

## Cabinet

14 June 2018

### One Organisational Plan Year End Progress Report April 2017 – March 2018





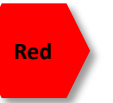









#### Recommendations

Cabinet are recommended to:

- a) Consider the progress on the delivery of the One Organisational Plan 2020 at the end of March 2018 as summarised in Sections 1 to 6 of the report and detailed in Appendix A.
- b) Consider explanations for business unit spending variances in Appendix A.
- c) Consider the 2017-18 revenue and capital outturn position, the cumulative performance against the savings plan, performance against the Key Business Measures (Background Annexes A to R) and the level of reserves held by the Authority (Appendix B).
- d) Approve the use of £4.130 million of reserves to support spending in 2018/19 as outlined in Table 3.
- e) Note the approach to funding business unit overspends in 2017/18 as outlined in section 5.4.
- f) Consider the management of significant risks as outlined in Section 2.7.
- g) Consider the key achievements of the OOP 2020 at the end of 2017-18 and focus areas of improvement in 2018-19 as summarised in section 2.6.

# 1. Progress on the Overall Delivery of the One Organisational Plan 2020

1.1. The table below shows the 2017/18 delivery status of each of the key elements that make up the OOP 2020 and compares it to the previous year.

	OOP* <sub>1</sub> Outcomes	Controllable Revenue Variance	Financial Standing* <sub>2</sub>	Savings Plan	Capital slippage to future years	Strategic Risks	Workforce
2017/18							
2016/17							
Notes	*1-The 2017-2020 OOP aims to deliver 2 high level Outcomes compared to the 5 Outcomes delivered by the OOP 2014-17. *2 –Based on an assessment of the year-end controllable position against the level of general and Business Unit reserves (both of which are rated as ‘Green’; General reserves are above the minimum specified by the Head of Finance’s risk assessment of £25.213m). +1-indicates an under-spend against revenue budgets.						

1.2. Based on the assessment of the Key Business Measures (KBMs) only, the delivery of the 2 OOP 2020 Outcomes has a rating of ‘Amber’ due primarily, to pressures on services under Outcome 1-“Warwickshire’s communities and individuals are supported to be safe, healthy & independent”. Much of this is a result of ‘demand’ exceeding forecasts in areas such as Children Looked After, permanent admissions to social care and fire incidents. These are statutory services that the Authority continues to provide even when demand is increasing and against the backdrop of reducing resources and a planned savings programme. There is also strong performance of economic and education KBMs under Outcome 2-“Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure”. There are considerable positive achievements across the policy areas and some notable ones are set out in 2.6.

1.3. The year-end position saw an under-spend against revenue budgets in 2017/18 of £8.359 million (3.3%).

1.4. The financial standing of the Authority remains good (rated ‘Green’) as a result of our prudent policy on reserves and ability to operate within controllable budget limits and consequently the forecast of resources available to deliver the OOP Outcome Framework remains robust.



1.5. The final savings achieved in 2017/18 were £29.225 million (91.5%), against the Authority’s 2017/18 target of £31.935 million. The shortfall is now forecast to be delivered by the end of the OOP 2020.

- 1.6. Capital programme expenditure slipped by £17.128 million at quarter 4, resulting in a total cumulative slippage of 46% compared to the approved budget. Some of this was due to issues outside of the Authority’s control such as delays to grant/developer projects and multiple small projects (experiencing protracted negotiations, late submission of accounts etc.). Detailed reasons for this slippage are available in paragraph 6.3. When combined with the revenue underspend and the delivery of savings, the overall financial outturn emphasises the need for a focussed discipline on priorities, maintaining pace in the decision-making and then delivery of the agreed plans.
- 1.7. Significant risks are being managed actively and net strategic risks remained stable through-out the year. The Authority has robust plans in place to deal with these through its strategic management plan and accompanying actions.
- 1.8. Overall workforce management is rated as ‘Amber’ with further details provided at section 2.7.

## 2 Performance Commentary

### OOP Outcomes: performance at year-end

- 2.1 The OOP 2020 framework aims to deliver two key Outcomes. These Outcomes are being delivered in a climate of continued reducing resources, increasing demand as a result of demographic pressures and additional responsibilities for the Authority. Progress of these two Outcomes are measured through Key Business Measures under seven policy areas.
- 2.2 The table below shows the overall RAG rating for the two OOP Outcomes at the end of 2017-18, assessed on the extent to which their under-pinning KBMs met their yearly targets.

OOP Outcomes	2017-18 YE performance
<b>Outcome 1: Warwickshire’s communities and individuals are supported to be safe, healthy &amp; independent.</b>	 Red
<b>Outcome 2: Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure.</b>	 Green

- 2.3 At a strategic level, a number of the KBMs in Outcome 1 are used to help assess the progress in managing demand for key statutory services and in delivering our new vision for services and relationships with our communities.

At the end of 2017-18, 53% of KBMs (20 of its 38) under Outcome 1 did not meet their yearly targets, resulting in an overall rating of 'Red' due to increased demand for statutory services (which exceeded forecasts) that were delivered by the Authority. These included the numbers of children looked after, admissions to adult social care and fire incidents.

- 2.4 In contrast, Outcome 2 had a strong rating overall rating of 'Green', with 77% of KBMs (20 of its 26) achieving or exceeding their yearly targets. This includes positive achievements for KBMs used to support economic growth and education attainment.
- 2.5 The delivery of the two OOP Outcomes is supported by making the best use of the Authority's resources and progress on this is also measured through a number of KBMs. The overall rating of these KBMs was "Amber" at the end of 2017-18 with 53% (10 of its 19) achieving or exceeding their yearly targets.
- 2.6 The commentaries below provide an overview of the 2017/18 year-end performance of the KBMs and key focus for improvement in 2018/19 for each of the seven policy areas in relation to the relevant OOP Outcomes. Specific details on all the KBMs are provided in Annex R.

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

#### **Children are safe**

Overall, 7 of the 11 KBMs had a year-end rating of 'Red', indicating that yearly targets had been missed; 3 KBMs almost achieved their targets and 1 KBM did achieve its target. We have seen increases in a number of 'demand' factors, including the number of Children Looked After (CLA), the number of Child Protection Plans, placements in external foster care and residential care, which together have impacted on the overall performance. Additionally, the lack of adequate good-quality internal foster carers has also a higher reliance on placements in external foster carers than planned and forecasted. Average caseloads per front-line social workers are also higher than our target due to not having fully staffed teams. Another important KBM is that used to assess the extent to which care leavers have positive destinations; at the end of 2017-18 this too had a 'red' rating with 33.5% of care leavers were not in education, employment or training and higher than the target of 25%.

The Authority's primary method for impacting on and reducing looked after numbers is reducing the average caseload in front-line children's teams and enabling these social workers to work in new ways, including earlier support for families. For most of the front-line social work teams and for most of the year, these low caseloads have not been achieved. This is due to the need to both recruit additional social workers and improve the retention of existing social workers. The recruitment of additional social workers is continuing and it is anticipated we will have fully staffed front-line teams by August. The target of 15 caseloads per front-line social worker has also been missed due to a previous under-reporting of cases. A new case reporting process has also revealed that we had previously under-counted the number of caseloads. Turnover rates for front-line social workers remain high and are a focus for continuing work. Where lower caseloads have been achieved for at least part of the year (as in Nuneaton & Bedworth), the numbers of CLA has reduced.

Similarly, the campaign to recruit internal foster carers continues and if successful, will help to reduce external placements.

Although the Authority's target for the total numbers of Children Looked After has been exceeded, positive progress has been made for the second year running in reducing the numbers of young people becoming looked after. This is due to the success of Case Decision Meetings (a meeting with Partners to discuss if accommodation is appropriate) and weekly meetings with the Head of Service which ensure that only those children who require safeguarding, become looked after and this has made a positive impact in reducing the numbers of young people becoming looked after. This approach will continue in 2018/19 and with a further focus on using it to reduce the time children and young people are looked after, so as to enable the Authority to increase the numbers leaving care.

In terms of achieving positive outcomes for CLA, the Authority is also aiming to improve stability by increasing the rates who are living in the same placement for at least 2 years and achieved 59.5% against its target of 62% of CLA aged under 16 who have been looked after continuously for at least 2.5 years (and who were living in the same placement for 2 years or more).

Another key plank of the Authority's strategy and Ofsted Improvement Plan for children is to ensure that children and families have access to early help services as soon as needed. At the end of 2017-18, a total of 983 early help assessments were initiated, almost meeting the yearly target of 1000. During 2018-19, work will continue to improve engagement by schools and partner agencies to impact on this. The recently established 'Strengthening Families' service within Children & Families will deliver targeted support, working with lower risk cases to help reduce caseloads and increase social work support for early help services.

#### **Adult Social Care**

'Demand' pressures have also seen all 6 KBMs in this area unable to meet their 2017/18 targets. Hence, there have been above target increases in permanent admissions: of older people to residential and nursing homes (577 actual against target of 528); of people aged 16-64 to residential and nursing care (50 actual against target of 33), long term community care (2152 actual against target of 2000) and delayed transfers of care from hospital (342 per 100,000 of population against a target of 271). More customers have needed on-going social care 91 days after leaving reablement than the target.

In 2018/19 key areas of work to improve performance across our key indicators include:

Considering the use of Assistive Technology to monitor customers within their homes and placing Reablement staff within hospitals to start assessments before customers' returns home.

Completing an "end-to-end" review of direct payments. This is a full review of all elements of the direct payment process with a view to exploring the current barriers to uptake of direct payments and consequently seeking to increase the number of customers opting to source their support via this method.

Completing and implementing the "end-to-end" review of the Adult Social Care System and Process Review. This is trying to ensure that customers are supported to explore the strengths in themselves and their networks, including community connections, to meet their need.

Continuing to implement the county wide Delayed Transfer of Care (DTC) project to reduce the number of delayed transfers of care from hospital. The number of days delayed per 100,000 of the population has reduced from the start of the year; from 519 in April 2017 to 342 in March 2018.

#### **Health & Wellbeing**

Overall, 4 of the 6 KBMs achieved their yearly targets and 1 other almost did. The KBMs for the health and wellbeing of the Warwickshire population have continued to be better or equal to national averages with the exception of admissions as a result of self-harm for 10-24 year olds (which reflects a national trend) and the percentage of eligible population taking up the offer of an NHS Health Check.

The target of 100% of eligible people receiving an invitation for a Health Check has been achieved over the

five year programme although take-up lags behind (40% in 2017/18). Work in 2018 will focus on improving the uptake offer with our NHS partners.

In relation to self-harm amongst young people, Warwickshire's rate at the end of 2016/17 was as forecasted, at 502.9 per 10,000 of 10-24 years of age (there is a time lag in the availability of this data from Public Health England) and was within target. Nonetheless, it is a focus for improvement by all partners. The latest resources summarising community based mental health support have been distributed across the county and information are available via WCC website. Presentations have been delivered to Clinical Commissioning Groups to support GPs and Practice Nurses to signpost patients to these services including for young people. During 2018/19, self-harm will also be looked at as part of the multi-agency suicide prevention strategy and work.

Rates for hospital admissions for alcohol related conditions are below the national average in Warwickshire but more can be done to prevent liver disease. In 2018 the newly commissioned and redesigned Drugs and Alcohol Service for adults and young people is being mobilised, including the 'ESH Works' (Experience, Strength and Hope) community residential rehabilitation facility to support people who are recovering from drugs and alcohol.

### **Fire & Community Safety**

Overall 7 of the 15 KBMs under this policy area met their 2017/18 targets whilst 8 were unable to. The 'Red' KBMs were: 2 of the 4 for crime safety; 1 for road safety and 5 for fire safety.

#### Fire safety

A number of KBMs did not meet their yearly targets; these included the total number of incidents attended (3491 incidents attended against a target of 3013), the percentage of times for first (achieving 68.36% against a target of 75%) and second appliances (achieving 76.31% against a target of 90%) arriving at life risk/property incidents within agreed response and the number of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted (achieving 513 against the target of 720).

The 3491 incidents attended is an increase of 13.5% on the previous year. However 54% of this increase is due to a positive change to mobilisation policy by the Fire Service so that it now attends a wider variety of incident types. Also, as had been anticipated, the effect of Grenfell meant that priority was given to visiting high rise premises in the County and this has impacted on the KBM for the number of Regulatory Reform Order inspections (achieving 513 against the target of 720).

However, there are some positive achievements on fire safety:

The number of fire deaths in Warwickshire remains very low and shows the benefit of an integrated approach to service delivery through Community Fire Safety, Fire Protection and Operational Response functions. The reduction in the number of accidental dwelling fires also demonstrates the success of prevention activities by the Fire Service.

The Fire Service had set itself a target of 22,000 contacts (in 2017/18) with the community while carrying out its Community Fire Safety and Fire Protection activities. The Service has significantly exceeded this target with an overall figure of 43,849; this strong performance by operational crews and specialist teams contributes significantly to making Warwickshire a safer place to live and work.

The availability of the Fire Service's Retained Duty System appliances achieved a 2017/18 delivery of 93.02% against a 90% target. This is a challenging area that all fire and rescue services across the country find hard to address but is an indication of the positive commitment of retained firefighters and service managers.

#### Crime safety

The rate of total recorded crime level exceeded the 2017-18 targets; some of this is affected by improved recording practices within the police service though there are indications of real increases in some categories. However, the policy and procedures to encourage better recording is showing progress in relation to domestic abuse and hate crime offences and 'crimed' incidents.

The Authority continues to address crime and community safety through the Safer Warwickshire Partnership Board, local Community Safety Partnerships and subgroups.

Some notable improvements are:

The newly commissioned Domestic Violence service from Refuge recorded strong performance with clients leaving the service having achieved 95.7% of the outcomes requested.

A new campaign and website were launched to raise awareness of hate crime and increase reporting by the County Hate Crime Group in response to community feedback. New “Harmful Practices” webpages were also launched to provide professionals with access to information, national resources, e-learning modules and details of local support services for Female Genital Mutilation, Honour Based Violence and Forced Marriage. A “Prevent Online Grooming” course for parents was successfully delivered across the county and received positive feedback.

Warwickshire Youth Justice Service received the higher level Quality Lead which is given to youth offending teams who can demonstrate excellent practice within the service and in influencing the work of other partners. This is reflected in Warwickshire continuing to outperform the national average of 41.4% (for 2016 cohort as this is the latest available data) in relation to youth re-offending rates with the actual year-end (2016) performance of 21% although this failed to meet our ambitious target of 36.7%.

#### Road safety

354 people were killed or seriously injured on our roads exceeding our forecast of 314; this compares to 378 in 2016 and 322 in 2015. Although these are partly correlated to the high motorway and road network in Warwickshire, it remains a concern for the Authority and there is continued effort to address this through an analysis of incidents and targeted interventions, including road safety education, engineering and enforcement.

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

#### **Economy & Infrastructure**

This policy area has an overall rating of ‘Green’, as 16 of the 18 KBMs achieved their 2017-18 targets, with Warwickshire’s strong economic performance continuing during 2017/18. Notable successes include:

Warwickshire has experienced strong productivity growth and the latest data (2016) shows it having a Gross Value Added per job filled of £53,447 compared to the UK average of £52,526. This means Warwickshire’s economy is out-performing the UK-average by 1.5%.

Continued support is being provided through the Warwickshire Small Business Grants Programme, with 11 businesses supported so far, which will help create 55 new jobs.

A successful bid has secured £7.6 million for transforming Nuneaton from the Government’s Growth Deal 3. The successful hosting by the Authority of the 2017 OVO Energy Women’s cycle tour resulted in 95,000 people watching the event, contributing £1.8m net visitor expenditure to the local economy and worldwide exposure for Warwickshire.

All three KBMs to assess progress on support for infrastructure had a positive or ‘Green’ year-end rating. Thus, the target of delivering 60% of programmed infrastructure improvements was met; 83.3% (against a target of 83%) of Warwickshire’s road network met specified conditions and the Authority’s core highways maintenance contractor delivered 90% of the targets for specified performance measures (against the overall target of 80%).

#### **Education & Learning**

Overall 6 of the 8 KBMs achieved or almost achieved their 2017/18 targets. These include:

Positive improvements in ‘closing the gap’ indicators. Thus, 42% of disadvantaged children in Warwickshire achieved their expected standard in reading, writing and maths at the end of KS2, almost meeting the target

of 44%. This was a marked improvement on the 38% achievement in 2016. GCSE data also shows that 45% of Warwickshire's disadvantaged pupils achieved grade 4+ in English and Maths, a 4% increase on 2016 and exceeding the 2017 target of 41%.

Other successes include Warwickshire pupils exceeding the target progress points between Key Stage 2 and 4 in both English and Maths. 93% of learners with an EHC plan are educated in Outstanding or Good settings. National data also shows that Warwickshire is above average for learners at both SEN Support and EHC plans level for both progress and attainment.

2018/19 sees focused efforts to improve the underachievement of disadvantaged pupils (in targeted schools) assisted by successful DfE Strategic School Improvement funding of £0.5 million. This will focus on three specific areas: improving the reading skills of boys; maths problem solving and developing leadership and governance.

Plans have also been agreed to open three new Resourced Provisions from September 2018 and extend an existing Resourced Provision, creating 32 new places for learners with SEND. In addition, we continue to roll out Autism Education Trust training to our schools, to help support learners with autism. Over 1,500 school staff have now been trained.

### **Supporting OOP delivery through the best use of WCC's resources**

#### **Best use of WCC's resources**

Overall, 10 of the 19 KBMs met their yearly targets; 1 almost did (thus 'Amber' rating) while 8 did not meet their targets.

The Authority's prudent approach to financial management is confirmed through the positive performance of all KBMs for finance, including the unqualified approval of statutory accounts by external auditors. The position of reserves also means that the overall financial standing of the Authority is rated as 'Green' and consequently the forecast of resources available to deliver the OOP2020 framework is good.

As had been expected, the target for receipts from the sale of assets was not achieved, with the year-end figure being 15.64% against the target of 100%. A review of the projects has been undertaken, resulting in improved delivery plans for strategic projects and these will be closely scrutinised in future.

There are a number of positive achievements for Customer Services, including maintaining a low call abandonment rate (3.5% against a target of 5%) for the Authority's customer centres, exceeding the target timescales for responses to complaints (75.62% against the target of 75%) and also for on-line transactions (achieving 62% against a target of 60%). Although the KBM on the number of visits to Libraries per head did not meet its yearly target, due to refurbishment works at a number of sites and the enforced closure of Nuneaton, the library service continues to perform strongly on the continued uptake of its e-offer, exceeding its yearly target with e-loans of 390,251 items. During 2018/19 Customer Services will be undertaking work through the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions. An example of how this will be done is utilising the research on people's experience of using the website to improve customer experience.

The Authority's target for staff sickness rates (average number of days) was slightly under-achieved with the year-end of 9.87 average days against target of 9.5. There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress. During 2018/19 targeted support will be provided to managers to assist them to improve such absence.

The ICT Service continues to perform strongly by exceeding (99.5%) its target (99%) for the availability of key systems to its core users.



## 2.7 Management of HR and Strategic Risks

2.7.1 The table below shows the three year trend on the key HR measures.

HR management	2017/18	2016/17	2015/16
Headcount: FTE at year-end	4501	5094	5196
Age Profile: average age	44.74	45.7	45.7
Turnover: percentage	24.7%	15.1%	14.9%
Staff Sickness: Average no. of days lost	9.87	9.65	10.26
Employee Engagement score*	70%	70%	N/A

\*( based on a survey carried out every two years, with the last one in 2016)

2.7.2 Reducing sickness absence levels is an important aim of the Authority. The annual figure for absence was an average of 9.87, slightly above the yearly target of 9.5 days (average). There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress.

2.7.3 The reduction in headcount is impacted by the transfer of 539 posts to the new education catering service last September; if these are excluded, turnover of staff was 13.4% which is closer to that of the previous two years.

2.7.4 The Apprenticeship programme has supported 167 placements since September 2012, with a retention rate of 73% and also helps bring younger people into the organisation.

2.7.5 Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults. **Appendix A** provides further details.

## 3 Revenue Spending

3.1 The under-spend for the year is £8.359 million. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the approved budget. When government grants and schools spending are excluded, as they are effectively outside of our control, the under-spend against controllable budgets is £9.992 million, equivalent to a 2.12% underspend.

3.2 The under-spend reflects a culture of careful spending and advance planning for future spending reductions and reinforces the continued financial health of the organisation. This culture was embedded in the last Medium Term Financial Plan and will continue into the delivery of the 2020 One Organisational Plan.

3.3 Four Business Units overspent in 2017/18 whilst nine Business Units underspent their approved budget by more than 2%, and are therefore outside the tolerance level set as the basis for exception reporting. Heads of Service have provided an explanation of why their Business Units outturn position varied from budget and this is included as part of **Appendix A**.

	Budget After Q3 £'000	Agreed Changes £'000	Revised Budget £'000	Outturn Spending £'000	Over/(Under) Spend £'000	Variation %
Community Services	26,468	(38)	26,430	26,964	534	2.02%
Education & Learning	93,652	(516)	93,136	92,579	(557)	0.60%
Transport & Economy	27,127	(173)	26,954	28,234	1,280	4.75%
Fire and Rescue	18,717	908	19,625	19,326	(299)	1.52%
<b>Communities Directorate</b>	<b>165,964</b>	<b>181</b>	<b>166,145</b>	<b>167,103</b>	<b>958</b>	
Children & Families	57,689	6	57,695	58,733	1,038	1.80%
Social Care & Support Services	133,051	0	133,051	129,411	(3,640)	2.74%
Strategic Commissioning	13,016	(1,008)	12,008	10,177	(1,831)	15.25%
Public Health*	23,727	0	23,727	23,377	(350)	1.48%
<b>People Directorate</b>	<b>227,483</b>	<b>(1,002)</b>	<b>226,481</b>	<b>221,698</b>	<b>(4,783)</b>	
Customer Service	8,549	(4)	8,545	8,347	(198)	2.32%
Finance	3,617	(120)	3,497	3,268	(229)	6.55%
Human Resources	6,123	0	6,123	5,982	(141)	2.30%
IT Services	9,138	(82)	9,056	8,866	(190)	2.10%
Law & Governance	878	0	878	367	(511)	58.20%
Performance	4,660	0	4,660	4,306	(354)	7.60%
Property Services	8,631	751	9,382	10,253	871	9.28%
<b>Resources Directorate</b>	<b>41,595</b>	<b>546</b>	<b>42,141</b>	<b>41,389</b>	<b>(752)</b>	<b>1.78%</b>
Other Services - Spending	(174,188)	(9,452)	(183,640)	(187,422)	(3,782)	2.05%
<b>Controllable Total</b>	<b>260,854</b>	<b>(9,727)</b>	<b>251,127</b>	<b>242,768</b>	<b>(8,359)</b>	<b>3.33%</b>
Government Funding and Schools	214,411	5,411	219,822	218,189	(1,633)	
<b>Total</b>	<b>475,265</b>	<b>(4,316)</b>	<b>470,949</b>	<b>460,957</b>	<b>(9,992)</b>	<b>2.12%</b>

\*From 1<sup>st</sup> April 2018, Public Health moved from the Communities Directorate to the People Directorate. It is therefore shown under the People Directorate in this report to maintain consistency with other reporting. However, within the Statement of Accounts, Public Health is shown under the Communities Directorate, which reflects the organisational structure at 31<sup>st</sup> March 2018.

### 3.4 Underspend compared to Quarter 3 Forecast

At Quarter 3 the forecast underspend was £3.586 million. It has increased by £4.773 million over the last quarter. A comparison of the Quarter 3 forecast and outturn position for each Business Unit is shown in Table 2. The large movements between the Quarter 2 forecast outturn and the final outturn reflect the need for more accurate forecasting, actions have been implemented as part of the new monthly forecasting process to address this.

Table 2: 2017/18 Revenue Budget - Comparison of Quarter 3 and Outturn Positions			
	Quarter 3 Position £'000	Outturn Position £'000	Variation £'000
Community Services	208	534	326
Education & Learning	98	(557)	(655)
Transport & Economy	(274)	1,280	1,554
Fire and Rescue	1,128	(299)	(1,427)
<b>Communities Directorate</b>	<b>1,160</b>	<b>958</b>	<b>(202)</b>
Children & Families	1,988	1,038	(950)
Social Care & Support Services	(2,095)	(3,640)	(1,545)
Strategic Commissioning	(1,806)	(1,831)	(25)
Public Health	(179)	(350)	(171)
<b>People Directorate</b>	<b>(2,092)</b>	<b>(4,783)</b>	<b>(2,691)</b>
Customer Service	(238)	(198)	40
Finance	(372)	(229)	143
Human Resources	(314)	(141)	173
IT Services	(296)	(190)	106
Law & Governance	(241)	(511)	(270)
Performance	(216)	(354)	(138)
Property Services	958	871	(87)
<b>Resources Directorate</b>	<b>(719)</b>	<b>(752)</b>	<b>(33)</b>
Other Services	(1,935)	(3,782)	(1,847)
<b>Total</b>	<b>(3,586)</b>	<b>(8,359)</b>	<b>(4,773)</b>

#### 4 Delivery of the 2017-20 Savings Plan

- 4.1 All but four Business Units have met their 2017/18 year savings target included in the One Organisational Plan 2017-20.
- 4.2 Children & Families and Property Services are reporting an implementation status of red. To improve this in Children & Families, the business unit is reviewing the local strategy to reduce the number of children looked after to ensure that the project is based on appropriate assumptions and has a robust plan in place. In Property Services, 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 and members made a one off allocation in the 2018/19 budget to recognise this fact.
- 4.3 In February, Council agreed changes to OOP2020 Savings Plan as part of the budget setting process; the targets for 2018/19 and 2019/20 were amended as part of this process. Monitoring of the delivery of the amended 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.

## 5 Reserves

5.1 In accordance with the council's Reserves Strategy we hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet known or predicted future spending need. As we move through the remaining two years of the 2017-20 One Organisational Plan there will be ups and downs in the level of reserves if progress on the actual delivery of the Plan does not fully align to the timeframes originally envisaged.

### 5.2 **Level of Reserves as at 31 March 2018**

Any under or over spend at the end of the year falls into Corporate, Directorate or Business Unit reserves. At the start of 2017/18 the authority held reserves of £133.395 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £146.801 million. **Appendix B** shows the level of reserves held by the authority as at 31 March 2018 and how this is forecast to change in 2018/19.

### 5.3 **Review of the level of reserves as a result of outturn**

Reserves are held at Business Unit, Directorate and Corporate level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units/Directorates plans for managing the financial risks and demands facing services over the next two years. Details of why the reserves are being held and why they are appropriate are also outlined in **Appendix B**.

### 5.4 **Making good overdrawn reserves**

The first responsibility of directorates under the Reserves Strategy is to make good any overdrawn reserves. The outturn positions mean four business unit reserves are overdrawn at the end of the year; these are Community Services, Education & Learning, Children & Families and Property Services.

The People Directorate have reviewed all available reserves balances including the Directorate wide balances to cover the overdrawn Children and Families reserve. The directorate are also proposing to increase the size of the directorate general reserve to provide more resilience across all of the directorate's services.

The Resources Directorate are proposing that the overdrawn Property Services reserves will be funded by a top slice of various other Resources Directorate reserves.

Following a review of funding to reimburse the position of overdrawn reserves, the Communities Directorate decided it will make good overdrawn

reserves in Community Services and Education & Learning by partly redirecting resources as far as possible from other Communities Directorate reserves. The remaining overdrawn balances will be replenished from the Business Unit's 2018/19 revenue budget.

### 5.5 Use of Reserves to support 2018/19 activity

Business Units are requesting approval to use £4.130 million of reserves to support services in 2018/19. These carry forward requests are summarised in Table 3. The details behind these carry forward requests can be found in **Appendix B**.

Table 3: List of Carry Forward Requests	
	£'000
<b>Communities Directorate</b>	
Community Services	6
Transport & Economy	596
<b>People Directorate</b>	
Children & Families	752
<b>Resources Directorate</b>	
Customer Service	347
Finance	308
Human Resources	459
IT Services	393
Law & Governance	245
Property Services	549
Performance	98
Directorate Level	377
<b>Total Carry Forwards</b>	<b>4,130</b>

5.6 As part of the 2018/19 budget resolution Members approved the use of £14.038 million of reserves to support spending in 2018/19. Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2018/19 is estimated to be £128.633 million. Table 4 below shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2018/19.

5.7 The use of £73.970 million of these reserves is restricted, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £54.663 million to support services, provide cover for financial risks facing the authority and support the service transformation needed to deliver the savings in the remaining two years of the 2017-20 Plan.

## 5.8 General Reserves

At the end of 2018/19 General Reserves are expected to be £27.273 million. This is £8.773 million above the £18.500 million minimum specified by the Head of Finance in his risk assessment when the 2018/19 budget was set in February. Corporate Board recommend that all of this reserve is held in the short term as the authority faces increased risks from uncertainty around the business rates review and next revaluation, the Fair Funding review, the Green Paper on the future funding of Adult Social Care and that delivery of savings is becoming more difficult.

