fire and community safety, including road safety.

- 1.3 An under-spend of £3.586 million (1.37%) 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-Q**.
- 1.4. The forecast for the savings plan is a shortfall of 8.0% (£2.547 million) in outturn against the overall target of £31.935m. This is mainly due to issues for the People Group and Property Services set out in detail in Section 3. Where this has an impact on the revenue outturn position, Business Units or Groups have sufficient reserves to cover any shortfall. This shortfall is outside accepted tolerance levels, while most Business Units are implementing their plans for achieving their savings targets over the three year period, those which are not are either being addressed through proposals in the 2018/19 budget setting process or are working to find alternative ways of delivering the savings.
- 1.5. 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.
- 1.6. The position on strategic risks remains unchanged and Corporate Board continues to have regular oversight of these.

2. Performance Commentary

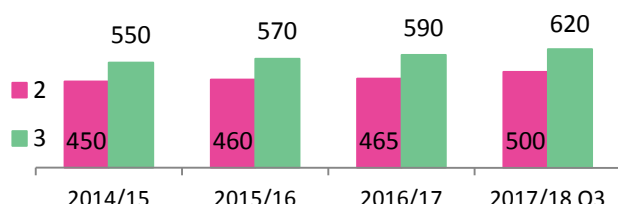
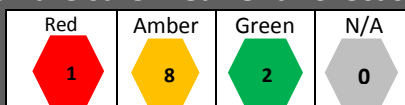
2.1 The year-end forecast for the 3 OOP Outcomes and their KBMs, is as below:

Outcome 1: Warwickshire’s communities are supported to be safe, healthy and independent
Overall Forecast – Red Total KBMs: Green – 13 (34%); Amber – 12 (32%); Red – 11 (29%); N/A – 2 (5%)
Outcome 2: Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure
Overall Forecast – Amber Total KBMs: Green – 18 (69%); Amber – 4 (15%); Red – 2 (8%); N/A – 2 (8%)
Outcome 3: WCC makes the best use of available resources
Overall Forecast – Amber Total KBMs: Green – 13 (68%); Amber – 1 (5%); Red – 4 (21%); N/A – 1 (5%)

2.2 The tables below provide an update of progress on performance for each of the seven policy areas for the three OOP Outcomes, based on Q3 information in Annex R and long term trend data.

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

Children are safe: Year-end forecast-11 KBMs



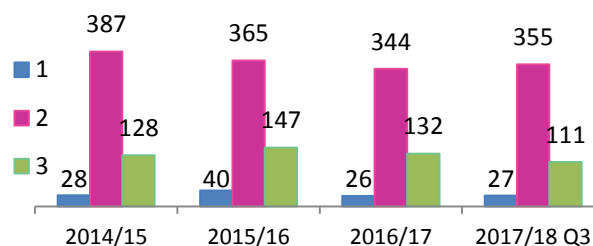
2-No. of Child Protection Plans in place ; **2017/18**

target is 443

3-No. of Children Looked After (exc. UASC); **2017/18**

target is 605

(Lower is better for both measures)



Placement Mix of Children Looked After

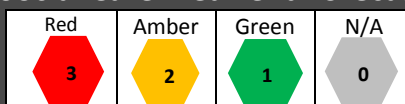
1- No. of Children in residential care at 31 March (exc UASC)

2-No. of Children in internal Foster Care

3-No of Children in external Foster Care

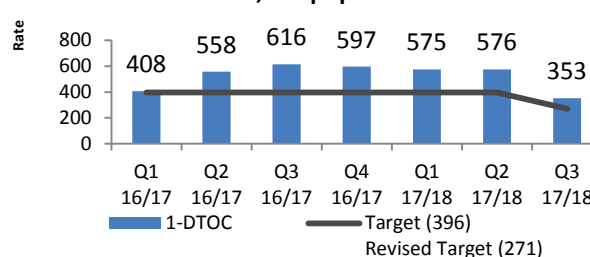
Overall, there are a number of continued pressures for this policy and service area. The numbers of children looked after and child protection plans are increasing, with the year-end positions likely to exceed the yearly targets for both KBMs. Additionally, there are fewer children in internal foster care and more in external foster care than planned/the yearly targets. The combined effect of not meeting these targets is a forecast overspend of £2m for Children & Families. A Foster Carer Recruitment Campaign will be launched in January 2018.

Adult Social Care: Year-end forecast-6 KBMs



Admissions of older people into residential/nursing care & age 18+ into long term community care are forecasting to be within their yearly targets; this together with the one off additional monies from central Government, have assisted the revenue position. However, the impact of growing demand and unit costs are likely to be felt in subsequent years and is the focus of transformation activity.

Delayed transfers of care(delayed days) per 100,000 population

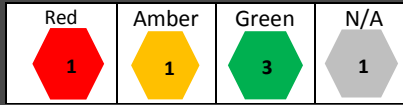


The target for delayed transfers of care (delayed days) per 100,000 population has been amended down from 396 to 271, following a target set by NHS England stating that by Nov '17, there should be no more than 40 beds occupied by a delay on an average day and to be maintained until March '19.

The Delayed Transfer of Care (DTC) project has been focusing on key elements that have direct impact on the day to day customer discharges across the County. Driven through the implementation of a standard DTC Dashboard analysis tools and bespoke statistics, that provide accurate and weekly delay reasons allowing Route Cause Analysis to evidence the areas that are causing the most problems, leading to actions to resolve delays quickly. This has had a very positive impact with the performance improving constantly and continually each month. There has been very positive input and support from Senior stakeholders over this period with

strong support in identifying and engaging with key personnel across both Health and Social Care for supporting the workstreams.

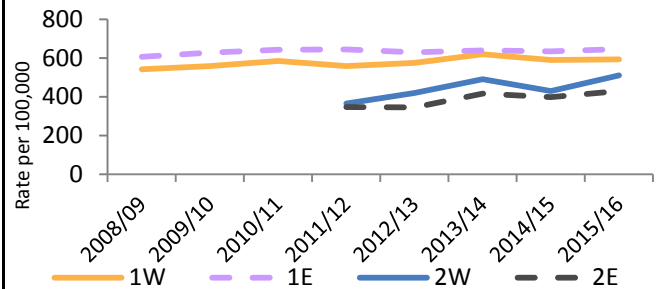
Health & Wellbeing: Year-end forecast-6 KBMs



The direction of travel at the County level for teenage pregnancy and childhood obesity is one of improvement, though there are notable variations at District/Borough levels which are the focus of specific interventions to address them.

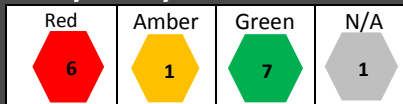
Whilst the number of alcohol related (adult) hospital admissions is forecasting to be within the local target and is lower (better) than the England average, the number of admissions to hospital as a result of self-harm (children & young people) in Warwickshire is forecasting to be within the local target but higher than the England average rate (see adjacent chart). Partnership work is ongoing across Social Care, Criminal Justice and Health on alcohol admissions. The School Health & Wellbeing Service with the CAHMs service is focusing on identifying children & young people at risk of self-harm and supporting them.

Hospital admissions-adults & children



1W=Alcohol related hospital admissions per 100,000 Warwickshire; **1E**=Average for England
2W=Children & Young People hospital admissions due to self-harm per 100,000, Warwickshire
2E=England average hospital admissions children & YP
 NB-health data is subject to considerable time lags & this is latest available.

Fire & Community Safety: Year-end forecast for KBMs (15)



4 of the 9 KBMs for fire safety are forecasting to meet their yearly target, including accidental dwelling fires and the RDS appliance availability. The number of community safety contacts is forecasting 48000, which is more than double the target set. This is reflective of the extensive range of safety education activities delivered to Warwickshire's communities. Between April and November 2017 WFRS have attended 2302 incidents an increase of 105 incidents or 4.8% compared to the same period last year. The largest increase was for special services (11%). This is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. However, levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.

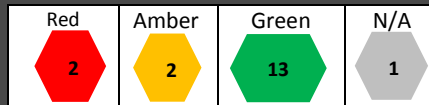
The numbers of people killed or seriously injured, is forecast to exceed the yearly target, continuing the upward trend of recent years. The figures reported are likely to increase once further information has been received from the Police Data systems.

Two casualty reduction schemes are being delivered this year at Portabello crossroads on A429 Fosseway (signalisation of junction) and junction signing in Rugby at Lawford Rd junction with A4071.

The latest crime data for the number of hate offences and crimed incidents shows these levels of crime are likely to stay within the yearly targets. The data for total recorded crime and domestic abuse offences is not yet available from the Police.

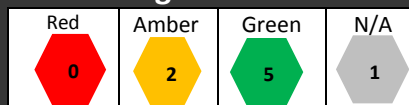
Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills

Economy & Infrastructure: Year-end forecast for KBMs (18)



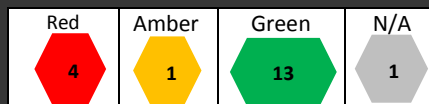
Warwickshire's economy continues to be in a healthy state as evidenced by GVA and employment levels and 4 of the 5 measures for economic growth are forecasting to achieve their targets. However, due to a change in reporting tools by the Government, the number of people aged under 25 who start an apprenticeships in Warwickshire has decreased and is set to miss the target set. Work will continue with businesses, education and training partners to promote apprenticeships as routes for employment.

Education & Learning: Year-end forecast for KBMs (8)



Overall, there is considerable positive progress in relation to the measures for education & learning, with 5 of the 8 KBMs forecasting to achieve their yearly targets. The provisional data on levels of progress by children in English between KS2 & 4 is expected to meet the yearly target (an improvement on 2016/17 when target missed), as is that in maths. Achievement by disadvantaged children at the end of KS4, grades A*-C is likely to meet the yearly target (41%), although the target for disadvantaged children achieving the relevant progress at the end of KS2 in reading, writing & maths is likely to have been missed (as in 2016/17). The balance of pupils with EHCs being educated within Resourced and out of County provision is also moving in the right direction, with greater numbers in Resourced provisions.

Outcome 3: WCC makes the best use of Resources. Year-end forecast for KBMs (19)

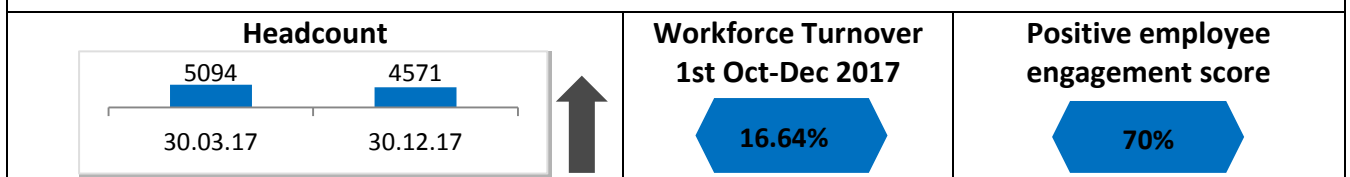


Overall, 13 of the 19 KBMs are forecasting to achieve their yearly targets. There is continuing positive progress in reduced levels of calls being abandoned through the Customer Service Centre and increased amount of cash return on Invested Capital. The exceptions include target asset receipts received, the number of legal challenges, and digital assistance provided to customers. The latter has been impacted by an increase in people's skills development and as such, they do not require the level of support they once did to get online.

Management of HR and Risk

2.3 A summary of the position on Corporate Risks and HR management is shown below:

Corporate Strategic Risks: There is no change from previous quarters, with the overall risk assessment remaining at Amber.



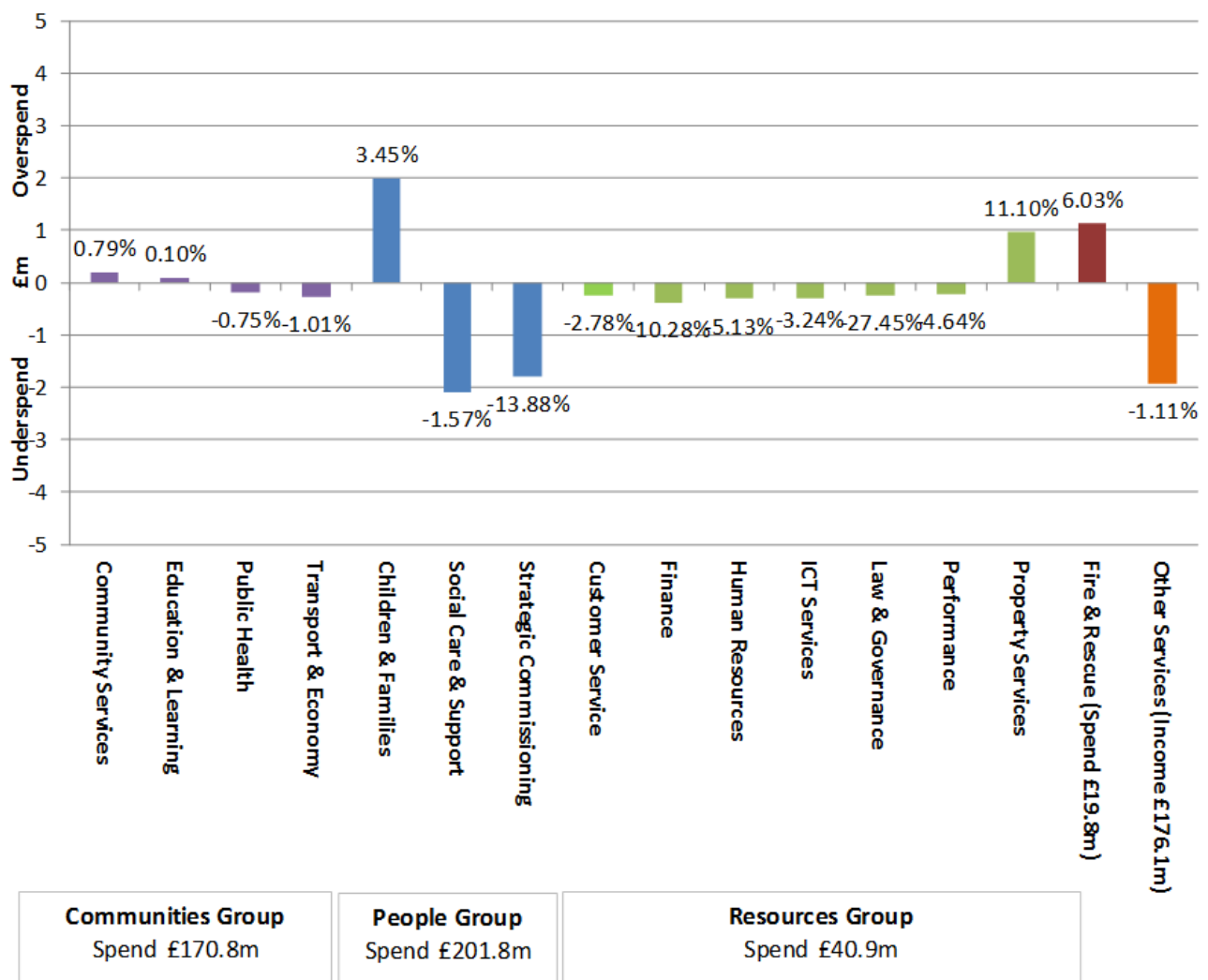
Average Age Profile Workforce: 45.3 New starters: 40.1		Days sick per FTE Qtr 1 2017/18: 9.0	Days sick per FTE Qtr 3 2017/18: 9.77
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3.0 Financial Commentary

3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2017/18 is £260.854 million. Against this, at Quarter 3, an under-spend of £3.586 million or 1.37% 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 3, five Business Units are forecasting they will overspend and seven are forecasting underspends greater than the -2% tolerance agreed; the remaining four have underspends within the agreed tolerance level.
- 3.1.4 However, this excludes two further areas of material financial risk. On 1 September 2017 the schools catering service was externalised to Educaterers. This means no dividend will be received from the company within the current financial year and as a result there will be no funding in 2017/18 for those services that usually rely on the surplus from schools catering to fund their service delivery. Cabinet are therefore asked to set aside up to £600,000 of the forecast underspend in Other Services on a one-off basis to bring the receipt of the dividend from Educaterers and the Council's financial year back into line.
- 3.1.5 The second issue is further activity is needed to bring in the capital receipts from the sale of land at the key strategic sites that has previously been approved by Members. An additional £400,000 spend is needed in 2017/18 to increase confidence the receipts will be delivered in 2018/19. Without this additional investment there will be a need to set aside further resources as part of the budget setting process to defer some of the savings beyond OOP2020. Cabinet is asked to approve the use of £400,000 of the underspend in Other Services to fund the investment needed.
- 3.1.6 The overall revenue position of the authority is favourable. Where an overspend is being forecast, the Business Units or Groups have sufficient reserves to meet any residual overspend. **Appendix A** and **Annexes A-Q** outline the reasons for all variations in budget. 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 or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years. Those Business Units not currently delivering their savings have either put forward proposals to address these in the 2018/19 budget setting process or are working to find alternative ways of delivering the savings.

3.2 Reserves

- 3.2.1 Business Units are seeking members' approval to draw down £1.237 million from reserves to support delivery of their plans in the current year as follows:

Transport & Economy (£0.315 million)

- £0.200 million for a payment to Warwickshire Police for Speed Awareness Workshops.
- £0.100 million from the European Match Funding reserve to support economic development projects.
- £0.015 million from the Skills Delivery for Economic Growth reserve to support economic development projects.

Fire & Rescue (£0.922 million)

- £0.198 million to fund the costs of training new recruits
- £0.048 million to fund the replacement costs of critical systems

- £0.041 million to fund project management costs associated with the implementation of the new National Emergency Services Network
- £0.073 million to support the ongoing costs of the Fire Control project due for completion in 2018/19
- £0.562 million to support planned additional capacity expenditure

3.2.2 Business Units are seeking members' approval to add £2.818 million to reserves for use in future years as follows:

Community Services (£0.045 million)

- £0.045 million to transfer Proceeds of Crime income which can only be utilised for crime prevention work.

Education & Learning (£0.502 million)

- £0.099 million relating to the Special Educational Needs and Disabilities fund received from the Department for Education to carry out a strategic review of the authority's high needs provision.
- £0.080 million for expenditure on the new education management information system, this will occur in 2018/19
- £0.323 million to a new reserve for Department for Education funding to allow the authority to continue with School Improvement Monitoring & Brokering.

Transport & Economy (£0.481 million)

- £0.169 million to create a contingency for 2018/19 costs relating to Kenilworth Station.
- £0.167 million to fund cycle races in 2018/19
- £0.075 million for the Home To School database
- £0.070 million to reserves for depots

Strategic Commissioning (£1.008 million)

- £1.008 million to fund post project development and support as planned and agreed with the Mosaic Board.

