

Cabinet

13 September 2018

One Organisational Plan Quarterly Progress Report Period under review: April to June 2018

Recommendations

Cabinet is recommended to:

- 1) Consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.
- 2) Approve the net transfer of £2.014 million to Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2.

1. Report Summary

- 1.1. This report outlines the performance of the organisation at the Quarter 1 position, 1st April to 30th June 2018.
- 1.2. This report summarises the Quarter 1, 1st April to 30th June 2018, financial position of WCC.
- 1.3. Key human resources performance is outlined
- 1.4. High level risks to WCC are highlighted within the report.

2. Performance Commentary

- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes. These are measured through 62 Key Business Measures (KBMs) which are grouped under, and reported against, the seven agreed policy areas.

For the outcome Warwickshire's communities and individuals are supported to be safe, healthy and independent there is a total of 35 Key Business Measures included in four Policy area dashboards:

- Children are Safe - 15 Key Business Measures
- Adult Social Care - 8 Key Business Measures
- Health & Wellbeing - 6 Key Business Measures
- Community Safety and Fire - 6 Key Business Measures

For the outcome Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure there is a total of 13 Key Business Measures included in two Policy area dashboards:

- Economy, Infrastructure and Environment - 10 Key Business Measures,
- Education & Learning - 3 Key Business Measures.

To demonstrate OOP delivery by ensuring that WCC makes the best use of its resources a total of 14 Key Business Measures have been presented on one dashboard.

- 2.2 The table below provides an overview for Cabinet regarding performance for each of the 7 agreed policy areas at Q1, it should be noted that additional information may be available for current quarter and performance may have changed:

Children Are Safe (15 KBMs)

Areas of Good Progress

The % of care leavers who are NEET (not in education, employment or training) has reduced from 32.9% in Quarter 4 2017/18 to 29.5% in Quarter 1 2018/19. A new process has been implemented recently to improve recording and a culture of proactively keeping in touch with young people to ensure that the Authority is providing good support and oversight of their situation has been embedded. An officer has also been employed who has a role to focus on education and employment of care leavers.

In addition, the percentage of care leavers in suitable accommodation has increased from 78.3% in Quarter 4 2017/18 to 88.1% in Quarter 1 2018/19.

Although the % Education Health Care Plan (EHCP) including exception cases issued within 20 weeks (44%) is only marginally above the profiled target set (40%), it is expected that the Service will remain below 50% until September (the year end target is 90%). At Q1 the current priority for the team was converting statements to EHC plans. In September 2014, the Department for Education stated that by 2018, all existing statements of Special Educational Needs would be converted to an EHCP. In September 2014, Warwickshire had a caseload of 2,781 statements to convert, of which encouragingly, there are now two left to convert. The new priority will then be to meet the 20 week deadline.

Areas of concern including remedial action

There remains high numbers of children protection plans in place. A recent audit on rising Child Protection numbers was completed to understand and address this trend. The audit identified the need to focus on better use of child in need processes in respect of some child protection referrals, and reducing the time that children are subject to child protection plans by minimising the delays for the provision of some assessments and direct work services. Learning and recommendations from the audit have been shared with practitioners.

The number of children in need has increased (June figures are at 4079) and the rate is higher than the 2016/17 statistical neighbours average. There is significant work being undertaken to understand demand and undertake targeted work to manage demand through the strategic review which will make recommendations by September 2018.

The Service aims to safely reduce the number of children looked after (CLA) by continuing to support more children to remain at home; reducing the time children are looked after; and, where safe, looking at options to prevent a young person being looked after via rehabilitation home, the granting of a Special Guardianship or Child Arrangement Order, or via adoption. The number of children entering care has reduced compared to previous years but children are spending too long in care before permanent care arrangements are made. A new approach to impact CLA is being implemented which includes a permanency panel and ensuring that any barriers which prevent permanency being achieved are quickly understood and addressed.

There has been a rise in average caseloads per FTE for the 7 frontline social care children and families teams, however this is a result of a rise in demand not a fall in the number of social workers. Recruitment for social workers remains a priority for Council and positively, most teams have appointed for the majority of their vacancies and by the end of September 2018 a total of 31 new social workers will have started with the authority. Turnover of social workers has reduced significantly but is slightly higher than ideal at 15% (target is 12%). Work to establish a retention strategy is being undertaken.

Adult Social Care (8 KBMs)

Areas of Good Progress

The number of people in receipt of an Adult Social Care service has remained on par with the end of Quarter 4 2017/18, with the March figures at 6525 and the June figures at 6520.

The demand for the Reablement Service has decreased across Quarter 1 2018/19 following an extremely busy winter period, however is similar to the trend seen in the same period last year. The Service is implementing processes, such as broadband, to enable better connectivity for co-located teams and scheduling tools to enable multiple visits to be programmed. The Service is working with referrers in health and social care to ensure that the right customers are referred to the Service to gain the maximum benefit from the enabling programme.

Areas of concern including remedial action

There has been a reduction in the number of people receiving a Direct Payment from 1158 recipients in February 2018 to 1054 in June 2018. These figures have reduced as a result of data cleansing prior to the move to Mosaic and also due to requirements for the payment cycle, meaning that some annual payments cannot be added until their payment date. It is anticipated that this will be resolved by the end of the financial year and that a consistent and confident baseline will therefore be achieved.

Where individuals are eligible for council funded services then practitioners are expected to offer Direct Payments as a means of receiving this service and they are required to record that this has been offered. Recent case file audit feedback is showing that practitioners are recording the offer.