<b>Table 4: Forecast Reserves as at 31 March 2019</b>						
	Balance 31/03/18 after outturn £'000	Council resolution drawdown of reserves £'000	Transfers between reserves £'000	Carry forwards £'000	Estimated final balance 31/03/19 £'000	Reserves with restricted use £'000
<b>Corporate</b>						
Capital Fund	1,275	0	0	0	1,275	1,275
General Reserves	27,273	0	0	0	27,273	18,500
Insurance Fund	8,925	0	0	0	8,925	8,925
Provision for Redundancy Costs	11,917	0	0	0	11,917	11,917
Medium Term Contingency	15,194	(8,358)	0	0	6,836	6,836
Schools	13,725	0	1,116	0	14,841	14,841
<b>Group Reserves</b>						
Resources	3,643	(154)	(442)	(377)	2,670	0
People	4,086	(821)	1,164	0	4,429	0
<b>Business Unit Reserves</b>						
Community Services	353	0	0	(6)	347	735
Education & Learning	1,096	(422)	(376)	0	298	487
Public Health	1,399	(250)	0	0	1,149	0
Transport & Economy	5,055	(244)	(545)	(596)	3,670	1,711
Children & Families	504	(1,200)	3,324	(752)	1,876	1,712
Social Care & Support Services	11,959	0	(3,000)	0	8,959	0
Strategic Commissioning	6,675	(1,000)	(1,640)	0	4,035	0
Customer Service	1,170	0	(169)	(347)	654	444
Finance	1,030	0	(151)	(308)	571	0
Human Resources	863	0	(125)	(459)	279	272
IT Services	483	0	(70)	(393)	20	0
Law & Governance	531	0	(73)	(245)	213	0
Performance	354	0	(231)	(98)	25	0
Property Services	(570)	0	1,119	(549)	0	0
Fire and Rescue	2,189	(75)	(87)	0	2,027	313
Other Services	27,672	(1,514)	186	0	26,344	6,002
<b>Total Reserves</b>	<b>146,801</b>	<b>(14,038)</b>	<b>0</b>	<b>(4,130)</b>	<b>128,633</b>	<b>73,970</b>

## 6 Capital Programme

- 6.1 The level of capital payments was £78.344 million in 2017/18, with a further £291.819 million of payments forecast over the medium term. The remaining Capital Investment Fund (CIF) allocation of £31.035 million from 2017/18 has been carried forward, which together with the remaining future years CIF figure of £15.000 million results in a total amount available towards in the Capital Investment Fund (CIF) of £46.035 million. A further £23.000 million has been generated for the CIF through growth in the tax base above that needed to fund our revenue proposals. A total amount of £69.035 million is therefore available in 2018/19 and 2019/20 to fund future bids to the CIF.
- 6.2 The outturn position (which excludes the Capital Investment Fund) shows that a further £17.128 million of the planned spend in quarter 4 of 2017/18 slipped into future years. This brings the total slippage for the year to £65.643 million. After taking into account new schemes in 2017/18 of £22.160 million, this results in a slippage figure of 46%. The slippage figure relates to approved projects and does not include the remaining CIF allocation mentioned in 6.1 which has been carried forward into 2018/19.
- 6.3 The main reasons for the additional £17.128 million slippage in the quarter compared to the approved budget are:
- Children & Families - £0.103 million of slippage. Since the property adaptations capital scheme is a demand led service it is difficult to predict the timing of applications. Some applications for support were received late in 2017-18 and will now be assessed and processed during the 2018-19 financial year.
  - Community Services - £0.127 million of slippage. The balance of revenue to capital expenditure has been amended to reflect the needs of the project on Market Hall Museum. There have been some delays on the ReStat waste management scheme of £0.073 million and Household Waste Recycling Centre minor schemes for 17-18 of £0.078 million. This has been partially offset by faster than expected progress on the Emergency Stopping places project £0.031 million and some other small in year variations.
  - Customer Services - £0.340 million of slippage was caused by delays in the library refurbishment programme. There will be a review of projects and consideration of works coming forward into 2018/19.
  - Education and Learning – The slippage of £2.056 million. There are multiple small differences over a number of projects none of which exceeds £0.286 million. Please see the Education and Learning annex for further information.

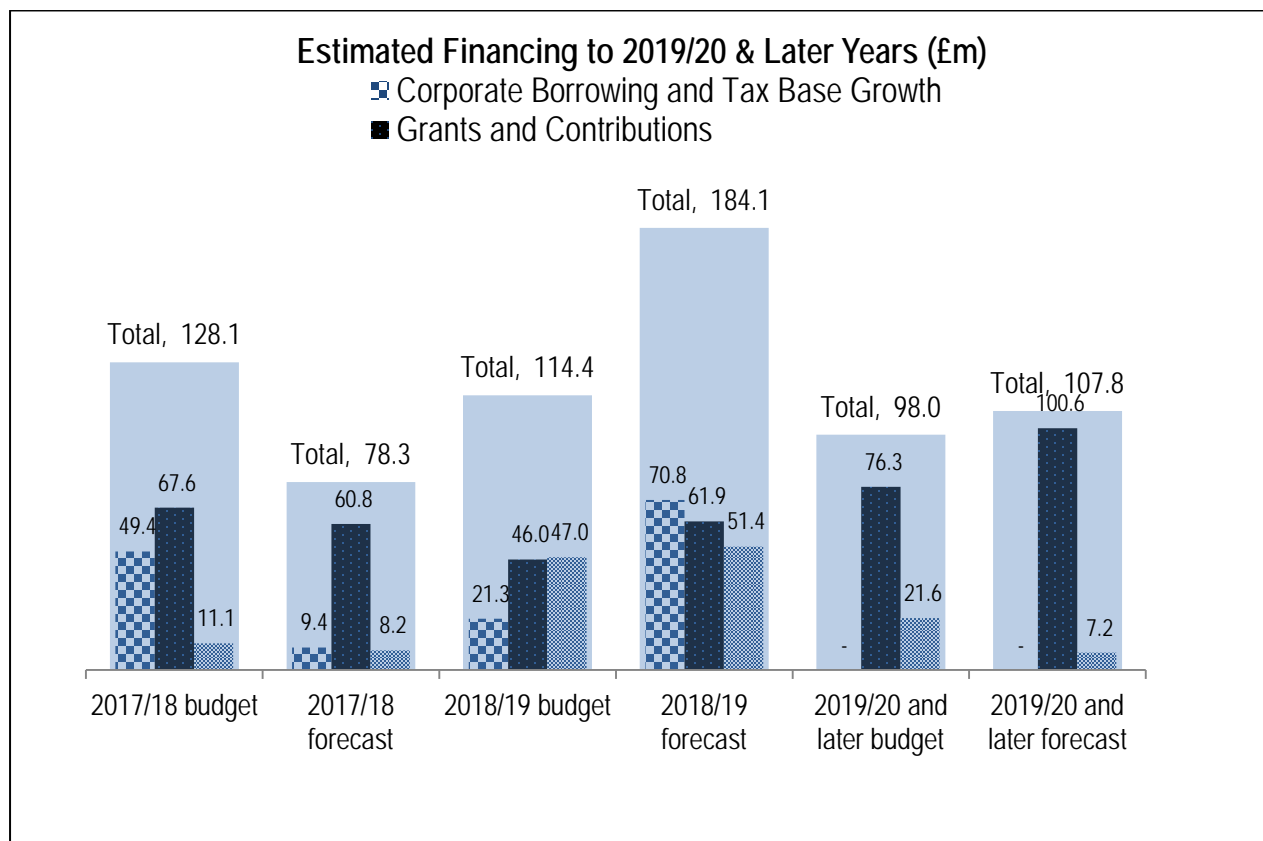
- Fire & Rescue – Faster than expected progress has been made, initial spend on the new training centre has brought forward expenditure of £0.077 million in 2017/18 from later years.
- Information Assets – There has been a greater amount of expenditure on information assets during 2017/18, which is a revenue funded capital project. Over all projects the additional amount in year is £0.143 million.
- Property Services - £1.171 million of slippage is due to delays over multiple projects caused in many cases by the late submission of final accounts.
- Social Care & Support - £0.050 million of slippage is mostly due to slower than expected spend on social care ICT projects. This scheme is managed by Corporate ICT.
- Strategic Commissioning - £0.510 million of slippage relates to post go live costs on the Client Information Review System which cannot be capitalised therefore spend has been transferred to revenue. On the Mental Health Grant and Adult Social Care Modernisation further development of projects will be pursued in 2018/19. WCC are working with Providers to ensure application forms and quotes for capital support are robust and on this basis further spending is expected to come through in 2018/19.
- Transport and Economy – £13.001 million slippage. Of this amount £10.141 million is due to grant / developer projects. This has resulted from delays in negotiations with developers and external partners, e.g. Highways England, over design plans and legal agreements. Corporate funded projects have slipped by £1.732 million broken down into: Area Delegated schemes £0.756 million which have been delayed by the contractor, School safety zones/safer routes £0.220 million which has been delayed awaiting transport consultation decisions, Casualty Reduction/Cycle Schemes £0.198 million resulting from design work/feasibility delays, Public Transport schemes £0.107 million with completion delayed by external factors, Economic Development £0.239 million due to delays in various business investment schemes. Delays on DfT Highways grant funded projects of £0.942 million are broken down between: Bridge Maintenance £0.693 million, Highways £0.172 million and Traffic Signals £0.077 million. The works allocated and expected during 2017/18 have not been completed by the Provider.

6.4. 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.

6.5 As well as approving the revised spending profile of 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 actual and forecast capital expenditure is to be financed compared to the approved plans. These figures include the Capital Investment Fund allocation of £69.035 million.



	2017/18 budget	2017/18 outturn	2018/19 budget	2018/19 forecast	2019/20 and later budget	2019/20 and later forecast
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total</b>	<b>128,147</b>	<b>78,344</b>	<b>114,354</b>	<b>184,068</b>	<b>97,977</b>	<b>107,750</b>
Corporate Borrowing	49,435	9,385	21,335	70,835	-	-
Self-Financed Borrowing	335	345	5,172	3,182	2,625	4,595
Grants and Contributions	67,592	60,805	46,048	61,893	76,339	100,554
Capital Receipts	5,287	2,752	41,142	45,960	18,612	537
Revenue	5,498	5,057	657	2,197	401	2,064

## 7 Background Papers

7.1 Annexes A-P (the detailed returns from each Business Unit of their Quarter 4 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

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

### Authors

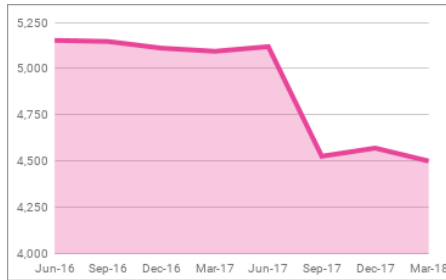
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## Appendix A Part 2: Headline HR Information

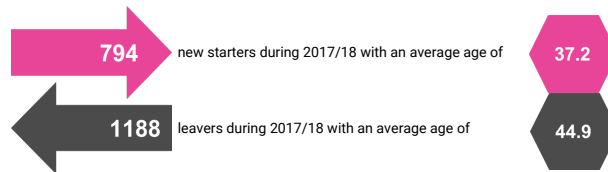
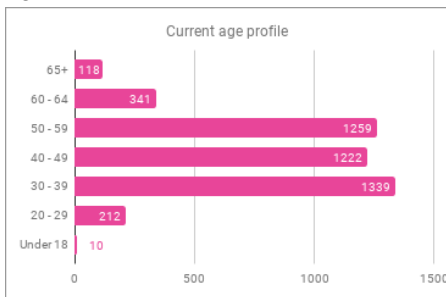
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

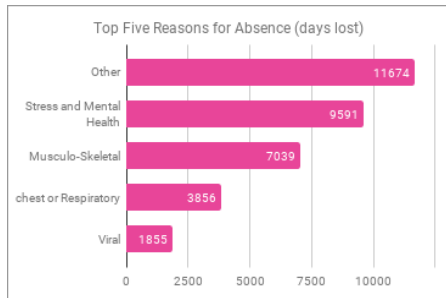


	Q1 16/17	Q2 16/17	Q3 16/17	Year End 16/17	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18
<b>Headcount</b>	<b>5,153</b>	<b>5,147</b>	<b>5,111</b>	<b>5,094</b>	<b>5,119</b>	<b>4,527</b>	<b>4,571</b>	<b>4,501</b>
Full-time Equivalents	4,016	4,038	4,016	4,013	4,023	3,750	3,789	3,751
Whole-time Equivalents	3,948	3,969	3,951	3,943	3,954	3,725	3,763	3,602
Number of Posts	5,421	5,428	5,393	5,364	5,382	4,761	4,813	4,745

### Age Profile of our Workforce

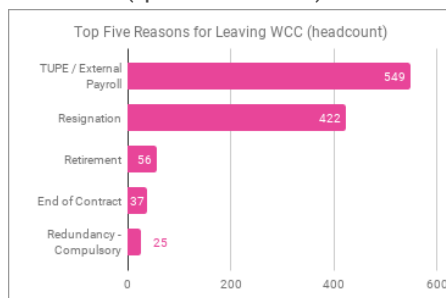


### Sickness Absence Statistics



	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
<b>Days lost through sickness</b>	<b>9,903</b>	<b>8,582</b>	<b>10,633</b>	<b>10,739</b>	<b>9,407</b>	<b>9,141</b>	<b>9,663</b>	<b>38,928</b>
... of which short-term	3,971	3,579	4,838	5,004	3,339	3,382	3,759	14,247
... of which long-term	5,914	5,003	5,795	5,735	6,067	5,759	5,904	24,681
	40.1%	41.7%	45.5%	46.6%	35.5%	37.0%	38.9%	36.60%
	59.7%	58.3%	54.5%	53.4%	64.5%	63.0%	61.1%	63.40%

### Staff Turnover (April 2017-March 2018)



	New Starters	Leavers	% Turnover	Target 17/18
<b>Headcount</b>	<b>794</b>	<b>1,188</b>	<b>24.7%</b>	<b>10%-20%</b>
Full-time Equivalents	633.0	748.6	20.0%	
Posts	802	1,238	26.1%	

### Commentary:

**Absence:** Reducing sickness absence levels is an important aim of the Authority. The annual figure for absence was an average of 9.87, slightly above the yearly target of 9.5 days (average). There continues to be a focused management of the issue, including a recently approved health and wellbeing strategy for staff and close scrutiny of absence data to assess progress. The health and well being strategy aims to promoting a good wellbeing culture and in turn reduce sickness absence levels. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).

Headcount at the end of 2017-18 stands at 4501 which shows a net reduction of 593 posts. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017 which increases the turnover figure to 24.7%. However, if you exclude the education catering service from the figures then the turn over reduces to 13.4% which is a reduction on the 15.1 % for the previous financial year.

Age Profile remains stable with an average age of 44.74. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme having supported 167 apprentice placements since the programme commenced in September 2012 and a 73% retention rate.



# 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

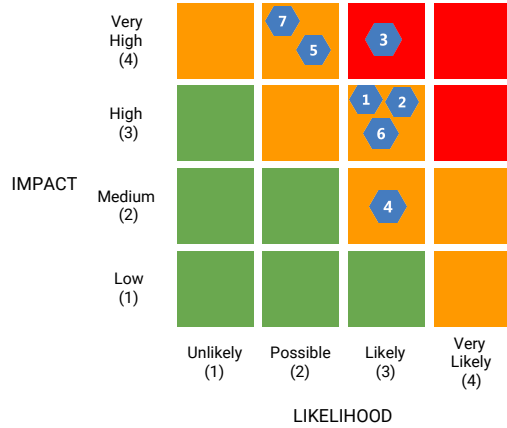
### Gross Risk level

### 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	Inability to secure economic growth in Warwickshire		
6	Inability to keep out communities safe from harm		
7	The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.		
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

## 2017/18 - Outturn

### 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	26,430	26,964	534	2.02% Overspent	(887)	(353)

There is a mixture of overspends and underspends across the business unit at Quarter 4 monitoring. The overspend has increased significantly since Quarter 3 with the majority of the change occurring in Waste Management. In the final quarter of the year significant cost increases have occurred with demand led cost increases in the processing of green waste, alongside higher than expected costs for haulage and equipment maintenance.

Education & Learning	93,136	92,579	(557)	0.60% Underspent	(539)	(1,096)
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Education and Learning budgets are being reviewed so that sufficient funding sits in appropriate service cost centres. This should mean that in 2018/19 there are fewer under and overspends. In areas with structural deficits, governance arrangements are being strengthened and new Boards are focusing on offering value for money for customers. Earmarked reserves are one-off grants that sit outside the annual revenue funding cycle for example a school improvement grant, the SEND implementation grant, SEND Strategic Planning Grant and the Early Years Delivery Grant.

Fire & Rescue	19,625	19,326	(299)	1.52% Underspent	(1,890)	(2,189)
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Of the total (£299,000) underspend, the Service was anticipating to transfer (£366,000) to existing earmarked reserves to fund the continuing costs of the following projects; Joint Control Project (£28,000), Emergency Services Network (£261,000), FRS Replacement Systems (£33,000) and Vulnerable People (45,000). The remaining overspend balance of £68,000 will be funded from the Service Savings reserve. Cabinet is therefore asked to approve the transfer of these funds.

Service	2017/18	2017/18	Revenue		Retained	Financial
	Budget	Outturn	Variance	%	Reserves	Standing
	£'000	£'000	£'000	%	£'000	£'000
<b>Transport &amp; Economy</b>	26,954	28,234	1,280 4.75% Overspent		(6,335)	(5,055)

Significant areas of over and under spend fluctuations between Quarter 3 and year end will be reviewed, with action taken to improve in 2018/19. Increased costs associated with winter maintenance, and the decision not to draw down reserves in a few areas can account for the net revenue overspend of £1.2m.

<b>Total Communities Group</b>	166,145	167,103	958 0.58% Overspent		(9,651)	(8,693)
<b>Children &amp; Families</b>	57,695	58,733	1,038 1.80% Overspent		(1,650)	(612)

The final outturn for 2017-2018 shows an overspend of £1,038,000 but this includes a number of underspends which are one off and earmarked for specific projects such as House Project and Migration Fund etc. The underspends on these projects impacts significantly on the outturn as the figure for the business unit without these shows a £3,367,000 overspend. It is proposed this will be covered by People Group reserves. The most significant overspends relate to the placement costs of children looked after. This is impacted in part by the target for reducing CLA not being achieved but more importantly the placement mix and market conditions leading to more children being placed in residential care and external foster placements. A strategic review of OOP2020 and the business units savings plan is being undertaken.

<b>Social Care &amp; Support</b>	133,051	129,411	(3,640) 2.74% Underspent		(8,319)	(11,959)
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The BCF and iBCF have been used in full in order to take some pressure off the NHS system. We have used some of this funding to offset savings and pressures on disability and older people budgets in year, it has left a one-off underspend against the base budget.

For 2018 the expected demand increase is funded in the budget, with reserves now at a level which can fund demand increases beyond what is anticipated if these materialise. The ASC transformation programme has been reset to be directed at projects which maximise value and process efficiency, and are aligned to savings based on the same efficiency, rather than service reductions which would be detrimental to customers and to future demand.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Public Health	23,727	23,377	(350)	1.48% Underspent	(1,049)	(1,399)

We are currently in the roll out period of re-tendered services for Drugs & Alcohol and Children's Public Health. These have significant savings targets and we have adopted tight controls on our other savings programmes which has resulted in a slightly higher than expected underspend. The achievement of savings in 2018/19 will be challenging given the current pressures to redesign and redeliver existing commissioned service offers.

Strategic Commissioning	12,008	10,177	(1,831)	15.25% Underspent	(4,844)	(6,675)
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The out-turn position 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 and early achievement in part for future OOP2020 savings. There may be the need to utilise some of the reserves 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	226,481	221,698	(4,783)	2.11% Underspent	(19,840) *	(24,623)
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Customer Service	8,545	8,347	(198)	2.32% Underspent	(973)	(1,171)
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The underspend in the Customer Service Business Unit has been caused by the non-recruitment to vacancies in the Customer Service Centre and the Library Service. Difficulties have been experienced recruiting the right calibre of staff.

Finance	3,497	3,268	(229)	6.55% Underspent	(801)	(1,030)
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There was no single driver behind a succession of minor underspends and additional income being successfully generated that has resulted in the overall financial position, but there is a recurring issue around the difficulty of recruiting and retaining staff at certain levels within the service, that generates temporary savings (between staff leaving and posts being filled), but which will lead to difficulties in service provision if it expands.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Human Resources & Organisational Development	6,123	5,982	(141) 2.30% Underspent	(721)	(862)

The year-end underspend is largely as a result of vacancies within the team that have not been recruited to and the unallocated HoS budget. However the underspends have been offset by Your HR implementation costs being supported from within the business unit budget.

ICT Services	9,056	8,866	(190) 2.10% Underspent	(293)	(483)
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The Corporate ICT Development underspend (£133,000) 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 (£57,000) underspent.

Law & Governance	878	367	(511) 58.20% Underspent	(20)	(531)
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Demand for legal services was high during 2017/18 and legal trading activity during the year continued to be strong, generating more income than forecast. The audit underspend was anticipated due to staffing vacancies which are planned to be filled in 2018/19.

Performance	4,660	4,306	(354) 7.60% Underspent	0	(354)
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Delivery of transformation both across the Council and within the Resources Group in the short to medium term is predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gaps and that suitable skill sets are available in the market place. This work has not progressed at the pace originally envisaged, hence the under-spend.



Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Property Services	9,382	10,253	871	9.28% Overspent	(301)	570

The main overspend, as forecast in Quarter 3, is due to delays in completing the disposal of strategic sites for the OOP2020 savings plan. Property Services is addressing how the risk can be managed for the remaining period of OOP2020. Work is already underway to identify future savings to mitigate the risk of a change to the future income generated by the Council's LATC Educaterers.

Total Resources Group	42,141	41,389	(752)	1.78% Underspent	(6,707) *	(7,459)
Other Services	(183,640)	(187,422)	(3,782)	2.06% Underspent	(102,244)	(106,026)

The overall underspend is the net effect of:

- additional income from the SCAPE dividend (£425,000), our Oxygen Finance partnership (£431,000), £2,100,000 from the Coventry and Warwickshire Business Rates Pool of which £998,000 is for the County Council and the balance we are holding on behalf of the districts/boroughs
- a £3,600,000 underspend on capital financing costs due to levels of slippage in the delivery of the capital programme in 2017/18 and previous years meaning the full cost of borrowing is yet to be incurred, and
- a £2,100,000 overspend in schools

Total Whole Authority	251,127	242,768	(8,359)	3.33% Underspent	(138,442)	(146,801)
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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.

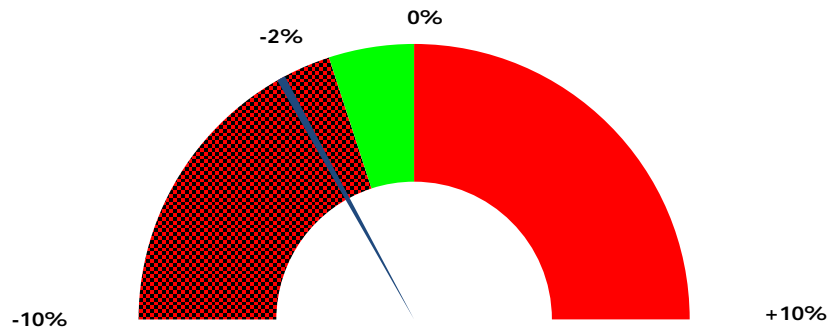
- \* People Group and Resources Group have retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

Service

2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%
<b>Revenue Variance for the Whole Authority</b>			

Retained  
Reserves  
£'000

Financial  
Standing  
£'000



**One Organisational Plan: Use of Financial Resources: 2017/18 Outturn  
Savings Plan Position by Business Unit**

Service	2017/18 Target £'000	2017/18 Outturn £'000	Comments	2017-20 Implementa tion Status
Community Services	1,454	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings, there are, as previously reported additional significant cost pressures arising within Waste Management due in part to the increased cost of dealing with green waste (this month shows a further increase in the forecast deficit position with an overspend of £534,000). Whilst remedial action has reduced the overspend in a number of other areas the Heritage and Environment service area is now reporting a £65,000 overspend. These two overspends are offset by underspends in other areas. This will result in an overall overspend for the Business Unit within 2017/18. This is currently now being forecast in the region of £378,000. At this stage given that the overspend appears not to be able to be reduced down the Waste overspend will result in Waste commencing 2018/19 with a deficit reserve position.	G
Education & Learning	1,249	1,249	OOP's savings are on track but there are in-year budget deficits in the High Needs Block and Home to School Transport.	G
Fire & Rescue	368	368	Since the last corporate board reporting period the OOP 2020 savings position for Fire and Rescue has been amended to a £1.5 million target in 2019/20. Therefore, with the need to deliver savings for 18/19 removed and the developing opportunities for collaboration with West Midlands Fire Service the RAG rating for Fire and Rescue has been amended to amber.	A
Transport & Economy	2,804	2,624	The project to deliver the regeneration savings has started and will be complete within 2018-19	A
<b>Total Communities Group</b>	<b>5,875</b>	<b>5,695</b>		

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Children & Families	2,289	1,184	<p>For 2017/18 52% of the savings, £1,184,000 have been achieved Notes about remaining target savings.</p> <p>1. £795,000 . There are pressures on external foster care placement costs and post 16 accommodation. The strategy to reduce the number of children looked after is nationally seen to be sound, but locally we are reviewing this to ensure that the project has challenged assumptions and has a robust plan in place. 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. £100,000 Within that is:</p> <ul style="list-style-type: none"> <li>- 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, some cases are proving difficult to place in suitable alternative (cheaper) placements due to the severe nature of the child's behaviour / trauma etc.</li> <li>- 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. The newly created Strengthening Families Service should address this. Decrease in demand especially on No Recourse to Public Funds; legal advice is that limited action that may be taken to reduce this overspend.</li> <li>- 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 looked after partners and the loss of the "hard to place" grant and measures to mitigate this are being put in place.</li> </ul>	R
Social Care & Support	5,343	4,978	<p>Overall the 2017/18 savings within the business unit do not present an issue to the bottom line budget. Where savings have not been made these were recognised as reducing services received by customers, and so were instead mitigated by efficiencies being realised elsewhere and the utilisation of other one off monies. However, in subsequent financial years delays in the achievement of efficiencies &amp; 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.</p>	A

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Public Health	2,534	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ringfence has been extended to April 2020 which may mean there is a need to reconsider phasing of targets as part of the One Organisational Plan refresh. This rephasing was confirmed at full Council on 6th February 2018. (No savings to be made 18/19)	G
Strategic Commissioning	2,737	2,737	All relevant restructuring to achieve 17/18 savings are 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 18/19 and 19/20 .	G
<b>Total People Group</b>	<b>12,903</b>	<b>11,433</b>		
Customer Service	356	356	2017/18 Savings have been achieved. Plans are in place to deliver the 2018/19 savings	G
Finance	624	624	All savings targets for 2017/18 have been delivered and detailed plans are in place for 2018/19 savings. There is more work to do on identifying £95,000 of savings by 2019/20, but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,102	Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	2017/18 savings were 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

Service	2017/18 Target	2017/18 Outturn	Comments	2017-20 Implementation Status
Performance	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which are on track to be achieved.	G
Property Services	2,157	1,052	As in previous monthly reports, 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 significant risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target, but it is forecast that there will be a shortfall against the target.	R
Total Resources Group	4,707	3,602		
Other Services	8,450	8,495		G
Total Whole Authority	31,935	29,225		

**Key**

If a business unit's savings outturn is fully delivered in year it is shown as Green.

If savings are less than 90% delivered it is shown as Red.

If savings delivered are 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 4 (April 2017 to March 2018)**  
**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	(103)	-87%	5	394	This is a demand led service and applications received late in 17-18 are now going to be processed in 18-19.
Community Services	1,471	(127)	-16%	(127)	1,344	Balance of revenue to capital expenditure amended to reflect needs of project on Market Hall Museum. Some delays on the ReStat waste management scheme of £73k and the HWRC minor schemes for 17-18 of £78k offset by faster than expected progress on the Emergency Stopping Places project.
Customer Service	2,858	(340)	-50%	16	2,874	The library refurbishment programme has been delayed. There will be a review of projects and consideration of works coming forward in 18-19.
Education & Learning	45,232	(2,056)	-12%	1,586	46,818	There have been multiple small delays across the Education & Learning (E&L) capital programme none exceeding £286k for a single project. Please see E&L annex for further information. There was a reduction in devolved spending of £2.045m against the expected budget. This spending falls under the remit of individual schools and is therefore difficult to predict.
Fire & Rescue	12,766	77	2%	1,647	14,413	Design phase on the training centre new build was completed earlier than expected.
Information Assets	27,401	143	3%	(899)	26,502	Delayed builds within the project resulted in missed milestones for the BDUK project. However there has been additional spend on ICT projects funded by revenue in year.