Finance (£0.107 million)

- £0.107 million for income to be set aside to invest in contract management development and training for the organisation in 2018/19 and additional capacity to support the financial aspects of the Fire 'inspection' which will now occur in 2018/19.

Fire & Rescue (£0.075 million)

- £0.075 million to complete work on enhancing services supporting the Vulnerable People agenda in 2018/19.

Other Services (£0.600 million)

- £0.600 million to a new reserve to fund the salary costs of apprentices across the organisation in future years funded from the forecast underspend in the cost of the apprenticeship levy.

3.2.3. The authority currently holds reserves of £128.717 million. The proposed drawdown from reserves of £1.237 million combined with the effect of the forecast outturn net underspend of £4.508 million (adjusted for the reserves drawdown to fund overspends in the Fire Service) would mean total reserves of £131.988 million are forecast for the end of the financial year.

3.2.4. Of this funding nearly 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. Six Business Units; Transport & Economy, Children and Families, Social Care and Support, Customer Services, Property Services and Other Services are presently forecasting that they will not meet their 2017/18 savings targets, with the overall shortfall expected to be £2.609 million. This has been offset by some savings achieved early in the Finance and Human Resources business units.

- For Transport & Economy there is a shortfall against the savings target of £0.110 million. This is due to delays in savings from the review of the Regeneration function, the Business Unit has indicated these savings will be made, but will not be realised in 2017/18.
- Within Children and Families there is a shortfall of £0.838 million, this is partly because it has taken longer lead in time for internal foster care recruitment to gain traction. Therefore the service is using less internal foster placements and greater external foster placements than profiled. There has also been a marked increase court and legal service level agreement costs which has resulted in a reduction in the amount of savings forecast to be achieved. A bid has been made as part of the 2018/19 budget setting process to re-profile these savings in anticipation of slippage from 2017/18 and an estimated further reduction in savings in 2018/19.

A further shortfall in the Business Unit's savings target is a result of several new children having to be placed in residential placements due to the lack of sufficient foster care placements in the summer. This reflects a national issue. In addition, some cases are proving difficult to place in suitable alternative placements due to the severe nature of the child's behaviour or trauma. Also whilst the planned reduction in support for families at risk has seen an overall down turn in spend, this has not been slower than anticipated decrease in demand and legal advice is that there is limited action that may be taken to reduce the resulting overspend.

Also, there are planned savings from regional adoption agency, however the service is not planned to go live until the end of Q4 delaying the projected savings.

- Within Social Care and Support there is a shortfall of £0.465 million against the savings target. This is due to delays in plans to reshape the day opportunities offer for people with disabilities. The under achievement has been mitigated in 2017/18 by savings elsewhere in Disabilities. Reshaping of plans will continue 2018/19.

There is also still work to be done to ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System. Savings delivery will be achieved in line with delivery of the transformation programme in 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.

- Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.034 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.
- Within Property Services there is a shortfall of £1.107 million against the savings target, this is partly caused by slippages in Property Rationalisation Programme disposals. Reduction in the councils borrowing costs by repaying long term debt with capital receipts is not on target as capital receipts received so far have been less than expected. Work is ongoing to identify alternative savings.
- Within Other Services there is a shortfall of £0.055 million in the management restructure savings target as whilst the management restructure has taken place as planned there are some one-off costs in 2017/18 associated with the restructure which means the full savings cannot be released until 2018/19.

3.3.2. Further information on the savings plan position can be found in **Appendix A** and **Annexes A to Q**.

3.3.3 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 £97.112 million in 2017/18, with a further £197.331 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £31.035 million for 2017/18 with a further £15.0 million over the medium term.

There have been no recent allocations made from the CIF, although £2.4 million has been returned to the CIF pot from the original bid made for the A3400 Birmingham Road (Stratford Road Corridor) which has received external

grant funding. Under the terms of their bid any funds received for the project externally reduce the contribution from the CIF on a pound-for-pound basis.

The level of forecast capital spend for 2017/18 at Quarter 2 was £112.760 million. At Quarter 3 this figure has reduced to £97.112 million, a reduction of £15.648 million. The £97.112 million forecasted spend plus the remaining Capital Investment Fund allocation of £31.035 million makes up the total 2017/18 forecast figure of £128.147 million within the graph and table at 3.4.5.

3.4.2. Managers' forecasts indicate that £15.920 million (14%) 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 £0.272 million resulting in the overall decrease to the programme for 2017/18 of £15.648 million.

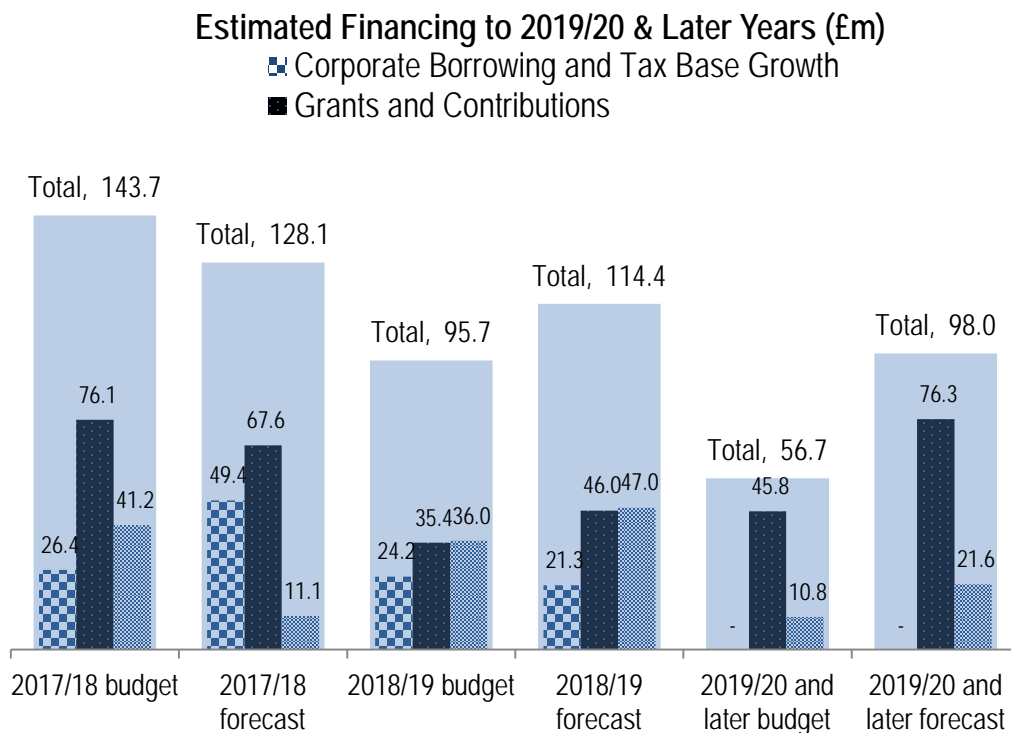
3.4.3. The main reasons for the £15.920 million slippage in the quarter compared to the approved budget are:

- Education and Learning – The slippage of £1.087 million relates to three significant schemes which have slipped between financial years. These schemes are: - Paddox Primary £0.290 million due to delays in the procurement process; Welcombe Hills £0.442 million due to planning and Sport England delays; and delays to the expansion Acorns Primary £0.215 million
- Transport and Economy – Of the £9.051 million slippage, only £6.162 million is on the use of corporate resources. Of this, £1.228 million relates to Coton Arches where there have been delays in the tender process due to WCC awaiting information from utilities, and Stanks Island £1.552 million, pending completion of negotiations with Highways England. £1.868 million relates to spending on Safer Routes to Schools, where work is on hold pending a decision by Cabinet on the implementation of Home to School Transport savings, and £0.573 million is slippage on School Safety Zone schemes. £0.600 million relates to funds no longer required for Rugby Western Relief Road, and which will be returned to corporate resources. The remaining £0.341 million reflects a number of smaller variances across a large number of schemes. There is a further £3.022 million slippage on developer funded schemes, where the timing of spending is determined by the developer.
- Information Assets - £3.850 million of slippage is mostly related to the Broadband UK project with £3.609 million of slippage.
- Property Services - £2.415 million of slippage is due to delays on the refurbishment of Old Shire Hall (£0.700 million) and the Rationalisation of County Storage (£1.572 million). A further report to Members is pending the later issue.

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 prepared each quarter. This briefing is provided 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 £46.035 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	143,740	128,147	95,692	114,354	56,693	97,977
Corporate Borrowing	26,353	49,435	24,236	21,335	0	0
Self Financed Borrowing	1,896	335	3,600	5,172	2,625	2,625
Grants and Contributions	76,136	67,592	35,392	46,048	45,846	76,339
Capital Receipts	33,532	5,287	32,148	41,142	8,143	18,612
Revenue	5,824	5,498	316	657	79	401

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 not require any additional use of corporate capital resources.

4. Background Papers

4.1. Annexes A-P (the detailed returns from each Business Unit of their Quarter 3 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 - Q3 Highlights

A summary of progress against OOP 2020 Outcomes



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

	Target	Actual	Forecast
No. of Children Looked After (excl. UASC)	605	643	620
Teenage Conception rate per 1,000 population	18		19.6
No. of people killed or seriously injured (KSI) on our roads	314	230	353
No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	528	421	629
% offenders who reoffend (youth)	21.0		27.4
No. of incidents attended by WFRS	3,013	2,302	3,181



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

	Target	Actual	Forecast
Warwickshire Employment rate	76	78.7	78.5
% vulnerable children and those with SEND educated in out of County provision	9.9	8.8	9.9
% household waste re-used, recycled and composted	54.0	51.1	53.1
% completion of infrastructure improvements programmed for the current financial year	60	40	60



Outcome 3: WCC makes the best use of available resources

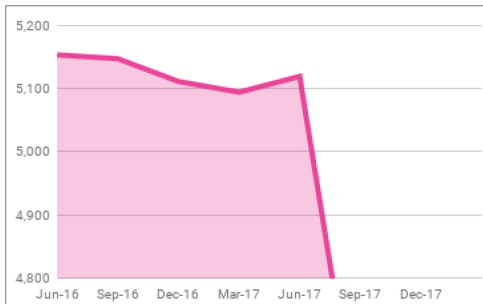
	Target	Actual	Forecast
No. of visits to Libraries (per population)	2.80	1.79	2.68
% availability of IT key systems through core infrastructure to users	99	99	99
No. of complaints upheld by the Ombudsman	10.0	5	10
Call abandonment rate (%)	5.0	3.2	5.0



Appendix A Part 2: Headline HR Information

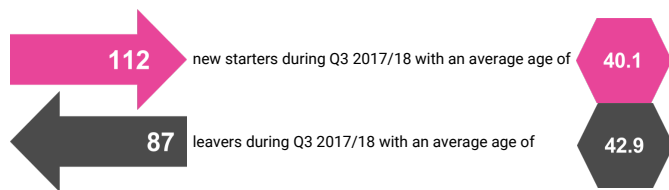
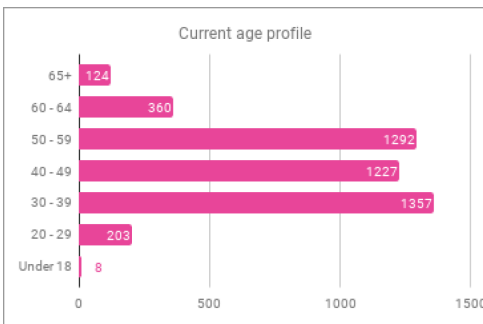
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

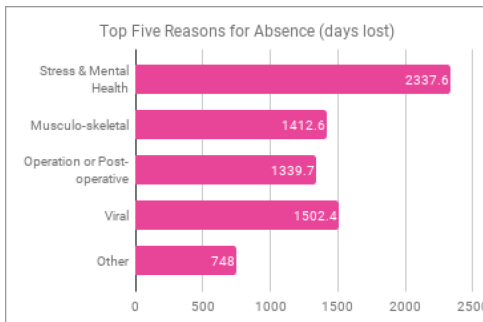


	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Headcount	5,153	5,147	5,111	5,094	5,119	4,527	4,571	
Full-time Equivalents	4,016	4,038	4,016	4,013	4,023	3,750	3,789	
Whole-time Equivalents	3,948	3,969	3,951	3,943	3,954	3,725	3,763	
Number of Posts	5,421	5,428	5,393	5,364	5,382	4,761	4,813	

Age Profile of our Workforce

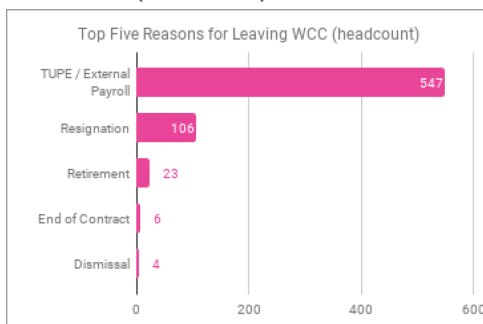


Sickness Absence Statistics



	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
Days lost through sickness	9,903	8,582	10,633	10,739	9,407	9,141	9,663	
... of which short-term	3,971	3,579	4,838	5,004	3,339	3,382	3,759	
	40.1%	41.7%	45.5%	46.6%	35.5%	37.0%	38.9%	
... of which long-term	5,914	5,003	5,795	5,735	6,067	5,759	5,904	
	59.7%	58.3%	54.5%	53.4%	64.5%	63.0%	61.1%	

Staff Turnover (Oct-Dec 2017)



	New Starters	Leavers	% Turnover	Target 17/18
Headcount	112	87	1.9%	10%-20%
Full-time Equivalents	91.0	72.6	1.9%	
Posts	112	91	1.9%	

Commentary:

Headcount stands at 4571 which shows a 0.97% increase on quarter two. However, there is an overall reduction in the headcount since the beginning of the financial year of about 10%. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017.

Turnover has reduced to 1.90% for the reporting period and is down on the same period for last year.

Absence management remains a priority. Both the rolling 12 month figure and the financial year to date figure are less than the same periods last year.

Please note that the data for this report was run on the 18th December and therefore does not represent the full reporting period.



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

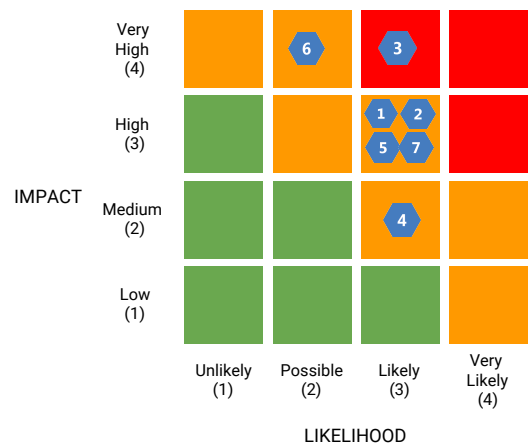
Gross Risk level

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 managed by Corporate Board



One Organisational Plan: Use of Financial Resources

Quarter 3 2017/18 - October 2017 to December 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	26,468	26,676	208	0.79% Overspent	(842)	(634)

There is a mixture of overspends and underspends across the business unit at quarter 3 monitoring. The forecast overspend has reduced in total since quarter 2 following remedial action by Service Managers, however the forecast overspend within Waste management continues to be significant with an ensuing overspend at the Business Unit level.

Education & Learning	93,652	93,750	98	0.10% Overspent	(37)	61
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Forecasting is becoming more accurate. As a result three areas are now predicting higher overspends than in Q2. Home to School transport, crossing patrols and SENDAR. The business unit is now adopting scrutiny of vacancies and there are vacancy savings. However, as costs are increasing these vacancy savings are not leading to a significant reduction in the overall outturn. The business unit is now forecasting to exceed the WES gross surplus target at year end. This is helping to offset the overspend. There are three requests for small reserves for specific purposes. These requests sit outside the business unit reserve. They are for: (i) MIS system implementation has been delayed and will be completed early 2018, hence the need to return funds to reserves, (ii) school improvement grant due to be spent later in the academic year (iii) SEND strategic planning grant which will be used for the implementation of the SEND reforms in 2018/19.

Public Health	23,727	23,548	(179)	0.75% Underspent	(1,049)	(1,228)
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Some of the savings are underpinned by reserves for 2017/18 to a total of £1.229 million and cannot be achieved recurrently until system wide decisions are made with partners to align funding with organisational responsibilities, and these need to be reached by March 2018.

The achievement of savings in 2018/19 will be challenging given the current pressures to redesign and redeliver existing commissioned service offers.

Implemented successfully the prevention agenda will exponentially increase the demands on our commissioned services to address lifestyle needs, thereby breaching our current contracted service limits. Within the life of OOP2020 PH face significant funding uncertainties, including; the removal of the ring fence, potential business rates or alternatives and levels of funding.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Transport & Economy	27,127	26,853	(274) 1.01% Underspent	(6,170)	(6,444)

The £274,000 forecast underspend represents approx. 1% of net revenue budget for the Business Unit. This variance can be largely attributed to increased income, offset to some extent by the increased costs of resourcing increasing workloads in transport planning, traffic management, development control and design services.

Total Communities Group	170,974	170,827	(147) 0.09% Underspent	(8,098)	(8,245)
Children & Families	57,688	59,676	1,988 3.45% Overspent	(1,650)	338

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 earlier in the year by a lower use of residential care than anticipated. However a placement crisis from the summer onwards has led to an increase in the use of residential placements and this has resulted in a significant negative impact. This reflects a national issue.

Social Care & Support	133,051	130,956	(2,095) 1.57% Underspent	(8,318)	(10,413)
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Work has started on a number of plans which form the delivery of the adult social care transformation. These will start to address the pressures in disability and older people services, but their impact will not be felt until towards the end of the financial year. Plans are in place and spending has started on the additional £8.3m in government grant, increasing preventative measures, which support the overall council One Organisational Plan. £3m has been moved to reserves to recognise the growing pressures into next financial year.

Strategic Commissioning	13,016	11,210	(1,806) 13.88% Underspent	(3,836)	(5,642)
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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 the Mosaic Project. However any residual funding will need to be ring fenced for 18/19 to complete the implementation of Mosaic within Adult Social Care and to continue the development of Mosaic within Children's Services.

Total People Group	203,755	201,842	(1,913) 0.94% Underspent	(17,782)*	(19,695)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,549	8,311	(238)	2.78% Underspent	(973)	(1,211)

The Registration Service has a target to deliver an additional 100K 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.

Finance	3,617	3,245	(372)	10.28% Underspent	(694)	(1,066)
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The service continues to face higher than anticipated levels of staff turnover, with a particular focus on uncompetitive salary levels compared with the health sector and some adjoining authorities. This has led to a number of posts being vacant for longer than is ideal. However, these posts have now been largely filled. There has also been more income generated by procurement activities than originally anticipated (via service sales and contract rebates), but the latter is not expected to be repeated as contracts cease.