Workshops for Operations Managers and Team Leaders have taken place to increase the knowledge of managers on Direct Payments and to compliment the Direct Payments learning programme offered to all staff.

Officers from the Independent Living Team are being linked to social care and support teams from July 2018 to support practitioner knowledge to continue to increase the take up of Direct Payments.

Health and Wellbeing (6 KBMs)

Areas of Good Progress

With regards to the Average Daily Beds Occupied by Delayed Warwickshire Patients measure,

since the end of May, performance at the 3 main Warwickshire providers has been close to or below the target.

- Actual performance for May-18 of 41 was below (better than) the new target for 2018/19 of 43.
- Forecast performance of 35 for June-18 is well below (better than) target.

Areas of concern including remedial action

Although the latest data for the rate of hospital admissions as a result of self harm is not available until March 2019, the 2016/17 annual rate is 502.9 per 100,000, which is above the West Midlands and England average. A self-harm working group is being set up over the summer 2018 and will bring together commissioners and professionals from a range of services working with children and young people. An action plan will be developed that will focus on how Warwickshire's self-harm rates can be reduced.

Areas to note

Data for the following measures will not be available until later in the year:

- % women who smoke at the time of delivery- October 2018.
- % of Year 6 Children (aged 10-11 years) in Warwickshire who are classified as obese - November 2018
- Rate of hospital admissions for alcohol related conditions per 100,000 population (all ages) - February 2019.
- % of eligible population aged 40-74 offered a NHS Health Check who received a NHS Health Checks - September 2018.
- Rate of conception per 1,000 aged 15-17 (Warwickshire) - September 2018
- Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years - March 2019

Community Safety and Fire (6 KBMs)

Areas of Good Progress

Over the last 2 months the performance for the first fire appliance response time has improved with both months (76.92% in May, 76% in June) achieving target (75%) following a lower level of performance in April. Monthly performance for this measure is variable and can be impacted by a number of reasons including geographical location of incidents and over the last 3 years the trend is decreasing. Retained Duty System availability also plays a key part in maintaining response standards and levels of availability have declined in the last couple of months, partly as a result of very high levels of operational activity leading to staff requiring rest periods. Continuing scrutiny is maintained within the Service as it is a key measure to ensuring an effective response to emergency incidents and to keeping the public safe.

Overall numbers of emergency incident types are at a similar level compared to the same period last year including fires where property or vehicles are involved and deliberate fire setting. This is as a result of continuing focus on monitoring of emerging trends, understanding risk across the county and effective safety activities including Safe and Well Checks and Fire Safety Inspections.

The first quarter of the year has seen a reduction in the number of people Killed or Seriously Injured (KSI's) on Warwickshire roads compared to last year (62 in June, compared to 71 in June 2017). The number of fatalities are at a similar level to 2017 however serious collisions are at a lower rate. All collisions are down on the comparable period with 2017. WCC are working closely with partners through the Road Safety Partnership to deliver coordinated activities/initiatives. Further bids are to be made to the CIF (Capital Improvement Fund) for funding to finance the delivery of Casualty Reduction Schemes across a number of key sites including a proposed programme of route wide safety camera schemes.

Areas of concern including remedial action

With the recent hot, dry period and subsequent increase in fires where there is not any property or vehicle involved there has been a significant rise in overall incidents attended in quarter 2, including supporting other Fire and Rescue Services in line with normal mutual aid arrangements. There are already a number of incident types for Warwickshire Fire and Rescue Service (WFRS) that are increasing including Accidental Dwelling Fires, Special Services and False Alarms.

In addition there has been a suspected domestic fire related death and an increase in the number of fire related injuries across the first quarter. WFRS investigate each and every death or injury to fully understand the individual circumstances to inform preventative activity.

Areas to note

The Ministry of Justice has changed the calculation methodology for the '% of young offenders who reoffend' measure, consequently:

- They have predicted this will increase the re-offending rates by 5%
- The Warwickshire 2018/19 target has been revised
- The actual number within the cohort for Q1 is 86, of which 34 (39.5%) re-offended
- The cohort numbers are small and therefore statistical comparisons become difficult where other Youth Offending Teams have much larger cohorts. However, the current Q1 performance compares favourably with the previous cohort (43.4%).

Economy, Infrastructure and Environment (10 KBMs)

Areas of Good Progress

In Quarter 1, 30 new services had been created through third sector support contract and locality work with third sector and Town & Parish Councils.

The employment rate in Warwickshire remains extremely high (79.6, compared to a target of 76) due to the current strength in the economy and demand for labour.

100% of Core Highways Maintenance Contract performance measures have achieved target. As part of this area, although repair times for emergencies (2 hours) and defects (28 days) is considered as the main area of concern, it continues to show year on year increases in performance with 66% achieved in year one, 87% in year 2 and 90% for the first quarter in year 3.

Areas to note

There are two measures where the latest data is not currently available:

- Data for Gross Value Added (GVA) is reported annually in arrears in Dec/Jan time. As such, updates can only be provided towards the end of the year. Previous data however suggests good improvement in recent years productivity levels, taking Warwickshire above the average for the UK.
- % of Warwickshire road network meeting specified condition is an annual measure and will be reported at the end of the year. The data for 2017/18 has recently been processed, confirming the outturn figure of 83.2%, which is an increase compared to the performance in 2015/16 and 2016/17.