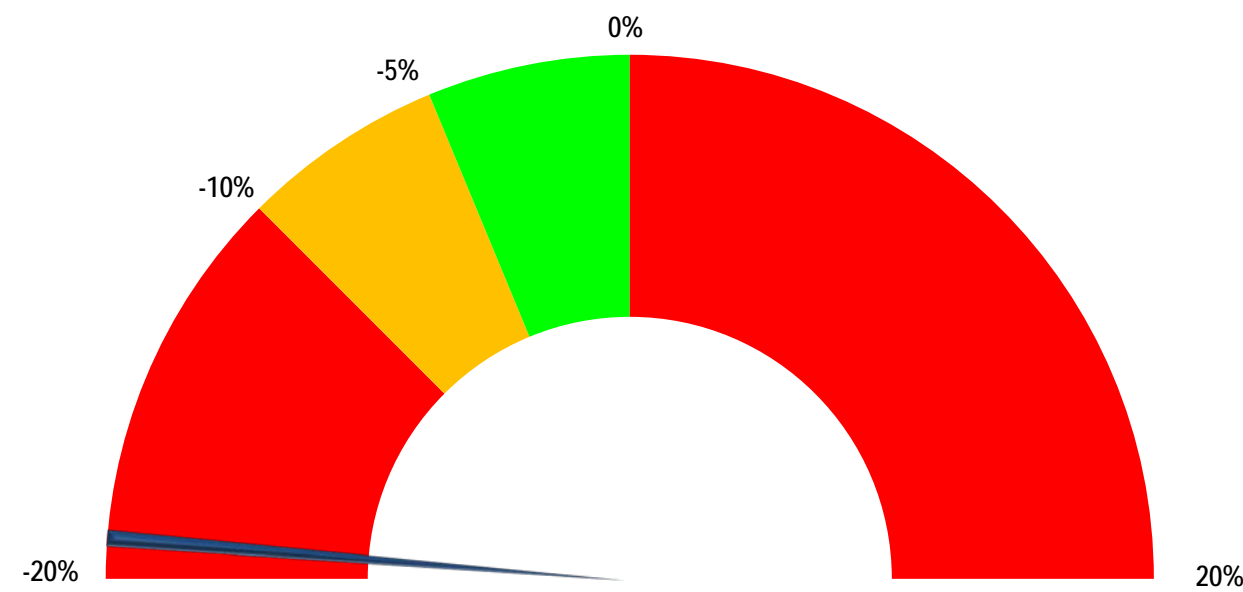
Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	35,929	(1,171)	-9%	2,112	38,041	Most incidences of slippage have been caused by delays in final accounts. Please see Property Services capital annex.
Public Health	24	10	-	0	24	
Social Care & Support (Adults)	3,350	(50)	-100%	0	3,350	Budget is managed by Corporate ICT and there was no activity on projects in 17-18.
Strategic Commissioning	6,948	(510)	-9%	(102)	6,846	The spend in year was assessed to be revenue thus reducing the required budget. Slippage in year was due to some providers not submitting application forms promptly and with adequate supporting evidence. There is scoping underway for future developments in Client Information Systems.
Transport & Economy	158,075	(13,001)	-25%	2,447	160,522	Corporate funded projects slippage £1.732m (-3%), largely a result of contractor delays. Externally funded projects slippage totalling £11.249m (-22%) are mostly developer funded project where delays are a result of design negotiations and legal agreement sign off

**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**



Q4 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	294,443		6,685	301,128

Q4 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)	97,112	(17,128)	-18%	(1,639)	78,345

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Slippage for 2017/18	(18,246)	(14,349)	(15,920)	(17,128)	(65,643)

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn)	Effect of Final 2017/18 Outturn	Reserves to be Retained in 2017/18	Movements Between Reserves (Note 1)	2018/19 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2018/19	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn)	Likelihood of Risk Materialising - with reasons to justify accountability level									
									A	B	C = A+B	D	E	F	G=C+D+E+F	Probability	Timescale	Clarity
<b>Community Services</b>																		
Waste Management	0	(757)	(757)	369			Deficit partly funded from alternative Community Services reserves	(388)	Management of Financial Risk	Business Unit	Deficit reserve caused by overspending during the year - funding to be identified from the 2018/19 revenue allocation to reimburse this position.							
Museums Development Fund	103	8	111					111	Earmarked	Business Unit	These funds are held for the purchase of key records or artefacts as and when the opportunity arises, for the benefit of the people of Warwickshire. Obtained through collections in the two museums.							
Museum Ethnographic Fund	18	1	19					19	Earmarked	Business Unit	Trust fund from the sale of a previous museums collection dating back to 1982, approved by the Charities Commission (Charity commission scheme produced detailing the aims and administration of the fund). Items sold were inherited from Warwick Natural History & Archaeological Society and utilised for acquisitions to further the collection							
Records Purchase Fund	6	1	7					7	Earmarked	Business Unit	Fund for the purchase of records from legacies utilised for the acquisition of archival collections and documents (as match funding).							
Records Donation Fund	63	2	65					65	Earmarked	Business Unit	Donations from the Public via donations tin (at CRO), on-line via CRO webpage on WCC website and Friends of the Warwickshire County Record office, that must be spent on acquisition of key documents / collections							
Community Services - Savings	160	47	207	(191)		(16)	£10,000 amendment to allocation of outturn. £6,000 draw-down of unspent 17/18 Councillor Grants. Contribution of £191,000 toward Waste Management deficit reserve	0	Management of Financial Risk	Business Unit								
Community Services - Trading	49	36	85	(95)		10	£10,000 amendment to allocation of outturn. Contribution of £95,000 toward Waste Management deficit reserve	0	Specific Investment	Business Unit								
Proceeds of Crime	85	61	146					146	Earmarked	Business Unit	Confiscation Awards following prosecution held for reinvestment in crime reduction activity.							
Domestic Homicide Reviews	93	(10)	83	(83)			Contribution of £83,000 toward Waste Management deficit reserve	0	Specific Investment	Business Unit								
Secure Remand Reserve	310	77	387					387	Earmarked	Business Unit	Held as contingency for funding secure remand as demand requires. This is a statutory duty of local authorities resulting from a court decision which is outside of officer's control.							
<b>Community Services Sub-Total</b>	<b>887</b>	<b>(534)</b>	<b>353</b>	<b>0</b>	<b>0</b>	<b>(6)</b>		<b>347</b>										
<b>Education and Learning</b>																		
Education and Learning - Savings	0	(892)	(892)	632			Deficit partly funded from alternative Communities Directorate reserves.	(260)	Management of Financial Risk	Business Unit	Deficit reserve caused by overspending during the year - whilst the majority of the deficit has been funded from other Communities Directorate reserves, funding will be identified from the 2018/19 revenue allocation to reimburse the remaining deficit position.							
SEND Earmarked Reserve	136	390	526			(99)		427	Earmarked	Business Unit	Special Education Needs and Disabilities (SEND) grant earmarked for transition spending up to the end of March 2019. A plan has been approved by the SEND Board for the 3 years of transition and is regularly reviewed at SEND board meetings.							
School Improvement Monitoring & Brokering Reserve	323		323			(323)		0	Earmarked	Business Unit								
Education MIS Project	80	(9)	71					71	Specific Investment	Business Unit	Project to implement a new Management Information System for Education Services begun in 2016/17 and continuing into 2017/18 therefore funding ring-fenced to this project							
Early Years Delivery Support Fund (30 hrs)	0	60	60					60	Earmarked	Business Unit	New grant received in Q4 2017/18 to support the delivery of additional nursery place hours							
DSG Reserve	0	1,008	1,008	(1,008)				0	Earmarked	Corporate	Schools Forum approved contribution to the DSG reserve which is likely to be required to meet expected deficits in 2018/19							
<b>Education and Learning Sub-Total</b>	<b>539</b>	<b>557</b>	<b>1,096</b>	<b>(376)</b>	<b>(422)</b>	<b>0</b>		<b>298</b>										
<b>Transport and Economy</b>																		
Business Centres	640	(340)	300	(150)			Contribution of £150,000 toward Education & Learning deficit reserve	150	Management of Financial Risk	Business Unit	A 'sinking' fund which forms part of the funding conditions in relation to Elliot Park (EPIC) is a part of this amount. The balance is used to fund major maintenance and improvement projects across the portfolio of Business Centres to ensure a stable occupancy, realistic rental rates and reduce any reputational damage.	10% to 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated				
Speed Workshops	720	(26)	694					694	Earmarked	Business Unit	A joint owned reserve with the Warwickshire Road Safety Partnership covered by an SLA.							
Kenilworth Station	169	429	598			(169)	(429) Use of remaining reserve to complete Kenilworth Station project	0	Management of Financial Risk	Business Unit								
CFM Reserve	0		0					0	Management of Financial Risk	Business Unit								
Design Services Reserve	125		125	(125)			Contribution of £125,000 toward Education & Learning deficit reserve	0	Specific Investment	Business Unit								
Transport & Economy - Savings	1,999	(903)	1,096	(200)		(75)	Contains some specific reserves to be used in 2018/19 - Cycle races £167,000, £75,000 Home to School Database, £70,000 for Depots. Also the potential to spend £134,000 which is earmarked for the Minerals Plan inspection. Contribution of £200,000 toward Education & Learning deficit reserve.	654	Management of Financial Risk	Business Unit	For managing the financial risk of savings not delivered in year as well as some specific investment areas where improvements are required	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated				
S38 Developer Funding	940	(290)	650					650	Earmarked	Business Unit	To support the costs of S38 works, with an emphasis on the completion of legacy schemes.							
Flood Management Reserve	630	(150)	480					480	Specific Investment	Business Unit	To support the operational costs of the Flood Risk Management team in its role as LLFA, provide match funding for schemes in various localities, continue the programme of proactive Flood Prevention.							
European Match Funding	276		276					276	Specific Investment	Business Unit	Specifically linked to the European funding contract secured for the Business Support (ESIF) project, which relies on match funding.							
Skills Delivery for Economic Growth	469		469	(70)			Contribution of £70,000 toward Education & Learning deficit reserve	399	Specific Investment	Business Unit	This is committed to contracts in relation to established projects under the Skills for Employment programme - NEETS Support provision, Collaborate to Train, Skills for Growth and Digital Schoolhouse. These projects run until 2020.							
Rural Growth Network	367		367					367	Earmarked	Business Unit	Earmarked funding from DEFRA to contribute towards Business Support throughout Warwickshire.							
<b>Transport &amp; Economy Sub-Total</b>	<b>6,335</b>	<b>(1,280)</b>	<b>5,055</b>	<b>(545)</b>	<b>(244)</b>	<b>(596)</b>		<b>3,670</b>										



Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn)	Effect of Final 2017/18 Outturn	Reserves to be Retained in 2017/18	Movements Between Reserves (Note 1)	2018/19 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2018/19	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn)	Likelihood of Risk Materialising - with reasons to justify accountability level					
									Probability	Timescale	Clarity			
	A	B	C = A+B	D	E	F		G=C+D+E+F						
	£'000	£'000	£'000	£'000	£'000	£'000		£'000						
<b>Fire &amp; Rescue</b>														
Pensions Reserve	268		268					268	Earmarked	Business Unit	Potential Pensions costs that cannot be predicted.			
Fire Control Project	205	28	233					233	Specific Investment	Business Unit	Specific project funded through Home Office grant due to be completed in 2016/17 and delayed by contractor - funding therefore committed to complete project			
Service Savings Reserve	754	(67)	687	(87)			Contribution of £87,000 toward Education & Learning deficit reserve	600	Management of Financial Risk	Business Unit	This is to be utilised to meet capacity requirements where national reviews (Peer review, Jesip review) have shown WFRS as having gaps - long-term arrangements will be considered over the next 12-24 months	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact is known
Fire Services - ESMCP	504	261	765					765	Specific Investment	Business Unit	Specific project mostly funded through one off grant from the Home Office in advance of expenditure being incurred in future years. Committed to completion of requirements under that project and will require reporting to the Home Office			
RSFRS Project	84	32	116					116	Specific Investment	Business Unit	Funding set aside to cover required upgrades/replacements of various IT systems necessary to the delivery of the Fire & Rescue service			
Vulnerable People	75	45	120		(75)			45	Earmarked	Business Unit	Member allocation in 2017/18 to develop support for vulnerable people - will be completed in 2018/19			
<b>Total Fire &amp; Rescue</b>	<b>1,890</b>	<b>299</b>	<b>2,189</b>	<b>(87)</b>	<b>(75)</b>	<b>0</b>		<b>2,027</b>						
<b>Total Communities Group</b>	<b>9,651</b>	<b>(958)</b>	<b>8,693</b>	<b>(1,000)</b>	<b>(741)</b>	<b>(602)</b>		<b>6,342</b>						
<b>Children &amp; Families</b>														
C&F - Savings	0	(3,324)	(3,324)	3,324				0	Management of Financial Risk	Business Unit				
Young Carers Contract	50		50		(50)		The £50,000 drawdown from this reserve is in order to fund the 3rd year (of 3) of the Young Carers' contract.	0	Earmarked	Business Unit				
0-5 Strategy for Children	844	888	1,732		(700)		Drawdown to continue support of the transformation of C&F Business Unit.	1,032	Earmarked	Business Unit	These reserves are committed to planned initiatives over the life time of the OOP2020 and beyond with individual allocations having been approved by the governance arrangements approved by Members as well as the planned medium term transformation of the Business Unit.			
Priority Families Reserve	630	200	830		(250)		Drawdown to continue support of the Priority Families programme.	580	Earmarked	Business Unit	The balance of government funding for the Priority Families initiative to support the delivery of phase 2 of the programme.			
Controlling Migration		200	200			(200)	Drawdown to continue support of the Controlling Migration programme from the grant awarded.	0	Earmarked	Business Unit				
Adoption Central England Partnership (ACE)		126	126			(26)	Drawdown to fund one off work to gain DDP Accreditation and also to pump prime more Adopter Family recruitment. This has been agreed by Partners & the Executive Board.	100	Earmarked	Business Unit	This reserve is held to fund the multi year costs of this partnership where costs are uneven over financial years and the nature of adoption cases span financial years.			
Traded	126	38	164					164	Specific Investment	Business Unit	To provide a reserve that allows trading services to operate on a trading basis i.e. more independently. The reserve relates to Child Protection & Taking Care service.			
House Project	0	726	726		(200)	(526)	Drawdown to continue support of the House programme from the grant awarded.	0	Earmarked	Business Unit				
<b>Children &amp; Families Sub-Total</b>	<b>1,650</b>	<b>(1,146)</b>	<b>504</b>	<b>3,324</b>	<b>(1,200)</b>	<b>(752)</b>		<b>1,876</b>						
<b>Social Care and Support</b>														
Social Care and Support - Savings	8,319	3,640	11,959	(3,000)				8,959	Management of Financial Risk	Business Unit	<p><b>Client Funding</b> - There will be radical changes to funding and the way in which people contribute to the cost of their care. Any changes are highly unlikely to be fully funded by central government.</p> <p><b>Health and Social Care Transformation</b> - It is possible that structural integration options may be pursued in the next 3-5 years. These may carry significant one-off costs in scoping, developing and establishing new arrangements and the management of risks during this process as budgets are potentially pooled.</p> <p><b>Cost Volatility</b> - National initiatives and research are ongoing to determine the true cost of care and whether providers are using income from self-funders to cover the unfunded cost of local authority care. While recent tenders have incorporated provider costings into fees contracted, the outcome of national policy may affect future and historic rates locally.</p> <p><b>Demand Volatility</b> - The reserve also addresses the future service risks recognising the scale, volatility and overall risks associated with adult social care services including unpredictable elements (severe winters, flu epidemic). This also protects the wider council from the impact of these as a small percentage change to adult social care expenditure is a large financial figure. (e.g. a 5% annual increase to purchased care through demand or inflation equates to £7m additional expenditure, a 5% decrease in the annual amount existing customers can contribute for their care equates to £1.5m less income)</p>	10% to 75% chance of circumstances arising	Possibly/likely in the next 1 to 3 years	Financial impact can be estimated
<b>Social Care Sub-Total</b>	<b>8,319</b>	<b>3,640</b>	<b>11,959</b>	<b>(3,000)</b>	<b>0</b>	<b>0</b>		<b>8,959</b>						

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdraw)	Effect of Final 2017/18 Outturn	Reserves to be Retained in 2017/18	Movements Between Reserves (Note 1)	2018/19 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2018/19	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdraw)	Likelihood of Risk Materialising - with reasons to justify accountability level					
									Probability	Timescale	Clarity			
	A	B	C = A+B	D	E	F								
	£'000	£'000	£'000	£'000	£'000	£'000		G=C+D+E+F						
								£'000						
<b>Strategic Commissioning</b>														
Strategic Commissioning - Savings	4,844	1,831	6,675	(1,640)	(1,000)			4,035	Management of Financial Risk	Business Unit	<p>Redesign and transformation of market to achieve OOPS savings - Required to mitigate risks associated with service redesign and transformation e.g.: legal challenge, delay in achieving defined savings targets within given year(s), risks linked to market changes for example: planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned.</p> <p>Market failure support - Mitigate risks of provider failure in light of duties in the Care Act. Indemnity for transfer of staff to a new provider in the case of a company going into administration (Southern Cross experience) that is not managed nationally and has to be coped with locally under new legislation. To cover costs associated with a provider going into administration to enable the service to continue uninterrupted e.g.: staff wages, overheads. And to mitigate the risk of judicial review in negotiating and securing a fair price for care from the market.</p> <p>Impact of costs associated with outsourcing e.g.: costs of repairs to buildings, pension liabilities. - To mitigate the risk of liability for a number of legacy and current issues with outsourcing services e.g.: significant and historical pension liabilities of small/medium community and voluntary sector organisations within the local authority pension fund, building costs associated to any buildings transferred that require ongoing maintenance, funding deficits linked to outsourcing services.</p> <p>Potential impact on health integration e.g.: cost shunting, exit strategy costs - To mitigate the risk of health service changes that may shunt costs towards social care e.g. reduction in admissions to acute care through the Better Care Fund and the increased pressures on social care provision (market shape).</p>	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
<b>Strategic Comm. Sub-Total</b>	<b>4,844</b>	<b>1,831</b>	<b>6,675</b>	<b>(1,640)</b>	<b>(1,000)</b>	<b>0</b>		<b>4,035</b>						
<b>Public Health</b>														
Public Health - Savings	1,049	350	1,399		(250)		E200,000 to fund the Year 1 OOP2020 saving on Dielitics. E50,000 to fund the Emotional Health role.	1,149	Management of Financial Risk	Business Unit	To utilise PH Grant funding not spent in previous years on development of PH services e.g. one-off funding of projects and research, and to support delivery of savings targets	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
<b>Public Health Sub-Total</b>	<b>1,049</b>	<b>350</b>	<b>1,399</b>	<b>0</b>	<b>(250)</b>	<b>0</b>		<b>1,149</b>						
<b>People Group</b>														
People Group Reserve	3,978	0	3,978	1,272	(821)		To fund the temporary Social Worker increase in numbers to seek a long term reduction in case loads and Looked after Children numbers in the achievement of OOP2020 savings CF-04 & CF-06	4,429	Management of Financial Risk	Group	Reserves are held to cover transformation of Peoples Group Services as set out in the OOP2020 plan.	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
People Group DSG	0	108	108	(108)				0	Earmarked	Corporate	This amount is transferred to the corporate Central DSG reserve to mitigate over-spends in other central DSG services.			
<b>People Group Sub-Total</b>	<b>3,978</b>	<b>108</b>	<b>4,086</b>	<b>1,164</b>	<b>(821)</b>	<b>0</b>		<b>4,429</b>						
<b>People Group Total</b>	<b>19,840</b>	<b>4,783</b>	<b>24,623</b>	<b>(152)</b>	<b>(3,271)</b>	<b>(752)</b>		<b>20,448</b>						
<b>Customer Service</b>														
Warwickshire Local Welfare Scheme	714	94	808	(117)		(250)	E250,000 to Community Services BU to provide a resource for the Warwickshire Financial Inclusion Partnership to use to deliver improved outcomes on a wide range of determinants of poverty including food.	441	Earmarked	Business Unit	The spend is for projects that meet the criteria agreed by members			
Library Bequests	0	3	3					3	Earmarked	Business Unit				
Corporate Customer Journey Programme	258	101	359	(52)		(97)	E97,000 replacement of public PCs	210	Specific Investment	Business Unit	The budget is to progress the work on the customer 'front door' including digital by design work, the one stop shop service offer, target operating model			
<b>Customer Service Total</b>	<b>972</b>	<b>198</b>	<b>1,170</b>	<b>(169)</b>	<b>0</b>	<b>(347)</b>		<b>654</b>						
<b>Finance</b>														
Finance - Savings	274	232	506	(75)		(208)	E50,000 - interim support at principal accountant level in Resources Group Finance to provide capacity while there are vacant posts. E105,000 - consultants to support the implementation of new functionality on the Agresso system. E60,000 - training system users to maximise the usage and benefits from the above	223	Specific Investment	Business Unit	To provide capacity while there are vacant posts, fund support for the implementation of new functionality on the Agresso system and to fund costs of training system users to maximise the usage and benefits from the new system functionality.			
Finance - Training	95	(3)	92	(13)				79	Specific Investment	Business Unit	This reserve is to train more finance staff for formal qualifications (to provide value added support to the organisation) In addition, it is planned that a training offer of finance for non-finance managers to address the challenges of implementing the OOP should also occur over the next couple of years.			
Finance - Service Improvement Projects	432		432	(63)		(100)	E100,000 - additional staff undertaking a review of WCC's major contracts.	269	Specific Investment	Business Unit	The major contracts work has begun (on the presumption of drawing down reserves if necessary). The Finance Target Operating Model has begun and is highly likely to require investment in service improvements, but there is uncertainty over specifically what those improvements will entail			
<b>Finance Sub-Total</b>	<b>801</b>	<b>229</b>	<b>1,030</b>	<b>(151)</b>	<b>0</b>	<b>(308)</b>		<b>571</b>						
<b>Human Resources</b>														
HR&OD - Savings	537	8	545	(538)		0		7	Management of Financial Risk	Business Unit				
Your HR Implementation		0	0	459		(459)	Funding set aside for Your HR Implementation at 2016/17 outturn. Until now this has sat in the Savings Reserve.	0	Specific Investment	Business Unit				
Going for Growth Apprenticeship Scheme	155	93	248	(36)		0		212	Earmarked	Business Unit	Money to be used as part of centralised fund that covers the salary costs associated with the placement of apprenticeships within services.			
HR Service Improvement Projects	30	40	70	(10)				60	Earmarked	Business Unit	Held for HR Service improvement projects			
<b>Human Resources Sub-Total</b>	<b>722</b>	<b>141</b>	<b>863</b>	<b>(125)</b>	<b>0</b>	<b>(459)</b>		<b>279</b>						

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn)	Effect of Final 2017/18 Outturn	Reserves to be Retained in 2017/18	Movements Between Reserves (Note 1)	2018/19 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2018/19	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn)	Likelihood of Risk Materialising - with reasons to justify accountability level		
									Probability	Timescale	Clarity
	A	B	C = A+B	D	E	F					
	£'000	£'000	£'000	£'000	£'000	£'000		G=C+D+E+F			
								£'000			
<b>IT Services</b>											
Going for Growth	293	18	311			(311)	The contract has now entered a new phase with Contract 3 being procured and revenue is therefore essential to support the existing contract 2 and Contract 3 through 2018/19.	0	Management of Financial Risk	Business Unit	
IT Services - Savings	0	172	172	(70)		(82)	The proposal will support the Digital by Design Programme by providing additional senior ICT resources and funds to support priority areas. This contributes to the benefits outlined in the programme: • Enabling a commissioning/delivery model for the organisation • Delivering an effective Digital Platform to support the programme • More effective use of technology to support the working practice of the organisation	20	Management of Financial Risk	Business Unit	The expected spend supports the Digital by Design programme which is a key/critical programme for the authority delivering key savings and improved service to the citizens of Warwickshire More than 75% chance of circumstances arising Very likely to occur in the next year Financial impact can be estimated
<b>IT Services sub-total</b>	<b>293</b>	<b>190</b>	<b>483</b>	<b>(70)</b>	<b>0</b>	<b>(393)</b>		<b>20</b>			
<b>Law and Governance</b>											
Law and Governance - Savings	0	501	501	(73)		(215)	1. £65,000 - One new post at solicitor/senior solicitor level who would be tasked with bringing in new business to agreed target income levels. 2. £35,000 to fund a post or commission activity to deliver targeted marketing of the Legal Service. 3. £75,000 - Remaining installation costs of webcasting equipment in Council Chamber and Committee Room. 4. £40,000 to recruit temporary risk management consultants to develop the Council's approach to risk management (a key theme from the recent EGA)	213	Specific Investment	Business Unit	1. Is intended to be an investment to realise the growth plans for legal services, linked to the establishment of the new legal trading company. Growth may not be as great without the investment. 2. This funding is required to complete the webcasting project. The project will not be implemented without it 3. This funding is an investment to upgrade the audit IT case management system and address the risk management related theme identified by the recent external assessment. This is service improvement and carries limited risk - however greater investment in risk management has been identified.
LA Counter Fraud Fund Grant	20	10	30			(30)	£30,000 to recruit a temporary member of staff to conduct counter fraud work	0	Earmarked	Business Unit	
<b>Law and Governance sub-total</b>	<b>20</b>	<b>511</b>	<b>531</b>	<b>(73)</b>	<b>0</b>	<b>(245)</b>		<b>213</b>			
<b>Property Services</b>											
Catering Equalisation Reserve	301	(147)	154	(22)		(132)	To mitigate the risk of staff costs exceeding budget due to the need to employ agency staff to fill posts from failed permanent recruitment. To cover the increased need for funding the One Public Estate programme manager.	0	Management of Financial Risk	Business Unit	It is assumed that trading risks are the entire responsibility of the council's LATIC caterers, and therefore the need for such a reserve be removed. The likelihood of the risk materialising for Property Services is based on this assumption.
Property Services - Savings	0	(1,157)	(1,157)	1,157		0		0	Management of Financial Risk	Business Unit	
One Public Estate		323	323			(323)	Drawdown of Grant funding for the One Public Estate Scheme	0	Earmarked	Business Unit	
Community Energy Scheme	0	110	110	(16)		(94)	Funding approved by Cabinet in January 2018 for the Switch and Save Scheme	0	Management of Financial Risk	Business Unit	
<b>Property Services Sub-Total</b>	<b>301</b>	<b>(871)</b>	<b>(570)</b>	<b>1,119</b>	<b>0</b>	<b>(549)</b>		<b>0</b>			
<b>Performance</b>											
Performance - Savings	0	354	354	(231)		(98)	1. £81,000 to purchase a project management system to replace the Project Hub. 2. £17,000 to upgrade our current subscription to the enhanced Instant Atlas Online Extra version, making data easily accessible to both colleagues and external partners.	25	Management of Financial Risk	Business Unit	The current Project Management system, the Project Hub, is not a purpose built project management system and is not meeting the Organisation's requirements and has resulted in a complex manual system underpinning reporting. Failure to allocate funds for Verto will mean that the Project Hub will continue to be used with its identified shortfalls (e.g. lack of milestone recording, restrictive reporting, the inability to report by exception, multiple data sources being required). The Hub doesn't align with the new Operating Model governance and reconfiguring it will be resource and time intensive. The Instant Atlas tool will support the organisation's aspiration to have a 'single intelligence hub', providing a single point of access for all WCC staff to access contextual data about the county and our customers.
<b>Performance Sub-Total</b>	<b>0</b>	<b>354</b>	<b>354</b>	<b>(231)</b>	<b>0</b>	<b>(98)</b>		<b>25</b>			
<b>Resources Group Reserves</b>											
Service Savings	663		663	(96)				567	Management of Financial Risk	Group	This is a general reserve held on behalf of the Group to mitigate the risk associated with any unforeseen financial costs facing the Group, such as service failure, external suppliers liquidating, loss of grant and other overspends.
Resources Transformation Fund	1,165	45	1,210	(111)		(477)	To continue to fund the Resources Transformation Programme which supports the changes and developments needed to transform the way we work in the Resources Group	622	Specific Investment	Group	This reserve is used to fund one-off investment in services, including traded services, to ensure that they are commercially viable, competitive, sustainable and provide an improved service to customers in an ever increasingly competitive market place. The funding will be specifically aimed at supporting new business structures and delivery models across the Group.
Systems Replacement	1,507		1,507	(197)	(154)	(200)	Drawdown to fund systems replacement works within Resources Group	956	Specific Investment	Group	In the next two years the Council will need to replace some Business Systems that have been used for many years. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.
Resources Group Traded Services Reserve	263		263	(38)				225	Management of Financial Risk	Group	This reserve is held on behalf of the Group to allow traded services to adjust to changes in the market, including unforeseen financial costs and to smooth out short term fluctuations.
LATIC Operational Reserve	0		0					300	Specific Investment	Group	Funds to cover any financial issues from the Educaterers company.
<b>Resources Group Sub-Total</b>	<b>3,598</b>	<b>45</b>	<b>3,643</b>	<b>(442)</b>	<b>(154)</b>	<b>(377)</b>		<b>2,670</b>			
<b>Total Resources Group</b>	<b>6,707</b>	<b>797</b>	<b>7,504</b>	<b>(142)</b>	<b>(154)</b>	<b>(2,776)</b>		<b>4,432</b>			