Human Resources & Organisational Development	6,123	5,809	(314)	5.13% Underspent	(721)	(1,035)
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The forecasts are based on the assumption that we will be able to recruit to a number of vacant posts across the Service. If we are not able to appoint to these posts the underspend will increase. There is also a risk that additional spend (staffing) will be needed to implement Phases 2 and 3 of the Your HR project to time. This would be funded from the wider service underspend.

ICT Services	9,138	8,842	(296)	3.24% Underspent	(216)	(512)
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The Corporate ICT Development underspend (£267,000) has resulted from a number of projects with confirmed underspends as well as a number of projects that are on hold pending external decisions. Taking this into account, the true position of the Business Unit is (£33,000) underspent. This is due to the forecast shortfall in the WES surplus target of £157,000.

Law & Governance	878	637	(241)	27.45% Underspent	(20)	(261)
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The forecast assumes that new web streaming system will be implemented and paid for this financial year. If this is not achieved, there will be a greater underspend for the BU in 2017/18 to be carried forward and spent in 2018/19. Also assumption that additional audit capacity can be secured on a temporary basis, pending recruitment, to deliver audit plan. BU underspend would also increase if legal services secured new external business (not routed through the new company) in final quarter.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Performance	4,660	4,444	(216)	4.64% Underspent	0	(216)

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.

Property Services	8,631	9,589	958	11.10% Overspent	(301)	657
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This quarter's forecast reflects a change in the confidence of delivering capital receipts which affects the outturn position for Estates & Smallholdings and the property rationalisation savings. The forecast now excludes the savings from the sales of Kenilworth Library access road, Meadow Farm and Eastboro Way as these are under risk of not completing in this financial year due to late abnormal development cost claims being made by the purchasers and other planning adjustments needing to be negotiated before sales can complete. These disposals are being monitored on a weekly basis as the forecast could significantly improve if negotiations can be completed before the end of the financial year. The service is exploring all opportunities to mitigate this overspend. Trading continues to be successful and income is forecast to exceed targets.

Total Resources Group	41,596	40,877	(719)	1.73% Underspent	(6,523)*	(7,242)
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Fire & Rescue	18,717	19,845	1,128	6.03% Overspent	(2,737)	(1,609)
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Of the total overspend of £1.128m, the Service was anticipating to use existing reserves of £997k to fund these costs and Cabinet is therefore asked to approve the drawdown of these reserves as set out in the accompanying table. This leaves a residual forecast overspend of £131k which primarily relates to the planned recruitment costs to bring the Service back up to establishment. In the short term the Service also continues to incur business continuity payments to maintain operational availability, this will reduce significantly as the new recruits are integrated into the Service.

Other Services	(174,188)	(176,123)	(1,935)	1.11% Underspent	(93,577)	(95,512)
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The underspend is primarily due to additional grant income and a reduction in the cost of financing our debt as a result of slippage in the capital programme reducing our need to borrow in previous years. Any underspend in Other Services not allocated to specific reserves will be allocated to General Reserves at the end of the year and will be available to support future year's budget allocations.

Total Whole Authority	260,854	257,268	(3,586)	1.37% Underspent	(128,717)	(132,303)
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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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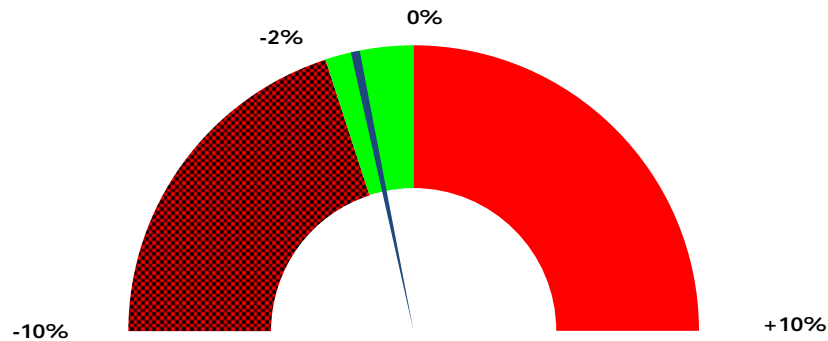
Notes

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 3 October 2017 - December 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	1,115	1,454		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 in 2018/19 and 2019/20 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.	A
Public Health	2,534	1,901	2,534	The forecast 2018/19 shortfall in the Drug & Alcohol Service will require Public Health to develop new savings proposals for the final year of OOP2020 as the full savings target of £1.3 million is not achievable. Delays in re-tendering services caused by the double purdah period in 2017, and the residual effect of previously imposed Public Health grant reductions, have led to a request to re-phase the remaining 2018/19 savings into 2019/20.	A
Transport & Economy	2,804	2,597	2,694	There is a delay in the delivery of the 2017/18 regeneration savings, 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	6,862	7,931		

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Children & Families	2,289	1,160	1,451	<p>1. £701000 (31%) marked amber. There are pressures on external foster care placement costs and post 16 accommodation. Although the strategy to reduce the number of Children Looked After is on track, it has taken 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. There has also been a marked increase in court / legal service level agreement costs in past 2 months which has resulted in a reduction in the amount of savings forecast to be achieved.</p> <p>2. £139,000 (6%) marked red for savings delivery. Within that is:</p> <ul style="list-style-type: none"> - Residential savings previously forecasted to be achieved have been reversed this period with several new children having to be placed in Residential placements due to the placement crisis over the summer, some cases are proving difficult to place in suitable alternative (cheaper) placements due to the severe nature of the child's behaviour / trauma etc. - S17, the planned reduction in support for families at risk has seen an overall down turn in spend but there is an overspend reflecting a slower than anticipated decrease in demand especially on No Recourse to Public Funds; legal advice is that limited action that may be taken to reduce this overspend. - 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 Regional Adoption Agencies and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant and 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	4,383	4,878	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to efficiencies being realised and the utilisation of other one off monies. However, in subsequent financial years delays in the achievement of efficiencies & demand management 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, and this continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,708	2,737	All relevant restructuring to achieve 2017/18 savings has been delivered. All Commissioned Services have been redesigned and delivered e.g.; housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 2018/19 and 2019/20 .	G
Total People Group	10,369	8,251	9,066		
Customer Service	356	322	322	There is a marketing plan in place to generate additional income for the Registration Service	A
Finance	624	659	659	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20, but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G

Service	2017/18 Target	2017/18 Actual to Date	2017/18 Forecast Outturn	Comments	2017-20 Implementation Status
Human Resources & Organisational Development	313	340	340	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	1,048	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Work will take place 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	840	1,050	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	3,364	3,628		
Fire & Rescue	368	368	368		R
Other Services	8,450	8,395	8,395		G
Total Whole Authority	31,935	27,240	29,388		

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.

One Organisational Plan: Use of Financial Resources - Quarter 3 (April 2017 to December 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	(1)	-1%	0	389	
Community Services	1,454	(18)	-2%	17	1,471	
Customer Service	3,096	391	74%	(238)	2,858	Budget has been transferred to Property Services Globe House project to cover a delayed capital receipt.
Education & Learning	30,391	(1,087)	-6%	14,841	45,232	Delays on Paddox Primary £290k caused by procurement issues. Welcombe Hills £442k slippage resulting from planning and sport england input; and Acorns Primary £215k delays due to processes around making a bid for additional funds to enhance the original plan.
Fire & Rescue	12,752	135	4%	14	12,766	Additional spend in 17-18 on the Training Centre New Build due to rephasing of external fees.
Information Assets	27,433	(3,850)	-48%	(32)	27,401	Some spend on Broadband UK has slipped into later years.

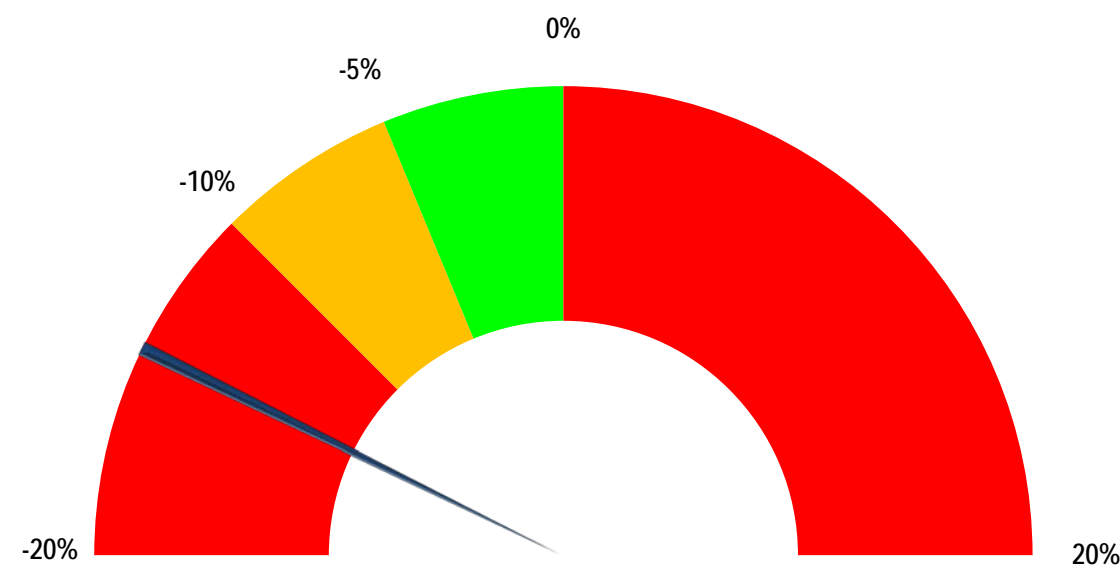
Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	35,441	(2,415)	-16%	488	35,929	Rationalisation of County Storage £1,572k caused by procurement delays (report to Council pending), Old Shire Hall £700k completion date of works revised.
Public Health	24	(24)	-100%	0	24	Spending has slipped into later years.
Social Care & Support (Adults)	3,350	0	0%	0	3,350	
Strategic Commissioning	6,948	0	0%	0	6,948	
Transport & Economy	128,912	(9,051)	-15%	29,163	158,075	Corporate funded projects, £3.382m: School safety zones/safer routes £2.4m delayed awaiting transport consultation outcome, Casualty Reduction/Cycle Schemes £186k design work delays, Bridge Maintenance £211k works reprofiling to future years, RWRR £600k overall reduction in scheme costs. External Grant funded projects, £3.007m: related to procurement and legal agreement issues with the Cotton Arches and Stanks Island scheme. Developer Funded projects, £3.022m: delays caused by negotiations with developers over plans and legal agreements taking longer than planned.

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



Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	250,190		44,253	294,443

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)	112,760	(15,920)	-14%	272	97,112

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)	(15,920)	

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	27	394	337	(57)	The forecast underspend results from lower legal costs for the year
Community Safety	923		923	962	39	
Localities & Partnership	2,633		2,633	2,568	(65)	
Heritage and Environment	1,026	47	1,073	1,027	(46)	Increased income generation in Forestry and Tree Inspections
Heritage Education (WES - Traded Service)	(13)		(13)	20	33	
Waste Management	18,211		18,211	18,662	451	Increased net waste disposal costs primarily as a result of changes in green waste collections.
Youth Justice Service	1,506		1,506	1,472	(34)	
Trading Standards	1,206	56	1,262	1,157	(105)	Receipt of Proceeds of Crime income of £45,000 which will be transferred to reserves to be utilised in crime prevention work, an increase in forecast income for calibration services, and savings resulting from staff changes
Emergency Management	161		161	155	(6)	
Communities Group Resources	160		160	158	(2)	
Net Service Spending	26,338	130	26,468	26,676	208	

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	(311)	(151)		
Community Services Trading	57	(8)	28	77		
Proceeds of Crime	40		45	85	(45)	Transfer of Proceeds of Crime income which must only be utilised for crime prevention work
Domestic Homicide Reviews	93			93		
Secure Remand	310		30	340		
Ecology & Archaeology Information and Advice Service	42	(42)		0		
Accommodation Reserve	29	(29)		0		
Total	1,186	(344)	(208)	634	(45)	

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	50	67	67	67	67	67	
CG-CS-02	Reducing waste and increase recycling across the County	313	235	313	313	313	313	313	
CG-CS-03	Communities Group support services - reductions based on the priorities of Communities Group Business Units	98	98	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	137	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	15	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	96	128	128	128	128	128	
CG-CS-08	Increasing income levels and identify savings to make Forestry self financing	26	20	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	75	100	100	100	100	100	
CG-CS-10	Reduction in support for environmental landscape services	30	23	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	37	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	18	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	240	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	71	95	95	95	95	95	
	Total	1,454	1,115	1,454	2,201	2,201	3,167	3,167	
	Target		1,454	1,454		2,201		3,167	
	Remaining Shortfall/(Over Achievement)		339	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	0	27	0	100	73	0	27	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	606	(4)	19	0	622	606	(5)	21	0	623	(1)	1	Expenditure on project 11022012 delayed from 2017/18 to 2018/19 as waiting for the compulsory purchase order to be obtained for the land for the stopping place.
11218000	Countryside Rural Services Capital Maintenance 2015/16	419	22	0	0	442	419	6	2	0	427	(17)	(14)	With the exception of the retention payment there are no more charges to come on this project. There has also been a refund of charges from 2016/17 which has reduced the Corporate resources required in 2017/18.
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	25	0	0	387	362	2	4	0	368	(23)	(19)	CCTV at all Gypsy sites was paid for 2016/17 and then incorrectly forecast for again in previous 17/18 forecasting. Forecasts for 2017/18 and 2018/19 have been updated to reflect additional costs to bring CCTV into full use.
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	175	0	0	175	0	208	10	0	218	33	42	New projects added £55,000 for Far Leys play area + £9,000 for a JCB vehicle. Corporate resource on block header adjusted to balance corporate resource. The additional £9k over all Countryside Schemes will be financed via a revenue contribution to capital.
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	11	0	0	101	8	8	Additional Public Donations meant the collection could be fully catalogued increasing security and accessibility
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	779	375	300	5,468	4,014	779	393	300	5,486	(0)	18	

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	136	(17)	This relates to a one off saving in salary costs.
Business Unit	321	31	352	623	271	The budget transfer of £31,000 from School Organisation & Planning relates to a staffing restructure within the service. £244,000 is forecast to repay the 2016/17 overspend, this over spend offsets against the WES traded income below.
Business Unit - WES Traded	516		516	0	(516)	This variance of £516,000 represents the surpluses generated from trading with schools, £272,000 has been used to offset overspend within the SENDAR team, and £244,000 to repay 2016/17 overspend.
Business Unit - DSG	69		69	69	0	
Head of Service - Total	1,059	31	1,090	828	(262)	
School Organisation and Planning	15,920	(18)	15,902	17,138	1,236	There is an overspend on home to school transport of £1,277,000 of which £774,000 relates to SEN. The service is also forecasting an underspend of £80,000 relating to the Education MIS project, this project will continue into 2018/19 therefore it is requested that this is transferred to reserves at Q3.
School Organisation and Planning - WES Traded	(27)		(27)	(63)	(36)	This relates to the additional income generated by the Admissions service.
School Organisation and Planning - DSG	24,557	(7)	24,550	23,909	(641)	3 and 4 year old funding including additional hours is forecasting to be underspent by £597,000, there are further underspends in Admissions of £75,000, and New Schools Setups £19,000. The underspends are off setting an overspend in exceptional pupil numbers of £50,000.
School Organisation and Planning - Total	40,451	(25)	40,426	40,984	558	
Vulnerable Learners	1,957		1,957	2,163	206	There is an overspend on the SENDAR team of £294,000 this due increase salary costs to meet additional demand of 17% increase in referrals, and the requirement to be compliant. An underspend of £99,000 is forecast, this relates to the SEND Strategic Planning Fund received from the DfE to carry out a strategic review of the authorities high needs provision, this review has been commissioned and will continue into 2018/19, it is requested that this transferred to the SEND earmark reserve at Q3.
Vulnerable Learners - WES Traded	(354)		(354)	(451)	(97)	The increased trading surplus is in part due to the challenge of ensuring sufficiency within the Educational Psychologist service.
Vulnerable Learners - DSG	41,116		41,116	42,510	1,394	The overspend on the DSG is largely due to pressures in the SEN 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	42,719	0	42,719	44,222	1,503	
Learning and Performance	1,484	(11)	1,473	1,104	(370)	£323,000 relates to a Dfe grant for School Improvement and Monitoring, expenditure will happen in 18/19, and therefore it is requested to be transferred to a new reserve at Q3.
Learning and Performance - WES Traded	(208)		(208)	(198)	10	
Learning and Performance - DSG	2,921		2,921	2,919	(2)	
Learning and Performance - Total	4,198	(11)	4,187	3,825	(362)	
Adult Community Learning	(86)		(86)	(86)	0	
Schools related residual	2,408		2,408	2,288	(120)	£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
Schools related residual - DSG	2,992	(84)	2,908	1,688	(1,220)	Reduction in Early Years census figures has reduced the DSG budget by £84,000. The DSG Contingency budget is forecasting an underspend in 2017/18, this will be used to offset against the Vulnerable Learners (High Needs Block) overspend.
Schools related residual - Total	5,314	(84)	5,230	3,891	(1,340)	
Net Service Spending	93,741	(89)	93,652	93,750	98	
Non DSG	22,085	2	22,087	22,654	567	
DSG	71,656	(91)	71,565	71,096	(469)	

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	(1,072)	(1,072)		
SEND Earmarked Reserve	332	(295)	102	139	-99	£99,000 relates to the SEND Strategic Planning Fund received from the Dfe to carry out a strategic review of the authorities high needs provision, this review has been commissioned and will continue into 2018/19. It is expected that at the end of 2017/18 there will be £3,000 unspent of the SEND implementation grant.
DSG Reserve	0	0	469	469		
Education MIS Project	372	(372)	80	80	-80	Due to the delay of the new education MIS system, it is now estimated that the final stage of implementation will occur in 2018/19.
School Improvement Monitoring & Brokering Reserve	0	0	323	323	-323	New reserve has been requested for School Improvement, this funding was provided by the Dfe in September 2017 to allow the authority to continue to monitor performance of maintained schools, broker school improvement provision, and intervene as appropriate, while there is a dual system of maintained schools and academies.
Total	460	(423)	(98)	(61)	(502)	

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	80	80	
CG-EL-02	Remove the budget for one-off small research and development projects	12	12	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	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	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	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	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	0	0	35	35	70	70	
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	0	0	0	100	100	221	221	
CG-EL-09	Reduction in the Home to School Transport Budget	0	0	0	320	320	1,648	1,648	
	Total	1,249	1,249	1,249	2,054	2,054	3,538	3,538	
	Target		1,249	1,249		2,054		3,538	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