Education and Learning (3 KBMs)

Areas of Good Progress

The % pupils attending schools (including nursery schools) judged good or outstanding by Ofsted is positive, with current performance is 89.2% compared to the national benchmark of 86%. In Warwickshire the breakdown by category is 25.1% as outstanding; 64.2% as good, 9% requires improvement and 1.7% inadequate for WCC. Nationally 23.1% outstanding, 63% good, 11.6% requires improvement, 2.3% inadequate.

Areas of concern including remedial action

There has been a large increase in the number of pupils who were excluded in the 17/18 academic year, compared to the 16/17 year (both secondary and primary age children). Since January there has been a detailed review and analysis of effectiveness of Area Behaviours Panels (ABPs). As a result many of the functions of ABPs have been recentralised, working in partnership with head teachers via the ABP Steering Group. Exclusions spike at key transition times: - Reception to Year 1; Year 6 to Year 7; and Year 10 onwards. Subsequently there will be focus on helping mainstream schools to manage with particular emphasis on these areas.

Warwickshire makes the best use of its resources (14 KBMs)

Areas of Good Progress

With regards to our use of resources, although investments fluctuate quarter on quarter, overall the Council is on track with its finances, with the Quarter 1 return on investment exceeding the target set of 0.36%.

Sickness absence is steady, currently running at 9.66 days per FTE, which is consistent with the same time last year. In order to ensure that the trajectory remains in the right direction, the Service continues to monitor sickness absence and take a proactive approach to absence management. There will be a specific detailed breakdown of sickness absence included within the Annual Sickness Absence report, which will be presented to Staff and Pensions Committee on 10th September.

Of the four capital projects due to be completed this year, one, Shipston High School, has been completed during Quarter 1. It was completed early, the original date for completion was September. The three remaining capital projects are:

- Old Shire Hall/Judges House - Preparation of Asset as an events venue
- Coleshill CE Primary School - Classroom Extension
- Barford St Peters Primary School - Kitchen Extension

An [update report](#) was taken to Resources, Fire and Rescue OSC on 11th July on the Digital by Design programme. There is now a dedicated Digital by Design team, which is part of the Corporate Transformation team.

Areas of concern including remedial action

There have been six upheld following complaints made to the Ombudsman, Information Commissioner and the courts (judicial review proceedings), which compares to the target of 12 for the year. 4 were Ombudsman decisions and 2 were ICO decisions. In order to mitigate against any further complaints, the Service shares Ombudsman digests, reviews complaints regularly to understand if there are any lessons which can be learned and continues to monitor the information centrally in order to pick up any patterns and trends.

Areas to note

There are two measures where the latest data is not currently available:

- The Staff Engagement Score will be available in September 2018, and therefore reported in the Quarter 2 report, following an analysis of the 'You Say' Survey which was conducted in early Summer 2018.
- The '% level of assurance based on the audit outcomes' measure will be updated in the Quarter 2 report. An update report will be presented to Audit and Standards Committee on 29th November.

2.2 Progress on the KBMs on each policy area is reported through the dashboards in Appendix A.

Management of HR and Risk

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

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.

Headcount has increased by 0.22 % since the end of the financial year with turnover for the quarter at 3.1% which is consistent with the same period last year. Age profile remains stable with an average age of 44.9. Absence is running at an average of 9.6 days per fte which is consistent with the same period last year. A sickness absence monitoring group has been established within HROD to support the proactive approach to absence management.

3 Financial Commentary

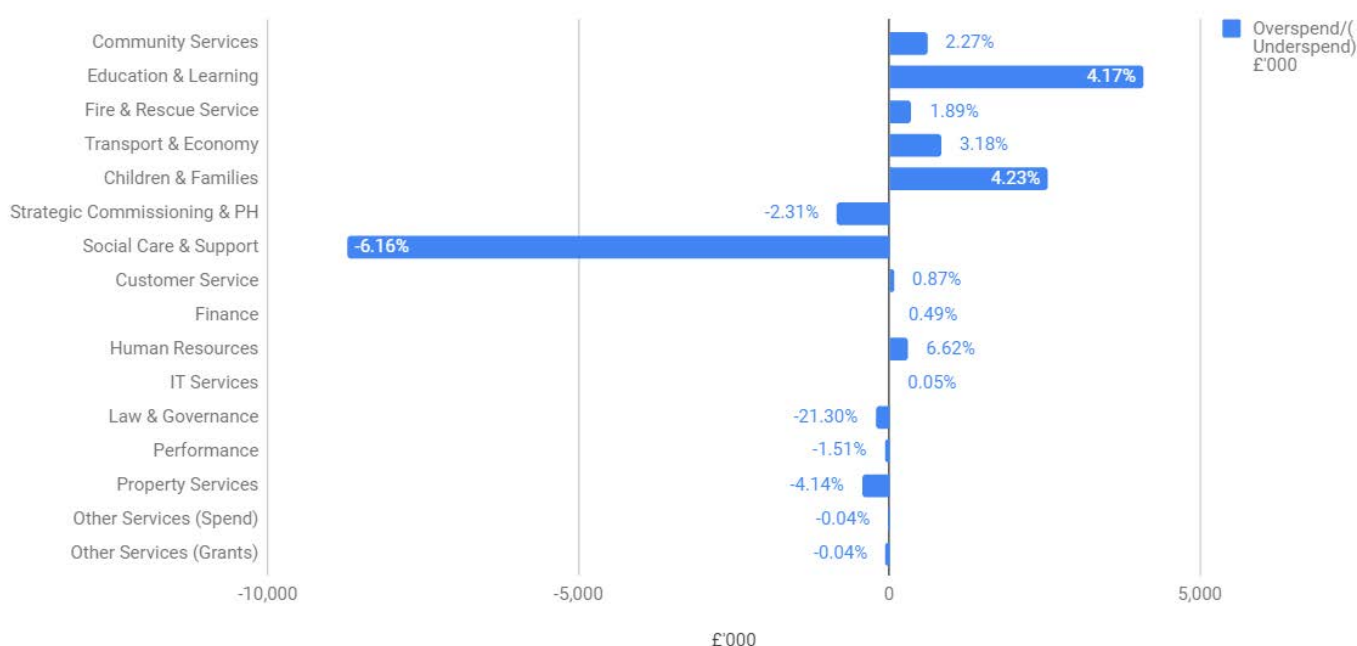
3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2018/19 is £292.782 million. Against this, at Quarter 1, an under-spend of £1.507 million or 0.51% is forecast overall for the whole authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.