Analysis of Reserves as at 31 March 2018

Service	Balance on Reserves at 31 December 2017 In-hand (Overdrawn)	Effect of Final 2017/18 Outturn	Reserves to be Retained in 2017/18	Movements Between Reserves (Note 1)	2018/19 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2018/19	Head of Service explanation of what the 2018/19 drawdown of reserves will fund (Column E and/or Column F)	Revised Reserves In-hand (Overdrawn)	Likelihood of Risk Materialising - with reasons to justify accountability level					
									Probability	Timescale	Clarity			
	A	B	C = A+B	D	E	F								
	£'000	£'000	£'000	£'000	£'000	£'000		£'000						
<b>Other Services</b>														
NDR Pool Deficit Reserve	971	1,238	2,209					2,209	Earmarked	Corporate	This reserve is the net surplus on the business rates pool held as an artificial safety net. The balance will be distributed across pool members at the end of the pool's life. It is held as part of the County Council's accounts because we are the lead authority.			
Quadrennial Elections	730	(543)	187					187	Specific Investment	Business Unit	Funding held to cover the cost of elections as recharged by districts/boroughs.			
Corporate Transformation Fund	4,050	1,854	5,904	186	(1,514)			4,576	Specific Investment	Corporate	Funding to support the delivery of the authority's transformation agenda.			
NDR Appeals Reserve	2,051	622	2,673					2,673	Management of Financial Risk	Corporate	There remains a significant backlog in business rates appeals that have yet to be settled and may go back several years. Looking forward towards 2020 there will be further increased volatility in business rates income as a result of moves towards increased localisation of business rates and the effect of the fair funding review where local authority funding baselines will be reset. This reserve provides some capacity to manage any impact but is unlikely to be sufficient.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Corporate Partnership Initiatives	301		301					301	Specific Investment	Corporate	Funding held to take forward initiatives with partners to support the delivery of the council's objectives e.g. CIL developments			
Audit Fee Reserve	717	32	749					749	Specific Investment	Business Unit	The external audit fee is variable between years depending on the auditors perceived level of financial risk, the number of additional grant claims to be audited and investigations into any issue that emerge during the audit or are reported to the auditors. This reserve of accumulated underspends ensures that in any one year there will be no impact on the revenue budget and will ensure sufficient funds are available to meet additional audit requirements.			
Interest Rate Volatility Reserve	5,436		5,436					5,436	Management of Financial Risk	Business Unit	This reserve will allow fluctuations in interest rates, as they impact on both the interest we can earn and the interest we pay on any borrowing to be smoothed and avoid the need to allocate resources to fund capital financing costs whilst spend/borrowing is at the level set out in the OOP.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Adult Social Care Reserve	3,240		3,240					3,240	Earmarked	Corporate	Funds received in respect of Adult Social Care to be called upon as and when required by the service.			
Pensions Deficit Reserve	466		466					466	Management of Financial Risk	Corporate	To fund pension fund deficits in future years if required	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Corporate Apprenticeship Fund	600	(47)	553					553	Earmarked	Corporate	Apprentice salaries are not covered by the apprenticeship levy therefore, funding has been kept aside to pay for new apprenticeship post salaries as the organisation works towards achieving the government's apprenticeship target.			
Schools in Financial Difficulty	2,273		2,273					2,273	Management of Financial Risk	Corporate	Funding held aside to fund costs of assisting schools in financial difficulty	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Corporate Systems Replacement Reserve	2,706	975	3,681					3,681	Specific Investment	Corporate	In the next two years the Council will need to replace some Business Systems that have been used for many years. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.			
<b>Total Other Services</b>	<b>23,541</b>	<b>4,131</b>	<b>27,672</b>	<b>186</b>	<b>(1,514)</b>	<b>0</b>		<b>26,344</b>						
<b>Corporate Reserves</b>														
Capital Fund	1,037	238	1,275					1,275	Management of Financial Risk	Corporate	Funding set aside from capital receipts to meet the sale expenses and any associated fees. A rolling fund is required as the costs of selling assets etc. are incurred before any receipt is received.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
General Reserves	25,835	1,438	27,273					27,273	Accumulated Underspends	Corporate	Funds set aside to meet corporate financial risks that are not covered elsewhere by business unit and directorate reserves. The Head of Finance specifies each year the minimum amount that must be held in General Reserves. For 2018/19 this is £18.5 million.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Insurance Fund	8,435	490	8,925					8,925	Specific Investment	Corporate	As an authority it is financially a better option to self-insure for some risks. We also have a number of excesses on the various corporate insurance policies. This Fund provides cover for both of these risks. Without this Fund individual services would be required to meet the cost of excesses or of any risks we self insure for (e.g. ICT equipment) from their revenue budget as and when claims arise.			
Provision for Redundancy Costs	12,424	(507)	11,917					11,917	Specific Investment	Corporate	Funding set aside to meet the costs of redundancies/early retirements that arise as a result of the reduction in staff numbers that forms part of the OOP. Without this funding any costs would have to be met from within service budgets, increasing the level of savings to be delivered.			
Medium Term Contingency	15,194		15,194		(8,358)			6,836	Specific Investment	Corporate	Funding set aside to manage timing differences between the delivery of savings and spending need across the life of the One Organisation Plan. This will be reviewed as part of the 2019/20 refresh when there is more clarity about Government policy on local authority funding and services from the new national government.			
Earmarked Reserves LMS	14,711	(2,200)	12,511					12,511	Earmarked	Corporate	This is the net level of school reserves. Any decisions about the use of this funding rest with individual schools.			
Loans To Schools	(108)	41	(67)					(67)	Earmarked	Corporate				
Schools Absence Insurance Equalisation Account	1,175	265	1,440					1,440	Earmarked	Corporate				
DSG	0	(159)	(159)	1,116				957	Earmarked	Corporate	Schools Forum approved contribution to the DSG reserve which is likely to be required to meet expected deficits in 2018/19			
<b>Total Corporate Reserves</b>	<b>78,703</b>	<b>(394)</b>	<b>78,309</b>	<b>1,116</b>	<b>(8,358)</b>	<b>0</b>		<b>71,067</b>						
<b>TOTAL</b>	<b>138,442</b>	<b>8,359</b>	<b>146,801</b>	<b>0</b>	<b>(14,038)</b>	<b>(4,130)</b>		<b>128,633</b>						

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

**2017/18 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	158		158	158	0	
Community Services Support Costs	394	60	454	358	(96)	Planned underspend of budget to support pressures within the business unit and in preparation for OOP savings reductions in 2018/19
Community Safety	923		923	959	36	An overspend in Gypsies & Travellers due to lower income and higher site costs, offset by underspend due to staff vacancies within the rest of the group
Localities & Partnership	2,633	(60)	2,573	2,491	(82)	Staff savings plus a small amount of underspend of Councillor grants
Heritage and Environment	1,073	7	1,080	1,113	33	Lower income in Country parks due to winter weather conditions
Heritage Education (WES - Traded Service)	(13)		(13)	19	32	Reduced income from trading activities
Waste Management	18,211		18,211	18,968	757	Increases in costs associated with changes to processing of green waste following changed arrangements in Rugby BC, coupled with increased residual tonnages and increased costs associated with haulage, contract inflation and equipment maintenance
Youth Justice Service	1,506		1,506	1,425	(81)	Lower than budgeted spend on secure remand which is demand led
Trading Standards	1,262	(45)	1,217	1,149	(68)	Increased income in Calibration and staff savings within the rest of Trading standards
Emergency Management	161		161	178	17	
Communities Group Resources	160		160	146	(14)	
<b>Net Service Spending</b>	<b>26,468</b>	<b>(38)</b>	<b>26,430</b>	<b>26,964</b>	<b>534</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17	Movement in Year	Effect of Outturn	Closing Balance 31.03.18	Reason for Request
Waste Management	280	(280)	(757)	(757)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Museum Development Fund	104		8	112	
Museums Ethnographic Fund	18		1	19	
Records Purchase Fund	6		1	7	
Records Donations Fund	62		2	64	
Community Services Savings	145	15	37	197	
Community Services Trading	57	(8)	46	95	
Proceeds of Crime	40	45	61	146	
Domestic Homicide Reviews	93		(10)	83	
Secure Remand	310		77	387	
Ecology & Archaeology Information and Advice Service	42	(42)	0	0	
Accommodation Reserve	29	(29)	0	0	
<b>Total</b>	<b>1,186</b>	<b>(299)</b>	<b>(534)</b>	<b>353</b>	

A - Community Services

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
CG-CS-01	Reducing the costs associated with landfill sites by diverting more waste from landfill to energy from waste plants	67	67	Whilst these savings have been delivered other pressures have resulted in an overall overspend position for Waste Management
CG-CS-02	Reducing waste and increase recycling across the County	313	313	Whilst these savings have been delivered other pressures have resulted in an overall overspend position for Waste Management
CG-CS-03	Communities Group support services - reductions based on the priorities of Communities Group Business Units	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	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	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	
CG-CS-07	Reviewing alternative delivery models to enable Country parks to become self financing	128	128	
CG-CS-08	Increasing income levels and identify savings to make Forestry self financing	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	100	
CG-CS-10	Reduction in support for environmental landscape services	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	49	
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	24	
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	320	
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	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	0	0	
CS-OOP14-18	Youth Justice Service - service reductions in our support to young people in the criminal justice system	95	95	
	<b>Total</b>	<b>1,454</b>	<b>1,454</b>	

A - Community Services

Target	1,454
Remaining Shortfall/(Over Achievement)	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	
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,479	114	0	0	1,593	1,479	41	43	0	1,563	(73)	(30)	The ReStat project (10207014) has been delayed throughout the year - ongoing issues to get the new software fit for purpose.
10454000	Lower House Farm	0	0	0	0	0	0	25	0	0	25	25	25	Additional costs to address the residual issues of the original design and build project. Funded from 10207000.
11303000	HWRC Maintenance 2016/17	10	32	0	0	42	10	38	0	0	48	6	6	Draining Sweeping Bay project 11303002 added for urgent operational maintenance at Princes Drive - funded from 10207000 and 11304000
11304000	HWRC Maintenance 2017/18	0	131	0	0	131	0	54	77	0	130	(78)	(1)	Potential purchase of new vehicles was postponed in 2017/18. Small amount of budget used on 11303000
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	
<b>Countryside</b>														
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	(5)	21	0	623	606	0	0	0	606	5	(16)	Awaiting compulsory purchase order for Southam stopping place, no indication of when this will be available.
11218000	Countryside Rural Services Capital Maintenance 2015/16	419	6	2	0	427	419	12	0	0	432	7	4	Ryton Storage building - Initial charge & Retention payment in 17/18 higher than accrued for at 16/17 YE
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	2	4	0	368	362	0	0	0	362	(2)	(6)	Planned to spend on extra wiring and software to bring CCTV into full use but these costs have been subsumed by maintenance contract for the CCTV
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	208	10	0	218	0	200	20	0	220	(8)	2	New projects added and this is their first forecast therefore being compared to budget of zero
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	220	0	220	0	0	249	0	249	0	29	Balance of 2017/18 allocation moved to 2018/19 allocation
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	0	220	220	0	0	0	220	220	0	0	
<b>Trading Standards</b>														
11642000	Calibration Fuels	0	0	0	0	0	0	32	0	0	32	32	32	First forecast for this project. Budgeted spend was £30k, slight increase in spend, all funded from Revenue contributions
<b>Heritage</b>														
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	0	18	0	932	(195)	(177)	The balance of revenue to capital expenditure altered for the final outturn
11534000	Healey collection	89	11	0	0	101	89	7	0	0	97	(4)	(4)	Less work required to complete the project than anticipated
<b>Community Safety</b>														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0	0	

A - Community Services

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	
11524000	Emergency Stopping Places	0	50	23	0	73	0	81	0	0	81	31	8	Higher than anticipated costs to bring the site into use as an Emergency Stopping Place including additional costs to deal with vandalism
		4,014	779	393	300	5,486	4,014	524	520	300	5,359	(254)	(127)	



**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	153		153	137	(16)	Underspend of £15,000 is due to income from RSC when previous HoS was on placement there. Also difference in salary level between previous and current HoS means small saving in cost centre
Business Unit	352		352	741	389	£244,000 of the overspend is to repay the 2016/17 overspend, this is to be offset against the WES traded income below. An additional £90,000 overspend on Legal costs; this is being addressed in 2018/19 by apportioning Legal costs to services so that service managers see the costs that they are incurring, and take more control.
Business Unit - WES Traded	516		516	0	(516)	This under spend 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	60	(9)	
Head of Service - Total	1,090	0	1,090	938	(152)	
School Organisation and Planning	15,902	(80)	15,822	16,958	1,136	There is an overspend on home to school transport of £1,240,000 of which £878,000 relates to SEN. Income of £6,000 has been received to support the delivery of the Early Years 30 hours, a request to transfer this to reserve for 2018/19 has been made. A new Board for SEND is being set up from September 2018 to oversee SEND developments including home to school transport, under the WCC Transformation programme. A Digital by Design bid has been successful and a digital end to end process will be developed for home to school transport, with the aim of reducing costs.
School Organisation and Planning - WES Traded	(27)		(27)	(91)	(64)	More precise budget setting for income generating services is being promoted for 2018/19 to be reviewed in March 2019.
School Organisation and Planning - DSG	24,550		24,550	23,830	(720)	The 30 hour offer was new in 2017 and take-up of places was less than anticipated. This resulted in an underspend of £526,000. There was also an underspend in 2 year old funding of £130,000 due to lower uptake than expected.
School Organisation and Planning - Total	40,425	(80)	40,345	40,697	352	
SEN & Inclusion	1,957	(99)	1,858	1,751	(107)	The agreed budget change of £99,000 represents the transfer of the SEND Strategic Planning grant to reserves, a further £390,000 of earmarked funding for SEND implementation & strategic planning is requested to be transferred to reserves for 2018/19. The overspend of £283,000 largely relates to the SENDAR team this is due increase in salary costs to meet additional demand (17% ) in referrals, and the requirement to be compliant. Additional permanent budget of £413,000 has been allocated from corporate funding from 2018/19.
SEN & Inclusion - WES Traded	(354)		(354)	(361)	(7)	
SEN & Inclusion - DSG	41,116	6	41,122	41,936	814	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, this includes an increase in referrals, an increase in levels of need and increased costs of mediation. The Council's DSG Review, reporting to Corporate Board in June 2018 is analysing this. It is a national situation as well as local. The new SEND Board will also be focusing on addressing the overspends in the High Needs Block.
SEN & Inclusion (Previously Vulnerable Learners) - Total	42,719	(93)	42,626	43,326	700	
Learning and Performance	1,473	(264)	1,209	1,113	(96)	The agreed budget change from Q3 to outturn is the movement of the School Improvement & Monitoring grant into reserves. £7,000 under spend relates to a one off saving in salary posts, this will be used to offset overspends in other areas of service. Statutory Assessment have underspent by £3,000, an options appraisal will take place in 2018/19 to assess feasibility of becoming a traded service.
Learning and Performance - WES Traded	(208)	16	(192)	(214)	(22)	
Learning and Performance - DSG	2,921		2,921	2,919	(2)	
Learning and Performance - Total	4,186	(248)	3,938	3,818	(120)	
Adult Community Learning	(86)		(86)	(86)	0	
Schools related residual	2,408		2,408	2,161	(247)	This is a one-off underspend in-year and is covering OOPs savings in 2018/19
Schools related residual - DSG	2,908	(93)	2,815	1,725	(1,090)	The DSG Contingency budget was underspent in 2017/18, this will be used to offset against the SEN & Inclusion (High Needs Block) overspend.
Schools related residual - Total	5,230	(93)	5,137	3,800	(1,337)	
<b>Net Service Spending</b>	<b>93,650</b>	<b>(514)</b>	<b>93,136</b>	<b>92,579</b>	<b>(557)</b>	
Non DSG	22,086	(427)	21,659	22,109	450	
DSG	71,564	(87)	71,477	70,470	(1,007)	

2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17	Movement in Year	Effect of Outturn	Closing Balance 31.03.18	Reason for Request
	£'000	£'000	£'000	£'000	
E&L Savings	(244)	244	(891)	(891)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
SEND Earmarked Reserve	332	(196)	390	526	
DSG Reserve	0	0	1,007	1,007	
Education MIS Project	372	(292)	(9)	71	
School Improvement Monitoring & Brokering Reserve	0	323	0	323	
Early Years 30 Hours Delivery Support Fund	0	0	60	60	
<b>Total</b>	<b>460</b>	<b>79</b>	<b>557</b>	<b>1,096</b>	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	
		£'000	£'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	
CG-EL-02	Remove the budget for one-off small research and development projects	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	
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	
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	
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	
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	
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	0	0	
CG-EL-09	Reduction in the Home to School Transport Budget	0	0	
	<b>Total</b>	<b>1,249</b>	<b>1,249</b>	
	<b>Target</b>		<b>1,249</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

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		
<b>Learning - Devolved</b>															
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	5,270	4,010	0	0	9,280	5,270	1,965	0	0	7,235	(2,045)	(2,045)	This relates to devolved school spending over which we have no control.	
<b>Learning - Other</b>															
11393000	Minor Works Block Header 2015/16	584	84	0	0	668	584	50	48	0	682	(34)	14	Grant funding carried forward to 2018/19. Overspend on corporate resources	
11399000	CMS Musical Instruments 2015/16-2017-18	69	25	0	0	94	69	11	11	0	91	(14)	(3)	New budget required from RCCO	
11476000	Nursery & pre school provision minor works	0	0	0	0	0	0	3	0	0	3	3	3		
11499000	Bidford Primary & Willow Tree Nursery separation works	5	33	0	0	38	5	29	4	0	38	(4)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19	
11501000	Camp Hill Nursery improvements & extension works	0	0	0	0	0	0	(5)	0	0	(5)	(5)	(5)		
11556000	Education MIS	194	268	0	0	462	194	232	0	0	426	(36)	(36)	Capital costs lower than anticipated	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	0	150	0	0	150	0	196	0	0	196	45	45	Revenue contribution was made to project	
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	0	78	0	78	(78)	0	Project extended to August 2018	
11571000	Bridges Childcare	0	40	0	0	40	0	0	40	0	40	(40)	0	Project not started in anticipated year	
11573000	Planning & Development block header 17/18	0	200	0	0	200	0	10	190	0	200	(190)	0	Remainder of block funding to continue into future years	
11583000	Early Years Capital Fund / Dunchurch Infants	0	176	0	0	176	0	132	54	0	186	(44)	10	Budget moved to current year	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	0	10	240	1,400	1,650	0	6	244	1,400	1,650	(4)	0	Minor Project slippage in year	
11630000	Minor Works 18/19	0	0	300	0	300	0	16	284	0	300	16	(0)	Project 11630005 commenced earlier than anticipated	
11633000	Weddington Nursery Provision - demolition and new build	0	10	378	0	388	0	0	388	0	388	(10)	0	Project not started in year, funding carried forward to 2018/19	
11643000	Marle Hall Outdoor Education Centre	0	0	0	0	0	0	15	0	0	15	15	15	New Code allocated for vehicle - funded from revenue	
<b>Primary - expansion</b>															
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	1	50	0	950	(50)	0	Works to refurbish WC's planned 2018/19, funding carried forward to 2018/19	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	0	25	0	903	(25)	0	Works to refurbish ICT room planned 2018/19, funding carried forward 2018/19	
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	8	0	0	1,021	1,013	0	0	0	1,013	(8)	(8)	Project complete return unspent budget to E&L capital programme	
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		

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	
11249000	Bishopton School extension - targeted basic need	2,618	82	0	0	2,700	2,618	71	11	0	2,700	(11)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11253000	Lapworth School extension - targeted basic need	718	3	0	0	721	718	0	0	0	718	(3)	(3)	
11255000	Paddox School extension - targeted basic need	2,646	11	0	0	2,658	2,646	24	0	0	2,670	13	13	External landscaping and playground works, final account still to be agreed
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	17	0	0	2,695	2,678	17	0	0	2,695	(0)	(0)	
11263000	Long Lawford extension (pupil places)	770	105	0	0	875	770	2	104	0	875	(104)	0	Works to extend school planned 2018/19, funding carried forward to 2018/19
11270000	Shipston Primary extension	393	2	0	0	395	393	1	0	0	394	(1)	(1)	
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	1	2	0	650	(2)	0	Final account still to be agreed, funding carried forward to 2018/19
11323000	Boughton Leigh Jnr basic need provision	289	11	0	0	300	289	0	0	0	289	(11)	(11)	Project Complete return unspent budget to E&L capital programme
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	118	0	0	988	870	0	118	0	988	(118)	(0)	Works to refurbish kitchen planned 2018/19, funding carried forward to 2018/19
11386000	Long Lawford Primary permanent expansion	194	347	2,499	0	3,040	194	62	2,785	0	3,040	(286)	(0)	Project slippage to 2018/19
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	566	184	0	0	750	566	15	169	0	750	(169)	(0)	Works to external areas planned 2018/19, funding carried forward to 2018/19
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	0	22	0	330	(22)	0	Works to extend kitchen planned 2018/19, funding carried forward to 2018/19
11401000	Hillmorton Primary Permanent Expansion	2,509	477	0	0	2,986	2,509	513	0	0	3,022	36	36	Playground extension and highways works, final account still to be agreed
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	892	8	0	0	900	892	2	6	0	900	(6)	(0)	Final account still to be agreed, funding carried forward to 2018/19
11468000	Oakfield Primary expansion (Academy)	41	529	0	0	570	41	432	97	0	570	(97)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
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	(9)	0	0	182	(55)	(55)	Project Complete return unspent budget to E&L capital programme
11471000	The Ferncumbe Primary School	100	20	30	0	150	100	0	50	0	150	(20)	0	Works to extend car-park planned 2018/19, funding carried forward to 2018/19
11474000	Newdigate Primary School Bedworth	103	17	30	0	150	103	8	39	0	150	(9)	0	Works to teaching areas planned 2018/19, funding carried forward to 2018/19
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	230	45	0	0	275	230	40	5	0	275	(5)	(0)	Final account still to be agreed, funding carried forward to 2018/19
11494000	Kingsway Primary - temporary classroom for bulge class	110	40	0	0	150	110	0	40	0	150	(40)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	9	61	0	0	70	9	65	0	0	74	4	4	Additional refurbishment works, final account still to be agreed
11565000	Ettington Primary School	0	90	0	0	90	0	60	30	0	90	(30)	0	Final account still to be agreed, funding carried forward to 2018/19
11566000	The Ferncumbe Primary School	0	40	360	0	400	0	20	380	0	400	(20)	(0)	Project minor slippage in year

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	
11568000	Welford on Avon Primary School	0	150	1,350	0	1,500	0	38	1,462	0	1,500	(112)	0	Project start delayed, funding carried forward to 2018/19
11570000	Coten End Kitchen Extension	0	165	0	0	165	0	164	1	0	165	(1)	(0)	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	0	29	0	29	(29)	0	Project not started in year, funding carried forward to 2018/19
11497000	Acorns Primary School, Long Compton - new temporary classroom	7	38	215	0	260	7	26	227	0	260	(12)	0	Budget balance remaining to contribute to School's CIF bid project in 2018/19
11620000	Newdigate Primary School - Expansion and Internal referb	0	10	290	700	1,000	0	7	293	700	1,000	(3)	0	Project minor slippage in year
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	0	10	190	700	900	0	0	200	700	900	(10)	0	Project minor slippage in year
11628000	Michael Drayton Primary - Expansion	0	20	480	1,000	1,500	0	0	500	1,000	1,500	(20)	0	Project minor slippage in year
11646000	Barford St Peters Primary	0	0	0	0	0	0	0	105	125	230	0	230	New Project set up following February Cabinet report
11647000	Coleshill Primary	0	0	0	0	0	0	0	300	0	300	0	300	New Project set up following February Cabinet report
<b>Primary - new</b>														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	9	0	0	3,017	3,007	0	9	0	3,017	(9)	0	Final account still to be agreed, funding carried forward to 2018/19
11384000	New School, The Gateway, Rugby	11	10	29	3,100	3,150	11	2	37	3,100	3,150	(8)	0	Project minor slippage in year
11391000	New school, South Warwick (Heathcote Farm site)	1,653	1,755	0	0	3,408	1,653	1,758	0	0	3,411	3	3	Playing field and highways works, final account still to be agreed
11480000	Water Orton Primary School (re HS2 Conditional)	38	104	5,358	0	5,500	38	73	2,889	2,500	5,500	(32)	(0)	Project minor slippage in year
<b>Primary - other</b>														
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	0	0	0	186	(14)	(14)	Project Complete return unspent budget to E&L capital programme
11319000	Eastlands Primary Temporary Classroom	95	8	20	80	202	95	4	24	80	202	(4)	(0)	Project minor slippage in year
11321000	Long Lawford Pri temporary classroom	247	44	0	0	291	247	40	4	0	291	(4)	0	Project minor slippage in year
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	0	10	0	150	(10)	0	Final account still to be agreed, funding carried forward to 2018/19
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	0	0	0	45	(5)	(5)	Project Complete return unspent budget to E&L capital programme
11387000	Long Lawford temporary arrangements	4	0	80	0	84	4	0	80	0	84	0	0	
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	19	0	0	230	11	11	Cladding works to kitchen, final account still to be agreed
11412000	St Francis Catholic Primary School - Universal Free School Meals	45	1	0	0	46	45	0	0	0	45	(1)	(1)	Project Complete return unspent budget to E&L capital programme
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	231	16	0	0	247	231	4	13	0	247	(13)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11491000	Race Leys Infant School demolish classroom and extend playground	26	24	1	0	51	26	25	0	0	51	1	0	Project completed in 2017/18
11626000	Goodyers End Primary School - demolition of temporary classroom	0	200	0	0	200	0	39	5	0	44	(161)	(156)	Estimated Works and Grant amount decreased based on actuals
<b>Schools Access</b>														
11267000	2013-14 Schools Disability Access block header	663	21	0	0	684	663	7	14	0	684	(14)	(0)	Final accounts still to be agreed, funding carried forward to 2018/19

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	
11479000	Access works for SEN 16-17	56	243	0	0	299	56	112	131	0	299	(131)	(0)	Projects not started in year, funding carried forward to 2018/19
11629000	DDA Blockheader 18/19	0	0	400	0	400	0	87	313	0	400	87	0	IDS furniture purchased from the 2018/19 budget due to unknowns on the committed spend on previous projects from 2015/16 and 2016/17.
<b>Secondary - expansion</b>														
11472000	Kineton High School	794	2,501	0	0	3,295	794	2,353	148	0	3,295	(148)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11473000	Shipston High School	104	2,146	0	0	2,250	104	2,118	28	0	2,250	(28)	0	Project minor slippage in year
11481000	Campion School - Phase 1 (Conditional) Feasibility only	6	47	0	0	53	6	50	0	0	55	3	3	Feasibility study was expanded to include further design work
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	50	250	7,200	7,500	0	30	270	7,200	7,500	(20)	0	Project minor slippage in year
11632000	Aylesford Secondary School - Conversion of Bungalow	0	12	0	0	12	0	12	0	0	12	0	0	
11634000	Bilton School Refocus Unit - Expansion and refurbishment	0	10	244	0	254	0	254	0	0	254	244	0	Project started earlier than anticipated
11639000	Kenilworth School expansion	0	0	0	0	0	0	210	0	0	210	210	210	New Project set up following February Cabinet report - which started earlier than anticipated
11645000	Coleshill Secondary School	0	0	0	0	0	0	0	500	1,300	1,800	0	1,800	New Project set up following February Cabinet report
<b>Secondary - other</b>														
11320000	Shipston High temporary classroom	114	66	0	0	180	114	0	66	0	180	(66)	0	Works for post-handover planned 2018/19, funding carried forward to 2018/19
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	4	34	0	75	(34)	(0)	Works to levels and falls planned 2018/19, funding carried forward to 2018/19
<b>SEN - other</b>														
11178000	Woodlands School (improve facilities)	305	0	0	0	305	305	0	0	0	305	0	0	
11180000	Welcombe Hills vehicle access alterations	8	0	442	0	450	8	0	442	0	450	0	0	
11406000	SEN Resource base provision - Primary schools	0	0	0	0	0	0	0	0	0	0	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	39	21	0	0	60	39	5	16	0	60	(16)	(0)	Project minor slippage in year
11409000	New SEN provision - Complex Mental Health needs	53	0	0	0	53	53	(0)	0	0	53	(0)	(0)	Project minor slippage in year
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	0	0	0	210	(83)	(83)	Project Complete return unspent budget to E&L capital programme
11495000	Stockingford Primary School new SISG module building	118	282	0	0	400	118	241	41	0	400	(41)	(0)	Works for post-handover planned 2018/19, funding carried forward to 2018/19
11496000	Middlemarch Junior School - SEN resourced provision facilities	44	56	0	0	100	44	19	36	0	100	(36)	0	Final account still to be agreed, funding carried forward to 2018/19
11569000	Paddox Primary SISG	0	10	290	0	300	0	2	298	0	300	(8)	0	Project minor slippage in year
11589000	SEND facilities block	0	0	0	0	0	0	1	249	0	250	1	250	New Budget
11625000	Arden Fields Academy - creation of additional facilities	0	0	66	0	66	0	30	36	0	66	30	(0)	Project commenced earlier than anticipated
11631000	Specialist Nurture Provision at Special School	0	0	200	0	200	0	0	200	0	200	0	0	
<b>SEN - expansion</b>														
11567000	Woodlands Special School contribution to fencing & car park	0	10	0	0	10	0	10	0	0	10	0	0	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	0	0	60	0	60	0	26	119	0	145	26	85	Project commenced earlier than anticipated. Additional budget added in Council report dated 20th March 2018.