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	176	0	0	176	44	44	New funds for project approved at Cabinet on 9th November
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	0	0	0	0	0	0	10	240	1,400	1,650	10	1,650	New project approved at Cabinet on 9th November
11630000	Minor Works 18/19	0	0	0	0	0	0	0	300	0	300	0	300	New project approved at Cabinet on 9th November
11633000	Weddington Nursery Provision - demolition and new build	0	0	0	0	0	0	10	378	0	388	10	388	New project approved at Cabinet on 9th November
Primary - expansion														
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	0	0	0	1,316	1,316	0	0	0	1,316	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,740	0	0	0	1,740	1,740	0	0	0	1,740	0	0	
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	0	0	0	1,213	1,213	0	0	0	1,213	0	0	
11209000	Wembrook Primary additional studio hall space	418	0	0	0	418	418	0	0	0	418	0	0	
11249000	Bishopston 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	8	0	0	2,654	2,646	11	0	0	2,658	4	4	Increase in Forecast Expenditure following Final Account.
11256000	St Michael's CE School extension - targeted basic need	267	0	0	0	267	267	0	0	0	267	0	0	
11262000	Cawston Grange extension (pupil places)	2,678	16	0	0	2,694	2,678	17	0	0	2,695	1	1	
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	0	0	0	316	316	0	0	0	316	0	0	
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	
11386000	Long Lawford Primary permanent expansion	194	347	2499	0	3,040	194	347	2,499	0	3,040	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	
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	475	0	0	2,984	2,509	477	0	0	2,986	2	2	
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	19	0	0	52	33	19	0	0	52	0	0	
11470000	Nathaniel Newton Infants, extension re bulge class	191	46	0	0	237	191	46	0	0	237	0	0	
11471000	The Ferncumbe Primary School	100	50	0	0	150	100	20	30	0	150	(30)	0	Forecast slippage due to temp removal in next financial year.
11474000	Newdigate Primary School Bedworth	103	47	0	0	150	103	17	30	0	150	(30)	0	Forecast slippage due to temp removal in next financial year.
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	165	0	0	165	0	165	0	0	165	0	0	
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	29	0	0	29	0	0	
11497000	Acoms Primary School, Long Compton - new temporary classroom	7	253	0	0	260	7	38	215	0	260	(215)	(0)	Project delayed - School to apply for CIF funding.
11620000	Newdigate Primary School - Expansion and Internal referb	0	0	0	0	0	0	10	290	700	1,000	10	1,000	New project approved at Cabinet on 9th November
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	0	0	0	0	0	0	10	190	700	900	10	900	New project approved at Cabinet on 9th November
11628000	Michael Drayton Primary - Expansion	0	0	0	0	0	0	20	480	1,000	1,500	20	1,500	New project approved at Cabinet on 9th November
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	1,755	0	0	3,408	8	8	Funding to be taken from the Education & Learning pot
11480000	Water Orton Primary School (re HS2 Conditional)	38	104	5,358	0	5,500	38	104	5,358	0	5,500	0	0	
Primary - other														
11204000	Tysoe temporary classroom replacement	277	0	0	0	277	277	0	0	0	277	0	0	
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	20	80	202	0	100	New funding approved at Cabinet on 9th November
11321000	Long Lawford Pri temporary classroom	247	44	0	0	291	247	44	0	0	291	0	0	
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	80	0	0	84	4	0	80	0	84	(80)	0	Forecast slippage due to continued hire of temporary buildings.

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	
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	1	0	51	0	1	Increase due to final account and slippage to pay final retention.
11626000	Goodyers End Primary School - demolition of temporary classroom	0	0	0	0	0	0	200	0	0	200	200	200	New project approved at Cabinet on 9th November
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	243	0	0	299	(1)	(1)	
11629000	DDA Blockheader 18/19	0	0	0	0	0	0	0	400	0	400	0	400	New project approved at Cabinet on 9th November
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) Feasibility only	6	44	0	0	50	6	47	0	0	53	3	3	Increase due to finalisation of Feasibility.
11482000	Southam College (Conditional)	55	345	0	0	400	55	345	0	0	400	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	0	0	0	0	0	0	50	250	7,200	7,500	50	7,500	New project approved at Cabinet on 9th November
11632000	Aylesford Secondary School - Conversion of Bungalow	0	0	0	0	0	0	12	0	0	12	12	12	New project approved at Cabinet on 9th November
11634000	Bilton School Refocus Unit - Expansion and refurbishment	0	0	0	0	0	0	10	244	0	254	10	254	New project approved at Cabinet on 9th November
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	0	0	0	305	305	0	0	0	305	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	442	0	450	(442)	0	Slippage due to planning and Sport England delays to project.
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	0	0	0	53	53	0	0	0	53	0	0	
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	10	290	0	300	(290)	0	Project slippage due to procurement issues for new building.
11589000	SEND facilities block	0	0	0	0	0	0	0	0	0	0	0	0	
11625000	Arden Fields Academy - creation of additional facilities	0	0	0	0	0	0	0	66	0	66	0	66	New project approved at Cabinet on 9th November
11631000	Specialist Nurture Provision at Special School	0	0	0	0	0	0	0	200	0	200	0	200	New project approved at Cabinet on 9th November
SEN - expansion														
11567000	Woodlands Special School school contribution to fencing & car park	0	10	0	0	10	0	10	0	0	10	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	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	0	0	0	0	0	0	0	60	0	60	0	60	New project approved at Cabinet on 9th November
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	0	0	0	0	0	100	25	125	0	125	New project approved at Cabinet on 9th November
11624000	Round Oak School - Reconfiguration of classrooms	0	0	0	0	0	0	0	100	25	125	0	125	New project approved at Cabinet on 9th November
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	17,696	9,595	3,100	76,498	46,106	17,002	14,001	14,230	91,339	(695)	14,841	

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	251	2	
Salaries and Service Overheads	1,534	6	1,540	1,932	392	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	456	(95)	Health Checks is a demand led service that has had lower uptake this financial year than budgeted for.
Physical Activity and Weight Management	1,442		1,442	1,451	9	
Smoking Cessation and Tobacco Control	400		400	330	(70)	
Substance Misuse	4,884		4,884	4,640	(244)	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	4,133	(147)	This relates largely to the unpredictability of demand led services and the active management of out of area payments.
Population Health and Place	471		471	412	(59)	
Mental Health and Wellbeing	969		969	995	26	
Net Service Spending	23,721	6	23,727	23,548	(179)	

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)	179	1,228		
DAAT	389	(389)		0		
Family Nurse Partnership	361	(361)		0		
Total	2,328	(1,279)	179	1,228	0	

C Public Health

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	900	1,200	1,200	1,200	1,200	1,200	
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	377	283	377	1,300	377	1,300	900	This shortfall will require Public Health to develop new savings proposals for the final year of OOP2020 as the full savings target of £1.300 million is not achievable in the Drug & Alcohol service.
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	32	42	87	42	87	87	Delays in re-tendering services caused by the double purdah period in 2017, and the residual effect of previously imposed Public Health grant reductions, have led to a request to re-phase the 2018/19 savings into 2019/20.
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	150	200	400	200	400	400	
CG-PH-05	Reduce staffing and overheads across the Business Unit	100	75	100	200	100	300	300	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	200	150	200	300	200	300	300	
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	415	311	415	1,150	415	1,150	1,150	
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	0	85	85	
Total		2,534	1,901	2,534	4,722	2,534	4,822	4,422	
Target			2,534	2,534		4,722		4822	
Remaining Shortfall/(Over Achievement)			634	0		2,188		400	

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 £ 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	
11492000	Urban Mile Markers	0	24	0	0	24	0	0	24	0	24	(24)	0	Project has slipped into 2018-19
		0	24	0	0	24	0	0	24	0	24	(24)	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	(27)	166	192	26	
Transport & Economy support costs	544		544	615	71	
Economy & Skills	1,238		1,238	1,243	5	
Economy & Skills - Business Centres	(377)		(377)	(378)	(1)	
Planning and Development & Flood Risk	772		772	1,100	328	Reduction in number of Planning Applications, staffing growth in Flood Team, flow of highways income and completion of non funded S38 legacy schemes.
Infrastructure & Regeneration	808		808	1,069	261	Delayed implementation of regeneration savings, HS2 Phase 2 costs.
Design Services	1,181		1,181	1,742	561	Purchase of Urban Traffic Management & Control upgrade (Traffic Signal Maintenance) & reduced call on commuted sums
Design Services (Traded Service)	(634)		(634)	(1,194)	(560)	Increased income
County Fleet Management	(381)		(381)	(279)	102	Purchase of vehicles
County Fleet Management (WES Traded Service)	(17)		(17)	(17)	0	
County Highways	15,117		15,117	15,401	284	Increased winter maintenance & cost of vehicles
Network Management	(197)		(197)	(1,104)	(907)	Increased income from Utilities offset by Rights of Way bridge repairs
Transport Operations	8,652		8,652	8,033	(619)	Concessionary Travel - downturn in the number of concessionary journeys (£466,000) & unfilled vacancies (£153,000)
Transport Planning	1,826		1,826	2,077	251	Mainly due to overspend on transport development and reduced income from Stratford Park & Ride - offset by (£169,000) underspend on Kenilworth Station - required in 18/19 - transfer to reserves request
Road Safety and Traffic Projects	(1,567)		(1,567)	(1,646)	(79)	Increased parking income
Road Safety - Minibus Driver Training (WES Traded Service)	(3)		(3)	(1)	2	
Net Service Spending	27,154	(27)	27,127	26,853	(274)	

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	200	Payment to Warwickshire Police
Kenilworth Station	661	(661)	169	169	(169)	Contingency for 18-19 costs
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	469	105	1,793	(312)	(£167,000) Cycle Races 2018, (£75,000) Home to School database, (£70,000) Reserve for depots

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
S38 Developer Funding	940			940		
Flood Management Reserve	630			630		
European Match Funding	376			376	100	To support Economic Development Projects
Infrastructure Group	58	(58)		0		
G4G Apprenticeship Hub	134	(134)		0		
Skills Delivery for Economic Growth	350	134		484	15	To support Economic Development Projects
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	(1,113)	274	6,444	(166)	

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	88	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	400	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	70	70	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	
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 £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast 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	200	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	0	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	0	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	0	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	0	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	0	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	0	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	0	0	80	80	
Total		2,804	2,597	2,694	3,493	3,493	5,025	5,025	
Target			2,804	2,804		3,493		5025	
Remaining Shortfall/(Over Achievement)			207	110		0		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 £ 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	
Area Delegated Funded Schemes														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	343	12	0	0	355	343	0	12	0	355	(12)	0	Unallocated funding now expected to be utilised in 2018/19
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	4	15	0	381	(15)	(0)	Unallocated funding now expected to be utilised in 2018/19
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	18	0	0	459	440	0	18	0	459	(18)	(0)	Unallocated funding now expected to be utilised in 2018/19

D Transport & Economy

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	
			£ 000's	£ 000's				£ 000's	£ 000's					
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	540	42	0	0	582	540	1	41	0	582	(41)	0	Unallocated funding now expected to be utilised in 2018/19
11274000	North Warwickshire Area Committee	369	41	58	0	468	369	61	0	0	430	20	(38)	Additional scheme in 2017/18 brought forward; £38k funding transferred to Fillongley Crossroads (11330000) previously moved from 11354000
11275000	Nuneaton and Bedworth Area Committee	460	56	38	0	555	460	10	84	0	555	(46)	0	Unallocated funding now expected to be utilised in 2018/19
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	12	32	0	336	(32)	(0)	Unallocated funding now expected to be utilised in 2018/19
11278000	Warwick Area Committee	431	35	0	0	466	431	14	21	0	466	(21)	0	Unallocated funding now expected to be utilised in 2018/19
11354000	Area Delegated Funding 17-18	0	0	2,920	0	2,920	0	0	2,573	0	2,573	0	(346)	Funding held here until it is allocated to schemes; movement in funding is when it is transferred to individual service blocks; transfer of £20k from here to Coton Arches scheme 11509000 for Cllr requested works to be included in the overall project; return of £15k from Ladbroke Flood scheme (11427000) no longer required.
11394000	Transport & Roads Area Delegated Funding	390	198	0	0	588	390	98	116	0	604	(100)	16	Unallocated funding now expected to be utilised in 2018/19; additional funding overall 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	63	0	0	331	(2)	(2)	Unallocated funding now expected to be utilised in 2018/19; overall funding adjustment transferred to 11354000
11397000	Transport Planning Unit Area Delegated Funding	62	24	0	0	86	62	0	0	0	62	(24)	(24)	Unallocated funding now expected to be utilised in 2018/19; overall funding adjustment transferred to 11354000
11398000	Design Services Area Delegated Funding	101	59	0	0	160	101	47	12	0	160	(12)	0	Unallocated funding now expected to be utilised in 2018/19
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	429	0	0	692	263	358	94	0	715	(71)	23	Unallocated funding now expected to be utilised in 2018/19; additional funding overall from 11354000
11487000	Delegated Budget 2016-17 Transport Planning	65	72	0	0	137	65	52	10	0	127	(20)	(10)	Unallocated funding now expected to be utilised in 2018/19; overall funding adjustment transferred to 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	142	0	0	563	421	142	0	0	563	0	0	
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	6	0	0	6	0	6	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	0	270	0	0	270	0	449	0	0	449	180	180	New schemes allocated with funding transferred from 11354000
11592000	Delegated 17-18 County Highways	0	233	0	0	233	0	403	0	0	403	170	170	New schemes allocated with funding transferred from 11354000
11593000	Delegated Budget 2017-18 Transport Planning	0	28	0	0	28	0	44	0	0	44	16	16	New schemes allocated with funding transferred from 11354000

D Transport & Economy

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	
			£ 000's	£ 000's				£ 000's						
11594000	Delegated Budget 2017-18 Street Lighting	0	6	0	0	6	0	16	0	0	16	10	10	New schemes allocated with 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	20	114	0	720	586	30	104	0	720	10	0	£30k envisaged spend on Spacehive commitments in 2018/19 rather than current year
11425000	Capital Growth Fund Business Loans and Grants	705	882	450	0	2,038	705	882	500	0	2,088	0	50	A further £50k of WCC's £150k loan in 2015/ 2016 has now been re-paid. This funding will be "recycled" in 2018/19 and used to provide further loans.
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	0	500	0	0	500	0	500	0	0	500	0	0	
11611000	Transforming Nuneaton	0	0	0	0	0	0	0	500	7,055	7,555	0	7,555	New project approved at Cabinet 7th Sept / Council 21st Sept; fully funded from CWLEP Grant (£7.5m) and S106 developer funding (£55k)
11612000	Capital Investment Fund/ Duplex Fund	0	0	0	0	0	0	0	480	1,520	2,000	0	2,000	New project approved via the Capital Investment Fund
11613000	Capital Investment Fund/ Small Business Grants	0	0	0	0	0	0	0	300	0	300	0	300	New project approved via the Capital Investment Fund
Flood Management														
11424000	Snitterfield Flood Alleviation	2,282	517	70	0	2,869	2,282	511	70	0	2,863	(6)	(6)	Project nearing completion with a few issues to resolve; small reduction in forecast due to refund from utility company
11427000	Ladbroke Flood Alleviation	0	94	0	0	94	0	45	21	0	66	(49)	(28)	Continuing negotiations with homeowners, expected total number of properties requiring Property Flood Resilience will be less than originally thought.
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	60	21	0	81	20	0	Reprofiling of works - more expected in this financial year
11574000	Kites Hardwick flood alleviation	0	51	0	0	51	0	52	8	0	60	1	9	Tender prices received for Property Flood Resilience greater than previously forecast due to the nature of the properties. Still awaiting a decision from one property owner so forecast £8,480 spend for next FY.
11599000	Cherrington Flood Risk Management Scheme		97	0	0	97	0	19	46	0	65	(78)	(32)	Flood Defence Grant in Aid received. 7 properties to receive Property Flood Resilience are listed buildings therefore spend is delayed but will be less than original forecasts
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	104	70	0	327	(70)	0	Delays in feasibility studies have resulted in some works not being due for completion until 2018/19
11357000	Casualty Reduction Schemes 17/18	0	56	151	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	6	123	0	150	(117)	0	Design issues have delayed construction start date to early 2018/19
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	0	39	0	0	39	1	1	Additional £1k funding from Revenue (RCCO)
Integrated Transport - Other Schemes														

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11456000	Stratford Park & Ride site alterations	68	17	15	0	100	68	17	15	0	100	0	0	
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	173	26	0	0	200	173	36	0	0	209	10	10	Increased spend due to increase in contractor costs, funded from a revenue contribution
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	10	153	0	193	(151)	2	Programme slippage due to consultation delays for some projects; funding balanced overall from Home to School Routes 16-17
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	68	30	-	0	99	68	13	0	0	81	(17)	(17)	Waiting final accounts from Balfour Beatty
11635000	Home to School Routes 17-18	0	-	-	0	0	0	0	1,716	0	1,716	0	1,716	Programme delayed awaiting post consultation decisions over routes - funding allocated in error to School Safety Zones in original 2017/18 budget resolution, now resolved
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	All projects complete, Dec 17
11359000	School Safety Zones 16/17	1,039	649	0	0	1,688	1,039	627	118	0	1,784	(22)	96	Programme slippage due to consultation delays for some projects; funding balanced overall from School Safety Zones 17-18
11564000	School Safety Zones 17/18 A	0	2,228	-	0	2,228	0	447	455	0	902	(1,781)	(1,325)	Funding allocated in error to School Safety Zones in original 2017/18 budget resolution now transferred to 11635000 Home to School Routes 17-18
11525000	School Safety Zones 17/18 B	6	477	-	0	483	6	6	0	0	12	(471)	(471)	Funding allocated in error to School Safety Zones in original 2017/18 budget resolution now transferred to 11635000 Home to School Routes 17-18
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	400	291	0	59,746	(600)	(750)	Reduction in Part 1 compensation provision as majority of settlement figures now agreed
10362000	Kenilworth Station	8,871	5,139	0	0	14,009	8,871	5,139	0	0	14,009	0	0	Current forecast is as per approved budget but delays to station implementation may affect the final position of this project in 2018/19.
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	0	34	0	5,596	(34)	(0)	Residual monies to be used for a signage scheme. Alternative funding is being sought to deliver the entire scheme. Funding therefore carried forward to 2018/19
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	5	0	0	2,072	5	5	Residual work required due to a small defect, to be funded from a revenue contribution
11221000	M40 Junction 12	11,439	133	500	0	12,072	11,439	133	500	0	12,072	0	0	
11272000	Rugby Gyrotory Improvements	1,553	59	0	0	1,612	1,553	0	59	0	1,612	(59)	(0)	Post opening monitoring is a condition of the DfT funding utilised in this project, the funding is required for this work in 2018/19
11339000	Bermuda Connectivity	1,127	270	2305	0	3,702	1,127	306	2,269	0	3,702	36	0	Increased scheme development costs resulted in an update to the expenditure forecast for 2017-18, e.g. costs incurred in producing supporting information in regard to a bid for WCC Capital Investment Fund monies.