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

3.1.3 At Quarter 1, nine Business Units are forecasting they will overspend and four are

2018/19 Forecast Variance



forecasting underspends greater than the -2% tolerance agreed; the remaining two have underspends within the agreed tolerance level.

3.1.4 The overall revenue position of the authority is favourable. Where an overspend is forecast, the Business Units or Directorates have sufficient reserves to meet any residual overspend, where a business unit does not have sufficient reserves to cover its overspend this will be a first call on the following year's revenue budget. **Appendix A** and **Annexes A-O** outline the reasons for all variations in budget. Additionally, good progress is being made towards delivering the savings plan, any savings which are falling short of delivery are being managed by Business Units and actions or proposals are in place to either find alternative savings or services are working to deliver the required savings in future years.

3.1.5 Key Lines of Enquiry for Cabinet on the Revenue Budget position are as follows:

- In Community Services, the majority of the overspend is from Waste Management issues. Increased housing growth continues to increase tonnages of residual waste which outstrip the current budget allocations. No allowances have been made for increased green waste tonnage due to a one-off budget allocation for 2018/19. By

adding £0.757 million to reserves, as detailed in para 3.2.4 below, the business unit's overspend position will become larger than is currently forecast. The overall position in Waste Management is currently being reviewed and will be reflected in the Quarter 2 OOP report.

- In Education & Learning, the DSG Review, two Digital by Design business cases as well as the Demand Management Review of SEND and Home to School Transport will assist in moving towards a balanced budget in future years.
- In Transport & Economy, there are numerous variations across services both in the gross expenditure and gross income area, aggregating to a large overspend. There is likely to be a reduction in the forecast overspend position at Quarter 2 due to reviews in specific areas including; Design Services; Planning and Development; Infrastructure and Regeneration and Road Safety.
- For the Children & Families business unit, there are issues across Safeguarding, Corporate Parenting, Specialist Intervention, ACE and SEND. Also the business unit is not achieving its overall savings target which is having a knock on effect on the revenue position.
- Social Care & Support is forecasting an £8.7m underspend, there are three main reasons for this variance:
 1. The largest portion results from delays to the start of projects, there are ongoing discussions within People Directorate about reinvesting this in preventative services, with business cases submitted mid August for consideration.
 2. In Disabilities and Older People, primary drivers of the underspend are that spend on direct payments is not rising as much as the budget increased and income forecasts are higher than budgeted for residential and community income due to better recovery of client contributions than anticipated in the demand workings of the OOP budget
 3. In Integrated Care, there are underspends on equipment, reablement and hospital & occupational therapy staffing, these are one off underspends with initiatives underway to increase take-up of these services.

3.2 Reserves

3.2.1 The authority currently holds reserves of £129.324 million. With a current underspend of £1.507 million, reserves are forecast to be £130.831 million at the end of the financial year, as detailed in para 3.2.4 several business units are proposing to add a share of their underspends to reserves at Quarter 1. Business units have also requested to draw down £1.946 million to support services in year, meaning total reserves of £128.885 million are forecast for the end of the financial year.

3.2.2 Of this funding one third is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered or for specific investment in projects. Financially this continues to place us in a healthy position to address the financial challenges

facing the authority through changes to local government funding by 2020 and the next organisational plan.

3.2.3 Business Units are seeking members' approval to draw down £1.946 million from reserves to support delivery of their plans in the current year as follows:

Education & Learning (£0.071 million)

- £0.071 million of funding required to complete the implementation of the education management information system

Fire & Rescue (£0.273 million)

- £0.041 million to support the ongoing costs of the Joint Control project
- £0.156 million to support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity
- £0.076 million to support the replacement of critical IT systems

Transport & Economy (£0.703 million)

- £0.170 million to support the costs of the Cycle Races in Warwickshire and also contribute to the Transforming Nuneaton works
- £0.150 million to support resourcing costs to deal with S38 legacy schemes
- £0.201 million to support the flood alleviation programme and provide match funding for EA funded schemes
- £0.093 million to support the Employment & Skills programmes as budgeted
- £0.089 million for match funding of the Business Support (ESIF) programme as budgeted

Children & Families (£0.164 million)

- £0.164 million to be utilised to pump prime placements in boarding schools scheme, to reduce the overall costs of residential placements

Property Services (£0.052 million)

- £0.052 million drawdown from LATC Operational reserve to offset the impact of lower contracted support service costs to Educaterers to ensure there is no knock on effect to other council services.

Other Services (£0.683 million)

- £0.683 million drawdown from the DSG reserve to fund reduced income as a result of the 17/18 Early Years funding clawback for 3 & 4 year old provision by the Education & Skills Funding Agency.