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	
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	100	25	125	0	0	60	0	60	0	(65)	See Cabinet report 15th February 2018, split between Ridgeway & Round Oak
11624000	Round Oak School - Reconfiguration of classrooms	0	0	100	25	125	0	0	190	0	190	0	65	See Cabinet report 15th February 2018, split between Ridgeway & Round Oak
11641000	Keeping SEND children local	0	0	0	0	0	0	0	200	130	330	0	330	New Project set up following February Cabinet report
<b>SEN - new</b>														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,766	234	0	0	6,000	5,766	38	196	0	6,000	(196)	0	Works for internal doors planned 2018/19, funding carried forward to 2018/19
11644000	Water Orton Evergreen Unit	0	0	0	0	0	0	0	50	600	650	0	650	New Project set up following February Cabinet report
		<b>46,106</b>	<b>17,002</b>	<b>14,001</b>	<b>14,230</b>	<b>91,339</b>	<b>46,106</b>	<b>12,888</b>	<b>15,096</b>	<b>18,835</b>	<b>92,925</b>	<b>(4,114)</b>	<b>1,586</b>	

**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,019	252	10,271	10,629	358	The Service ran a significant recruitment campaign during 2017/18 to take the operational response service back up to full establishment. Alongside this the Service has been operating a business continuity crewing pool to cover vacancies and absence whilst new recruits were in transition from training. At Q3 the Service requested the use of £252,000 of service reserves to support this overspend reducing the balance to £358,000 at year end.
Service Delivery - Planning and Protection	810	15	825	855	30	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.
Service Delivery - Fire Control	765		765	774	9	A number of small variances relating to staffing and mobilising system costs.
Service Delivery - Prevention	587	(12)	575	502	(73)	Since reporting at Q3 there has been a delay in implementation of the Home from Hospital Project, a project in partnership with Public Health & Adult Social Care. This funding will be ring-fenced and transferred into a specific reserve to support the completion of the project during 2018/19.
Service Support - Technical Support	2,306	49	2,355	2,285	(70)	£40,000 of this underspend relates to the Occupational Health Provision within the Service. This service has been under review during 2017/18 and this has resulted in reduced staffing and service provision costs. A Occupational Health Advisor has now been recruited for 2018/19. The remaining £30,000 underspend is due to the delay in the purchase of equipment, mainly replacement batteries for the Uninterruptable Power Supply for Service Headquarters. This work has been committed and is due for completion during the early part of 2018/19.
Service Support - Training & Development	1,485	283	1,768	1,853	85	This overspend is a result of the additional costs associated with the recruitment campaign and subsequent training. This was the first significant recruitment campaign in ten years (29 new firefighters) and although the Service has made provision for some of this cost it is not sufficient to cover it in totality.
Service Improvement - Business Transformation & Projects	342	294	636	296	(340)	£165,000 of this underspend relates to the receipt of a late grant from the Home Office for the Emergency Service Network Project (ESN). In addition to this there have been delays in both the Joint Fire Control Project and the FRS Replacement Systems. Underspends on these project will be transferred into earmarked reserves for continuation in 2018/19.
Brigade Management	565		565	583	18	Additional staff costs to cover absence.
Service Support - HR, IT, Finance & Pensions	1,837	28	1,865	1,549	(316)	£162,000 of this underspend relates to FF Pensions and is a result of no Ill Health Retirements during the year. In addition to this the Service has been holding a provision for an issue relating to RDS pensionable pay. The Service was hoping that this issue would have been resolved prior to the year end but it has taken longer than anticipated.
<b>Net Service Spending</b>	<b>18,716</b>	<b>909</b>	<b>19,625</b>	<b>19,326</b>	<b>(299)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Pensions Reserve	763	(495)	0	268	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Operational Training	198	(198)	0	0	
RSFRS Project	132	(48)	33	117	
Emergency Services Mobile Communications Plan	545	(41)	261	765	
Fire Control Project	278	(73)	28	233	
Service Savings Reserve	821	(67)	(68)	686	
Vulnerable People earmarked reserve	0	75	45	120	
<b>Total</b>	<b>2,737</b>	<b>(847)</b>	<b>299</b>	<b>2,189</b>	



## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
FR-FR-01	Implement a new response model	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	
FR-FR-03	Implementation of alternative arrangements for the Service's Fire Control, working with a partner agency	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	
	<b>Total</b>	<b>368</b>	<b>368</b>	
	<b>Target</b>		<b>368</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

## 2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11584000	Vehicle Replacement Programme 2017/18	0	246	0	0	246	0	284	0	0	284	38	38	Delivery of vehicles taken earlier than expected.
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>246</b>	<b>0</b>	<b>0</b>	<b>246</b>	<b>0</b>	<b>284</b>	<b>0</b>	<b>0</b>	<b>284</b>	<b>38</b>	<b>38</b>	
11300000	Equipment for new Fire Appliances 2017/18	0	103	63	0	165	0	100	66	0	165	(3)	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	120	0	120	0	0	120	0	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	0	120	120	0	0	0	120	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>0</b>	<b>103</b>	<b>183</b>	<b>120</b>	<b>405</b>	<b>0</b>	<b>100</b>	<b>186</b>	<b>120</b>	<b>405</b>	<b>(3)</b>	<b>0</b>	
11229000	New Fire & Rescue Centre Leamington Spa	1,118	2,007	0	0	3,125	1,118	2,066	53	0	3,236	58	111	This project was a refurbishment to a live building and unexpected items were discovered during the project. Phase 2 of this project is the refurbishment of the headquarters building project (11601000) which is still in design stage and where possible these costs will be restricted to cover this project overspend.
11373000	Response Location - Gaydon	761	15	0	0	776	761	5	0	0	765	(10)	(10)	Completion certificate issued Dec 2017. Final account agreed and paid which was slightly less than originally forecast.
11374000	Training Centre - New Build	655	1,338	5,885	0	7,878	655	1,414	5,809	1,511	9,389	76	1,511	Design stages completed earlier than expected which has increased current year spend. Overall forecast spend is now £1.5m more than funding allocated due to the addition of several internal and external fees and this is currently financed via a revenue contribution - progress of the scheme is dependent upon the outcome of the negotiations under the WMFRS MOU and therefore additional funding will not be sought until the future status of the project is clarified.

C Fire

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	
11375000	Alcester Fire Station Reconfiguration	0	0	0	0	0	0	8	0	0	8	8	8	Final release of retention not previously forecast.
11376000	Stratford Fire Station Reconfiguration	0	0	0	0	0	0	7	0	0	7	7	7	Final retention fee not previously forecast.
11600000	WFRS Water Training Facility	0	0	500	0	500	0	0	500	0	500	0	0	
11601000	Fire & Rescue HQ Leamington Spa	0	0	402	1,907	2,309	0	4	287	1,908	2,198	4	(111)	The project underspend has been forecast to accommodate the increased costs of phase 1 (project 11229000). If this is unachievable then alternative funding options will need to be considered.
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>2,534</b>	<b>3,360</b>	<b>6,787</b>	<b>1,907</b>	<b>14,588</b>	<b>2,534</b>	<b>3,503</b>	<b>6,648</b>	<b>3,419</b>	<b>16,104</b>	<b>143</b>	<b>1,515</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	779	38	22	0	839	779	70	83	0	932	32	93	The increase in expenditure is due to a technical accounting adjustment to reflect the joint procurement of the Vision Control System. WFRS pay the costs and re-charge Northamptonshire FRA 50% via a revenue contribution.
<b>Sub Total - Fire Control Project</b>		<b>779</b>	<b>38</b>	<b>22</b>	<b>0</b>	<b>839</b>	<b>779</b>	<b>70</b>	<b>83</b>	<b>0</b>	<b>932</b>	<b>32</b>	<b>93</b>	
<b>Grand Total</b>		<b>3,313</b>	<b>3,747</b>	<b>6,992</b>	<b>2,027</b>	<b>16,079</b>	<b>3,313</b>	<b>3,956</b>	<b>6,918</b>	<b>3,539</b>	<b>17,725</b>	<b>209</b>	<b>1,647</b>	

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 scope of the Joint Fire Control Project and/or failing to achieve system functionality by June 2018 deadline.	DCFO Rob Moyney	20/04/2018	12	<ol style="list-style-type: none"> <li>1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny.</li> <li>2. Project risk registers for Command and Control project workstreams populated with emerging risks.</li> <li>3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board.</li> <li>4. Improved communications established with Capital through programme board.</li> <li>5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</li> <li>6. Business Continuity arrangements as set out in R0901.</li> <li>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.</li> <li>8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</li> <li>9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</li> <li>10. Reporting by exception to the Home Office leads.</li> <li>11. Request for specific dedicated resource from CAPITA to assist with completion of project.</li> <li>12. Review Current payment schedule, particularly SAT and UAT contract and payment milestones.</li> <li>13. Legal letter to Capita re changes to SAT and UAT contract and payment milestones.</li> <li>14. Calculate and collate budget pressures incurred as a result of project delays</li> <li>15. Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation.</li> <li>16. Some interim payments upheld until full system functionality is confirmed by NWFRS.</li> </ol>	12	<ol style="list-style-type: none"> <li>1. Continue to take legal advice around contractual arrangements with Capita. Meet with Capita senior management team and WFRS/NFRS legal teams to communicate our concerns, deadlines and proposals.</li> <li>2. Continue to take legal advice around possibility of instigating breach of contract action and obtaining compensation from Capita.</li> <li>3. Withhold scheduled payments until full system functionality is confirmed by NWFRS.</li> <li>4. Develop contingency arrangements for if project fails to meet its objectives.</li> <li>5. Consider scope for an alternative approach to control provision through the MoU with WMFS.</li> </ol>

C Fire

R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	20/04/2018	16	<p>Current senior officer oversight manages the performance of the Fire Service to ensure that any changes maintain a safe, effective and resilient Fire and Rescue capability.</p> <p>The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly.</p> <p>The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk.</p> <p>Senior officers maintain an open dialogue with Fire Authority members on any emerging issues</p> <p>Corporate Business Continuity Plan and Policy approved by Corporate Board.</p> <p>An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue within its resources and budget.</p> <p>Links between the WCC Emergency Plan and corporate Business Continuity Plan are in place to respond to increased demand for WCC services and ensure continuity in the delivery of critical business.</p> <p>WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act, and to prepare, respond and recover from different emergencies.</p> <p>WFRS will priorities its resources and capacity in line with its purpose, priorities and principles as contained within the 2017/18 WFRS Business Unit Plan.</p> <p>WFRS has taken all possible action both managerially and legally to deliver key projects.</p> <p>A range of key actions have been completed as part of the operational preparedness &amp; resilience work schedule</p> <p>WFRS has undertaken a desktop review ahead of the HMICFRS inspection and a gap analysis against the draft National Framework. Both reviews have identified a number of areas of focus to develop further actions to complete during 2018/19.</p> <p>A robust risk assessment methodology has been applied to the list of operational guidance documents requiring a gap analysis review against the new national guidance being developed by the NOG programme.</p>	12	<p>WFRS will continue to review risk through its IRMP process and deliver an annual action plan to reduce risks to an acceptable level.</p> <p>WFRS will deliver an action plan as a result of the Fire and Rescue Service Peer Review 2017.</p> <p>WFRS will continue to develop and test business continuity and resilience plan through Service Delivery and Support functions.</p> <p>WFRS will continuously review the deployment of its resources to manage demand and mitigate risks.</p> <p>Undertake a review of Fire Protection with assistance from WMFS, with particular focus on a gap analysis of the current position against the Regulators Code of Practice.</p> <p>Continue to identify collaboration opportunities with West Midlands Fire Service to improve efficiency and effectiveness.</p>
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	DCFO Rob Moyney	20/04/2018	12	<p>Monthly monitoring of the budget is provided through the People and Finance Meeting.</p> <p>Monthly monitoring of performance is provided by the Brigade Command Team</p> <p>Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain</p> <p>The RAG rating of the OOP monthly highlight report to Corporate Board has been upgraded to red.</p> <p>Savings Target reduced to £1.5million by Conservatives Group and range of OOP options developed to meet the target.</p> <p>External Review established to consider scope for service to make savings alongside those already developed by the Service.</p>	12	<p>Close monitoring of the emerging options for OOP 2020 and the likely impact of these are regularly monitored by the CFO and DCFO</p> <p>Continue political discussion with Porfolio Holder and political lead for transformation programmes.</p> <p>Continue to explore the opportunities for expanding the trading arm of Training and Development.</p>

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

**2017/18 Revenue Budget**

Service	Agreed Budget	Agreed Changes	Latest Budget	Outturn	Variation Over/ (Under)	Reason for Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	
Transport & Economy Management	193	(27)	166	169	3	
Transport & Economy support costs	544		544	757	213	Overspend was due to a late revenue contribution to capital for A46 Stoneleigh Junction, insurance charges not specifically allocated to services, and additional salary costs.
Economy & Skills	1,238	115	1,353	1,429	76	A mixture of minor variances across the Group contributed to this overspend - additional staffing costs, increased income, delayed project payments.
Economy & Skills - Business Centres	(377)		(377)	(117)	260	The overspend relates to a revenue contribution to capital for the Eliot Park (EPIC) car park works. Although it was anticipated that this would be funded from the earmarked reserve, it was decided at Q3 to wait until year-end to see to what extent income from Business Centres would cover the cost.
Planning and Development & Flood Risk	772		772	1,534	762	S38 income targets for the year were unrealistically high and required a draw down from the S38 reserves - decision to do this was deferred until year end. Flood Risk has also budgeted to draw down from reserves as the base budget has a shortfall. The decision to drawdown was also deferred until year end.
Infrastructure & Regeneration	808	(174)	634	965	331	Implementation of Regeneration OOP savings has been delayed. There was also an overspend on HS2, as allocated reserves did not meet full costs.
Design Services	1,181		1,181	1,576	395	An overspend of £560,000 was forecast at Q3 comprising: (1) reduced draw-down from commuted sums £280,000, (2) £250,000 additional spend on UTMIC upgrade, (3) further additional expenditure of £30,000. This overspend was to be met by the forecast underspend on trading activity. In the event, the anticipated spend on the UTMIC upgrade did not occur in 2017/18 due to unanticipated complications in the procurement process and this, together with other minor variations, reduced the overspend from £560,000 to £397,000.
Design Services (Traded Service)	(634)		(634)	(1,083)	(449)	An underspend of £560,000 was forecast at Q3 which was expected to fund overspends on non-traded activity (see above). An unexpected increase in spend of £111,000 occurred in the final quarter on the Professional Services Contract (PSC) equivalent to 5.71% of annual spend of £1,948,000 on the PSC. This was due to a marked increase in site supervision activity due to developers pushing more S278 highway schemes through in the later part of the year (the number of schemes in construction doubled). As a result the out turn underspend reduced to £449,000.
County Fleet Management	(381)		(381)	(174)	207	Purchase of vehicles was funded from revenue, as a self financed borrowing agreement was not progressed in time to meet the cost from capital borrowing.
County Fleet Management (WES Traded Service)	(17)		(17)	(12)	5	
County Highways	15,117	(70)	15,047	16,400	1,353	£787,000 of the total overspend relates to additional gritting and winter maintenance due to the severe weather conditions between December and March. This increased from a forecast of £284,000 at Q3. There were also some disputed invoices in the Balfour Beatty contract which for now have been added, presumed valid although further negotiation continues.
Network Management	(197)		(197)	(1,106)	(909)	The main increase in income was as a result of contractor failure on behalf of Severn Trent Water. The variance was being reported throughout the year and outturn was very close to the Q3 forecast.
Transport Operations	8,652	(75)	8,577	7,587	(990)	£617,000 of the underspend relates to a downturn in the number of concessionary travel journeys. There was a £170,000 underspend on Adult Specialist Transport where final charges should have been lower than charges actually levied earlier in the year based on estimates. A refund should have been made to People Group but was not notified to Finance in time. There were also underspends resulting from unfilled staff vacancies and bus reimbursements.
Transport Planning	1,826	(169)	1,657	1,644	(13)	
Road Safety and Traffic Projects	(1,567)	200	(1,367)	(1,339)	28	
Road Safety - Minibus Driver Training (WES Traded Service)	(3)		(3)	4	7	Service was closed during the year so income targets were not met.
<b>Net Service Spending</b>	<b>27,154</b>	<b>(200)</b>	<b>26,954</b>	<b>28,234</b>	<b>1,280</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17	Movement in Year	Effect of Outturn	Closing Balance 31.03.18	Reason for Request
	£'000			£'000	
Business Centres	640		(340)	300	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Speed Awareness Workshops	920	(200)	(26)	694	
Kenilworth Station	661	(492)	429	598	
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	781	(903)	1,097	
S38 Developer Funding	940		(290)	650	
Flood Management Reserve	630		(150)	480	
European Match Funding	376	(100)		276	
Infrastructure Group	58	(58)		0	
G4G Apprenticeship Hub	134	(134)		0	
Skills Delivery for Economic Growth	350	119		469	
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	
<b>Total</b>	<b>7,283</b>	<b>(947)</b>	<b>(1,280)</b>	<b>5,056</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
CG-TE-01	Rationalisation of management capacity within Business Unit as a result of a reorganisation of groups and functions	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	
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	
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	
CG-TE-05	Removal of contingency fund for managing contractual risk and/or ensuring operational resilience in the event of extreme events.	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	

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OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	Despite a general overspend across Planning & Development, the income received in year did meet the savings target.
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	0	The implementation of this savings target has been delayed.
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	
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	
CG-TE-11	Reduction in highway drainage maintenance.	200	200	
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	
CG-TE-13	Reduce capacity to develop Going for Growth bids	200	200	
CG-TE-14	Commissioning of the cycle training service to an external provider.	15	15	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	200	200	
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	
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	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	0	0	
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	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0	0	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0	0	
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	
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	
<b>Total</b>		<b>2,804</b>	<b>2,624</b>	
<b>Target</b>			<b>2,804</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>180</b>	

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2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action		
		Earlier	2017/18	2018/19	2019/20 and later £'000	Total	Earlier	2017/18	2018/19	2019/20 and later £'000	Total		Variance in Year	Total
		Years	£ 000's	£ 000's		Years	£ 000's	£ 000's	Total					
<b>Area Delegated Funded Schemes</b>														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	343	0	12	0	355	343	3	0	0	346	3	(9)	Remaining funding transferred to 11354000, unallocated old year funding
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 Works Area Com	362	4	15	0	381	362	3	0	0	365	(0)	(16)	Remaining funding transferred to 11354000, unallocated old year funding
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	0	18	0	459	440	0	0	0	440	0	(18)	Remaining funding transferred to 11354000, unallocated old year funding
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	540	1	41	0	582	540	1	26	0	568	(0)	(14)	Remaining funding transferred to 11354000, unallocated old year funding
11274000	North Warwickshire Area Committee	369	61	0	0	430	369	49	0	0	418	(12)	(12)	Remaining funding transferred to 11354000, unallocated old year funding
11275000	Nuneaton and Bedworth Area Committee	460	10	84	0	555	460	19	9	0	488	9	(67)	Remaining funding transferred to 11354000, unallocated old year funding
11276000	Rugby Area Committee	403	15	36	0	455	403	12	36	0	452	(3)	(3)	Remaining funding transferred to 11354000, unallocated old year funding
11277000	Stratford Area Committee	292	12	32	0	336	292	0	0	0	292	(12)	(45)	Remaining funding transferred to 11354000, unallocated old year funding
11278000	Warwick Area Committee	431	14	21	0	466	431	8	0	0	439	(6)	(27)	Remaining funding transferred to 11354000, unallocated old year funding
11354000	Area Delegated Funding 17-18	0	0	2,573	0	2,573	0	0	260	0	260	0	(2,313)	Balance of funding transferred to new unallocated code 11452000 (2018/19)
11394000	Transport & Roads Area Delegated Funding	390	98	116	0	604	390	124	66	0	580	26	(24)	Remaining funding transferred to 11354000, unallocated old year funding
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	63	0	0	331	267	8	48	0	323	(56)	(7)	Remaining funding transferred to 11354000, unallocated old year funding
11397000	Transport Planning Unit Area Delegated Funding	62	0	0	0	62	62	(0)	0	0	61	(0)	(0)	Remaining funding transferred to 11354000, unallocated old year funding
11398000	Design Services Area Delegated Funding	101	47	12	0	160	101	47	12	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	0	2,000	0	2,000	0	0	4,109	0	4,109	0	2,109	Remaining unallocated funding transferred from old scheme codes (11354000)
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	5	70	0	0	75	5	80	14	0	98	10	24	Budget increased by Cllrs - funded from unallocated balance
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	358	94	0	715	263	233	219	0	716	(125)	0	Scheme to be completed in 2018/19; additional funding from unallocated balances
11487000	Delegated Budget 2016-17 Transport Planning	65	52	10	0	127	65	33	29	0	127	(19)	(0)	Scheme to be completed in 2018/19
11488000	Delegated Budget 2016-17 Casualty reduction	0	26	0	0	26	0	23	10	0	33	(3)	7	Scheme to be completed in 2018/19; additional funding from unallocated balances
11489000	Delegated Budget 2016-17 Street Lighting	15	7	0	0	21	15	3	4	0	21	(4)	(0)	Scheme to be completed in 2018/19
11490000	Delegated Budget 2016-17 Programmes	421	142	0	0	563	421	(7)	151	0	564	(149)	1	Scheme to be completed in 2018/19; additional funding from unallocated balances
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	1	5	0	6	(5)	0	Scheme to be completed in 2018/19
11590000	Delegated Budget 2017-18 Road Safety	0	449	0	0	449	0	145	508	0	652	(305)	203	Scheme to be completed in 2018/19; additional funding from unallocated balances
11592000	Delegated 17-18 County Highways	0	403	0	0	403	0	326	284	0	610	(78)	207	Scheme to be completed in 2018/19; additional funding from unallocated balances plus a £3k contribution from a school
11593000	Delegated Budget 2017-18 Transport Planning	0	44	0	0	44	0	34	18	0	52	(10)	8	Scheme to be completed in 2018/19; additional funding from unallocated balances
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	0	16	0	16	(16)	0	Scheme to be completed in 2018/19
<b>Economic Development</b>														
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	30	104	0	720	586	12	122	0	720	(18)	0	Delay in suitable projects coming forward; funding to be utilised during 2018/19.

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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier	2017/18	2018/19	2019/20 and later	Total	Earlier	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
		Years	£ 000's	£ 000's	£'000		Years	£ 000's	£ 000's	£'000				
11425000	Capital Growth Fund Business Loans and Grants	705	882	500	0	2,088	705	733	561	229	2,229	(149)	142	Increase to budget due to loan repayment and 'recycling' of initial funding. Slippage during 2017/18 due to delays with business investment projects and timescales for delivery of Q4 approvals.
11549000	Vicarage Street Site Investigations	0	40	0	0	40	0	30	10	0	40	(10)	0	Project is 75% complete - final part to be completed early in 2018/19.
11596000	Eliot Park Innovation Centre - improvements to the car park	0	500	0	0	500	0	437	35	0	472	(63)	(28)	Car Park is complete at expected reduced cost overall but there are some small issues still to finalise.
11611000	Transforming Nuneaton	0	0	500	7,055	7,555	0	0	555	7,000	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	0	480	1,520	2,000	0	0	250	1,750	2,000	0	0	
11613000	Capital Investment Fund/ Small Business Grants	0	0	300	0	300	0	0	300	0	300	0	0	
<b>Flood Management</b>														
11424000	Snitterfield Flood Alleviation	2,282	511	70	0	2,863	2,282	509	72	0	2,863	(2)	0	Works expected to be completed in 2018/19.
11427000	Ladbroke Flood Alleviation	0	45	21	0	66	0	34	32	0	66	(11)	(0)	Work not as advanced as anticipated; should be completed in 2018/19.
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	60	21	0	81	0	69	16	0	84	9	3	Work was more advanced than anticipated - scheme fully funded from grant.
11574000	Kites Hardwick flood alleviation	0	52	8	0	60	0	62	0	0	62	10	1	Work was completed ahead of schedule - funded from revenue contributions.
11599000	Cherrington Flood Risk Management Scheme	0	19	46	0	65	0	29	36	0	65	10	0	Some parts of the project were more advanced than anticipated.
<b>Integrated Transport - Casualty Reduction Schemes</b>														
11355000	Casualty Reduction Schemes 15/16	400	117	0	0	517	400	(9)	129	0	520	(126)	3	Planned delivery slipped to 2018/19; additional £12k funding from private developer
11356000	Casualty Reduction Schemes 16/17	153	104	70	0	327	153	98	77	0	328	(7)	1	Planned delivery slipped to 2018/19
11357000	Casualty Reduction Schemes 17/18	0	56	151	0	207	0	12	197	0	209	(44)	3	Planned delivery slipped to 2018/19
11453000	Casualty Reduction Schemes 18-19	0	0	350	0	350	0	0	356	0	356	0	6	Unallocated funding transferred from prior years
11546000	Casualty Reduction Schemes 19-20	0	0	0	350	350	0	0	0	350	350	0	0	
<b>Integrated Transport - Cycle Schemes</b>														
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	1	17	0	515	(17)	(0)	Planned delivery slipped to 2018/19
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	21	6	123	0	150	21	5	123	0	150	(1)	0	Planned delivery slipped to 2018/19
10434000	North West Warwick Cycle Scheme	772	9	0	0	781	772	6	3	0	781	(3)	0	Planned delivery slipped to 2018/19
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	39	0	0	39	0	41	0	0	41	2	2	Additional expenditure funded from a revenue contribution
<b>Integrated Transport - Other Schemes</b>														
11456000	Stratford Park & Ride site alterations	68	17	15	0	100	68	18	14	0	100	1	(1)	Small additional works required funded from alternative integrated transport allocations
<b>Integrated Transport - Public Transport</b>														
11193000	Access to Stations - Leamington	173	36	0	0	209	173	39	0	0	212	3	3	Additional expenditure funded from a revenue contribution
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	0	110	110	237	(110)	0	Planned delivery slipped to 2018/19
<b>Integrated Transport - Safer Routes to Schools</b>														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	30	10	153	0	193	30	5	157	0	193	(5)	0	Planned delivery slipped to 2018/19
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	68	13	0	0	81	68	4	8	0	81	(8)	(0)	Planned delivery slipped to 2018/19
11635000	Home to School Routes 17-18	0	0	1,716	0	1,716	0	0	1,716	0	1,716	0	(0)	
<b>Integrated Transport - Safety Camera Schemes</b>														
10192000	Safety Camera Funded Schemes	1,562	34	0	0	1,596	1,562	14	20	0	1,596	(20)	0	Planned delivery slipped to 2018/19
<b>Integrated Transport - School safety zones</b>														