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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	
			£ 000's	£ 000's				£ 000's	£ 000's					
11509000	A444 Coton Arches, Nuneaton	121	1,675	1,804	100	3,700	121	447	3,052	100	3,720	(1,228)	20	Works are not due to start on site until the new year therefore the majority of spend is now forecast to be spent in 2018/19 financial year. The additional £20,000 is from Councillor Delegated Budget for minor works at College Street.
11510000	A46 Stanks Island, Warwick	178	2,231	3,591	0	6,000	178	679	5,143	0	6,000	(1,552)	(0)	The majority of scheme funding has been moved into 2018/19 financial year due to ongoing external delays with the project. The CWLEP have been informed and have approved this change.
11604000	A444 Corridor Improvements - Phase 2	0	0	4,270	0	4,270	0	0	4,270	0	4,270	0	0	
11605000	A3400 Bham Road Stratford Corridor Improvements	0	150	350	3,000	3,500	0	160	1,250	2,090	3,500	10	0	£2.4 million National Productivity Infrastructure Fund grant received, which reduces the call on the WCC Capital Investment Fund contribution. However, a potential application for a further CIF monies may be initiated when scheme cost updated after completion of detailed design.
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	900	1,000	1,000	4,134	1,234	1,000	1,000	1,000	4,234	100	100	New budgets allocated from RCCO
11360000	LED Street Lights March Funding	5,508	2,631	0	0	8,139	5,508	2,631	0	0	8,139	0	0	
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	(12)	0	0	1,382	1,395	(12)	0	0	1,382	0	0	
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	24	0	0	1,020	(3)	(3)	Funds reallocated across other financial years
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,340	(66)	0	0	2,274	2,340	(66)	0	0	2,274	0	0	Funds reallocated across other financial years
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	90	0	0	381	291	60	130	0	481	(30)	100	Works spanning 2 financial years due to utility diversions
11308000	Minor Bridge Maintenance schemes 2014/2015	860	6	0	0	866	860	6	0	0	866	0	0	Funds reallocated across other financial years
11382000	Minor Bridge Maintenance schemes 2015/2016	1,206	401	0	0	1,607	1,206	351	81	0	1,638	(50)	31	Increase in works at Hasley Mill and works delayed at Kingsbury rail due to Network Rail agreements
11457000	Minor Bridge Maintenance schemes 2016/2017	439	78	0	0	516	439	130	0	0	568	52	52	Funds reallocated across other financial years
11587000	Minor Bridge Maintenance schemes 2017/2018	0	1,260	0	0	1,260	0	1,080	0	0	1,080	(180)	(180)	Funds reallocated across other financial years and correction to Clopton dwarf wall repairs forecast
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	15,362	0	0	15,362	0	15,540	0	0	15,540	178	178	Additional RCCO contribution from both Highways and CFM
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	UTC to be funded from revenue as a major project
11381000	Traffic Signals 2015-16	191	13	0	0	205	191	13	0	0	205	0	0	

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		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
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)		142,255	40,945	33,903	21,124	238,227	142,255	34,851	41,740	28,789	247,634	(6,095)	9,407	
Developer Funded Transport - s106 schemes														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278					0	0	3	0	0	3	3	3	Final work & fees to complete scheme
11464000	Clifton on Dunsmore Traffic Calming S106	49	271	0	0	320	49	0	271	0	320	(271)	0	Budget moved for delivery in 2018/19
11607000	Southbound bus stop on A426 Leicester Road Rugby	0	79	0	0	79	0	79	0	0	79	0	0	
11614000	Bus Stop Enhancement Works In Alderminster	0	0	0	0	0	0	7	15	0	21	7	21	New Developer Funded Project.
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	0	0	0	0	0	0	15	0	0	15	15	15	New Developer Funded Project.
11618000	Clifton on Dunsmore Traffic Calming Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
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	0	0	0	12	12	0	0	0	12	0	0	
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	0	9	0	9	(9)	0	Works delayed to 2018/19
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	75	0	0	75	0	0	75	0	75	(75)	0	works delayed to 2018/19
11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	0	45	0	45	0	0	45	0	45	0	0	
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	6	0	6	0	6	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill		0	0	0	0	0	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	0	31	0	0	31	26	0	Forecast back into this year as works will be complete prior to the end of this financial year.
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES		0	0	0	0	0	0	0	0	0	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.		4	0	0	4	0	4	0	0	4	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)		0	0	0	0	0	0	0	0	0	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops		0	0	0	0	0	0	0	0	0	0	0	
11195013	S278 Wellesbourne Distribution Park Signs		0	0	0	0	0	0	0	0	0	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs		0	0	0	0	0	0	0	0	0	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	66	(10)	0	0	56	66	(10)	0	0	56	0	0	
11441002	Nuneaton Town Centre Signing Improvement	25	0	0	0	25	25	0	0	0	25	0	0	
11441004	Clifton on Dunsmore Traffic Calming Scheme	0	0	68	0	68	0	0	68	0	68	0	0	
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	15	0	0	16	3	3	Increased Balfour Beatty Costs to be met by WCC Passenger Transport Team S106 Revenue Budget
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	

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			£ 000's	£ 000's				£ 000's	£ 000's					
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	69	0	0	69	4	4	Additional costs for street lighting funded by developer
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	0	9	0	0	9	0	0	
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	0	396	0	401	(396)	0	Scheme delayed whilst scope is agreed with the Developer. Now expected 2018/19
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	58	332	0	0	391	58	0	332	0	391	(332)	(0)	Scheme has been delayed whilst negotiations continue to acquire the necessary land.
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	0	11	0	148	(11)	0	Delayed to 2018/19
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	100	150	0	871	621	100	150	0	871	0	0	
11326000	Elliot's Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	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	216	1,034	0	2,553	(509)	25	The final junction improvement has been delayed whilst elements of the scheme are re-designed including some additions to the overall costs funded by the developer
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	25	0	273	617	319	25	0	273	617	0	0	
11418000	Phase Gateway Rugby to Rugby from Centre Cycle Scheme	18	15	115	109	257	18	15	115	109	257	0	0	
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	The balance of funding on this project will be subject to a separate report to Cabinet regarding its allocation
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	209	80	0	650	20	100	Substantial additional work identified in safety audit. 100% of the cost will be paid by the developer under the terms of the S278
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	0	500	0	500	0	0	500	0	500	0	0	

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			£ 000's	£ 000's				£ 000's	£ 000's					
11461000	A47 The Long Shoot Nuneaton	0	600	0	0	600	0	300	300	0	600	(300)	0	Start of scheme delayed until early 2018 and construction is now expected to continue into 2018/19
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	242	0	0	245	20	20	Scheme now substantially complete. Increase in final costs will be 100% covered by the Developer under the terms of the S278
11506000	A426 Southam Road, Southam	0	245	0	0	245	0	279	0	0	279	34	34	Increase in cost for additional drainage and embankment works. 100% of this increase will be covered by the Developer under the terms of the S278 Agreement
11507000	A428 Lawford Road, Rugby	0	0	450	0	450	0	0	450	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	47	75	0	0	122	47	75	0	0	122	0	0	
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	630	0	0	667	117	117	Additional statutory undertakers works required which will be 100% covered by the Developer via the S278 Agreement
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	650	200	0	850	(200)	0	Scheme due on site in Jan 18 but likely to continue into 2018/19
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	100	0	0	100	0	155	0	0	155	55	55	Project costs higher than estimated but will be 100% recoverable under the terms of the S278
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	150	0	0	153	3	150	0	0	153	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	0	150	0	151	1	0	150	0	151	0	0	
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	200	0	0	201	1	0	200	0	201	(200)	0	The changes required as a result of the Technical Review has meant that construction is now expected in 2018/19
11551000	A47 Long Shoot - relocation of a refuge island	7	75	0	0	82	7	0	75	0	82	(75)	0	S278 Agreement now expected to be signed in 2018/19
11552000	Warwick Town Centre transport proposals	0	550	0	0	550	0	250	300	0	550	(300)	0	The budget relates to 2 town centre schemes. 1 will be delivered in 2017/18, the other has slipped to 2018/19
11575000	A426 Leicester Road, Rugby.	0	0	0	0	0	0	0	0	0	0	0	0	
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	500	500	0	1,000	0	500	500	0	1,000	0	0	
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	150	500	0	650	0	150	500	0	650	0	0	
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	1,000	1,800	0	2,800	0	1,000	1,800	0	2,800	0	0	
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	700	2,000	0	2,700	0	700	2,000	0	2,700	0	0	

D Transport & Economy

Agresso Project Code	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
11582000	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	0	500	0	500	(500)	0	Technical Review and S278 delays mean that the work is now expected to be carried out in 2018/19
11598000	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	0	3,500	0	3,500	0	4	3,500	0	3,504	4	4	Main works expected to start in Summer 2018; project entirely funded by developer
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	0	0	150	0	150	0	0	150	0	150	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	150	0	0	150	0	0	150	0	150	(150)	0	Technical Review and S278 delays mean that the construction is likely to start in 2018/19
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	0	200	0	200	0	0	200	0	200	0	0	
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	0	0	0	0	0	0	150	0	150	0	150	New project approved by Deputy Leader on 20th October
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	0	0	0	0	0	0	0	300	0	300	0	300	New project approved by Deputy Leader on 20th October
11636000	A452 Myton Road and Shire Park Roundabouts	0	0	0	0	0	0	0	0	3,800	3,800	0	3,800	New project approved by Council on 21st September
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	0	0	0	0	0	7,500	7,500	0	7,500	New project approved by Council on 21st September
11638000	A452 M40 spur west of Banbury Road	0	0	0	0	0	0	0	0	7,600	7,600	0	7,600	New project approved by Council on 21st September
Total Funded Developer Schemes		10,350	20,845	11,712	382	43,289	10,350	17,823	15,590	19,282	63,045	(3,022)	19,756	

Grand Total - All Transport & Economy	152,604	61,791	45,615	21,506	281,516	152,604	52,674	57,330	48,071	310,679	(9,117)	29,163
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Net Red Risk Commentary

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	31/12/2017	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>

D Transport & Economy

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0895	A major flood risk materialises	Michael Green	31/12/2017	16	<p>Maximise the opportunities to get funding to deliver schemes to alleviate flooding.</p> <p>Publicise all we are doing to manage flood risk (e.g. Flood Summits)</p> <p>Putting operational procedure for team in place for flood events.</p> <p>Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding.</p> <p>Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development.</p> <p>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	5,638	0	5,638	4,583	(1,055)	This variance is partially the planned use of 0-5 Transformation funding for 2018/19 and beyond. A definitive programme of work has been agreed and timetabled for this year and the under-spend will be requested to be put into the earmarked reserve at year-end, (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	677	0	677	677	0	
Transition	712	0	712	491	(221)	This under-spend relates to both the local and national HOUSE project for Care leavers of which the funding is provided by the DfE. This under-spend will need to be held in an earmarked reserve for use in 2018/19.
Social Care North	16,106	0	16,106	17,832	1,726	Overall Forecasts for Children Looked After Placements costs for North & South are forecast to be £1,340,000 over-spend (Including Internal Foster care forecasting an under-spend of £443,000, Residential an over-spend of £722,000 and External Foster care forecasting a £838,000 over-spend). Staffing is showing an overall over-spend of £884,000 of which is £1,410,000 is on agency social workers and there is an under-spend of £236,000 on social workers, and £192,000 under-spend on sessional workers. Section 17 is forecast to overspend by £48,000. 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 SEND children's equipment spend of £129,000. Further investigation on the varying cost drivers for this large increase are being sought from the ICES service. Direct Payments have seen a slight increase this month and is now predicted to over-spend by £188,000. On-going analysis of the increases is being looked into in order to provide a robust forecast for the year.
Social Care South	13,720	(1,376)	12,345	13,571	1,226	
Social Care South - WES Traded Services	(20)	0	(20)	(50)	(30)	
Social Care Countywide	10,113	0	10,113	10,602	489	Overall Forecasts for Children Looked After Placements costs for Countywide are forecast to be £71,000 over-spend (including Internal Foster care forecasting an over-spend of £193,000 Residential an under-spend of £181,000 and External Foster care forecasting a £18,000 over-spend). Staffing is showing an overall under-spend of £200,000 of which there is an over-spend of £162,000 on agency social workers which is off set by an under-spend of £329,000 on social workers. There is a large over-spend of £333,000 on 16+ accommodation and allowances but this is reflective of a more robust forecast. School transport is showing a £203,000 over-spend and the buying and selling of adoptive places is showing an over-spend of £219,000 against budget.
Family Support	6,832	0	6,832	6,625	(207)	Vacancies are being held due to potential changes to the service following consultation on the future of the Children's Centres & savings.
Initial Response	1,787	1,387	3,174	3,317	143	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	320	0	320	303	(17)	
Service Development & Assurance (Children's)	1,803	(12)	1,791	1,725	(66)	
Net Service Spending	57,688	(1)	57,688	59,676	1,988	

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		(2,913)	(2,913)		This will be funded via Peoples Group General Reserve
Young Carers Contract	100	(50)	0	50		
Priority Families	930	(300)	0	630		
Ring Fenced House Project Grant	0	0	233	233		
Traded	126	0	50	176		
0-5 Strategy For Children	844	0	612	1,456		
DSG	0	0	30	30		
Total	2,000	(350)	(1,988)	(338)	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	269	327	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. 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 to 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	150	250	250	250	250	There has been a sharp increase in court and legal Service Level Agreement costs in the past two months which has meant that this demand led saving will not now be achievable in full. It should be noted that savings of over £1,000,000 have been saved in previous years.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	408	308	408	2,600	1,628	5,200	3,000	This saving is intrinsically linked to PG-CF-06 (see below)
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	
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 fostercare scheme	711	80	110	1,151	851	1,571	1,000	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. 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. Estimated Savings for 2019/20 have been prudently reported but all effort will be made to achieve the savings in full.
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	12	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 SEND). 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.

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-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	10	5	5	120	120	170	170	For 2017/18 Traded Services is achieving the £10,000 savings as anticipated. For 2018/19 savings of £100,000 are anticipated from youth interventions (pre-CAMHS) with a further £50,000 in 2019/20 following the award of the CAMHS contract Discussions between the service manager & Commissioning and others 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-CAMHS 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	336	436	161	161	167	167	
CF-OOP14-18	Childrens Centres	0	0	0	700	700	700	700	
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	0	31	31	The service is working with external partners to mitigate the probable slippage of these savings for 2018/19 and achieve them in full in 2019/20.
Total		2,289	1,160	1,451	6,311	5,008	9,447	6,676	
Target			2,289	2,289		6,311		9447	
Remaining Shortfall/(Over Achievement)			1,130	838		1,303		2,771	

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	9,657	200	9,857	8,506	(1,351)	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. The additional costs to address the outstanding Deprivation of Liberty assessments is also expected to be less than previously forecast.
Disabilities	62,803	(200)	62,603	62,771	168	There is an over spend of £327,000 against the learning disabilities budget which is partially offset by an under spend of £159,000 against the physical disabilities budget. Supported Living remains to be the single greatest pressure within the learning disabilities budget, however this forecast has reduced significantly during the period as the result of work that has been undertaken to review these package costs now showing results. The underspend against Physical Disabilities is primarily driven by homecare where there are lower customer numbers and unit costs than used at budget setting. The disparity across the two budgets will need to be reviewed for 2018/19.
Mental Health	8,400	0	8,400	7,898	(502)	There is an under spend of £310,000 against Service Level Agreement's for this year, which is non-recurrent. Current activity for Deprivation of Liberty has increased, resulting in increased expenditure. Plans are in place to reduce the level of outstanding Deprivation of Liberty assessments, with the expenditure for this included in the Head of Service forecast. The remaining under spend 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	17	347	269	(78)	Under spend relates to funding transferred from reserves for the Adults Safeguarding Boards following transfer of the PPA business unit.
Older People	41,815	0	41,815	43,449	1,634	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. The forecasts have been adjusted for additional in-year budget for the impact on the services of increased Home Care rates which took effect during Q3.
Integrated Care	10,029	0	10,029	8,063	(1,966)	The forecast underspend has increased by £800,000, this is where previous forecast spend against projects such as the Assistive Technology Pilot have been reassessed and now more accurately reflect what will actually be spent by the end of the financial year.
Net Service Spending	133,034	17	133,051	130,956	(2,095)	

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	2,095	10,413		
Total	5,318	3,000	2,095	10,413	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	
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	
PG-SCS-02	Ensure residential care for people with a disability appropriately meeting need and is cost effective	317	238	317	317	317	317	317	
PG-SCS-03	Ensure supported living services for people with a disability are appropriately meeting need and are cost effective	300	266	300	300	300	300	300	
PG-SCS-04	Redesign contract arrangements for short breaks for people with disabilities, ensuring more consistent use of residential respite	0	0	0	332	332	723	723	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving
PG-SCS-05	Reshape the day opportunities offer for people with disabilities	200	35	35	200	35	200	35	Plans are delayed but some savings have been made through community led approach Under achievement mitigated in 2017/18 by savings elsewhere in Disabilities Reshaping of plans will continue 2018/19
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	724	1,002	1,002	Savings delivery will be achieved in line with delivery of the transformation programme in 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	335	447	447	447	447	447	
PG-SCS-09	Maximise all customer charging opportunities	200	200	200	200	200	200	200	
PG-SCS-10	Occupational therapy - improve moving and handling training services	878	658	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	789	1,428	1,428	Savings delivery will be achieved in line with delivery of the transformation programme in social care. The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving.
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	
PG-SCS-13	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	300	150	200	300	300	300	300	Delivery of this saving is delayed (but can be mitigated in 2017/18) and further work is 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	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
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	
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	0	1,980	780	Delivery of this plan remains a risk. The ASC MTFP for 2019/20 mitigates £780,000 of the saving. Further work is needed to plan remaining required 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	Savings on track. The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving and the plan for the remainder of the savings is being scoped.
PG-SCS-19	Consideration of alternatives to day opportunities	0	0	0	701	701	1,402	1,402	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 '18 with the service in place by September '18. Mitigation is in place for 2017/18 and there is a potential shortfall of £140k 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	
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	30	30	30	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the savings
Total		5,343	4,383	4,878	10,830	9,400	15,391	13,618	
Target			5,343	5,343		10,830		15,391	
Remaining Shortfall/(Over Achievement)			960	465		1,430		1,773	

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	50	300	0	350	0	50	300	0	350	0	0	
11555000	Extra Care Housing	0	0	2,000	1,000	3,000	0	0	2,000	1,000	3,000	0	0	
		0	50	2,300	1,000	3,350	0	50	2,300	1,000	3,350	0	0	

Net Red Risk Commentary

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	22/12/2017	12	Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies Further mitigation plans are being developed Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand	12	Review of Programme Activity 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.