3.2.4 Business Units are seeking members' approval to add £3.960 million to reserves, mostly from current underspends, for use in future years as follows:

Community Services (£0.757 million)

- £0.757 million to replenish the negative Waste Management reserve which currently contains the 2017/18 overspend, this is a first call on the 2018/19 budget as per the rules set out in the Reserves Strategy. This transfer will in effect 'reset' the reserve to a starting position of nil for the year and result

in the business unit's overspent position becoming larger than is currently forecast.

Social Care & Support (£3.000 million)

- £3.000 million budget for transformation and projects spend which will be incurred in future years, this in line with the Council's long term strategy to address adult social care pressures.

Property Services (£0.203 million)

- £0.164 million of net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
- £0.039 million to return previously approved use of reserves for the Switch & Save scheme to be used in 2019/20

3.3. Delivery of the 2017-20 Savings Plan

3.3.1 Three Business Units; Community Services, Education & Learning and Children & Families are presently forecasting that they will not meet their 2018/19 savings targets, with the overall shortfall expected to be £2.661 million.

- There is a £0.030 million shortfall in the Community Services business unit, specifically in the Heritage and Environment service. Discussions are underway to determine if this position can be rectified in-year.
- In Education & Learning, the SEN transport budget is forecasting to overspend by £0.934m, this is having a detrimental effect on the business unit's ability to deliver the savings on Home to School Transport. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
- In Children & Families there is a savings shortfall of £2.108 million. The children centre savings are on track to be met but all other savings are not being delivered and are being reviewed as part of strategic review of the service. Draft plans are being established as part of the review which will be finalised in September. High cost and repeat areas of overspend are subject to a systemic and detailed review as these contribute to a continued overspend.
- In Social Care & Support, the business unit has found alternative recurring savings as a result of ongoing prevention and early intervention work to cover £1.477m of the original savings plans which are forecast as not being achieved.

3.3.2 Cabinet approved the revisions to the Property Services savings plan on 24 July 2018, this has been reflected in Appendix A and Annex N. There was a £1.105m underachievement of savings in 2017/18, the restructure of the Property Services business unit delivers a long term financially sustainable service which incorporates making good this underachievement.

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

3.3.4 Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4 Capital Programme

3.4.1. The total forecast level of planned capital spend is £118.156 million in 2018/19, with a further £139.632 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £50.752 million for 2018/19 with a further £7.500 million over the medium term.

There have been two recent allocations made from the CIF of £10.000 million for the A46 at Stoneleigh and £0.783 million for Addison / Lawford Road Rugby Casualty Reduction.

The level of forecast capital spend for 2018/19 at Quarter 4 was £122.534 million. At Quarter 1 this figure has reduced to £118.156 million, a reduction of £4.378 million. The £118.156 million forecast spend plus the remaining CIF allocation of £50.752 million makes up the total 2018/19 forecast figure of £168.908 million within the graph and table at 3.4.5.

3.4.2. Managers' forecasts indicate that £31.004 million (25%) of the planned spend for 2018/19 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2018/19 of £26.626 million resulting in the overall decrease to the programme for 2018/19 of £4.378 million.

3.4.3. The main reasons for the £31.004 million slippage in the quarter compared to the approved budget are:

- Community Services - £0.019 million of spending will no longer go ahead as part of the capital project in Countryside Rural Maintenance.
- Customer Services - £0.052 million of spending has been brought forward on the Alcester Library project, this increase reduces the overall slippage in the quarter.
- Education and Learning – The slippage of £1.003 million relates to Welford on Avon Primary School due to reconfiguration of the project as approved by the Education and Learning Capital Access and Organisation Board.
- Fire & Rescue - £4.027 million of slippage is due to the re-phasing of the Training Centre new build which has been paused pending the outcome of the Memorandum of Understanding with the West Midlands Fire and Rescue Service.
- Information Assets - £0.411 million of slippage is due to the consolidation of the three lots within the BDUK project, the lots represent geographical areas. All lots have been awarded to a single supplier which has reduced management and production costs. The remaining funds will be reinvested and remodelled in the project by 2021/22.