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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier	2017/18	2018/19	2019/20 and later	Total	Earlier	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
		Years	£ 000's	£ 000's	£'000		Years	£ 000's	£ 000's	£'000				
11358000	School Safety Zones 15/16	301	0	0	0	301	301	(2)	0	0	299	(2)	(2)	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11359000	School Safety Zones 16/17	1,039	627	118	0	1,784	1,039	514	163	0	1,716	(113)	(68)	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11564000	School Safety Zones 17/18 A	0	447	455	0	902	0	353	617	0	971	(94)	68	Planned delivery slipped to 2018/19; balance of funding transferred to 2017/18 (11564000)
11525000	School Safety Zones 17/18 B	6	6	0	0	12	6	8	0	0	14	2	2	Planned delivery slipped to 2018/19; balance of funding transferred from 11564000
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	0	500	500	0	0	0	500	500	0	0	
<b>Major Transport Projects</b>														
10203000	Rugby Western Relief Road	59,055	400	291	0	59,746	59,055	42	649	0	59,746	(358)	(0)	Any remaining settlement payments are expected to be made during 2018/19
10362000	Kenilworth Station	8,871	5,139	0	0	14,009	8,871	4,792	212	0	13,875	(347)	(134)	Overall forecast reduced to correct prior estimate; final payments due 2018/19 in line with delayed station opening
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	0	34	0	5,596	5,562	2	32	0	5,596	2	0	Final bills expected 2018/19 - small amount paid in 2017/18
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	0	33	0	1,930	(33)	0	Planned delivery slipped to 2018/19
11100000	Footbridge at Stratford Town Station	2,067	5	0	0	2,072	2,067	3	0	0	2,070	(2)	(2)	Small additional works required funded from a revenue contribution
11221000	M40 Junction 12	11,439	133	500	0	12,072	11,439	53	580	0	12,072	(80)	0	Planned delivery slipped to 2018/19 - funded entirely from grant and developer contributions
11272000	Rugby Gyatory Improvements	1,553	0	59,412	0	1,612	1,553	0	59	0	1,612	0	0	
11339000	Bermuda Connectivity	1,127	306	2,269	0	3,702	1,127	190	3,385	0	4,702	(116)	1,000	Scheme programme slippage due to need to carry out further consultation following QC advice; additional £1m grant funding from LEPartnership
11509000	A444 Coton Arches, Nuneaton	121	447	3,052	100	3,720	121	234	3,265	100	3,720	(213)	0	Developer delays to project such that expected construction start date now 2018/19
11510000	A46 Stanks Island, Warwick	178	679	5,143	0	6,000	178	303	5,519	0	6,000	(376)	0	Developer delays to project such that expected construction start date now 2018/19
11604000	A444 Corridor Improvements - Phase 2	0	0	4,270	0	4,270	0	4	4,266	0	4,270	4	0	Small amount of fees paid earlier than previously forecast - funded from developer
11605000	A3400 Bham Road Stratford Corridor Improvements	0	160	1,250	2,090	3,500	0	7	1,403	2,090	3,500	(153)	0	Slippage caused by delay in awarding Design contract
11636000	A452 Myton Road And Shire Park Roundabouts	0	0	0	3,800	3,800	0	19	0	3,781	3,800	19	(0)	Small amount of fees paid earlier than previously forecast - funded from developer
11649000	A46 Stoneleigh Junction Improvements	0	0	0	0	0	0	145	0	0	145	145	145	Initial costs funded from developer contribution and a temporary revenue contribution subject to future grant bids
<b>Street Lighting</b>														
11125000	Street Lighting Column Replacement 2014/2015	1,238	0	0	0	1,238	1,238	0	0	0	1,239	0	0	Expenditure on old schemes funded from 11563000 (2017/18)
11220000	Street Lighting Column Replacement 2015/2016	1,054	4	0	0	1,057	1,054	4	0	0	1,057	0	0	Expenditure on old schemes funded from 11563000 (2017/18)
11279000	Pump Priming allocation for LED street lighting	1,234	1,000	1,000	1,000	4,234	1,234	1,200	1,000	1,000	4,434	200	200	Increased budgets funded from revenue contribution
11360000	LED Street Lights March Funding	5,508	2,631	0	0	8,139	5,508	2,671	0	0	8,179	40	40	Additional expenditure funded from 11279000
11459000	Street Lighting Column Replacement 2016-17	1,111	0	0	0	1,111	1,111	(3)	0	0	1,108	(3)	(3)	Balance of funding transferred to 11563000 (2017/18)
11563000	Street Lighting base budget 17-18	0	761	0	0	761	0	568	156	0	723	(193)	(37)	Unallocated funding to be utilised in 2018/19; old year balances transferred here
<b>Structural Bridge Maintenance</b>														
10413000	Structural Maintenance of Bridges 2009/10	1,395	(12)	0	0	1,382	1,395	0	0	0	1,395	12	12	Funding transferred from 11587000 to meet expenditure on 2009/10 projects
10421000	Portobello Bridge	523	5	67	1,466	2,060	523	0	71	1,466	2,060	(4)	0	Majority of project will be delivered in 2019/20
10977000	Minor Bridge Maintenance Schemes 2011/2012	996	24	0	0	1,020	996	19	0	0	1,014	(5)	(5)	Balance of unallocated funding transferred to 11587000
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,340	(66)	0	0	2,274	2,340	1	0	0	2,341	67	67	Funding transferred from 11587000 to meet expenditure on 2012/13 projects
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	60	130	0	481	291	11	135	0	437	(49)	(44)	Balance of unallocated funding transferred to 11587000
11308000	Minor Bridge Maintenance schemes 2014/2015	860	6	0	0	866	860	0	0	0	860	(6)	(6)	Balance of unallocated funding transferred to 11587000

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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier	2017/18	2018/19	2019/20 and later	Total	Earlier	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
		Years	£ 000's	£ 000's	£'000		Years	£ 000's	£ 000's	£'000				
11382000	Minor Bridge Maintenance schemes 2015/2016	1,206	351	81	0	1,638	1,206	111	327	0	1,643	(240)	6	Delivery of remainder of projects expected in 2018/19; small amount of funding transferred from 11587000 to meet expenditure on 2015/16 projects
11457000	Minor Bridge Maintenance schemes 2016/2017	439	130	0	0	568	439	31	97	0	566	(99)	(2)	Delivery of remainder of projects expected in 2018/19; small amount of funding transferred from 11587000 to meet expenditure on 2016/17 projects
11587000	Minor Bridge Maintenance schemes 2017/2018	0	1,080	0	0	1,080	0	710	380	0	1,090	(369)	10	Delivery of remainder of projects expected in 2018/19; funding utilised from here to meet expenditure on old year and 2017/18 individual projects; additional £38k from external inspection contribution
<b>Structural Maintenance of Roads</b>														
11361000	Highways Maintenance 16-17	15,278	0	0	0	15,278	15,278	(164)	164	0	15,278	(164)	(0)	Credit balances transferred to 2018/19 where expenditure is expected
11362000	Highways Maintenance 17-18	0	15,540	0	0	15,540	0	15,532	757	0	16,289	(8)	749	Budget of £708k additional Pot Hole Action Fund to be utilised in 2018/19; remainder of additional funding is a revenue contribution
11451000	Highways Maintenance 18-19	0	0	12,708	0	12,708	0	0	12,708	0	12,708	0	0	Allocation of DfT grant per budget resolution - includes £2.32m to be transferred to Street Lighting, Traffic Signals and Bridge Maintenance for 2018/19
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	
<b>Traffic Signals</b>														
11309000	Traffic Signals 2014-15	203	9	0	0	212	203	29	9	0	241	20	29	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11381000	Traffic Signals 2015-16	191	13	0	0	205	191	(11)	13	0	194	(24)	(11)	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11458000	Traffic Signals 2016-17	195	3	0	0	198	195	6	0	0	202	4	4	Funding transferred from 11591000 (2017-18) to meet prior year scheme expenditure
11591000	Traffic Signals Base Budget 2017-18	0	311	0	0	311	0	235	54	0	289	(76)	(22)	Funding utilised from 2017/18 block header to meet costs on old year projects
<b>Total Transport &amp; Economy (excluding funded developer schemes)</b>		<b>142,255</b>	<b>34,851</b>	<b>41,740</b>	<b>32,589</b>	<b>251,434</b>	<b>142,255</b>	<b>30,925</b>	<b>47,304</b>	<b>33,084</b>	<b>253,569</b>	<b>(3,925)</b>	<b>2,135</b>	

<b>Developer Funded Transport - s106 schemes</b>														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	3	0	0	3	0	3	0	0	3	0	0	
11464000	Clifton on Dunsmore Traffic Calming S106	49	0	271	0	320	49	25	247	0	320	25	(0)	
11607000	Southbound bus stop on A426 Leicester Road Rugby	0	79	0	0	79	0	11	69	0	79	(69)	(0)	
11614000	Bus Stop Enhancement Works In Alderminster	0	7	15	0	21	0	0	21	0	21	(7)	0	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	0	15	0	0	15	0	2	13	0	15	(13)	(0)	
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Developer Funded Transport - minor schemes</b>														
10132009	S278 Waitrose Alcester	0	0	0	0	0	0	3	0	0	3	3	3	Increase in scheme costs funded entirely by developer contributions
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	0	6	0	48	(6)	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	0	9	0	9	0	0	9	0	9	0	0	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Strores )	0	0	75	0	75	0	0	75	0	75	0	0	
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	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier	2017/18	2018/19	2019/20 and later	Total	Earlier	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
		Years	£ 000's	£ 000's	£'000		Years	£ 000's	£ 000's	£'000				
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	0	6	0	6	(6)	0	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	0	6	0	6	0	0	6	0	6	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	0	0	0	0	0	0	(40)	0	0	(40)	(40)	(40)	Credit to be either utilised or returned in 2018/19
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	0	31	0	0	31	0	5	26	0	31	(26)	0	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	0	0	0	0	0	0	40	0	0	40	40	40	Increase in scheme costs funded entirely by developer contributions
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	0	4	0	0	4	0	9	0	0	9	6	6	Increase in scheme costs funded entirely by developer contributions
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	0	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	0	
11195013	S278 Wellesbourne Distribution Park Signs	0	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	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	66	(10)	0	0	56	66	(13)	3	0	56	(3)	0	
11441002	Nuneaton Town Centre Signing Improvement	25	0	0	0	25	25	0	0	0	25	0	0	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	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	20	0	0	25	1	1	Increase in scheme costs funded entirely by developer contributions
11441006	Bus Shelter Coventry Street , Southam S106	1	15	0	0	16	1	17	0	0	18	2	2	Increase in scheme costs funded entirely by developer contributions
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	2	17	0	0	18	2	15	2	0	18	(2)	0	
11441010	Birmingham Road Cycle Route enhancements	0	11	6	0	16	0	5	11	0	16	(5)	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	0	65	0	0	65	0	68	0	0	68	3	3	Increase in scheme costs funded entirely by developer contributions
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	0	69	0	0	69	0	72	0	0	72	3	3	Increase in scheme costs funded entirely by developer contributions
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	0	18	0	0	18	0	2	16	0	18	(16)	0	
11441014	Highways improvements to bus stops at land off the Longshoot S106	0	20	0	0	20	0	2	18	0	20	(18)	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford		9	0	0	9	0	4	5	0	9	(5)	0	
<b>Developer Funded Transport - other schemes</b>														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	915	62	0	0	977	915	1	0	0	916	(61)	(61)	Unclear whether there is further expenditure - if this does arise it will be fully funded from developer contributions
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	396	0	401	4	0	396	0	401	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	58	0	332	0	391	58	4	329	0	391	4	0	
11099000	Upgrade traffic signals Blackhorse Road	137	0	11	0	148	137	0	11	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	100	150	0	871	621	0	250	0	871	(100)	0	
11326000	Elliot's Field Retail Park	815	3	0	0	817	815	0	3	0	817	(3)	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	0	35	0	499	(35)	(0)	
11336000	Ansty Business Park Phase 3	1,303	216	1,034	0	2,553	1,303	130	1,120	0	2,553	(86)	(0)	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	0	6	0	334	(6)	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	319	25	0	273	617	319	25	0	273	617	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	18	15	115	109	257	18	1	129	109	257	(14)	0	

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Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier	2017/18	2018/19	2019/20 and later	Total	Earlier	2017/18	2018/19	2019/20 and later	Total	Variance in Year	Total	
		Years	£ 000's	£ 000's	£'000		Years	£ 000's	£ 000's	£'000				
<b>Developer Funded Transport - s278 schemes</b>														
10010001	Unallocated S278 developer funds	(41)	1,458	0	0	1,417	(41)	0	1,487	0	1,446	(1,458)	29	Additional expired developer funding added to holding code
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	0	0	0	0	0	0	(63)	63	0	0	(63)	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	0	30	0	275	(30)	(0)	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,079	621	0	0	2,700	2,079	555	66	0	2,700	(66)	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	303	47	0	0	350	303	3	44	0	350	(44)	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	357	3	0	0	360	357	5	0	0	362	2	2	Increase in scheme costs funded entirely by developer contributions
11437000	B4632 Campden Road / C47 Station Road	361	209	80	0	650	361	196	93	0	650	(13)	(0)	
11438000	B4642 Coventry Road / site access Cawston	532	18	0	0	550	532	66	0	0	598	48	48	Increase in scheme costs funded entirely by developer contributions
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	577	873	0	0	1,450	577	834	38	0	1,450	(38)	(0)	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	0	500	0	500	0	1	500	0	500	1	0	
11461000	A47 The Long Shoot Nuneaton	0	300	300	0	600	0	65	535	0	600	(235)	(0)	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	98	450	0	0	548	98	198	252	0	548	(252)	0	
11463000	B4451 Kineton Road, Southam - new roundabout	3	597	0	0	600	3	596	2	0	600	(2)	(0)	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	542	58	0	0	600	542	9	50	0	600	(50)	(0)	
11505000	A422 Alcester Road, Stratford upon Avon	2	242	0	0	245	2	247	0	0	250	5	5	Slight increase in scheme costs funded entirely by developer contributions
11506000	A426 Southam Road, Southam	0	279	0	0	279	0	301	0	0	301	22	22	Increase in scheme costs funded entirely by developer contributions
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	11	64	0	122	(64)	(0)	
11511000	A429 Ettington Road, Wellesbourne	0	980	0	0	980	0	878	102	0	980	(102)	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	1,450	0	0	1,450	0	1,179	271	0	1,450	(271)	(0)	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	37	630	0	0	667	37	655	0	0	692	25	25	Increase in scheme costs funded entirely by developer contributions
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	100	0	0	100	0	113	0	0	113	13	13	Increase in scheme costs funded entirely by developer contributions
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	0	250	0	250	(250)	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	650	200	0	850	0	71	779	0	850	(579)	(0)	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	155	0	0	155	0	170	0	0	170	16	16	Increase in scheme costs funded entirely by developer contributions
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	150	0	0	153	3	0	150	0	153	(150)	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	0	300	0	301	(300)	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	0	200	0	201	1	0	200	0	201	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	7	0	75	0	82	7	0	75	0	82	0	0	
11552000	Warwick Town Centre transport proposals	0	250	300	0	550	0	289	0	261	550	39	0	
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	0	1,000	0	1,000	(500)	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	0	400	0	0	400	0	1	400	0	400	(400)	0	
11578000	C98 Loxley Road, Tiddington.	0	150	500	0	650	0	0	650	0	650	(150)	0	

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Project	Description	Approved Budget				Forecast					Variation		Reasons for Variation and Management Action		
		Earlier	2017/18	2018/19	2019/20 and later £'000	Total	Earlier	2017/18	2018/19	2019/20 and later £'000	Total	Variance in Year		Total	
		Years	£ 000's	£ 000's			Years	£ 000's	£ 000's						
11579000	D7050 Common Lane, Kenilworth.	0	1,300	0	0	1,300	0	359	941	0	1,300	(941)	0		
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	1,000	1,800	0	2,800	0	0	2,800	0	2,800	(1,000)	0		
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	700	2,000	0	2,700	0	0	2,700	0	2,700	(700)	0		
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	750	750	0	1,500	0	0	1,500	0	1,500	(750)	0		
11595000	A422 Banbury Road Ettington Ghost Island	0	200	0	0	200	0	99	101	0	200	(101)	(0)		
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	0	500	0	500	0	0	500	0	500	0	0		
11598000	A426 Leicester Road Rugby Highways Improvements S278	0	1,800	0	0	1,800	0	1,998	0	0	1,998	198	198	Increase in scheme costs funded entirely by developer contributions	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	0	4	3,500	0	3,504	0	4	3,496	0	3,500	1	(4)	Slight decrease in overall expected costs funded by developer contributions	
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	0	0	150	0	150	0	1	150	0	150	1	0		
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	0	150	0	150	0	0	150	0	150	0	0		
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	150	0	150	0	0	150	0	150	0	0		
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated tway works	0	0	300	0	300	0	0	300	0	300	0	0		
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	7,500	7,500	0	0	0	7,500	7,500	0	0		
11638000	A452 M40 spur west of Banbury Road	0	0	0	7,600	7,600	0	0	0	7,600	7,600	0	0		
<b>Total Funded Developer Schemes</b>			<b>10,350</b>	<b>17,823</b>	<b>15,590</b>	<b>15,482</b>	<b>59,245</b>	<b>10,350</b>	<b>9,253</b>	<b>24,212</b>	<b>15,743</b>	<b>59,557</b>	<b>(8,571)</b>	<b>312</b>	
<b>Grand Total - All Transport &amp; Economy</b>			<b>152,604</b>	<b>52,674</b>	<b>57,330</b>	<b>48,071</b>	<b>310,679</b>	<b>152,604</b>	<b>40,178</b>	<b>71,516</b>	<b>48,828</b>	<b>313,126</b>	<b>(12,496)</b>	<b>2,447</b>	

## 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	Jeff Welsby	31/03/2018	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> <p>The service has achieved Level 3 Incentive Funding from SDfT, ensuring maximum amount of capital block grant is received.</p> <p>Additional budget has been made allocated by DfT from the Pothole Fund and will be used to supplement capital maintenance programmes.</p>
R0895	A major flood risk materialises	Michael Green	31/03/2018	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 - John Coleman (Interim)**  
**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	5,638	0	5,638	3,577	(2,061)	This under-spend consists of a £169,000 over spend on demand led Internal and external legal fees. This budget has had OOP savings of over £1,000,000 and this year is the final years savings. Due to demand it has not been possible to achieve all the savings. (see PG-CF-02 below). This over-spend has been offset by a one off contribution from people group. There is also a planned under-spend on the Transformation & Innovation 3 year / time limited budget allocation which was given in full in 2017/18, there is a detailed plan on how the remaining funding will be spent over the next 2/3 years.
Priority Families	677	0	677	478	(199)	This under-spend is partly the result in reprofiling of work packages funded by the programme as well as additional income being received from central government. The under-spend is earmarked and committed to the PF programme for the period of the phase 2 programme to 2020.
Transition	712	0	712	(13)	(725)	The entirety of this under-spend relates to the ear-marked conditional funding provided by Central Government for setting up both the National & Local House Project initiative. This £725,000 remaining of the funding is committed to the project in 2018/19 and / or will be paid over to the final external organisation once set up.
Social Care North	16,106	19	16,125	18,289	2,164	There is a £928,000 overspend on external placements (average cost £45,000), with fewer available internal foster care placements the service had to purchase more external placements. Correspondingly as fewer internal foster carers are available the service has underspent this budget by £139,000. A new foster carer recruitment drive is starting in order to reduce our reliance on the more costly external placements. Allowances for Non CLA (SGO, Adoption etc.) is also overspent by £104,000 due to continued higher levels of payments with numbers in receipt of these orders increasing. Parent and Baby assessment placements had a significant in-year demand resulting in an over-spend of placements overspent by £350,000. Alternative procurement of these placements is hindered by the small niche market but options are planned to be investigated. There has also been a significant in year crisis with placements and an increased use of the most expensive placements type (Residential) has been necessary resulting in the budget being £975,000 over-spent. These places have an average net unit cost of £161,000 per year. There was also particular pressure on the SEND Direct Payment budget as well as the demand for very specialist disability equipment resulting in an over-spend of £362,000. The additional funding granted by Council for 2018/19 will go partly to manage this structural over-spend but with future OOP2020 savings against (in particular) the CLA placement budgets alternative savings are being investigated.
Social Care South	12,345	74	12,419	14,288	1,869	
Social Care South - WES Traded Services	(20)	0	(20)	(58)	(38)	
Social Care Countywide	10,113	0	10,113	10,507	394	This variance relates to under-spending on (a) Leaving Care external Residential Home packages off set by (b) an over-spend on Supported accommodation packages (both demand led and commissioned), with a net over-spend of £360,000. Work is planned for reviewing the contracts and the procurement of these packages going forward. There is also an over-spend (as reported previously and as part of the 2018/19 budget process) on CLA Transport of £253,000, funding on-going for this has now been prioritised on-going as well as reviewing the policies in order to bring this spend within budget from 2018/19 on-wards. There is also an earmarked under-spend of £200,000 from late earmarked government bid funding for Controlling Migration. This funding is earmarked and planned to be spent in 2018/19.
Family Support	6,832	0	6,832	6,522	(310)	The majority of this under-spend relates to staffing vacancies and time limited funding coming to an end where staff sought more permanent employment elsewhere ahead of time. This time limited funding has now ceased (or been mainstreamed ) and hence this under-spend is time limited.
Initial Response	3,174	(86)	3,088	3,324	236	This over-spend relates to staffing pressures around children at risk of sexual exploitation. This over-spend is one off as sufficient funds have now been prioritised for this service in 2018/19.
Principal & Education Social Work	320	0	320	247	(73)	
Service Development & Assurance (Children's)	1,791	0	1,791	1,698	(93)	This under-spend relates to difficulties in the full recruitment of Children's Independent Reviewing Officers, the posts have now been recruited to/ re-arranged and this under-spend is one off.
Adoption Central England Partnership (ACE)	0	0	0	(126)	(126)	This under-spend relates to the start-up position of the Regional Adoption Agency that Warwickshire is hosting on behalf of WCC, Coventry, Solihull & Worcestershire. The under-spend relates to the four partner contributions compared to spend from February (go-live) to the end of March. This under-spend relates to some staffing vacancies with staff not taking up their positions until 1/4/18 as well as temporary reduced expenditure on the purchase of out of authority adoption places. The size and governance of the ACE reserves is documented and reported via a legal host agreement as well as an Executive Board.
<b>Net Service Spending</b>	<b>57,688</b>	<b>7</b>	<b>57,695</b>	<b>58,733</b>	<b>1,038</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	0		(3,368)	(3,368)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Young Carers Contract	100	(50)	0	50	
Priority Families	930	(300)	200	830	
Ring Fenced House Project Grant	0	0	726	726	
Traded	126	0	38	164	
0-5 Strategy For Children	844	0	888	1,732	
ACE	0	0	126	126	
Controlling Migration Fund	0	0	200	200	
Corporate Transformation Fund	0	0	44	44	
DSG	0	0	108	108	
<b>Total</b>	<b>2,000</b>	<b>(350)</b>	<b>(1,038)</b>	<b>612</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	323	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. (£6,800) 2. There is slippage on savings in costs of court ordered contact (£4,200) 3. Cost pressures in the Regional Adoption Agency (loss of central government grant for Hard to Reach children); (£25,000) As the project to implement the Children & Family centres / financial inclusion/stepped approach is developed, it is expected that it will support these OOP saving for 2018/19 and 2019/20.
PG-CF-02	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	81	There has been a sharp increase in court and legal SLA 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 £1m 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	0	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	
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement foster care scheme	711	324	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. There was a successful bid to re-profile these savings in anticipation of £500k slippage from 17/18 and an estimated further reduction in savings of £400k in 2018/19. Estimated Savings for 2019/20 have been prudently reported but all effort will be made to achieve the savings in full. This and the "numbers" savings total £1.119m, of which it is anticipated that £795,000 will not be achieved. A new Project Manager has been allocated to review the previous plan and redesign the project to deliver savings. This is currently in train.
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	115	15	The savings are made up of: 1. £100k planned to come through the Bright Care (BR4C) contract, but this saving has not been delivered in 2017/18 as the contract was not awarded until January 2018 with admissions from Spring / Summer 2018. This is also in scope of the work plan of the newly appointed project manager.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	10	5	For 2017/18 Traded Services is achieving the £5k savings as anticipated. The £5k for QCF Income will / has not been achieved.



OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
PG-CF-09	Full year effect of existing savings and one-off under-spends to manage the phasing of savings relative to the need to spend.	436	436	
CF-OOP14-18	Children's Centres	0	0	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	
<b>Total</b>		<b>2,289</b>	<b>1,184</b>	
<b>Target</b>			<b>2,289</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>1,105</b>	

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	21	175	199	406	(99)	5	This is a demand led service and during 2017/18, the applications received for funding were received late in the year and will now be funded in 2018/19 once the Adaptations Board has approved the applications. In addition to this, the service will be more pro-active in ensuring clients are aware of the available funding.
		11	120	120	150	401	11	21	175	199	406	(99)	5	

**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	9,857	(563)	9,294	8,040	(1,254)	Underspend is a combination of delays in implementing expenditure plans, the level of some one-off expenditure plans being less than expected this year and unbudgeted receipts for the sale of long term leases on sites of land bought by SCS from Property for the development of specialised housing with care. The underspend has been offset by increased expenditure for legal costs, increased provision required for pension liabilities for TUPE staff and increased Transport costs.
Disabilities	62,603	61	62,664	61,702	(962)	Service volumes in the last quarter were lower than budgeted, and along with annual client income higher than budgeted, the service mitigated pressures in Physical Disabilities Residential placements and Learning Disabilities Supported Living placements.
Mental Health	8,400	0	8,400	7,494	(906)	£200k underspend for DoLs due to number of assessments undertaken limited by service capacity. Contract has been awarded to reduced the level of outstanding DoL assessments in 18/19. £288k underspend against staffing due to vacant posts. Most of the vacant posts have now been recruited to so it is unlikely that this level of underspend will continue in 2018/19. Underspend of £306k against SLA's for this year, which is non-recurrent. The remainder of the underspend is due to increased community and residential income.
Service Development and Assurance (Adults)	347	0	347	261	(86)	Under spend relates to funding transferred from reserves for the Adults Safeguarding Boards following of the PPA business unit.
Older People	41,815	502	42,317	43,923	1,606	Residential care and DPs have been consistent pressures all year - residential budgets had been lowered in anticipation of admission avoidance: While user numbers did decrease from the previous year, not by as much as planned, and costs continued to rise. Community Care numbers increased, but this was managed within budget. DPs costs were higher than budget due to increases in take up and changes in home care contracts.
Integrated Care	10,029	0	10,029	7,991	(2,038)	Underspend is primarily through the vacancies in the in-house reablement teams and delays to the setup of new initiatives, especially using Assistive Technology within the Community Equipment service and Hospital Discharge services
<b>Net Service Spending</b>	<b>133,051</b>	<b>0</b>	<b>133,051</b>	<b>129,411</b>	<b>(3,640)</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	5,318	3,000	3,640	11,958	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
<b>Total</b>	<b>5,318</b>	<b>3,000</b>	<b>3,640</b>	<b>11,958</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	The ASC MTFP partially mitigated the 2017/18 saving, remaining savings were achieved through reviewing/decommissioning of specialist support contracts where efficiencies could
PG-SCS-02	Ensure residential care for people with a disability appropriately meeting need and is cost effective	317	317	Savings achieved on an ongoing basis through diverting provision from traditional care home services into care at home settings
PG-SCS-03	Ensure supported living services for people with a disability are appropriately meeting need and are cost effective	300	300	2017/18 saving achieved through cost effective care packages, but note budget pressures overall in Disabilities Supported Living due to NMLW increases
PG-SCS-04	Redesign contract arrangements for short breaks for people with disabilities, ensuring more consistent use of residential respite	0	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-05	Reshape the day opportunities offer for people with disabilities	200	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. Alignment of
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	200	0	Work is being carried out to scope the ability to achieve this saving without detrimental effect on customers or service provision. Not achieved in 2017/18. ASC MTFP partially mitig
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	0	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
PG-SCS-08	Development of Reablement services	447	447	Savings achieved on a one off basis, Reablement project will ensure ongoing reduction
PG-SCS-09	Maximise all customer charging opportunities	200	200	Saving achieved through consistent delivery of charging policy and benefits maximisation
PG-SCS-10	Occupational therapy - improve moving and handling training services	878	878	Savings achieved on an ongoing basis through OT Project reducing demand on traditional homecare provision.
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	The ASC MTFP for 2017/18 and 2018/19 fully mitigates the savings, and for 2019/20 it mitigates some of the savings leaving £550k. These savings will be achieved in line with del
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	Savings achieved on an ongoing basis through reducing to reliance on traditional ongoing care
PG-SCS-13	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	300	300	Savings achieved on an ongoing basis through shifting educational and residential care placements to alternative provision
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	Saving achieved on an ongoing basis through Out of County project, now BAU
PG-SCS-15	Management of the National Living Wage and inflation impacts through the development of a revised commissioning approach	1000	1,000	The ASC MTFP for 2017/18, 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	17/18 savings have been achieved through the Extra Care Project, and on track for future years
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	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	The ASC MTFP for 2018/19 and 2019/20 mitigates some of this saving. To achieve the remaining savings from DomCare may be detrimental to service provision overall, so the an
PG-SCS-19	Consideration of alternatives to day opportunities	0	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the saving so treat as fully met i.e. RAG green
PG-SCS-20	Remodel direct payment employment support services	0	0	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	
PG-CF-03	Warwickshire Employment Services Team	280	280	ASC base budget is mitigating 2017/18 savings target to allow for the delay in tendering the service. There is a plan to tender the service and for it to be in place by September '18. which means full year effect of savings in 2018/19 will not be £280k
PG-PPA-01	Reduction in the planning and research functions supporting the delivery of adult social care services	25	25	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	0	0	
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	0	0	The ASC MTFP for 2018/19 and 2019/20 fully mitigates the savings
	<b>Total</b>	<b>5,343</b>	<b>4,978</b>	
	<b>Target</b>		<b>5,343</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>365</b>	

## 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	0	350	0	350	(50)	0	Budget managed by Corporate ICT for People Group. No Activity in 2017/18.
11555000	Extra Care Housing	0	0	2,000	1,000	3,000	0	0	2,000	1,000	3,000	0	0	
		<b>0</b>	<b>50</b>	<b>2,300</b>	<b>1,000</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	<b>2,350</b>	<b>1,000</b>	<b>3,350</b>	<b>(50)</b>	<b>0</b>	

## 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	11/04/2018	12	<p>Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies</p> <p>Further mitigation plans are being developed</p> <p>Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand</p> <p>Review of Programme Activity</p> <p>A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will further confirm priority areas and actions for the service.</p>	12	Progress agreed Project Activity.