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	1,947	(180)	1,767	1,582	(185)	Reduced expenditure for project management and agency staff
Service Development and Assurance (Business and Systems)	2,275	0	2,275	1,069	(1,206)	The majority of 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. The remainder of the under spend relates to early achievement of 18/19 savings through reduced staffing costs.
All Age Disabilities	954	0	954	903	(51)	
Integrated Elderly Care	1,470	0	1,470	1,562	92	Increased costs for the Meals Service £20,000 and the Dementia Navigator service £116,000, offset by reduced expenditure against Carers transitional funding and higher than budgeted income.
Market Management and Quality	723	122	845	681	(164)	Under spend is due to additional budget received to increase capacity and the normal delays to recruitment.
Children's Commissioning	5,665	40	5,705	5,413	(292)	£248,000 underspend for Housing Support due to reduced funding for HEART, reduced costs for Single Homeless and lower than expected contingency required. Further under spend of £37,000 due to non-renewal of Home Safety Check scheme.
Net Service Spending	13,034	(18)	13,016	11,210	(1,806)	

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		1,806	5,642	-1,008	This transfer is required to fund post project developments and support as planned and agreed with the Mosaic Board.
DSG	0			0		
Total	3,836	0	1,806	5,642	(1,008)	

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	120	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	37	37	37	37	37	37	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	203	203	203	252	252	374	374	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	104	75	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	12	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	2,708	2,737	3,063	3,063	3,890	3,890	
Target			2,737	2,737		3,063		3,890	
Remaining Shortfall/(Over Achievement)			29	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	30	56	0	216	(56)	0	Possible proposals now slipped to 2018/19.
11021000	Adult Social Care Modernisation & Capacity 2012-13	46	0	951	0	997	46	55	896	0	997	55	0	5 new projects to be funded for a total of £200k as follows: £50k for 11021004 The Grange, Valley Road, £125k for 11021005 Dementia Friendly Environments in ECH and £150k for 11021006 Changing Places (2017)
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	2,132	1,507	555	0	4,194	0	0	
		7,762	5,442	1,506	0	14,710	7,762	5,441	1,507	0	14,710	(1)	0	

Net Red Risk Commentary

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 Better Care Fund. 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	354	(1)	
Customer Service Centre	2,410		2,410	2,258	(152)	This Service has a number of vacancies - difficulties are being experienced in recruiting the right calibre of staff
Customer Relations	234		234	236	2	
Face to Face (including Libraries and Registration Service)	3,911		3,911	3,926	15	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	634	(109)	There has been challenges to recruit staff to support the digital programme.
E Services and Business Development	776		776	772	(4)	
Family Information Service	157		157	166	9	
Traded Services - Educational	(37)		(37)	(35)	2	
Traded Services - Non Educational	0		0	0	0	
Net Service Spending	8,549	0	8,549	8,311	(238)	

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		159	418		
Warwickshire Local Welfare Scheme	714		79	793		
Total	1,129	(156)	238	1,211	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	30	30	30	
RG-CS-02	Increase income from the Registration Service	100	66	66	110	110	145	145	A marketing plan is in place to increase income generation
RG-CS-03	Reduction in the resources available to undertake projects within Customer Services	30	30	30	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	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	0	0	0	90	90	
Total		356	322	322	366	366	491	491	
Target			356	356		366		491	
Remaining Shortfall/(Over Achievement)			34	34		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	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	66	0	0	186	252	66	0	0	0	66	0	(186)	£185,504 transferred to 11040000 as per previous request by Head of Service
10645000	One-Stop Shops Expansion Programme 2009/10	70	112	0	21	203	70	112	0	21	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	225	134	161	2,153	2,673	225	287	509	1,600	2,620	152	(52)	£238k Budget decreased Capital receipt works at Alcester Library (project 11400000) as sale of property has fallen through, £185,504 transferred to 11040000 as per previous request by Head of Service
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	280	0	0	374	94	280	0	0	374	(0)	(0)	
		514	526	161	2,408	3,610	514	679	509	1,670	3,372	152	(238)	

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	266	42	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	1,108	(21)	
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	27		27	14	(13)	
Communities Group and Fire and Rescue Local Finance, Procurement	656		656	506	(150)	This is mainly a result of more income from procurement than originally planned, plus some other minor underspends across other budget headings. There is a proposal (see below) to ring fence some of this to invest in better contract management.
People Group Local Finance, Financial Benefits and Advice	1,818		1,818	1,631	(187)	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). Two senior posts (Strategic Finance Manager and Group Finance Manager) to support the People Group have now been filled.
Traded Services - Education	(237)		(237)	(280)	(43)	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	3,617	0	3,617	3,245	(372)	

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		375	649		
Finance - Service Improvement Projects	325			325	(107)	Income to be set aside to invest in contract management development and training for the organisation in 2018/19 (£100k) and additional capacity to support the financial aspects of the Fire "inspection", which will now occur in 2018/19.
Finance Training Reserve	95		(3)	92		
Total	694	0	372	1,066	(107)	

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	200	200	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	659	659	689	689	784	784	
Target			624	624		689		784	
Remaining Shortfall/(Over Achievement)			(35)	(35)		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	1,287	(116)	This is largely due to staffing vacancies (turnover and maternity) which have proved difficult to recruit to. The service has now gone slightly over capacity in HR advisory to provide stability.
Human Resources Service Centre	2,427		2,427	2,530	103	Agreed overspend to be offset against wider service underspend. The current overspend is due to additional staffing costs to support the implementation of Your HR. This may increase if additional staffing is needed to implement Phases 2 and 3.
Business Partners and Learning and Organisational Development	1,671		1,671	1,611	(60)	Vacancies in the team in the process of being recruited to.
Human Resources Head of Service and Internal Apprenticeship Programme	703		703	503	(200)	Head of Service post which has not been replaced and vacancies within the apprenticeship team.
Traded Services - Education	(119)		(119)	(149)	(30)	Reduced expenditure due to staffing vacancies.
Traded Services - Non Education	38		38	27	(11)	Increased levels of trading income
Net Service Spending	6,123	0	6,123	5,809	(314)	

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			537		
Human Resources - Service Improvement Projects	30		248	278		
Growing for Growth Apprenticeship Scheme	711	(557)	66	220		
Total	1,278	(557)	314	1,035	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	138	138	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	340	340	388	388	697	697	
	Target		313	313		388		697	
	Remaining Shortfall/(Over Achievement)		(27)	(27)		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	252	(7)	
Members Support	35		35	26	(9)	
Strategy and Programme and Innovation	1,012		1,012	967	(45)	Variation is due to a reduction in staffing costs. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Corporate ICT Development	1,277		1,277	1,010	(267)	A number of projects have confirmed underspends. There are also a number of projects that are on hold pending external decisions.
Customer and Supplier Services	1,433		1,433	1,388	(45)	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	3,159	4	
Systems Design and Architecture	1,088		1,088	1,048	(40)	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	821	2	823	793	(30)	Variation is due to staff vacancies. The plan is to use this to support the shortfall in the Warwickshire Education Service surplus target
Information Management	359		359	345	(14)	
Traded Services - Education	(303)		(303)	(146)	157	The schools service will not be able to deliver their full Traded Surplus 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 the business unit.
Net Service Spending	9,136	2	9,138	8,842	(296)	

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)	265	265		
Going for Growth - BDUK	589	(373)	31	247		
Total	777	(561)	296	512	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	146	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	

L IT 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-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	1,048	1,102	1,465	1,465	1,870	1,870	
	Target		1,102	1,102		1,465		1,870	
	Remaining Shortfall/(Over Achievement)		54	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	
10363000	Property Systems Development	329	0	0	0	329	329	0	0	0	329	0	0	
11121000	Development of Rural Broadband	11,559	7,048	8,084	10,479	37,170	11,559	3,439	9,715	12,457	37,170	(3,609)	0	
11465000	WCC Information Assets Purchases (multiple years)	546	373	428	400	1,746	546	131	548	521	1,746	(241)	0	Slippage owing to contract for Project Connect (Unified Comms) not yet signed hence costs being deferred into 18/19 onwards
11606000	2017-18 ICT Software Development	0	622	0	0	622	0	590	0	0	590	(32)	(32)	The forecast value has changed as a result of changing business priorities increasing the proportion of work on projects that do not create software assets versus those that do create software assets. The forecasting technique has also been enhanced
		12,434	8,042	8,512	10,879	39,867	12,434	4,161	10,263	12,977	39,835	(3,882)	(32)	

Law & Governance - Sarah Duxbury
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
Democratic Services	525		525	592	67	The overspend is as a result of the investment in webstreaming. Implementation plan being worked up to deliver this financial year subject to contractor availability.
Insurance, Internal Audit and Risk Management	578	(81)	497	462	(35)	
Law & Governance Administration	96		96	3	(93)	£69,000 of this underspend is to be used to support the overspend within Democratic Services resulting from the investment in webstreaming.
Legal Core	409		409	446	37	
Traded Services - Educational	(96)		(96)	(43)	53	The overspend is a result of greater costs in service delivery, level of expected new work not realised and more external educational legal work now being routed through the new legal company. Plans being developed for new services to schools.
Traded Services - Non Educational	(635)	81	(554)	(823)	(269)	Increase in external customer trading particularly in Legal Services
Net Service Spending	878	0	878	637	(241)	

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)	241	241		
Warwickshire Counter Fraud Partnership	36	(16)		20		
Total	141	(121)	241	261	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	1,204	17	1,221	1,210	(11)	
Transformation Assurance & Performance	1,390		1,390	1,348	(42)	Variation due to ongoing staff vacancies
Performance Administration	399	(17)	382	272	(110)	Variation is due to underspends on staffing costs and staff vacancies to be funded from the Corporate Transformation Fund, recruitment is now underway.
Business Improvement & Support	459		459	444	(15)	
Commercial Enterprise	243		243	243	0	
Resources Transformation	526	439	965	927	(38)	Variation is due to underspends on fixed term and agency staff
Net Service Spending	4,221	439	4,660	4,444	(216)	

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)	97	97		
Resources Transformation Fund			38	38		
Corporate Transformation Fund			81	81		
Total	222	(222)	216	97	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	0	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	0	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	1,024	0	1,024	1,018	(6)	Reliant upon redundancy cost being covered by WES Surplus. £70,000 staff cover cost for Strategic Asset Management; £1,400 Landlord consent costs re WCC Landlord duties in respect of schools, Confirmation of estimate for Hawkes point self financed borrowing costs (reducing forecast from £84,000 to £5,000)
Construction Services	1,447	0	1,447	1,520	73	Increase in expenditure on Ground Mounted Solar and Battery Storage projects.
Facilities Management	8,651	(200)	8,451	8,329	(122)	Reduced forecast for building maintenance, security, Equipment & Equipment repair, professional and legal fees, IT support and reimbursement income from external organisations due to actuals info.
Estates and Smallholdings	(754)	2	(752)	(171)	581	Forecast now excludes the savings from the sales of Meadow Farm and Eastboro Way for which the capital receipts are under risk of not being received in year. Estates and smallholdings include staffing savings made through redundancies and maternity leave.
Asset Strategy	261	0	261	205	(56)	Savings from the restructure of Strategic Asset Management
Property Rationalisation Savings	(825)	259	(566)	41	607	Forecast for PRP savings has been reduced to £470,550 to account for the actual savings forecast to be achieved this year. Savings from (Exhall Grange, Alcester Library, Atherstone, Binley woods Library and Montague road) are now either not going to materialise in this year or may potentially slip. Additional PRP expenditure costs at £70,000 each for both Montague Rd and Barrack St - strategic review RIBA Stages 0 and 1
Traded Services - Education	(1,057)	0	(1,057)	(1,145)	(88)	Forecast includes an estimate of the Catering Dividend from Educaterers and Increased WES income due to new Asbestos remedial works contract with Barford St Peters school.
Traded Services - Non Education	(178)	0	(178)	(208)	(30)	Revision to capital maintenance work programme increasing forecasted fees.
Net Service Spending	8,570	61	8,631	9,589	958	

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		(958)	(958)		
Community Energy scheme	94	(94)		0		
Catering Equalisation Account	401	(100)		301		
Total	495	(194)	(958)	(657)	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	149	149	1,250	1,250	1,640	1,640	Surplus property OOPs Savings forecast shows £148,619 to reflect the capital receipts for Kenilworth Greenway and Weddington Top Farm (Part land sale) that have come in this financial year. Forecast now excludes the savings from the sales of Kenilworth Library access road, Meadow Farm and Eastboro Way reflecting that the capital receipts are under risk of not completing in this financial year due to late abnormal development cost claims being made by the purchasers and other planning adjustments needing to be negotiated before sales can complete. These disposals are being monitored on a weekly basis as the forecast could significantly improve if negotiations can be completed before the end of the financial year. Controls are in place to ensure that the service continues to accurately forecast the timing of these significant receipts within the OOP2020 overall timeframe.
RG-PA-04	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	220	220	220	270	270	320	320	
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	44	44	500	500	500	500	PRP savings from the vacation of Lancaster House at Exhall Grange, disposal of Alcester Library, Unit at Racemeadow Road Atherstone, Binley woods Library and Montague road are unlikely to be achieved in this financial year due to slippages. Savings of over £470,000 have been achieved to date, which has been used to offset unmet savings from the previous year, and that adjustment is reflected here. The service continues to identify additional property rationalisation and disposal projects in order to meet this target within the OOP2020 overall timeframe.
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	1,050	1,050	2,657	2,657	3,347	3,347	
Target			2,157	2,157		2,657		3,347	
Remaining Shortfall/(Over Achievement)			1,107	1,107		0		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 £ 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	1,405	0	0	1,686	281	705	700	0	1,686	(700)	0	Slippage due to revised completion date for project works extended into 2018/19.	
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	0	0	739	0	(175)	£174,500 transferred to Strategic Site Planning Block Header 11440000 to cover anticipated costs	
10972000	Planning Consent For Europa Way	531	0	0	0	531	531	100	20	0	651	100	120	Report to follow to cabinet to explain increase in costs and to agree funding	
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	0	240	0	0		

O Property Services

Agresso Project Code	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	
11440000	Strategic Site Planning applications	884	506	0	0	1,390	884	404	340	321	1,949	(102)	559	£174,500 transferred from 10971000 (Aylesford flood alleviation) Report to follow to cabinet to explain increase in costs and to agree funding
11503000	Planning Consent re the disposal of Dunchurch depot	10	70	0	0	80	10	30	40	0	80	(40)	0	Planning still to be submitted for Paynes Lane site.
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	40	1,572	0	4,400	(1,572)	0	Project slippage due to procurement delays.
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	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	0	0	0	2,737	2,737	9	0	0	2,746	9	9	Additional £9020 funded from 11226000
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,741	145	0	0	5,886	5,741	120	0	0	5,862	(24)	(24)	£24,395 transferred to 11290000
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	(15)	0	0	1,220	(15)	(15)	£6,724 transferred to 11287000 and £8,318 transferred to 11288000 = £15.042 Total
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,679	0	0	0	2,679	2,679	(43)	0	0	2,636	(43)	(43)	£9,020 transferred to 11144000 and £33,980 transferred to 11286000 = £43000 Total
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,791	0	0	0	5,791	5,791	(79)	0	0	5,712	(79)	(79)	£78,691 transferred to 11290000
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	1,679	0	0	1,679	-	1,762	0	0	1,762	82	82	£33,980 transferred from 11226000 & another £48k from 10400000
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,251	(11)	0	0	1,240	1,251	(4)	0	0	1,247	7	7	£6,724 transferred from 11225000
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	770	0	0	770	-	778	0	0	778	8	8	£8,318 transferred from 11225000
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	-	7,173	0	0	7,173	103	103	£78,691 transferred from 11227000 and £24,395 transferred from 11145000 = Total £103,086
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	10	38,191	0	491	443	10	38	0	491	0	0	

O Property Services

Agresso Project Code	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	
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	0	0	0	179	(48)	(48)	Transferred to 11286000 for contribution towards planned maintenance projects involving energy efficiency works
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														
11228000	Rural Services Capital Maintenance 2015/16	794	0	0	0	794	794	(19)	0	0	775	(19)	(19)	Creditor from 16/17 on project 11228039 that we will no longer be receiving a charge for.
11291000	Rural Services Capital Maintenance 2016/17	561	268	0	0	829	561	313	0	0	874	45	45	Actual spend higher than forecast for projects 11291014, 11291017-19, 11291021, 11291026-27, 11291032, 11291035, 11291038-39, 11291042-43
11292000	Rural Services Capital Maintenance 2017/18	0	519	0	0	519	-	476	0	0	476	(42)	(42)	Start dates of some original potential projects have been moved to 2018/19 - reduction in planned projects
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	
		49,256	14,793	10,918	9,730	84,696	49,256	12,462	13,415	10,051	85,184	(2,331)	488	

Fire - Andy Hickmott
Strategic Director - Monica Fogarty
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	10,559	539	Since reporting at Q2 the Service has continued to see the pressure of establishment vacancies and long term sickness due to mostly to shoulder, knee and hip operations. The Service continues to use a business continuity crewing pool to cover these shortfalls. However, following a successful recruitment campaign during the summer the Service now has new recruits in place which will significantly reduce the need for the use of this pool. During OOP 1 the Service delivered savings ahead of schedule to build up a limited amount of capacity funding in order to deliver a planned approach to known future pressures, of the £540,000 overspend in this area the Service has earmarked £252,000 from the Service Saving reserve to support this variance.
Service Delivery - Planning and Protection	810		810	877	67	The majority of this overspend is related to staffing within the Fire Protection department. Due to the specialist nature of the roles the Service has funded a handover period at management level to ensure business continuity. In addition the Water department has received new Highways road closure charges. The Service has earmarked the planned use of £15,000 from the Service Saving Reserve to support these.
Service Delivery - Fire Control	765		765	756	(9)	
Service Delivery - Prevention	587		587	553	(34)	The Service is currently forecasting an overspend of £40,000 to deliver the Heartshield project in partnership with Public Health. Funding for this is currently being held in the Service Saving reserve and a request to draw down £40,000 will be made at Q3. In response to performance information and in order to address an increase in deliberate fires and anti social behaviour some additional planned capacity within the Arson Reduction department has also resulted in an overspend of £24,000 this will also be funded from Service Savings. The Service received additional one off funding from the County Council in 17/18 to support the Vulnerable People agenda due to the time required to recruit the necessary fixed term contracts it is unlikely that this will all be spent before the end of March 2018 so Cabinet will be requested to approve £75,000 to carry forward into 2018/19.
Service Support - Technical Support	2,306		2,306	2,357	51	This overspend is a result of the planned purchase of additional operational equipment, during OOP 1 the Service delivered savings ahead of schedule to build up a limited amount of capacity funding in order to deliver a planned approach to known future pressures and this £48,000 overspend has been planned to be funded from the Service Saving Reserve.
Service Support - Training & Development	1,485		1,485	1,802	317	This overspend is a result of the additional costs associated with the training of new recruits. This planned over spend is to be supported by the Training Reserve of £198,000 which was previously earmarked in order to plan for the costs of initial training. This remaining overspend of £52,000 will be met from the Service Saving Reserve.
Service Improvement - Business Transformation & Projects	342		342	623	281	There are planned overspends of £73,000 on the Joint Control Programme, £41,000 on Emergency Services Network programme and £48,000 on the project to replace ICT systems. All of these are planned to be met from reserves either provided by central government funding or other funding set aside for these purposes. Due to an immediate need to improve operational preparedness following real events and training exercises during the year the remainder is to provide extra capacity to support business continuity and operational assurance. The remaining overspend is planned to be funded from the Service Saving reserve £131,000.
Brigade Management	565		565	581	16	
Service Support - HR, IT, Finance & Pensions	1,837		1,837	1,737	(100)	If, as expected there are no ill health retirements during 2017/18, the pension budget will be £162,000 underspent. Off setting this is additional planned expenditure of £75,000 within the Communications department which is planned to be funded from Service Saving reserve and other minor variations.
Net Service Spending	18,717	0	18,717	19,845	1,128	