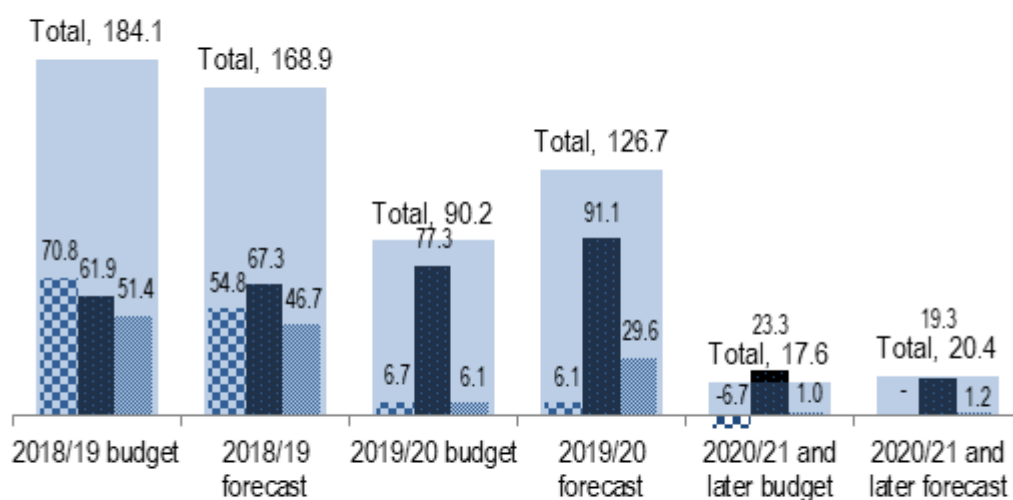
- Property Services - £0.934 million of slippage relates to strategic site planning applications, a further £1.368 million was added to the capital programme in 2017/18 Q4 for this project following cabinet approval in February 2018. This was all allocated incorrectly to 2018/19, the Strategic Asset Management team now have a Project Manager in place who has re-profiled the spend across the financial years based on expected delivery.
- Strategic Commissioning - £1.035 million of slippage, £0.501 million relates to Adult Social Care modernisation, there has been a delay in developing proposals for projects due to the Project Manager leaving the Council, a new Project Manager is now in place who is actively pursuing options and the spend has been re-profiled accordingly. £0.535 million relates to Client Information Systems Review, Mosaic is now live for Social Care and Support and Children and Families, the slippage is in relation to funding which was to support further developments on Mosaic; however these developments were on hold until Mosaic was live for both Social Care and Support and Children and Families. Proposals are now being developed and spend has been re-profiled accordingly.
- Transport and Economy – The slippage of £23.627 million has resulted from an active review by Transport and Economy of its capital projects, further discussion with project managers and an analysis of project plans, to introduce a realistic profile of each project. £11.451 million relates to grant/developer funded schemes due to delays in planning approval and contract negotiations. £12.475 million relates to corporate resources and includes unallocated Area Delegated member funding £3.876 million, A444 corridor improvements was commissioned to Design Services in January 2018, construction will now not start until next year £4.000 million, Bermuda Connectivity which was paused pending further consultation £2.885 million, and the Safer Routes to Schools programme which is currently on hold 1.882 million. There has been an increase in spend of £0.300 million in relation to Street Lighting for additional works funded by revenue contributions.

3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is prepared each quarter. This briefing is provided to the Resources and Fire and Rescue Overview and Scrutiny Committee.

3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These figures include the remaining Capital Investment Fund allocation of £58.252 million.

Estimated Financing to 2020/21 & Later Years (£m)

■ Corporate Borrowing and Tax Base Growth
■ Grants and Contributions



	2018/19 budget	2018/19 forecast	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast
	£000	£000	£000	£000	£000	£000
Total	184,067	168,908	90,181	126,701	17,569	20,431
Corporate Borrowing	70,835	54,846	6,728	6,064	6,728	-
Self-Financed Borrowing	3,182	3,779	3,600	3,600	995	995
Grants and Contributions	61,893	67,320	77,284	91,057	23,270	19,272
Capital Receipts	45,960	39,128	537	24,830	-	-
Revenue	2,197	3,835	2,032	1,150	32	164

3.4.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this

report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and not require any additional use of corporate capital resources.

3.4.7 Key Lines of Enquiry for Cabinet for the Capital Programme are as follows:

- Education and Learning (£1.003 million slippage) - Welford on Avon Primary reconfiguration of project.
- Fire & Rescue (£4.027 million slippage) – Training centre new build paused pending outcomes of Memorandum of Understanding between Warwickshire FRS and West Midlands FRS.
- Strategic Commissioning – (£1.035 million slippage) – Adult Social Care modernisation and Client Information Systems Review, proposals in relation to further investment are being developed.
- Transport & Economy – (£23.627 million slippage) - Transport & Economy have carried out an active review to ensure all capital spend has been phased across financial years in line with expected delivery, which will result in less slippage going forward.
£1.882 million – Safer Routes to Schools programme on hold pending further discussion between Head of Service and Strategic Director.

£4.000 million – A444 corridor improvements project was not commissioned to Design Services until January 2018, the project is therefore over a year behind.