**Public Health - John Linnane**  
**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	249		249	247	(2)	
Salaries and Service Overheads	1,540	52	1,592	2,072	480	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. Additionally there is planned overspend due to contributions to the cost of Associate Directors of Public Health at the North and South CCGs.
Children's Health	8,941		8,941	8,943	2	
Health Checks and Wellbeing	551		551	444	(107)	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	1,456	14	
Smoking Cessation and Tobacco Control	400		400	300	(100)	Smoking Cessation interventions is a demand led service that has had lower uptake this financial year than budgeted for.
Substance Misuse	4,884		4,884	4,552	(332)	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	3,953	(327)	This relates in part to the unpredictability of demand led services and the active management of out of area payments. The remainder of the underspend relates to a lower than budgeted performance payment to the Integrated Sexual Health service provider as part of their contract management.
Population Health and Place	471	(52)	419	419	0	
Mental Health and Wellbeing	969		969	991	22	
<b>Net Service Spending</b>	<b>23,727</b>	<b>0</b>	<b>23,727</b>	<b>23,377</b>	<b>(350)</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	1,578	(529)	350	1,399	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
DAAT	389	(389)		0	
Family Nurse Partnership	361	(361)		0	
<b>Total</b>	<b>2,328</b>	<b>(1,279)</b>	<b>350</b>	<b>1,399</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
CG-PH-01	Redesigning current ways of working and the arrangements for external contracts	1200	1,200	
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process	377	377	
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	42	
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	200	
CG-PH-05	Reduce staffing and overheads across the Business Unit	100	100	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	200	200	
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process	415	415	
CG-PH-08	Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	
	<b>Total</b>	<b>2,534</b>	<b>2,534</b>	
	<b>Target</b>		<b>2,534</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

## 2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18 £ 000's	2018/19 £ 000's	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11492000	Urban Mile Markers	0	0	24	0	24	0	10	14	0	24	10	0	Project will roll into 2018/19
		<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>10</b>	<b>14</b>	<b>0</b>	<b>24</b>	<b>10</b>	<b>0</b>	

## Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

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

## 2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,767	0	1,767	899	(868)	There has been additional funding received from ASC £640,000 for new client management system, reduced expenditure for project management and agency costs of £142,000, underspend within L&D budgets of £63,000 ( in response to OOP2020)
Service Development and Assurance (Business and Systems)	2,275	(1,008)	1,267	987	(280)	Underspend is due to reduced staffing ( in response to OOP2020) and project costs of £187,000 and reduced cost of software licences of £80,000
All Age Disabilities	954	0	954	902	(52)	
Integrated Elderly Care	1,470	0	1,470	1,361	(109)	Overspend for Meals Service of £50,000 offset by an underspend of £143,000 for Carers
Market Management and Quality	845	0	845	696	(149)	Underspend is due to additional budget received to increase capacity and the delays to recruitment
Children's Commissioning	5,705	0	5,705	5,332	(373)	£191,000 underspend for Housing Support due to reduced funding for HEART, reduced costs for Single Homeless and lower than expected contingency required. Under spend of £37,000 due to non- renewal of Home Safety Check scheme. £36,000 under spend for CAMHS transitional funding due to one project not going ahead. Further under spend against staffing due to additional budget received to increase capacity and the normal delays to recruitment.
<b>Net Service Spending</b>	<b>13,016</b>	<b>(1,008)</b>	<b>12,008</b>	<b>10,177</b>	<b>(1,831)</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	3,836	1,008	1,191	6,035	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
People Group Savings	0		640	640	
DSG	0		0	0	
<b>Total</b>	<b>3,836</b>	<b>1,008</b>	<b>1,831</b>	<b>6,675</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	
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	
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	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	203	203	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	104	104	
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	
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	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	
PG-PPA-03	Redistribution of project budgets across PPA.	126	126	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	
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	
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	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	0	0	
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	
	<b>Total</b>	<b>2,737</b>	<b>2,737</b>	
	<b>Target</b>		<b>2,737</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	



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	30	56	0	216	130	0	86	0	216	(30)	0	Proposals for development of projects were not forthcoming in 2017/18 and will now be pursued in 2018/19.
11021000	Adult Social Care Modernisation & Capacity 2012-13	46	55	896	0	997	46	10	941	0	997	(45)	0	Slippage on Project 11021005 is due to Providers not submitting comprehensive application forms with accompanying plans and quotes ahead of the end of the financial year despite significant support and guidance from WCC. Slippage on Project 11021006 was as a result of delayed quotes on planned works which are now going ahead in early 2018/19.
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	971	989	0	4,092	(536)	(102)	Planned project costs post Go Live cannot be capitalised leading to an underspend in 2017/18. Current scoping is underway for future phase developments and spend moving forward will be released via board agreement.
		<b>7,762</b>	<b>5,441</b>	<b>1,507</b>	<b>0</b>	<b>14,710</b>	<b>7,762</b>	<b>4,830</b>	<b>2,016</b>	<b>0</b>	<b>14,608</b>	<b>(611)</b>	<b>(102)</b>	

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 BCF. Working groups across Health and Social Care established. NHS unique number trialled and in place for some client groups. Appendix E now being used for D2A projects and BCF. Update: IG workshop in place. National digital road map incorporated into workshop design. Update: Working Group have produced data sharing strategy across all health and care partners across Coventry & Warwickshire. Signed at this HWB Exec Team	12	Joint Data Sharing Strategy in place.

**Customer Service - 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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	355		355	395	40	
Customer Service Centre	2,410		2,410	2,189	(221)	This service has a number of vacancies - difficulties are being experienced in recruiting the right calibre of staff.
Customer Relations	234		234	256	22	
Face to Face (including Libraries and Registration Service)	3,911	(1)	3,910	3,869	(41)	Vacancies have occurred unexpectedly in the fourth quarter and there has been a reduction in travel expenses.
Head of Service and Business Unit Projects	743	(3)	740	723	(17)	
E Services and Business Development	776		776	773	(3)	
Family Information Service	157		157	170	13	
Traded Services - Educational	(37)		(37)	(28)	9	
Traded Services - Non Educational	0		0	0	0	
<b>Net Service Spending</b>	<b>8,549</b>	<b>(4)</b>	<b>8,545</b>	<b>8,347</b>	<b>(198)</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	102	(102)		0	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Phasing of Libraries Sunday opening for 2017/2018	54	(54)		0	
Corporate Customer Journey Programme	259		101	360	
Library Bequests	0	0	3	3	
Warwickshire Local Welfare Scheme	714		94	808	
<b>Total</b>	<b>1,129</b>	<b>(156)</b>	<b>198</b>	<b>1,171</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-CS-01	Reduction in the staff supporting the senior management of the Business Unit.	30	30	
RG-CS-02	Increase income from the Registration Service	100	100	
RG-CS-03	Reduction in the resources available to undertake projects within Customer Services	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	
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	
	<b>Total</b>	<b>356</b>	<b>356</b>	
	<b>Target</b>		<b>356</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

## 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	0	66	66	(8)	106	0	164	(8)	98	Library Refurbishment programme delayed. Transfer £98,288 from 11040000 to 10155000.
10645000	One-Stop Shops Expansion Programme 2009/10	70	112	0	21	203	70	0	2	131	203	(112)	0	Projects forecast for later years
11040000	Improving the Customer Experience/One Front Door Improvements	225	287	509	1,600	2,620	225	74	381	1,842	2,522	(213)	(98)	Transfer £98,288 from 11040000 to 10155000.
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	273	7	0	374	(7)	0	
11648000	Customer Services Vehicles & Equipment	0	0	0	0	0	0	16	0	0	16	16	16	Replacement vehicle purchase funded from a revenue contribution.
		<b>514</b>	<b>679</b>	<b>509</b>	<b>1,670</b>	<b>3,372</b>	<b>514</b>	<b>355</b>	<b>496</b>	<b>2,022</b>	<b>3,387</b>	<b>(324)</b>	<b>16</b>	

**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	224		224	291	67	This overspend was planned (to partly offset the underspends below) temporary consultant input into Finance Transformation work.
Corporate Finance & Advice and Resources Local Finance	1,129		1,129	1,078	(51)	This underspend was generated primarily from the difficulty in recruiting to vacancies, primarily at Principal Accountant level. The service will want to draw down on the underspend to employ on a temporary basis to fill these gaps in the early part of 2018/19.
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	27		27	94	67	This overspend was largely the result of additional one-off costs incurred in improvement work on Agresso (the Council's financial system).
Communities Group and Fire and Rescue Local Finance, Procurement	656	(107)	549	491	(58)	This variation is partly due to additional generation of contract rebates (where existing contracts were extended) and temporary vacancies.
People Group Local Finance, Financial Benefits and Advice	1,818	(13)	1,805	1,607	(198)	This underspend was generated primarily from the difficulty in recruiting to vacancies, plus the successful access to one-off grants to fund some Adult Social Care support activity.
Traded Services - Education	(237)		(237)	(293)	(56)	This relates to additional trading income from another successful year, alongside some temporary vacancy savings that are not expected to recur.
Traded Services - Non Education	0		0	0	0	
<b>Net Service Spending</b>	<b>3,617</b>	<b>(120)</b>	<b>3,497</b>	<b>3,268</b>	<b>(229)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	274		232	506	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Finance - Service Improvement Projects	325	107		432	
Finance Training Reserve	95		(3)	92	
<b>Total</b>	<b>694</b>	<b>107</b>	<b>229</b>	<b>1,030</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	All savings proposals to date have been delivered as expected.
RG-FIN-02	The procurement team will prioritise additional service activity to target additional income from contract rebates	60	60	
RG-FIN-03	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	249	249	
RG-FIN-04	The service will reduce the number of staff it employs to support both service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts, by focussing more on training and on-line support and redesigning services to improve the "financial literacy" of the organisation.	165	165	
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	
	<b>Total</b>	<b>624</b>	<b>624</b>	
	<b>Target</b>		<b>624</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,403		1,403	1,274	(129)	This is largely due to staffing vacancies 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	2,683	256	Agreed overspend to support implementation of Your HR offset against wider service under spend.
Business Partners and Learning and Organisational Development	1,671		1,671	1,601	(70)	Vacancies in the team in the process of being recruited to.
Human Resources Head of Service and Internal Apprenticeship Programme	703		703	534	(169)	Head of Service post which has not been replaced and vacancies within the apprenticeship team.
Traded Services - Education	(119)		(119)	(143)	(24)	Reduced expenditure due to staffing vacancies.
Traded Services - Non Education	38		38	33	(5)	Increased levels of trading income
<b>Net Service Spending</b>	<b>6,123</b>	<b>0</b>	<b>6,123</b>	<b>5,982</b>	<b>(141)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	537		8	545	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Human Resources - Service Improvement Projects	30		40	70	
Growing for Growth Apprenticeship Scheme	711	(557)	93	247	
<b>Total</b>	<b>1,278</b>	<b>(557)</b>	<b>141</b>	<b>862</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
RG-HR-02	Re-design HR Business Partnership Service and reduce capacity. Reduce the spend on the corporately funded learning menu.	68	68	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
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	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
RG-HR-04	Reduction in agency / temp staff spend in HRSC	34	34	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	111	111	Savings delivered in 2017/2018 and plans in place to delivery savings for 2018/19 and 2019/20
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	
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	
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	
	<b>Total</b>	<b>313</b>	<b>313</b>	
	<b>Target</b>		<b>313</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	



**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	259		259	139	(120)	
Members Support	35		35	27	(8)	
Strategy and Programme and Innovation	1,012		1,012	971	(41)	
Corporate ICT Development	1,277		1,277	1,144	(133)	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	1,417	(16)	
Production Services	3,155		3,155	3,263	108	Increased costs of Microsoft licensing.
Systems Design and Architecture	1,088	(9)	1,079	1,033	(46)	
Network Services	823	(73)	750	680	(70)	
Information Management	359		359	335	(24)	
Traded Services - Education	(303)		(303)	(143)	160	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 Information Assets
<b>Net Service Spending</b>	<b>9,138</b>	<b>(82)</b>	<b>9,056</b>	<b>8,866</b>	<b>(190)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Information Assets - Savings	188	(188)	172	172	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Going for Growth - BDUK	589	(296)	18	311	
<b>Total</b>	<b>777</b>	<b>(484)</b>	<b>190</b>	<b>483</b>	

**2017/18 to 2019/20 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-IA-01	Release of the trading surplus delivered by the Schools ICT Service	200	200	£143k of this savings target has been achieved through the trading surplus delivered by the Schools ICT Service and £57k through efficiencies within the Business Unit.

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	
RG-IA-03	Reduction in spend on specification, building, procurement, implementation, support and enhancement of information systems	117	117	
RG-IA-04	Reduction in the cost of maintaining the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	50	50	
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	
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	
RG-IA-07	Reduction in the cost of the management, the technical development/build and deployment of personal computing devices	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	
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	
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	
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	
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	
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	
	<b>Total</b>	<b>1,102</b>	<b>1,102</b>	
	<b>Target</b>		<b>1,102</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

## 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	3,439	9,715	12,457	37,170	11,559	3,484	7,859	13,342	36,244	45	(926)	Delayed builds within the project resulted in missed milestones and a corresponding decrease in expenditure, as the supplier is not entitled to submit an invoice until the milestone is achieved.
11465000	WCC Information Assets Purchases (multiple years)	546	131	548	521	1,746	546	304	485	485	1,821	173	75	Sub project 11465006 reflects equipment purchases for 2017-18. Capital funding split over remaining programme years 18/19 & 19/20 to match Project Connect rollout and planned ICT equipment refreshes. Increase funded via a revenue contribution.
11606000	2017-18 ICT Software Development	0	590	0	0	590	0	542	0	0	542	(48)	(48)	The forecast value has changed as a result of changing business priorities in favour of work on projects that do not create software assets.
		<b>12,434</b>	<b>4,161</b>	<b>10,263</b>	<b>12,977</b>	<b>39,835</b>	<b>12,434</b>	<b>4,330</b>	<b>8,344</b>	<b>13,828</b>	<b>38,936</b>	<b>169</b>	<b>(899)</b>	

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

**2017/18 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	525		525	528	3	
Insurance, Internal Audit and Risk Management	497	(12)	485	421	(64)	Largely due to in-year staffing vacancies. Plans in place for recruitment to existing vacancies
Law & Governance Administration	96		96	13	(83)	Unallocated budget held by HoS - will be the subject of a carry forward request to support webcasting project
Legal Core	409		409	471	62	Increased spend on a specific legal case, including counsel's fees, together with general increase in demand for corporate legal work
Traded Services - Educational	(96)		(96)	(84)	12	
Traded Services - Non Educational	(554)	12	(542)	(982)	(440)	Increased demand for legal services, both internally and externally
<b>Net Service Spending</b>	<b>878</b>	<b>0</b>	<b>878</b>	<b>367</b>	<b>(511)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	105	(105)	501	501	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Warwickshire Counter Fraud Partnership	36	(16)	10	30	
<b>Total</b>	<b>141</b>	<b>(121)</b>	<b>511</b>	<b>531</b>	

**2017/18 to 2019/20 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-LG-01	Increase External Income Potential through Legal Services	8	8	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	35	35	
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	
	<b>Total</b>	<b>65</b>	<b>65</b>	
	<b>Target</b>		<b>65</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

**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	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Insight	1,221		1,221	1,196	(25)	
Transformation Assurance & Performance	1,390		1,390	1,275	(115)	Variation due to ongoing staff vacancies
Performance Administration	382		382	272	(110)	Variation is due to underspends on staffing costs and staff vacancies funded from the Corporate Transformation Fund
Business Improvement & Support	459		459	424	(35)	
Commercial Enterprise	243		243	242	(1)	
Resources Transformation	965		965	897	(68)	Variation is due to underspends on fixed term and agency staff
<b>Net Service Spending</b>	<b>4,660</b>	<b>0</b>	<b>4,660</b>	<b>4,306</b>	<b>(354)</b>	

**2017/18 Reserves Position**

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	222	(222)	142	142	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Resources Transformation Fund			68	68	
Corporate Transformation Fund			144	144	
<b>Total</b>	<b>222</b>	<b>(222)</b>	<b>354</b>	<b>354</b>	

## 2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-PE-01	Reduction of management team as a result of the release of a vacant post	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	
RG-PE-03	Reduction in management and operational capacity through streamlining processes and redesigning the service.	0	0	
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	
	<b>Total</b>	<b>90</b>	<b>90</b>	
	<b>Target</b>		<b>90</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

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

## 2017/18 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,024	(55)	969	402	(567)	£85,000 planned revenue contribution for Old Shire Hall now to be made in 2018/19, £77,000 reduction in self financed borrowing costs due to the delay in Hawkes Point, £55,000 funding for Switch and Save project to start in 2018/19 £350,000 Grant funding received for the One Public Estate Project.
Construction Services	1,447	55	1,502	1,501	(1)	
Facilities Management	8,451	0	8,451	7,972	(479)	Reduction in spend on County Buildings of £356,000 due to reductions in Gas, Electricity, rates and rent payments. There are also a number of projects that will no longer be carried out this year. Other savings of £123,000 relate to savings from staffing vacancies, deferred spend on new ICT equipment and savings in consultancy and training.
Estates and Smallholdings	(752)	246	(506)	108	614	£601,000 planned savings not were not made during the year due to the delay in the sales of Meadow Farm and Eastboro Way, these will be received in 2018/19. £13,000 due to the increase in agency costs.
Asset Strategy	261	214	475	291	(185)	£185,000 Savings made as a result of the staffing restructure and deferred spend on new ICT equipment.
Property Rationalisation Savings	(566)	291	(275)	(35)	240	£504,000 planned savings not made due to delays in property disposals. Offset by £264,000 decrease in project costs and staffing savings from the restructure.
Traded Services - Education	(1,057)	0	(1,057)	(35)	1,022	Overspend of £724,000 on Catering due to the catering function leaving the council and becoming Educaterers (overspend before leaving, loss of income and write out of catering stock). One-off overspends of £282,000 on the Schools Indemnity and Devolved Maintenance Schemes.
Traded Services - Non Education	(178)	0	(178)	49	227	One-off overspend of £240,000 on the Non-Schools Devolved Maintenance Scheme.
<b>Net Service Spending</b>	<b>8,631</b>	<b>751</b>	<b>9,382</b>	<b>10,253</b>	<b>871</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
Savings	0		(1,157)	(1,157)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Community Energy scheme	0		110	110	
One Public Estate	0		323	323	
Catering Equalisation Account	401	(100)	(147)	154	
<b>Total</b>	<b>401</b>	<b>(100)</b>	<b>(871)</b>	<b>(570)</b>	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
RG-PA-01	Reduction in the running costs of property as a consequence of Property Rationalisation	406	406	
RG-PA-02	Reduce property costs in Stratford by moving from Elizabeth House to smaller alternative premises	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	£601,000 savings were not made during the year due to the delay in the sales of Meadow Farm and Eastboro Way and the capital receipts not coming in this financial year.
RG-PA-04	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	220	220	
RG-PA-05	Reduction in the cost of corporate cleaning and catering through changes to specifications and working practices	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	46	£504,000 savings not made due to delays in disposals under the Property Rationalisation Programme.
RG-PA-07	Reduce property costs in Warwick by vacating the Barrack Street block and accommodating staff in other existing premises	0	0	
	<b>Total</b>	<b>2,157</b>	<b>1,052</b>	
	<b>Target</b>		<b>2,157</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>1,105</b>	



O Property Services

2017/18 to 2020/21 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18	2018/19	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
			£ 000's	£ 000's				£ 000's	£ 000's					
<b>Building &amp; Construction</b>														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	281	705	700	0	1,686	281	638	767	0	1,686	(67)	0	Minor Slippage
<b>Special Projects</b>														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	938	57	0	0	995	938	(6)	0	0	932	(63)	(63)	Project completed - return funding to 11041000 for future disposals
<b>Estates</b>														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	739	0	0	-	739	739	0	0	0	739	0	0	
10972000	Planning Consent For Europa Way	531	100	20	0	651	531	131	297	0	959	31	308	Increase in Project budget as agreed at January 2018 Cabinet
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	0	29	0	240	(29)	0	Minor Project slippage
11440000	Strategic Site Planning applications	884	404	340	321	1,949	884	344	2,475	0	3,704	(59)	1,755	Increase in Project budget as agreed at January 2018 Cabinet
11503000	Planning Consent re the disposal of Dunchurch depot	10	30	40	0	80	10	27	43	0	80	(3)	0	Minor Project slippage
<b>Property Rationalisation Programme</b>														
11041000	Rationalisation Of The Council's Property	717	162	0	0	879	717	0	225	0	942	(162)	63	Carry forward remaining funding pending completion of PRP disposals
11335000	Rationalisation of County Storage	2,788	40	1,572	0	4,400	2,788	102	1,509	0	4,400	63	0	Project under review - money carried forward pending future cabinet report
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	(51)	0	0	473	(51)	(51)	Reduction in works funding due to overestimation of creditors from 2016/17
<b>Structural Maintenance</b>														
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)	Final Account less than expected - £217 moved to 18.19 11443000
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,028	0	0	0	6,028	6,028	(28)	6	0	6,006	(28)	(22)	Final Account less than expected - £21,846 moved to 18.19 to 11445000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	7	0	0	221	213	(1)	6	0	219	(8)	(2)	Final Account less than expected - £1604 moved to 18.19 11442000
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	26	0	0	1,352	1,326	0	15	0	1,341	(26)	(11)	Final Account less than expected - £11,006 moved to 18.19 11444000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	9	0	0	2,746	2,737	(0)	16	0	2,753	(9)	7	£6,651 moved from 11443000
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,741	120	0	0	5,862	5,741	61	50	0	5,852	(60)	(10)	Final Account less than expected - £9,651 moved to 18.19 11445000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	5	0	0	381	376	0	0	0	376	(5)	(5)	Final Account less than expected - £4,753 moved to 18.19 11442000
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,235	(15)	0	0	1,220	1,235	(15)	38	0	1,258	(0)	37	£37,454 moved from 11444000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,679	(43)	0	0	2,636	2,679	(58)	15	0	2,636	(15)	(0)	Awaiting Final Accounts - remaining budget moved into 18.19
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,791	(79)	0	0	5,712	5,791	(97)	18	0	5,712	(18)	(0)	Awaiting Final Accounts - moved remaining budget into 18.19
11283000	Non Schools Asb & Safe Water Remedials 2016/17	196	114	0	0	310	196	111	3	0	310	(3)	(0)	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	360	0	0	360	0	308	0	0	308	(52)	(52)	£51,897 moved to 18.19 11442000
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,047	14	0	0	2,060	2,047	(39)	53	0	2,060	(53)	0	Awaiting Final Accounts - remaining budget moved into 18.19
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	1,762	0	0	1,762	0	1,736	32	0	1,768	(26)	6	Revenue Contribution
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,251	(4)	0	0	1,247	1,251	(32)	28	0	1,247	(28)	0	Awaiting Final Accounts - budget moved to 18.19
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	778	0	0	778	0	802	0	0	802	23	23	£23,450 moved from 11444000

O Property Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2017/18	2018/19	2019/20 and later £'000	Total £ 000's	Earlier Years	2017/18	2018/19	2019/20 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
			£ 000's	£ 000's				£ 000's	£ 000's					
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,520	(122)	0	0	5,398	5,520	(117)	0	0	5,403	5	5	£5,329 moved from 11445000
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	7,173	0	0	7,173	0	7,013	160	0	7,173	(160)	(0)	Remaining budget moved to 18.19. Late instructions
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	325	0	325	0	0	383	0	383	0	58	£1604 moved from 11142000, £4,753 moved from 11224000, 51,897 moved from 11284000
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	2,122	0	2,122	0	0	2,115	0	2,115	0	(7)	£217 moved from 11037000, £104 moved to 1122640 and £6,651 moved to 11144000
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	731	0	731	0	0	681	0	681	0	(50)	£37,454 moved to 11225000, and £23,450 moved to 11288000
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	3,431	0	3,431	0	0	3,457	0	3,457	0	26	£21,846 moved from 11039000 , £9,651 moved from 11145000, £5,329 moved to 11289000
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	0	325	325	0	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	0	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	0	731	731	0	0	0	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	3,431	3,431	0	0	0	3,431	3,431	0	0	
<b>Facilities</b>														
10592000	Small Scale Reactive / Minor Improvements County-Wide	443	10	38,191	0	491	443	104	36	0	582	94	91	RCCO contributions of £90,859, minor change in years of forecasted corporate resourcing usage
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	0	50	0	1,206	(50)	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	179	0	0	0	179	179	0	0	0	179	0	0	Budget complete
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	4	1,630	3,600	5,234	4	4	Planning costs for the project funded in year by RCCO
11562000	Former Landfill site - Stockton	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Smallholdings</b>														
11228000	Rural Services Capital Maintenance 2015/16	794	-19,264	0	0	775	794	(18)	17	0	794	2	19	Insurance Claim waiting to be received on project 11228018 and final accounts on 11228003, 11228020 and 11228022
11291000	Rural Services Capital Maintenance 2016/17	561	313	0	0	874	561	90	223	0	874	(223)	(0)	Awaiting final accounts on sub projects
11292000	Rural Services Capital Maintenance 2017/18	0	476	0	0	476	0	233	244	0	476	(244)	0	Awaiting final accounts on some sub projects and part completion of others.
11139009	LOWER TYSOE/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	0	0	0	0	0	0	8	0	0	8	8	8	Project now complete - final account came in at higher than forecast
11446000	Rural Services Capital Maintenance 2018/19	0	0	496	0	496	0	0	469	0	469	0	(27)	
11542000	Rural Services Capital Maintenance 2019/20	0	0	0	496	496	0	0	0	496	496	0	0	
		<b>49,256</b>	<b>12,462</b>	<b>13,415</b>	<b>10,051</b>	<b>85,184</b>	<b>49,256</b>	<b>11,252</b>	<b>15,089</b>	<b>11,700</b>	<b>87,296</b>	<b>(1,210)</b>	<b>2,112</b>	

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

**2017/18 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Grants & Business Rates	(138,367)	(4,367)	(142,734)	(144,394)	(1,660)	Additional grant and business rate income received as a result of the late announcement of grants and the gain from the business rates pool. The level of this income was not known at the time the 2017/18 budget was agreed, but have been built into the 2018/19 OOP financial refresh. Also £1.238 million is an addition to funds we are holding on behalf of the district and borough councils as lead authority for the Coventry and Warwickshire business rates pool.
Dedicated Schools Grant and other School/Pupil Funding net of Individual Schools Budgets	(76,044)	(1,041)	(77,085)	(75,032)	2,053	Collectively maintained schools overspent their individual school budget allocations by £2.199 million in 2017/18. This will be met from school balances. Where individual maintained schools are in deficit by more than 5% of their budget the authority is actively working with them through a series of task groups to agree a recovery plan.
Capital Financing Costs	34,819	(3,068)	31,751	28,138	(3,613)	Underspend is a result of a reduction in the required repayment of our long term borrowing (Minimum Revenue Provision) in 2017/18. This is the amount we are required to pay is based on the debt outstanding at the end of the previous financial year and was lower than anticipated due to the levels of slippage in 2016/17. There has also been additional slippage in 2017/18 which has reduced the need to provide for interest payments on new borrowing.
Strategic Management Team	1,523		1,523	1,344	(179)	An underspend on staff budgets
County Coroner	415		415	427	12	
Environment Agency (Flood Defence Levy)	232		232	232	0	
External Audit Fees	176	1	177	145	(32)	
Provision for redundancy costs	(133)	(374)	(507)	0	507	At the end of each financial year the corporate cost of redundancies in 2017/18 will be met from the Redundancy Fund.
County Council Elections	255		255	798	543	This is the final balance paid in respect of the May 2017 election. This will be funded from the Elections Reserve set up to phase the cost of elections across the four year cycle.
Members Allowances and Expenses	1,064		1,064	864	(200)	
Other Administrative Expenses and Income	672		672	(588)	(1,260)	The variation relates to a significant amount of forecast income received late in 2017/18. This includes £425,000 SCAPE dividend, and £431,000 benefit our partnership with Oxygen Finance . The balance is an underspend of £238,000 on the selling costs of our assets.
Apprenticeship Levy	1,200	(600)	600	647	47	
<b>Net Service Spending</b>	<b>(174,188)</b>	<b>(9,449)</b>	<b>(183,637)</b>	<b>(187,419)</b>	<b>(3,782)</b>	