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)	0	267	0	
Operational Training	198		(198)	0	198	To fund the costs of training new recruits
RSFRS Project	132		(48)	84	48	To fund the costs of replacement of critical systems

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
Emergency Services Mobile Communications Plan	545		(41)	504	41	To fund project management costs associated with the implementation of the new National Emergency Services Network
Fire Control Project	279		(73)	206	73	To support the ongoing costs of this project due for completion in 2018/19
Service Savings Reserve	821	495	(843)	473	562	To support planned additional capacity expenditure
Vulnerable People earmarked reserve	0		75	75	(75)	As part of setting the 2017/18 budget Cabinet approved an allocation of £200,000 for WFRS to deliver enhanced services supporting the Vulnerable People agenda. Cabinet is asked to approve the carry forward of £75,000 to complete the delivery of these services in 2018/19.
Total	2,737	0	(1,128)	1,609	847	

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	0	300	0	
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	368	2,668	368	
	Target		368	368		668		2,668	
	Remaining Shortfall/(Over Achievement)		0	0		300		2,300	

Net Red Risk Commentary

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	02/01/2018	12	<ol style="list-style-type: none"> 1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny. 2. Project risk registers for Command and Control project workstreams populated with emerging risks. 3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It was has now been agreed to move to one main decision making board. 4. Improved communications established with Capita through programme board. 5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date. 6. Business Continuity arrangements as set out in R0901. 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. 8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress. 9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager. 10. Reporting by exception to the Home Office leads. 11. Request for specific dedicated resource from CAPITA to assist with completion of project. 12. Review Current payment schedule, particularly SAT and UAT contract and payment milestones. 13. Legal letter to Capita re changes to SAT and UAT contract and payment milestones. 14. Calculate and collate budget pressures incurred as a result of project delays 15. Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation. 	12	<ol style="list-style-type: none"> 1. Continue to take legal advice around contractual arrangements with Capita. 2. Continue to take legal advice around possibility of obtaining compensation from capita. 3. Withhold final payment until full system functionality is confirmed by NWFRS.
R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	02/01/2018	16	<ol style="list-style-type: none"> 1) 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. 2) The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly. 3) The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk. 4) 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. 5) Corporate Business Continuity Plan and Policy approved by Corporate Board. 6) 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. 7) 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. 8) 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. 9) 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. 10)WFRS has taken all possible action both managerially and legally to deliver key projects. 11)A range of key actions have been completed as part of the operational preparedness & resilience work schedule 	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>Continue desktop and live testing of business continuity and emergency plans.</p> <p>GC Response to develop options for providing a more resilient incident command structure.</p>

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	02/01/2018	16	1) Implementation of new duty systems, e.g. Day Crewing Plus, Peak Demand to release resources for redeployment around the service 2) Monthly performance measures to monitor effectiveness of response activity including duty systems, availability and response times, and sickness levels. 3) Business Continuity plans to deal with spate conditions and periods of seasonal demand such as hot weather or wide scale flooding. 4) Use of crewing pool to fill short term gaps in crewing levels. 5) Daily dynamic movement of resources by Fire Control 6) Use of flexible contracts 7) Developed an IRMP during 2016, presenting a response model with sufficient resilience built in to maintain minimum crewing levels. 8) Implement new Resources Manager role to co-ordinate and manage crew availability. 9) Enhanced remuneration for Business Continuity crewing pool. 10) WDS and RDS recruitment processes implemented. 11) New Business Continuity Post introduced. 12) 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. 13) 13 new WDS staff employed and assimilated into establishment. 14) Development and implementation of Workforce Plan 15) Application of Sickness Absence policy and sickness management arrangements	12	Continue to review and test Business Continuity and emergency plans to ensure they are suitable and sufficient. Operational Preparedness Officer to develop proposals for a more resilient incident command structure 16 WDS personnel to complete recruit training and be assimilated into the establishment
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	DCFO Rob Moyney	02/01/2018	12	Monthly monitoring of the budget is provided through the People and Finance Meeting. Monthly monitoring of performance is provided by the Brigade Command Team Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain Dialogue continues with neighbouring agencies, but limited progress in identifying a suitable merger-combination. The RAG rating of the OOP monthly highlight report to Corporate Board has been upgraded to red.	12	Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO Continue political discussion with Portfolio Holder and political lead for transformation programmes. Continue to explore the opportunities for expanding the trading arm of Training and Development.

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 received as a result of the late announcement of grant to compensate for changes to business rates reliefs and discounts. The level of these grants was not known at the time the 2017/18 budget was agreed, but have been built into the 2018/19 OOP financial refresh.
Central Block DSG and other central grants to support schools and pupils	(76,133)	89	(76,044)	(76,044)	0	
Capital Financing Costs	34,880	(61)	34,819	33,271	(1,548)	Underspend is a result of a reduction in the required repayment of our long term borrowing (Minimum Revenue Provision) in 2017/18. The amount we are required to pay is based on the debt outstanding at the end of the previous financial year. This was lower than anticipated due to the levels of slippage in 2016/17.
Strategic Management Team	1,455	68	1,523	1,231	(292)	Underspend on staff budgets
County Coroner	416		416	441	25	
Environment Agency (Flood Defence Levy)	232		232	232	0	
External Audit Fees	175		175	120	(55)	The clean audit of the Council's 2016/17 accounts meant the supplementary work undertaken was less than provided for. The underspend will be used to meet the costs of additional work needed to meet the enhanced audit requirements in 2018/19 and to deliver against the statutory requirement for an earlier closedown of our annual accounts at the end of 2017/18.
Provision for redundancy costs	(51)	(82)	(133)	0	133	This is the net call on the provision for redundancy costs in 2017/18 to date. This cost along with any further redundancy costs to be met corporately in 2017/18 will be offset against the reserve set aside for this purpose.
County Council Elections	255		255	797	542	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	1,174	629	In 2017/18 the payment of insurance claims has been greater than the amount charged to services for the cost of insurance. The overspend will be to be funded from the Insurance Fund - a reserve purposely set up to cover both areas of self insurance and the inevitable year on year variability between the cost of premiums and claims paid.
Subscriptions	127		127	135	8	
Transformation Fund	4,064	(4,064)	0	0	0	
Apprenticeship Levy	1,200		1,200	580	(620)	A portion of this budget was to fund the salary costs of new entrant apprentices, through the work of the Apprenticeship Hub. The uncertainty about how the Apprenticeship levy would work at the start of the year means there was a delay in the programme starting. The underspend will to be added to the Apprenticeship reserve to fund salary costs in future years.
Net Service Spending	(170,138)	(4,050)	(174,188)	(176,123)	(1,935)	

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	2,544	28,507		
Medium Term Contingency	16,985	(2,945)		14,040		
Provision for Redundancy Costs	12,424		(133)	12,291		
Capital Fund	1,037			1,037		
Insurance Fund	8,435		(609)	7,826		
Schools and Centrally Managed Dedicated Schools Grant	15,652			15,652		
Total Corporate Reserves	79,746	(2,195)	1,802	79,353	0	
Other Services						
Audit Fee Reserve	717		55	772		
Transformation Fund	1,154	2,896		4,050		
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		(542)	188		
Pensions Deficit Reserve	0	466		466		
Apprenticeship Fund	0		620	620	(600)	To fund salary costs of future apprenticeship schemes to meet government targets
Total Other Services Reserves	11,510	4,516	133	16,159	(600)	
Group Reserves						
Resources Transformation Fund	2,130	(965)		1,165		
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	(3,671)	0	7,576	0	
Total	102,503	(1,350)	1,935	103,088	(600)	

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	95	95	250	250	250	250	Whilst the management restructure has taken place as planned there are some one-off costs in 2017/18 associated with the restructure which means the full savings cannot be released until 2018/19.
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	8,395	8,395	8,550	8,550	8,550	8,550	
	Target		8,450	8,450		8,550		8,550	
	Remaining Shortfall/(Over Achievement)		55	55		0		0	



Annex R

Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
C&F	No. of early help assessments initiated	Higher	693	980	1000	Amber	<p>The 693 initiated is an actual figure up to 12 December 2017. The year end forecast extrapolates this performance for a 12 month period, but I would expect us to meet the year end target if we allow for a delay in initiation paperwork being returned.</p> <p>Initiation is consistent with last year, however the increase in initiations from social care is a change in initiator agency demographic to some extent. The Early Help Team has also worked to ensure that Early Help Single Assessments (EHSA) are being used at the appropriate level and brokering to the stepped approach wherever possible before a EHSA is initiated.</p> <p>This year we have also not recorded any duplicates by 2 siblings having an EHSA each.</p>	No Actions at this time.
C&F	No. of Child Protection Plans-Reduction in	Lower	553	500	443	Red	Actual as at 30 November 2017. Across the region Child Protection numbers have been rising, within Warwickshire, this rise is concentrated in 2 districts in the main and we have begun an analysis to understand why that is occurring and to address it.	We will complete the analysis of the increase in trends and put in measures to address that.
C&F	No. of Children Looked After (excl. UASC) -Reduction in	Lower	643	620	605	Amber	<p>Actual as at end of November 2017. There has been a rise in Looked After numbers over the past quarter by 8, this has been as a result of initiating care proceedings on a number larger families and also an increase in the number of older young people becoming looked after because of issues relating to Child Sexual Exploitation, Missing, Homelessness, plus emotional and mental health issues. The increase reflects the regional picture.</p> <p>The Transformation Operations Manager has been identifying cases for rehabilitation and developing packages to support that. The Head of Service has introduced a weekly challenge process to review all the young people that have become looked after over the previous week and we are identifying themes to address the rise.</p>	<p>We have identified a number of children (20) where we will be seeking to discharge care orders over the next few months, so they will no longer be looked after. There are a further 9 children where Special Guardianship or Adoption Orders will be granted.</p> <p>There are also 20 Young People that will turn 18 before the end of March 2018, thereby leaving the Looked After population.</p>
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	35.3	34	34	Green	Actual cumulative from April to November 2017. We recognise that the Actual is already above the Year End Target and we expect that to continue, having completed analysis of young people, we expect to be adopted or subject to a Special Guardianship Order (SGO) by the end of year.	
C&F	No. of children placed in residential care at 31 March (excluding IDS)	Lower	29	27	26	Amber	<p>Actual as at end of November 2017.</p> <p>Over the Summer we experienced a shortage of internal and external foster placements that resulted in us having to place a small number of additional children in residential placements. Since then we have been endeavouring to move those young people back to foster placements, but that is proving to be a challenge because of the natural shortage of foster placements.</p>	<p>Fostering have appointed new members of staff to their central recruitment team and are adopting new recruitment strategies for internal foster carers.</p> <p>Commissioning are in the process of recruiting a new broker to enhance our external fostering placement.</p>
C&F	No of Children in Care in internal foster care (excluding UASC)	Higher	349	355	360	Amber	<p>Actual as at end of November 2017</p> <p>The strategy to improve the recruitment of in house foster carers has taken longer than expected to gain traction, we now have in post 2 Managers and have recruited 2 additional Social Workers, so we would expect by the end of January 2018 to have a fully active Foster Carer recruitment team. We are continuing to see increases in requests, applications and assessments of foster carers.</p>	The Foster Carer Recruitment Campaign will be launched in January 2018.
C&F	No. of CiC in external foster care (excluding UASC)	Lower	121	111	106	Amber	<p>Actual as at end of November 2017</p> <p>The reduction of numbers of children in external foster placements is dependent on additional recruitment of in house foster carers. We now have in post 2 Managers and have recruited 2 additional Social Workers, so we would expect by the end of January 2018 to have a fully active Foster Carer recruitment team.</p>	The Foster Carer Recruitment Campaign will be launched in January 2018.
C&F	No. of average caseloads per FTE Social Worker (excluding Team Managers) for the 7 Frontline Children & Families teams only.	Lower	19.3	15.5	15	Amber	<p>Actual as at the end of November 2017. Despite the increase in social workers recruited, there has also been an increase in workload which is making it difficult to bring caseload averages down.</p> <p>We have introduced a new Child in Need pilot in Rugby which has brought that team's average caseload down by 3 in the last month. It is planned to roll this scheme out across the County in the New Year, which should result in a further reduction in caseloads, but because of the upward pressure on total Children in Need (CIN) case numbers, we may not hit the target of 15 by Year End.</p>	Roll out the new Child in Need process. Continue to recruit the additional Social Workers.
C&F	No. of average caseload per FTE for the Independent Reviewing Officer Service-reduction in	Lower	141	115	110	Amber	Actual as at the end of November 2017.	The caseloads currently reflects the high number of children looked after and children subject to child protection plans and vacancies through long-term sickness absence and staff turnover. However, we anticipate this will improve as we continue to recruit to vacancies and new posts. We are also actively reviewing child protection cases to ensure that plans remain appropriate.

Annex R Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
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	58.4	60	62	Amber	Actual as at end of November 2017. We have put in place a number of measures to improve placement stability, and these are regularly reviewed at Permanence Panel (a meeting to ensure clear planning for children and young people) with a number of Special Guardianship Orders being obtained for children who have been in long term placements. The number may drop due to their Legal Status changing and them no longer being looked after.	Continue to review cases at Permanence Panel.
C&F	% of Care Leavers aged 19-21 who are not in education, employment or training (NEET)	Lower	21	25	25	Green	Please note that data quality is being improved by a new recording mechanism via Mosaic which has recently been implemented.	A Care leaver participation strategy strategy including the recruitment of a careers support and guidance advisor is being developed.

C&F = Children & Families



Annex R Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
SCS & SSC	No of permanent admissions of older people (aged 65 and over) to residential and nursing care homes	Lower	421	629	528	Red	Actual as at 30 November 2017. Year end forecast based on average admissions per month.	Pressure within residential and nursing care continues. No further "alternatives" to 24 hour care are available following the last Extra Care Housing (ECH) scheme in North Warwickshire being filled this year. Voids within ECH remain low and no new units planned for 2018 for Older People. Teams can continue to maximise voids and increase the use of block contract beds. There are plans to ensure ECH schemes have night support on site to ensure moves from ECH into residential care are minimal. Pressure of admissions come from Hospital discharges and Continuing healthcare exit's, as well as community teams. Recent increases in residential admissions are also in direct relation to the reduction of Older People waiting lists and more responsive times in assessment completion.
SCS & SSC	No. of permanent admissions of people to residential and nursing care homes (aged 18-64)	Lower	37	53	33	Red	Actual as at 30 November 2017. Year end forecast based on average admissions per month. Transfers of eligibility and funding responsibility from Continuing healthcare (CHC) to social care continues to remain a risk particularly for people with a Physical Disability	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.
SCS & SSC	No. of admissions to long term community care (including both residential and community settings) (all ages 18+).	Lower	1101	1649	2000	Amber	Actual as at 30 November 2017. Year end forecast based on average admissions per month.	-
SCS & SSC	Proportion of adults receiving a direct payment ASCOF 1C Part 2A	Higher	28.10%	29	30	Amber	Actual as at 30 November 2017. All customers who are eligible for council funded support are expected to be offered a Direct Payment. This needs to be evidenced in customer recording and measured in case file audits	All customers who are eligible for council funded support will be offered a Direct Payment. Evidence of this is required in case file recording and one of the measures audited in case file audits. All new staff are required to complete mandatory e-learning on Direct payments and a refresher is being arranged via team meetings for existing staff. Operational guidance on Direct Payments is also being reviewed to streamline current guidance.