Further detail has been included in 3.4.3

Background Papers

None

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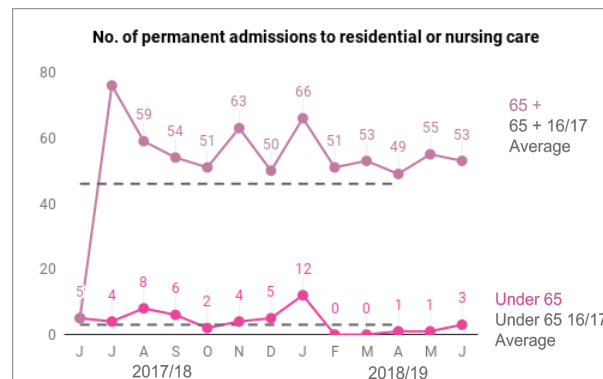
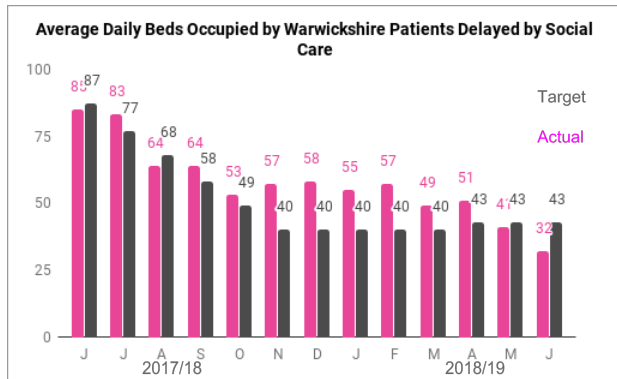
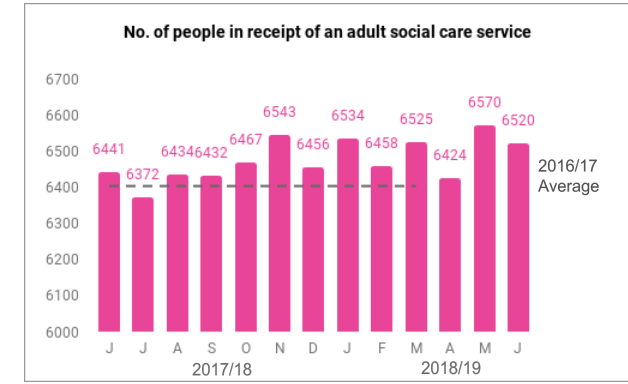
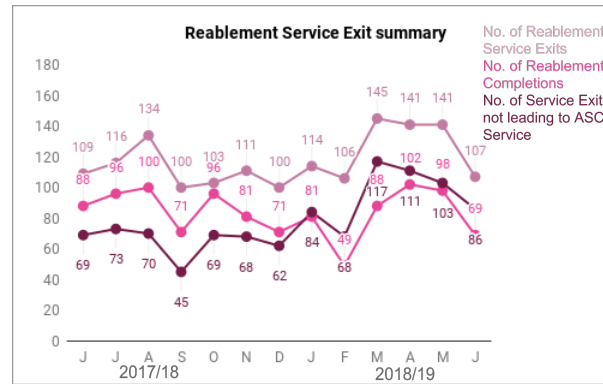
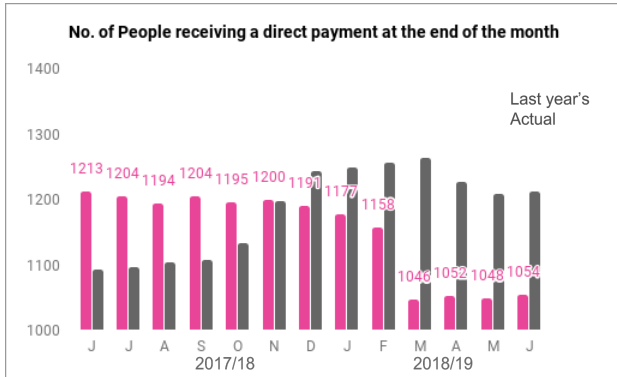
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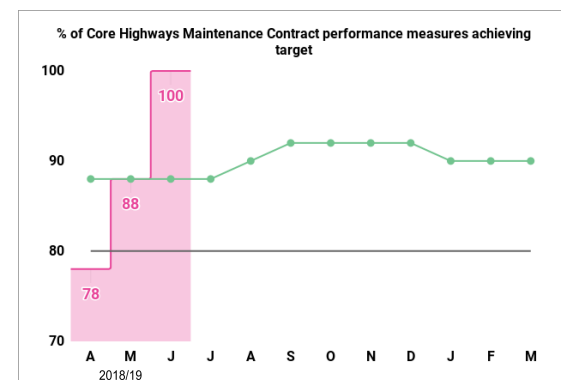
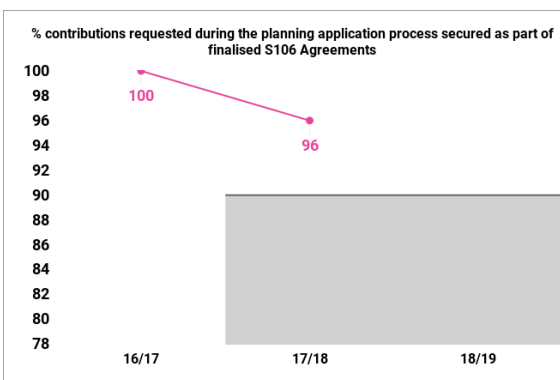