## 2017/18 Reserves Position

Reserve	Approved Opening Balance 01.04.17 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.18 £'000	Reason for Request
<b>Corporate</b>					
General Reserves	25,213	625	1,438	27,276	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Medium Term Contingency	16,985	(691)		16,294	
Provision for Redundancy Costs	12,424		(507)	11,917	
Capital Fund	1,037		238	1,275	
Insurance Fund	8,435		490	8,925	
Schools and Centrally Managed Dedicated Schools Grant	15,777		(2,053)	13,724	
<b>Total Corporate Reserves</b>	<b>79,871</b>	<b>(66)</b>	<b>(394)</b>	<b>79,411</b>	
<b>Other Services</b>					
Audit Fee Reserve	717		32	749	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Transformation Fund	1,154	2,896		4,050	
Adult Social Care (BCF) Reserve	1,154	2,086		3,240	
Corporate Partnership Initiatives	301		1,854	2,155	
Interest Rate Volatility Reserve	5,436			5,436	
Provision for Business Rates Appeals	1,047	1,004	622	2,673	
Coventry and Warwickshire Business Rates Pool	971		1,238	2,209	
Quadrennial Elections	730		(543)	187	
Pensions Deficit Reserve	0	466		466	
Apprenticeship Fund	0	600	(47)	553	
Schools in financial difficulty fund	0	2,273		2,273	
Corporate Systems replacement fund	0	2,706	975	3,681	
<b>Total Other Services Reserves</b>	<b>11,510</b>	<b>12,031</b>	<b>4,131</b>	<b>27,672</b>	
<b>Group Reserves</b>					
Resources Transformation Fund	2,130	(965)	45	1,210	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
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)	0	3,978	
<b>Total Group Reserves</b>	<b>11,247</b>	<b>(3,671)</b>	<b>45</b>	<b>7,621</b>	
<b>Total</b>	<b>102,628</b>	<b>8,294</b>	<b>3,782</b>	<b>114,704</b>	

2017/18 to 2019/20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2017/18		Reason for financial variation and any associated management action
		Target £'000	Final 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	
OS-OS-02	Reduction in the provision for borrowing costs.	3,300	3,300	
OS-OS-03	Management restructure	150	195	The additional £45,000 is early delivery of the 2018/19 savings
OS-OS-04	Removal of the provision for funding redundancy costs.	2,000	2,000	
	<b>Total</b>	<b>8,450</b>	<b>8,495</b>	
	<b>Target</b>		<b>8,450</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(45)</b>	



**Annex R**  
**Children are safe**

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
C&F	No. of early help assessments initiated	Higher	983	983	1000	Amber	We have marginally missed our target by 1.7%. With changes to recording of siblings and a focus on partners using the Pre Early Help Self Assessment (EHSA) more, performance is closely in line with expectations. Analysis shows there is a reduction in school initiations which needs to be monitored.	
C&F	No. of Child Protection Plans-Reduction in	Lower	564	564	443	Red	<p>2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.</p> <p>There is information to say that this rise in child protection numbers has been experienced across the region and nationally. We have been undertaking an analysis of what has been occurring within Warwickshire, as this rise has not been a feature over the whole county e.g. Rugby District has seen a fall and Stratford has experienced stable numbers. From the analysis to date it does seem that we have in some cases missed opportunities to divert some child protection referrals to child in need processes.</p>	<p>Finish the analysis of the reason for our referrals and then implement any recommendations of the learning from this work. This is likely to focus on the better use of child in need processes in respect of some child protection referrals; this is happening but not to the degree that it could.</p> <p>We do also need to work to reduce the time that children are subject to child protection plans by reducing the delays for the provision of some assessments and direct work services.</p>
C&F	No. of Children Looked After (excl. UASC) -Reduction in	Lower	650	650	605	Red	<p>2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.</p> <p>While the data is provisional we will not hit the target of 605. Our primary method of seeking to reduce looked after numbers was to reduce average caseload in front line children's teams, enabling these social workers to work in new ways. For most of our teams and for most of the year these low caseloads have not been achieved, where lower caseloads have been achieved for at least part of the year, looked after numbers have seen declines e.g. the teams in Nuneaton and Bedworth saw their looked after numbers fall from 200 at the end of March 2017 to 176 by the end of March 2018.</p> <p>We have also been successful for a second year running to significantly reduce the numbers of young people becoming looked after via our Case Decision Making Meetings, an approach that we need to sustain. We do now need to focus upon reducing the time children and young people are looked after, so that we can increase the numbers leaving care.</p>	<p>We need to continue our Case Decision Making Meetings and also the weekly meetings with the Head of Service to ensure only those children who require safeguarding become looked after.</p> <p>The Case Decision Making Meeting will be increasing the tracking of Public Law Outline cases to ensure that we make maximum use of connected family options. This process will be made easier with the expansion of the Family Group Conferencing Service.</p> <p>We need to continue to seek to discharge Care Orders on those children placed with their parents in a timely manner. We have a tracking process in place to ensure where revocation of an order is possible, this occurs in a timely manner.</p> <p>We are considering the extension of the Different Futures Service as they are now working at full capacity and this will reduce the numbers of new born babies coming into the looked after population.</p> <p>We need to make more capacity, by the reduction of caseloads that social workers can work to return children to their families care where this is safe to do so.</p> <p>Work to ensure that average caseload in district children's teams are 15.</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	37.3	37.3	34	Green	While our numbers of adoptions has reduced (in line with national trends) our numbers of Special Guardianship Orders (SGO) has seen an increase. The approaches in place achieving this target need to be maintained but we are looking to speed up the processes via earlier involvement of our Family Group Conference and Connected Persons services. We are also looking to improve court timescales via more efficient use of our Public Law Outline process.	
C&F	No. of children placed in residential care at 31 March (excluding IDS)	Lower	30	30	26	Red	2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.	A strategic review of all residential placements is being undertaken.



## Annex R Children are safe

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments
C&F	No of Children in Care in internal foster care (excluding UASC)	Higher	354	354	360	Amber	<p>There have been a large number of resignations in the last 12 months which have impacted on the number of available carers. A recruitment campaign is due to be launched to attract more foster carers to enable us to build a larger pool of internal foster carers.</p> <p>2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.</p>
C&F	No. of CiC in external foster care (excluding UASC)	Lower	130	130	106	Red	<p>There has been a reduction in spend on external placements by £904k so we are using external placements less than in the previous year. However we did not meet this years target due to the lack of availability of internal placements.</p> <p>2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.</p>
C&F	No. of average caseloads per FTE Social Worker (excluding Team Managers) for the 7 Frontline Children & Families teams only.	Lower	19.8	19.8	15	Red	<p>The year began with a reported average caseload of 20 but work to improve our reporting processes demonstrate this was an error and had significantly underreported the caseloads. A new reporting process was put in place in the summer and an increase in social numbers since this time has resulted in a reduction in average caseloads by about 4 per front line worker, higher in our Assessment &amp; Intervention teams.</p> <p>On current trends our front line teams should be fully staffed by the end of August. In addition we are rolling out Strengthening Families Service (new child in need service), which has reduced caseloads in the pilot area.</p> <p>We have however continued to see high referral and re-referrals rates that may suggest our partner agencies are misunderstanding our thresholds.</p>
C&F	No. of average caseload per FTE for the Independent Reviewing Officer Service-reduction in	Lower	125	125	110	Red	<p>Caseloads continue to be high due to the volume of statutory work held by teams across the service.</p>
C&F	% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	Higher	59.5	59.5	62	Amber	<p>2017/18 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the SSDA903 return for 2018/19 is 30 June 2018 Children in Need Census for 2018/19 is 31 July 2018.</p>
C&F	% of Care Leavers aged 19-21 who are not in education, employment or training (NEET)	Lower	33.5	33.5	25	Red	<p>Based on Mosaic report.</p>

C&F = Children & Families

Actions to be taken
<p>Leaving interviews to be offered to foster carers to gain an understanding of any emerging patterns. A recruitment campaign and a relaunch of project is planned.</p>
<p>Increase recruitment of internal foster placements.</p>
<p>Continue to recruit social workers.</p> <p>Complete further work on retention as our turnover rate for frontline social workers remains high.</p> <p>Roll out the Strengthening Families Service.</p>
<p>We have an ongoing recruitment campaign which has been successful but we have also experienced a high level of sickness absence in the team resulting in the reallocation of work to other team members.</p>
<p>We are reviewing our approach and support to children and foster carers to enable them to maintain placements. This includes new methods of working including mockingbird which is an evidenced based practice which improves stability.</p>
<p>A Leaving Care careers worker has recently started in their post. This will help focus and increase support to care leavers.</p>



## Annex R Adult Social Care

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	
			Year End Actual				
SCS & SSC	No of permanent admissions of older people (aged 65 and over) to residential and nursing care homes	Lower	577	577	528	Red	There are a variety of aspects impacting long term admissions into residential and Nursing care. The numbers leaving hospital requiring this level of support continue to rise and pathways 3 beds within acutes have increased. No new Extra Care Housing schemes have been available for 12 months, with limited potential new availability in 2018 / 19 planned. Individual length of stays within residential and nursing care are increasing in longevity.  Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018
SCS & SSC	No. of permanent admissions of people to residential and nursing care homes (aged 18-64)	Lower	50	50	33	Red	Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018
	No. of admissions to long term community care (including both residential and community settings) (all ages 18+).	Lower	2152	2152	2000	Red	This is a snap shot taken in time, there are system issues and inaccuracies with Mosaic and Data Cleansing required, therefore, we need to understand if this may be impacting this here, given the low number "over".
SCS & SSC	Proportion of adults receiving a direct payment ASCOF 1C Part 2A	Higher	27.1	27.1	30	Red	Please note this data is currently unverified, it forms part of our statutory annual returns. Verified data is due October 2018
SCS & SSC	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF.	Lower	342	342	271	Red	
SCS & SSC	% of customers not needing on-going social care 91 days after leaving reablement (all ages).	Higher	67.2	67.2	75	Red	Customers have been more complex and would probably need some level of support in a few months, it has also been a very bad year for viruses and breathing issues in the hospitals, so potentially the most vulnerable would pick these up and then need some support.

Actions to be taken
Support planning for individuals will continue to ensure that community support is considered for all customers and residential and nursing care provision is the last option. An increase in this cohort has arisen due to individuals transferring funding streams from health to social care; practitioners will apply Continuing Healthcare (CHC) criteria robustly to ensure individuals are in receipt of the most appropriate support to meet their needs.
All customers who are eligible for support will be offered a direct payment as part of assessment and support planning. There is a learning and development plan in place for all social care practitioners regarding direct payments to support staff with knowledge and skills on direct payments.
Reablement is looking at Assistive Technology to monitor customers within their homes around hydration, nutrition and medication. Also looking at the potential to have Reablement staff based within the hospitals to start the assessment before the customer returns home.

SS & SSC = Social Care & Support and Strategic Commissioning





## Annex R Health & Wellbeing

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments
PH	% smoking at the time of delivery (Warwickshire whole)	Lower	9.7	9.7	9.1	Red	Public Health are working towards an ambitious target of 5% for this measure. We continue to work collaboratively across relevant partners to achieve this.
PH	Teenage conception rate per 1,000 population (Warwickshire)	Lower	18.7	18.7	18	Amber	<p>There is time lag with data for teenage conception rate. The rate per 1,000 population for 2016 is presented. The target is set as 7.5/1000 decrease over 5 years (=1.5/1000 decrease for 1 year using 2015 figure as baseline - the baseline rate is 19.5/1000).</p> <p>Warwickshire's rate is slightly below the national teenage conception rate; the latest figure (2016) is 18.7 per 1,000 compared to 18.8 for England (statistically similar). However, there was some variation at District/Borough level: North Warwickshire 15.7 per 1,000 (n=16); Nuneaton &amp; Bedworth 29.8 per 1,000 (n=64); Rugby 16.7 per 1,000 (32); Stratford-on-Avon 12.1 per 1,000 (n=24); and Warwick 16.4 per 1,000 (n=32).</p> <p>Rates for Nuneaton &amp; Bedworth, Stratford on Avon and Warwick increased from 2015 but decreased in North Warwickshire and Rugby. However, the small numbers of pregnancies involved can result in these annual fluctuations; in 2015 rates increased from 2014 in North Warwickshire, Rugby and Warwick yet fell in Nuneaton &amp; Bedworth and Stratford-on-Avon. The rates for all districts and boroughs are statistically similar to the national rate, with the exception of Stratford, which is significantly lower.</p>
PH	% children aged 11 who are obese	Lower	17	17	17	Green	This is the 2016/17 annual rate.
PH	Alcohol related admissions per 100,000 (KBM)	Lower	590	625	625	Green	Quarterly reporting is not possible for this indicator, however, the target has been met.
PH	Hospital admissions as a result of self-harm - children and young people 10-24 per 100,000	Lower	502.9	502.9	510.7	Green	<p>This data relates to 2016/17.</p> <p>The 2017/18 data will not be released until the Child Health Profiles are updated in March 2019.</p>
PH	% health check offers taken up (seen) by eligible population each year across all CCGs	Higher	31.2	40	40	Green	This data is cumulative to Q3 for 2017/18

PH = Public Health

Actions to be taken
<p>The condom distribution programme commenced in 2017 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>Increases seen in some areas of the county will continue to be closely monitored to understand if a trend emerges.</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 &amp; vegetables, physical activity and self-esteem score.</p> <p>Increase referrals to Family Weight Management Services (Fitter Futures)</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>
<p>During 2018/19 we will be looking at self-harm as part of the multi-agency suicide prevention strategy and steering group.</p>
<p>Expect to achieve YE target</p>



## Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
FR	Total No. of incidents attended by WFRS	Lower	3,491.00	3,491.00	3,013.00	Red	For 2017/18 there have been 3491 incidents attended by WFRS, this is an increase of 415 incidents or 13.5% compared to the previous year. A number of key incident categories experienced increases including special services with an 54.4% increase, this is due to a positive change to mobilising policies where WFRS will attend a larger variety of incident types, including a pilot first responder for West Midlands Ambulance Service initiative, in line with customer expectations. Primary fires, those involving property or vehicles, increased by 12.5% compared to the previous year with the increase due to more fires being recorded for outdoor property such as woodland and crops. A number of other incident categories experienced reductions including deliberate fires and fires in non domestic premises of 10.5% and 2.3%.	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	143.00	143.00	152.00	Green	The level of accidental dwelling fires reduced by 3 incidents or 2% this year compared to last year.	
FR	% times a 1st appliance arrives at life risk/ property incidents within agreed response standards	Higher	68.36%	68.36%	75.00%	Red	Across the year there were 411 life risk incidents in total, for 131 of those incidents the first appliance was unsuccessful in attending the incident within the agreed response standard of 10 minutes. For 62% of these incidents the reason for the extended attendance was the geography of the location with the incidents occurring in harder to reach parts of the county. A further 21% of the extended attendances were due to difficulty getting or finding the location of the incident. 10% of the extended attendances were due to the unavailability of the nearest RDS station and 8% of the extended attendances were due to nearest stations appliance being committed elsewhere in the county.	The performance against the agreed response standards is monitored closely with reasons for extended attendances 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	76.31%	76.31%	90.00%	Red	Across the year there have been 331 life risk incidents in total where a second appliance was needed, for 81 of those incidents the second appliance did not meet the response standard of 15 minutes. For 43% of these incidents the reason for extended attendance 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 extended attendances 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	93.02%	93.02%	90.00%	Green	% RDS availability at key stations has remained at a high level across this year. At the beginning of 2018 the Service has introduced some RDS peripatetic personnel to increase resilience and improve availability at RDS key stations across the County. This has proved successful with the last quarter achieving the best performance at 96%.	
FR	No. of preventable fire related deaths	Lower	2.00	2.00	0.00	Red	Across the 2017/18 period there have been 2 fire related deaths recorded and were both 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	43,849.00	43,849.00	22,000.00	Green	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 43891 contacts there have been: - 2561 students receiving Heartshield Training - 12527 students receiving fire safety education through the School's Education programme - 10,688 arson reduction activity contacts - 1,545 students or people receiving the Fatal 4 education	
FR	No. of major training events/ exercises undertaken at risk premises	Higher	17.00	17.00	12.00	Green	There have been 17 major training events or exercises delivered this year exceeding the target 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.	



## Annex R Fire & Community Safety

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken	
			<b>Year End Actual</b>					
FR	No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	Higher	513.00	513.00	720.00	Red	As anticipated from early on in the year the target of 720 has been missed with 513 inspections being conducted. This is due to the re prioritisation of visiting high rise premises across the County following the Grenfell Tower incident in June.	
TE	No. of people killed or seriously injured (KSI) on our roads (key data set)	Lower	354	354	314	Red	Reporting year used 01/01/2017 - 31/12/2017 as per the DfT reporting cycle. The year end figure is the actual year end figure for 2017. The 354 KSI in 2017 is a slight reduction on the 2016 numbers of 378 though above the 2015 numbers of 322.	Data led interventions in Road safety education, engineering and enforcement will continue to be taken in response to analysis of long term data trends. Focus on delivering interventions through WRSP and funding available to support this approach
TE	No. of proposed new properties better protected from flooding through undertaking a planning role	Higher	16104	16104	9000	Green	The figures for the previous quarter were mis-reported. It should have been 10,810 properties rather than the 12,713 that was reported. The higher figure was the rolling 12 month total rather than financial year to date. However, the target has been exceeded this financial year.	None
CS	Rate of total recorded crime per 1000 population	Lower	74.56	74.56	66.5	Red	Recorded crime is still being affected by improved recording practice within the police, there have also been real increases across a number of categories including vehicle crime this year.	Continue to address crime and community safety through the Safer Warwickshire Partnership Board, local CSPs and tactical subgroups
CS	No. of domestic abuse offences and crimed incidents	Higher	15895	15895	9041	Green	Exceeds target - although it should be noted that the introduction of Athena by the police in October has impacted on this crime category quite significantly with fewer crimes being flagged as DV that should have been. It is therefore expected that the final outturn would have been higher. The police are addressing this.	
	No. of hate offences and crimed incidents	Higher	838	838	694	Green	Exceeds Target	None
CS	% offenders who reoffend (youth)	Lower	36.7	36.7	21	Red	The latest data is for 2016. Warwickshire's reoffending rate was 36.7%, against the national average of 41.4%, so we continue 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 changed in January 2018 and as such the target set will not compare with the new measure.	A manual report will be produced to provide some comparison with the target but will not be generated from PNC

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



## Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
			Year End Actual				
TE	Warwickshire's GVA relative to UK average	Lower	1.5	1.5	-2	Green	The latest data is for 2016; Warwickshire's GVA per job filled was £53,447 against the UKs average of £52,526, thus Warwickshire's GVA is 1.5% higher.
TE	Warwickshire Employment rate (aim is higher)	Higher	79.6	79.6	76	Green	Latest data has shown increase in employment rate to highest level recorded this century, on the back of strong performing economy
TE	No. of people employed in key target growth sectors in Warwickshire	Higher	83,300	87,000	87,000	Green	Annual data (released in September of each year)
TE	No. of businesses supported in growing	Higher	327	327	320	Green	Please note the final figures are subject to final verification - due May 2018.
TE	Amount of funding provided to businesses through the Warwickshire County Council grants and loans programme	Higher	733216	733216	414630	Green	39 businesses supported during 2017/ 2018.
TE	No. of people aged under 25 who start an apprenticeship in Warwickshire	Higher	3,560	3,560	2,300	Green	FE data library: apprenticeships - Next update Mar 2019
TE	% completion of infrastructure improvements programmed for the current financial year	Higher	60	60	60	Green	
TE	% Warwickshire road network meeting specified condition	Higher	83.3	83	83	Green	
TE	% Core Highways Maintenance Contract performance measures achieving target	Higher	90	90	80	Green	Out of 11 Core Performance Measures: - 9 passed - 1 Fail - 1 Still to be calculated  The above gives an 'Actual' of 90% (9 out of 10).  If the one still to be calculated is passed, the actual annual figure will be 91%, if failed it will be 81%



## Annex R Economy & Infrastructure

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	
			<b>Year End Actual</b>				
TE	% Highway Authority consultations which were responded to within statutory period	Higher	77	77	80	Amber	3,371 consultations were received during the year, of which 2,611 were responded to within the statutory time period. Those that were not responded to within the 21 days were in the main, major applications and strategic developments, as these have complex highway implications. However, 100% of consultations to major planning consultations were responded to prior to determination by the local planning authority.
TE	% communities with a population of 1,000 or less receiving at least one daily bus service	Higher	80.1	80.1	70	Green	
CS	% household waste re-used, recycled and composted	Higher	53.4	53.4	54	Amber	Reduction in green and food waste collected in Rugby and increase in residual waste. Year end figs are estimated
CS	Waste Service cost per household	Lower	66.06	66.06	67.52	Green	Year end figs are estimated
CS	% business satisfaction levels with Trading Standards	Higher	97	97	88	Green	Exceeds Target
CS	Combined no of new services created through third sector support contract and locality work with third sector and Town & Parish Councils	Higher	529	529	307	Green	
CS	No. of individuals taking part in Country Park environmental activities across the County	Higher	20725	20725	18000	Green	Ryton Pools have had some increased activity due to imaginative and creative events being produced
CS	No. of individuals taking part in engagement activities delivered across the County (H&C)	Higher	12759	12759	12500	Green	This figure is larger than expected due to external funding as part of the Heritage Lottery Fund. It is unlikely that these levels will be sustained as staff capacity is very limited. External or additional funding will help but face to face and in person engagement is likely to decrease without sustained support from WCC
ICT	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	Higher	95.00%	95.00%	95.00%	Green	

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

Actions to be taken
None
None
Ryton Pools have had some increased activity due to imaginative and creative events being produced



## Annex R Education & Learning

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual 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. Nationally 48% of disadvantaged children achieved RWM expected standard. Original target 57% but has been revised to 44%. The target was adjusted as it was set too high - performance is amber.	The Closing the Gap Board is assessing impact of actions. The SSIF 1 bid is now well underway focusing on this area. See Education Strategy WE2
EL	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	Higher	45	45	41	Green	Validated GCSE performance data shows 45% of Warwickshire disadvantaged achieving grade 4+ (standard pass) GCSE in English and maths, a 4% increase on 2016. This is above target and compares to 44% nationally.	The Closing the Gap Board is assessing impact of actions. The SSIF 1 bid is now well underway focusing on this area. See Education Strategy WE2
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	Final validate data shows Warks 0.02 ahead of target. This compares favourably to National figure of -0.04.	Boys reading has been identified as a priority in Warwickshires successful DfE Strategic School Improvement bid for £500k Sept 17 to July 19.
EL	Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	Higher	0.06	0.06	0.01	Green	Final validated dats shows Warks at 0.06 ahead of target. This compares favourably to national figure of -0.02.	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	1.6	1.6	5	Green	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	37	37	46	Red	Numbers in Resourced Provision continue to increase in line with SEND & Inclusion Strategy. Managing cohorts in provision remains key to successful placements.	Continue to place and expand Resourced Provision
EL	% vulnerable children and those with SEND educated in out of County provision (KBM)	Lower	7.73	7.73	9.9	Green	Numbers in ISPs have reduced from last year, but there is still significant pressure on specialist places. At post 16, we are seeing increased number of EHC plans, with 8.2% in ISP.	Expansion of existing special schools through capital funding (Round Oak, Oakwood and Exhall Grange Schools approved). At post 16, there are plans for increased supported internships focussing on employment rather than continued education.
EL	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	Higher	89	89	90	Amber	Ofsted release official reporting in December for the Local Authority's (LA) position at the end of August. Performance at the end of August 17 report 89% (compared to 88% nationally) pupils attending Good or Outstanding schools in Warwickshire. (This represents 90% of all schools, 92% nationally.) By end of February 2018 this stood at 87% (67,413 pupils).	Head of Service (HoS) has introduced Nexus system (module now purchased) which gives live data for this measure. Education Challenge Board has reviewed Ofsted inspection predictor and target vulnerable schools for earlier intervention.

EL = Education & Learning



## Annex R

### Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
CS	Number visits to Libraries (per population)	Higher	2.61	2.61	2.8	Red	Library visitor numbers have been impacted upon as a result of Stratford being closed or in reduced space for several months having a major impact on the actuals for quarter 1 and early quarter 2 which we did not fully recover from. There was also an enforced closure of Nuneaton Library due to excessive noise from works on the roof. Other building and refurbishment works took place at libraries across the county during 2017/18.	We have this year proactively promoted our digital offer which has far exceeded the target.
CS	Call abandonment rate	Lower	3.50%	3.50%	5.00	Green	The Customer Contact Centre has done well to manage call abandonment rates, making service improvements in the call handling system including implementing call backs, giving customers a choice to request a call back if lines are busy.	
CS	Increase in digital assistance provided to customers (through face to face outlets & Warwickshire Direct hits and Gov Direct subscriptions)	Higher	2.68%	2.68%	20%	Red	This measures sessions undertaken on the Warwickshire Directory, digital assistance provided through Face to Face services and new GovDelivery subscribers. There is a downward trend for the Warwickshire Directory and digital assistance components within this measure. Warwickshire Directory usage - Given the nature of our frontline services and the organisational ambition to support people to access alternative community-based services we will be doing some work internally to raise awareness of the Directory and to show people how to use it. GovDelivery subscriptions continue to grow as customers sign up to receive the alerts.	
CS	On-line transactions	Higher	62.30%	62.30%	60%	Green		The service will be undertaking some work on the Digital by Design Programme to enable more people to complete their customer journey and to fulfil their transactions.
CS	Compliance with Corporate timescales in responding to complaints	Higher	75.62%	75.62%	75%	Green		
F	Statutory reports are unqualified by External Auditors (Pension Fund)	Higher	100.00%	100.00%	100%	Green		
F	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	Higher	100.00%	100.00%	100%	Green	based on 16/17 accounts, on track to achieve 17/18 deadline	
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	718.0%	718.0%	100.0%	Green		
HROD	Staff sickness	Lower	9.87	9.87	9.5	Amber	The annual figure for absence in 9.87. This shows a reduction in absence levels for the last two consecutive years but is below our target. We need to continue with our focus on absence management across the organisation.	The health and wellbeing strategy has been approved by CB. This will support the delivery of further wellbeing initiatives and programmes and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. An overview of the offer and support available to staff and managers to support wellbeing and sickness absence management will be available shortly. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).
HROD	Staff turnover (KBM)	Lower	24.70%	24.70%	10-20%	Red	Headcount at the end of 2017-18 stands at 4501 which shows a net reduction of 593 posts. A significant proportion of this figure is a result of the transfer out of the education catering service in September 2017 which increases the turnover figure to 24.7%. However, if you exclude the education catering service from the figures then the turn over reduces to 13.4% which is a reduction on the 15.1 % for the previous financial year.	



## Annex R

### Our resources are effectively and efficiently targeted

BU	Key Business Measure (KBM)	Aim-is Higher or Lower Better	Year End Actual	Year End Forecast	2017-18 Target	Year End Actual RAG	Comments	Actions to be taken
HROD	Positive employee engagement score	Higher	70.00%	70%	70.0%	Green	Data as taken from the previous staff survey. Next survey due July 2018	
HROD	Telephone contact resolved at the first point of contact	Higher	92.21%	92.21%	80.0%	Green	The service has upskilled the team to get things right first time, in order to reduce customers being passed around the service, resulting in a year end outturn exceeding the target set	
ICT	Availability of IT key systems through core infrastructure to users	Higher	99.5%	99.5%	99.0%	Green		
LG	No. of complaints upheld by the Ombudsman	Lower	11	11	10	Red	3 in respect of Children's Safeguarding; 4 in respect of Adult Social Care; 1 in respect of a Blue Badge; and 3 in respect of Education & Learning (2 re SEN and 1 re school appeal)	Service areas are kept up to date in relation to relevant Ombudsman cases and the Ombudsman produces a regular case digest which is shared with relevant officers. Learning from cases (whether WCC cases or otherwise) is also shared across the organisation through Heads of Service and more locally with other relevant officers, based on the nature of the case concerned.
LG	No. of Legal challenges/adverse judgements	Lower	2	2	0	Red	There have been 2 ICO decisions. The 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 the Council had failed 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 rely on regulation 12(4)(b). In another ICO decision in March 2018, the complaint against the Council was not upheld	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	A review of our current change and transformation projects has been undertaken and a report presented to Corporate Board with the findings in April 2018. A strengthened approach to Benefits has been agreed which will include the development of a Benefits Tracker across our Transformation Portfolio for 2018/19.	
PS	Target asset receipts received (KBM)	Higher	15.64%	15.64%	100%	Red	This has been forecast from Q3 and as a result is under close scrutiny by Corporate Board on a quarterly basis. This particular area of concern, highlighted the need for a revised project management approach and the assessment of risk. Individual Project cost and risk plans are being developed, which will provide clarity on future years receipts targets	Corporate Finance are aware that there is a risk of not achieving year end target. Progress against target reviewed and updated monthly. Since this review, improved delivery plans have been implemented for strategic projects. Property services can determine and forecast financial implications of projects and also when and how these situations arise and happen, therefore providing a robust contingency plan, and more consistent approach to addressing project management.
PS	WCC Council Property footprints (sq. mtrs)	Higher	26.33%	26.33%	100%	Red	% WCC Council Property footprint (sq mtrs) is similarly at year end has not reached target, due to the need to address 'Modern Working' to support the rationalisation of accommodation.	Modern Working' to support the rationalisation of accommodation. This measure is subject to the same regime plans as above.
PS	Actual project delivery time to planned delivery time	Higher	94.00%	94.00%	92%	Green		

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