Annex R Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
SCS & SSC	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF.	Lower	366	353	271	Red	<p>Actual as at October 2017, this is the latest available information.</p> <p>As stated above, the target set by NHS England is that by Nov-17 there should be no more than 40 beds occupied by a delayed Warwickshire resident on an average day and that this should be maintained until Mar-19. This equates to 271 days delayed per 100k population in an average month, as such the target for this measure has been amended from 396 to 271.</p>	<p>The Delayed Transfer of Care (DTOC) project has been focusing on key elements that have direct impact on the day to day customer discharges across the County.</p> <p>Driven through the implementation of a standard DToC Dashboard analysis tools and bespoke statistics, that provide accurate and weekly delay reasons allowing Route Cause Analysis to evidence the areas that are causing the most problems, leading to actions to resolve delays quickly. This has had a very positive impact with the performance improving constantly and continually each month.</p> <p>There has been very positive input and support from Senior stakeholders over this period with strong support in identifying and engaging with key personnel across both Health and Social Care for supporting the workstreams.</p> <p>The project has identified the requirements for key communications and agreed a way forward utilising existing communications structures but ensuring that all areas are represented and engaged. As the project progresses this will be strengthened to ensure that the structures provide for two way communication as the initiatives from the workstreams roll out into services.</p> <p>The next key activities are around:</p> <ul style="list-style-type: none"> - Standards and coding workshop to ensure aligned understanding and agreement to use across the County. - Consolidation of service criteria across the system to identify key issues and blockages across Intermediate Care Team (ICT), Community Emergency Response Team (CERT) and Reablement via the DToC Digit Requirements Workshop - Continued County wide roll-out across all the hospitals of the DToC Dashboard Google Sheets - Supporting DToC Dashboard Standard Operating Procedure to be developed, to support staff training and understanding. - Ongoing detailed analysis of deep dive results to be conducted at University Hospitals Coventry and Warwickshire NHS Trust (UHCW) and St.Cross to look at the constraints behind the DToC Reason Codes :- "E-Care Package in own home" and "Di – Residential Home Placement" - Further roll-out of the Deep Dive process across the Community hospitals.
SCS & SSC	% of customers not needing on-going social care 91 days after leaving reablement (all ages).	Higher	78.00%	78	75	Green	Actual as at 30 November 2017	

SS & SSC = Social Care & Support and Strategic Commissioning



Annex R Health & Wellbeing

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
PH	% smoking at the time of delivery (Warwickshire whole)	Lower				N/A		
PH	Teenage conception rate per 1,000 population (Warwickshire)	Lower		19.6	18	Red	<p>There is time lag with data for teenage conception rate. The rate per 1,000 population for 2016 will be available in March/April 2018. The target is set as 7.5/1000 decrease over 5 years (=1.5/1000 decrease for 1 year using 2015 figure as baseline) and the YE forecast is taken as the average of the last 4 quarters worth of data available.</p> <p>Warwickshire's rate continues to be below the national teenage conception rate; the latest figure (2015) was 19.5 per 1,000 (this is what has been used for the 2016/17 actual figure) compared to 20.8 for England (statistically similar). However, there was some variation at District/Borough level: North Warwickshire 29.6 per 1,000 (n=32); Nuneaton & Bedworth 25.4 per 1,000 (n=56); Rugby 18.8 per 1,000 (36); Stratford-on-Avon 11.5 per 1,000 (n=23); and Warwick 16.2 per 1,000 (n=34).</p> <p>Rates for North Warwickshire, Rugby and Warwick increased from 2014 but decreased in Nuneaton & Bedworth and Stratford on Avon. However, the small numbers of pregnancies involved can result in these annual fluctuations and all Districts and Boroughs rates were either statistically similar, or in the case of Stratford on Avon better, than the England rate.</p>	<p>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.</p> <p>The increases seen in some areas of the county will continue to be closely monitored to understand if a trend emerges.</p>
PH	% children aged 11 who are obese	Lower	17.1	17.1	17	Amber	<p>This is the 2016/17 annual rate.</p> <p>Although the level of obesity at 17.1% is very slightly above target it is considerably better than the England rate of 20.0% for children aged 11.</p>	<p>The Warwickshire Fitter Future service aims to address child obesity; referrals are made by other agencies, with results showing a positive improvement for participants through increases in: intake of fruit & vegetables, physical activity and self-esteem score.</p> <p>Increase referrals to Family Weight Management Services (Fitter Futures)</p>
PH	Alcohol related admissions per 100,000 (KBM)	Lower	594	625	625	Green	<p>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.</p> <p>Quarterly reporting is not possible for this indicator, however, we estimate that the modelled target will be met.</p>	<p>Continued partnership work with groups/teams including Criminal Justice, Social Care, Health etc. The Public Health England update on their Fingertips tool has indicated a lower actual but prevalence is increasing. Work with Clinical Commissioning Groups (CCGs) to agree oversight of Commissioning for Quality and Innovation (CQUIN) in community health this year and acute health environments next year.</p>
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	<p>This data relates to 2015/16.</p> <p>The 2016/17 data will not be released until the Child Health Profiles are updated in March 2018.</p>	
PH	% health check offers taken up (seen) by eligible population each year across all CCGs	Higher	37.4	40	40	Green	<p>This data is cumulative to Q2 for 2107/18</p>	<p>Expect to achieve YE target</p>

PH = Public Health



Annex R Education & Learning

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 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	42	44	Amber	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. Original target 57% but has been revised to 44%. The target adjusted as was set too high - performance is amber not red.	WCC have been recently successful in a bid to the Department of Education 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	44	44	41	Green	Unvalidated GCSE performance data shows 44% of Warwickshire disadvantaged achieving grade 4+ (standard pass) GCSE in English and maths, a 3% increase on 2016. This is above target. There is no national disadvantaged data available for comparison yet. Final validated data due at end of January 2018	WCC have been recently successful in a bid to the Department of Education 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	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	Higher	0.02	0.02	0.01	Green	Unvalidated GCSE performance data shows Progress in English as 0.02, this is up from -0.01 in 2016, above target and well above national figure of -0.03. Final validated data due at end of January 2018.	Boys reading has been identified as a priority in Warwickshire's successful Department of Education Strategic School Improvement bid for £500,000, Sept 17 to July 2019.
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	Higher	0.05	0.05	0.01	Green	Unvalidated GCSE performance data shows Progress in maths as 0.05, this is slightly down from 0.06 in 2016, it is above target and well above national figure of -0.02. Final validated data due at end of January 2018.	Maths problem solving has been identified as a priority in Warwickshire's successful Department of Education Strategic School Improvement bid for £500,000, Sept 17 to July 2019.
EL	% 16 & 17 year olds who are not in education, employment or training (NEET)	Lower	2.4	2.4		N/A	Not in Education, Employment or Training' figures are the average proportion of 16 and 17 year olds 'Not in Education, Employment or Training' at the end of Dec, Jan & Feb. Data is collected by Prospects on behalf of the Local Authority. The Department of Education publish official figures the following spring. The count date and age range has changed for 2016/17 therefore data is not comparable to previous years. This also means a baseline or target has not been set. The figure is reported on annually not quarterly. Warwickshire stands at 2.4% 16 and 17 year olds 'Not in Education, Employment or Training' which compares favourably to national figure of 2.8%.	
EL	No. of learners with EHC plan educated in Resourced Provision	Higher	34	46	46	Green	Special Educational Needs and Disability (SEND) Resourced Provision reduces pressures on specialist provision, by provided additional resources for learners with SEND on mainstream sites. The number of placements will increase as the academic year progresses.	
EL	% vulnerable children and those with SEND educated in out of County provision (KBM)	Lower	8.8	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 a result we are educating young people locally and reducing costs.	
EL	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	Higher	88	88	90	Amber	Ofsted release official reporting in December for the Local Authority's (LA) 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.) By end of October this stood at 89%.	Head of Service (HoS) is introducing Nexus system (module to be purchased) which gives live data for this measure. Education Challenge Board to review Ofsted inspection predictor and target vulnerable schools for earlier intervention.

EL = Education & Learning



Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 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. To enable comparative analysis, you can look at GVA per head of population (a measure of prosperity), and GVA per worker (a measure of productivity). Productivity is a key issue for the UK and local economy, and so we focus on GVA per worker, and our relative gap with the UK average. We have seen our gap in performance narrow significantly in recent years, and wider economic data suggest a continuing improvement. Latest data is, however, for 2015. Data for 2016 will be released in January, and the figures will be updated for Q4.	
TE	Warwickshire Employment rate (aim is higher)	Higher	78.7	78.5	76	Green	Latest data relates to period June 2016-July 2017, and reflects the strong demand for labour in Warwickshire currently	
TE	No. of people employed in key target growth sectors in Warwickshire	Higher	84,000	84,000	87,000	Amber	Data is latest release and relates to 2016. Further data will not be available this financial year, so this reflects year end position. We have seen a slight drop in employment in our target sectors, which could be linked to the significant improvements in productivity being experienced in the economy.	Continue to promote and support growth in our target sectors through targeted business support and inward investment activity.
TE	No. of businesses supported in growing	Higher	206	320	320	Green	The actual number shown is for activity of the project during the April - September 2017 period only. Figures are not reported for the April to December period to DCLG until end Jan 2018 so will be updated at that point.	
TE	Amount of funding provided to businesses through the Warwickshire County Council grants and loans programme	Higher	345065	813024	414630	Green	Loans and grants up to the end of September 2017.	
TE	No. of people aged under 25 who start an apprenticeship in Warwickshire	Higher	1,460	1,460	2,300	Red	The YE forecast is higher than the target because Cabinet agreed to expand the grants programme to meet demand.	Continue to work with businesses through our skills advisor, and with our education and training partners, to promote apprenticeships as a viable and attractive route for recruitment and developing skills within companies.
TE	% completion of infrastructure improvements programmed for the current financial year	Higher	40	60	60	Green	Change in reporting tools by Government has seen reduction in overall numbers reported, hence a drop in relation to the original target. More widely, numbers have fallen on previous year due to changes in the apprenticeship system, and this trend may continue for 2016/17 - but this data will not be available until April. Provisional figures do however suggest a drop.	
TE	% Warwickshire road network meeting specified condition	Higher		83	83	Green	6 out of the 15 schemes (i.e 40%) of the planned highways infrastructure improvements have been completed so far in 2017/18	
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	100	Red	Network condition is measured annually, which does not allow reporting quarterly	
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	100	Red	Balfour Beatty report against 11 Core Performance Measures. 9 are measured monthly, and 2 are measured annually. Summary: - Meeting threshold for 8 out of 9 monthly measures - No data for 2 annual measures (will be reported at year end) YE Forecast of 90% assumes Balfour Beatty will meet the 2 annual measures, and continue to meet 8 out of 9 monthly measures. The one monthly measure which Balfour are not meeting is showing improvement over the last quarter.	This performance issue is being jointly managed by WCC and Balfour Beatty 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.

Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
TE	% Highway Authority consultations which were responded to within statutory period	Higher	78	80	80	Green	Up to the 7th December 2017, 2285 applications had been received, of which 1171 were responded on time.	No actions needed
TE	% communities with a population of 1,000 or less receiving at least one daily bus service	Higher	79.6	80.5	70	Green	All major network reviews now carried out	
CS	% household waste re-used, recycled and composted	Higher	51.1	53.1	54	Amber	With Rugby BC now charging for the green waste collection, half of their resident have not taken up service, so we will see more material going directly into the residual wheelie bins and a decrease in our overall recycling figures across the county	
CS	Waste Service cost per household	Lower	66.41	66.41	67.52	Green	Figures do not include increase in dwelling stock for 17/18, so this will reduce the unit cost per household even further	
CS	% business satisfaction levels with Trading Standards	Higher	95	90	88	N/A		
CS	Combined no of new services created through third sector support contract and locality work with third sector and Town & Parish Councils	Higher	245	307	307	Green		
CS	No. of individuals taking part in Country Park environmental activities across the County	Higher	17613	20000	18000	Green		
CS	No. of individuals taking part in engagement activities delivered across the County (H&C)	Higher	9228	12500	12500	Green		
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	93.40%	95.00%	95.00%	Green		

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



Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	1.79	2.68	2.8	Amber	We are anticipating an end of year figure of 2.68 visits per population against a target of 2.8 due to the impact of having Stratford closed or in reduced space for a several months which had, as previously reported a major impact on the actuals for quarter 1 and early quarter 2 which we are not going to recover in full. There was also an enforced closure of Nuneaton Library due to works on the roof and advise from the contractor was to close due to the noise. Other building and refurbishment works are also planned at 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.	Range of events, activities and promotions continue to be undertaken at sites affected by closures or service reductions due to building works. Outreach & partnership events extensively promote services. Explore options for new services to bring additional users into sites.
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	7.39%	10.00%	20%	Red	There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. For digital assistance, this is because people's skills to get online themselves have improved so they no longer need the support. As such, the reduction in forecast reflects skill development. However both digital assistance and the warwickshire directory are part of the Let's talk Local project and as such are being actively promoted.	Digital assistance provided through the libraries and one stop shops continues to be promoted. Through Lets Talk local, we are training local community members on how to use the Warwickshire Directory and how to support people to get online. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts
CS	On-line transactions	Higher	63.10%	60.00%	60%	Green		
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	75.00%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	0.00%	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	718.2%	718.2%	100.0%	Green		
HROD	Staff sickness	Lower	10.09	9.38	9.5	Green		
HROD	Staff turnover (KBM)	Lower	16.13%	16.64%	10-20%	Green		
HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Will be measured again in Your Say survey 2018	Conduct Your Say survey 2018

Annex R

Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
HROD	Telephone contact resolved at the first point of contact	Higher	93.89%	93.84%	80.0%	Green		
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.0%	99.0%	99.0%	Green		
LG	No. of complaints upheld by the Ombudsman	Lower	5	10	10	Green		
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisions. There first 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. The second related to a request for information on a proposed new road. The Council refused to provide the requested information and cited regulation 12(4)(b) of the Environmental Information Regs. The ICO held that the Council had not provided persuasive arguments to engage regulation 12(4)(b). The ICO considered that in the specific circumstances of this case, regulation 12(4)(b) is not engaged	For the first, the Service have looked into internal procedures and followed up with legal staff regarding the time limits and a pool of staff is now in place to conduct reviews to keep to timeframes. For the second, the ICO have required the Council to issue a fresh response that did not rely on the relevant regulation within 35 calendar days of the date of the ICO decision.
PM	% Benefits delivered from high priority projects and programmes	Higher	0.00	0.0%	90.0%	N/A	Work has been progressing to define and refine in-project and post-project benefits for all critical projects as part of the delivery assurance programme. Delivery Assurance Team to continue to work with Critical projects to define measurable benefits. This piece of work is due to be completed by the end of January	
PS	Target asset receipts received (KBM)	Higher	15.64%	31.54%	100%	Red	Current YE Forecast likely to be 32% based on current confidence levels	Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.36%	26.36%	100%	Red	Current YE Forecast likely to be 26% based on current confidence levels	Work is underway to review the approach to deliver these projects, with additional project management resources, change control processes, additional resource and scrutiny of cost and time implications, increased risk identification and mitigation activity, all with the objective of recasting the projects and then ongoing monthly monitoring to forecast.
PS	Actual project delivery time to planned delivery time	Higher	91.00%	92.00%	92%	Green		

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



Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 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	2302	3181	3013	Red	Between April and November 2017 there have been 2302 incidents attended by WFRS, this is an increase of 105 incidents or 4.8% compared to the same period last year. The largest percentage increase in incidents was for special services with an 11% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types in line with customer expectations. Primary fires, those involving property or vehicles, increased by 18% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. Levels of deliberate fire setting have now reduced back to similar levels recorded last year which is encouraging as there had been a large increase in quarter 1.	Close monitoring of incident activity across the Service including stations, fire prevention and senior managers. Emerging trends are identified early and inform fire prevention strategy and targeting with the most vulnerable members of our community through local district plans.
FR	No. of accidental dwelling fires	Lower	87	145	152	Green	Actual data is for the period April to November 2017.	
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	69.50%	70.00%	75.00%	Red	Across the period of April to November there have been 292 life risk incidents in total, for 89 of those incidents the first appliance failed to attend the incident within the agreed response standard of 10 minutes. For 55% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 19% of the failures was due to difficulty getting or finding the location of the incident. 7.8% of the failures were due to the nearest stations appliance being committed elsewhere and lack of availability of the nearest RDS station accounted for 6.7% of the failures.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% times 2nd appliance arrives at life risk/ property incidents within agreed response standards.	Higher	78.20%	80.00%	90.00%	Red	Across the period of April to November there have been 234 life risk incidents in total where a second appliance was needed, for 52 of those incidents the second appliance failed to attend the incident within the agreed response standard of 15 minutes. For 43% of these incidents the reason for failure was the geography of the location with the incidents occurring in harder to reach parts of the county.	The performance against the agreed response standards is monitored closely with reasons for failures being investigated at an individual incident level. The Services fire cover model is constantly under review to identify emerging trends and look for solutions to improve performance against response standards. Recent improvements include the use of the crewing pool and peripatetic personnel to improve appliance availability across the county.
FR	% RDS appliance availability at key stations	Higher	92.00%	92.00%	90.00%	Green	Actual data is for the period April to November 2017 and it is anticipated that these levels of performance will be maintained until the end of the year thus achieving target. Recently the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County.	
FR	No. of preventable fire related deaths	Lower	2	2	0	Red	Between April and November 2017 there have been 2 fire related deaths recorded and were as a result of an aircraft crash. There is an aspirational target of zero for this measure.	All fire related deaths are investigated fully in an effort to highlight learning which will inform the targeting of fire prevention activity with the most vulnerable members of our communities.
FR	No. of community safety contacts.	Higher	32525	48000	22000	Green	Actual data is for the period April to November 2017. This is a new measure for the Service and reflects the extensive range of safety education activities delivered within the communities of Warwickshire. Included within the overall total of 32525 contacts there have been: - 1825 students receiving Heartshield Training - 6046 students receiving fire safety education through the School's Education programme - 10,333 arson reduction activity contacts - 1,446 students or people receiving the Fatal 4 education	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	14	18	12	Green	There have been 14 major training events or exercises delivered so far this year which has already exceeded the year end target set of 12. Events included a series of High Rise exercises at the Fire Service College which was particularly timely following the Grenfell Tower incident earlier this year. Many events include partnership working and enable all participants the opportunity to practise and improve their response to potential life threatening incidents.	
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	419	660	720	Amber	Actual data is for the period April to November 2017. At this point in time the Service is forecasting to miss the year end target of 720. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June. Recently the Service has started to deliver the planned volume of inspections again.	

Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Q3 Actual	Year End Forecast	2017-18 Target	Year End Forecast RAG	Comments	Actions to be taken
TE	No. of people killed or seriously injured (KSI) on our roads (key data set)	Lower	230	353	314	Red	<p>It is known that we are missing approx 120 accidents (all severities) from August that have failed to be exported by Warwickshire Police. This is a known problem and is being worked on to rectify. This figure will be expected to increase when this data has been received. The actual figure we use is in line with the Police reporting so Q3 is Jan 17 - Sept. 17</p> <p>Fatalities on motorbikes and cars are up on last year. Looking at districts North Warwickshire and Nuneaton & Bedworth have seen a reasonable increase in KSI casualties where as the other districts have seen falls - in particular Straford Upon Avon.</p>	<p>Data led interventions in Road Safety, education, engineering and enforcement will continue to be taken in response to long term data trends.</p> <p>Until all the accidents have been uploaded by the Police it is difficult to look at trends as these figures will be changing.</p>
TE	No. of proposed new properties better protected from flooding through undertaking a planning role	Higher	12713	14000	9000	Green	<p>This is a new measure this year that 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.</p>	
CS	Rate of total recorded crime per 1000 population	Lower			66.5	N/A	<p>The police data is not available yet for November due to the changeover in the police to a new system called Athena</p>	
CS	No. of domestic abuse offences and crimed incidents	Higher		9964	9041	Green	<p>The police data is not available yet for November due to the changeover in the police to a new system called Athena.</p> <p>In Q2 the year end forecast was 9964.</p>	
	No. of hate offences and crimed incidents	Higher	630	945	694	Green	<p>Actual/Year End Forecast data input is up to end of Nov.</p>	
CS	% offenders who reoffend (youth)	Lower		27.4	21	Red	<p>Warwickshire continues to outperform the national average, West Midlands region and its Youth Offending Team (YOT) family group. However, this measure is reported by the Ministry of Justice from the Police National Computer (PNC) and the reporting of this measure is due to change in January 2018 and as such the target set will not compare with the new measure. It should be noted that the co-horts numbers are relatively low with 72 individuals out of 263 re-offending.</p> <p>At Q2 Year End Forecast was 27.4, however as previously mentioned reporting of this measure is due to change</p>	<p>A manual report will be produced to provide some comparison with the target but will not be generated from PNC</p>

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