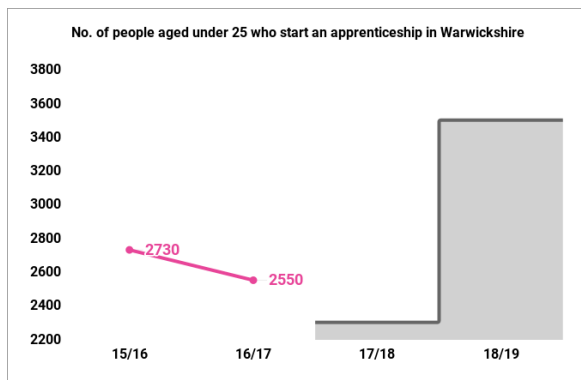
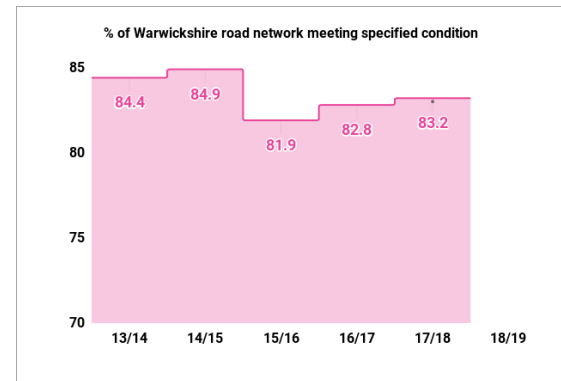
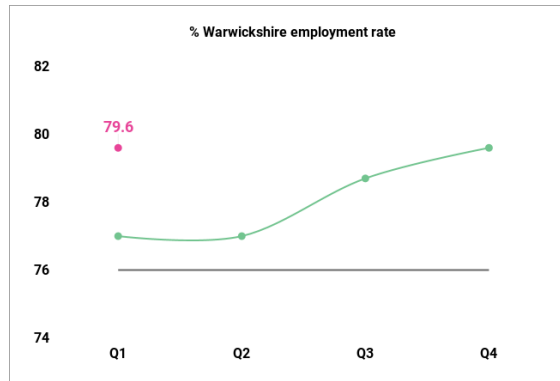
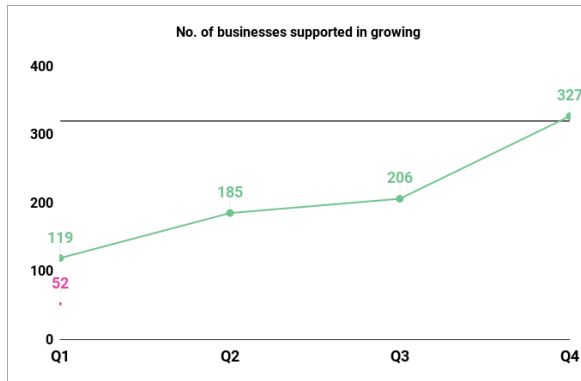
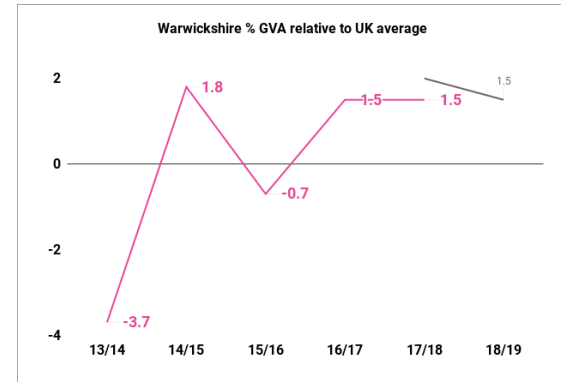
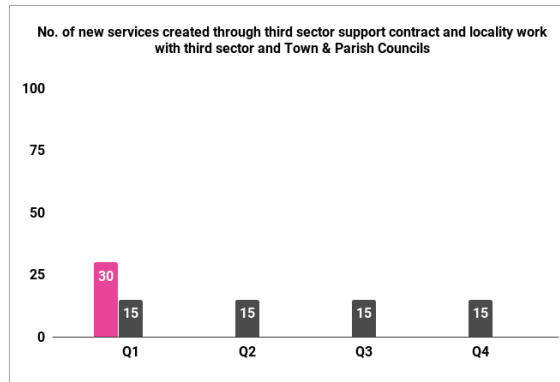
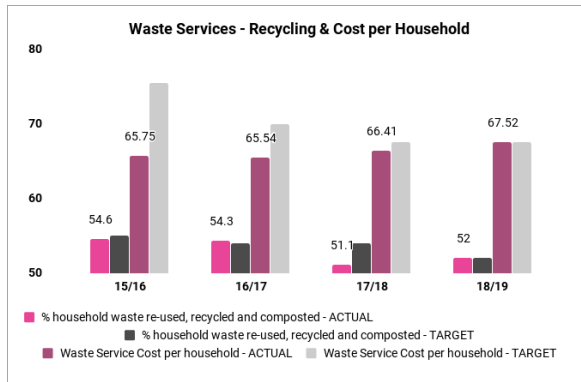
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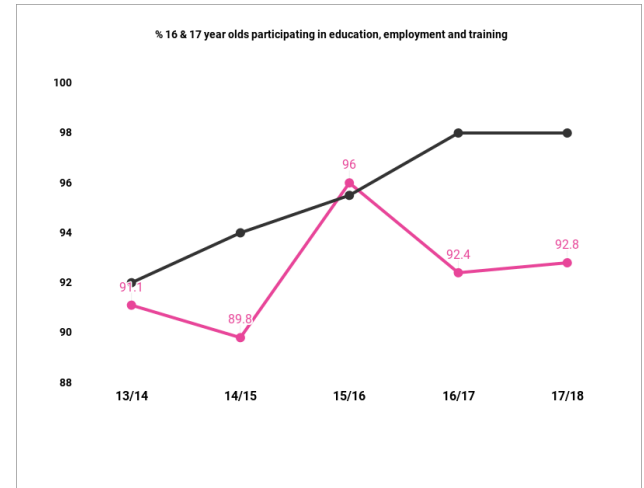
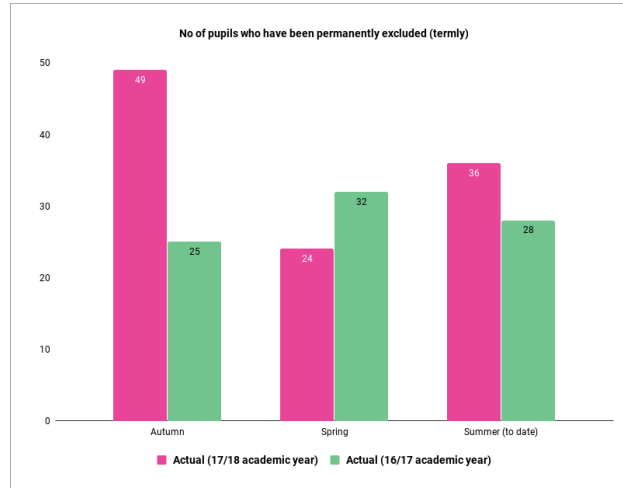
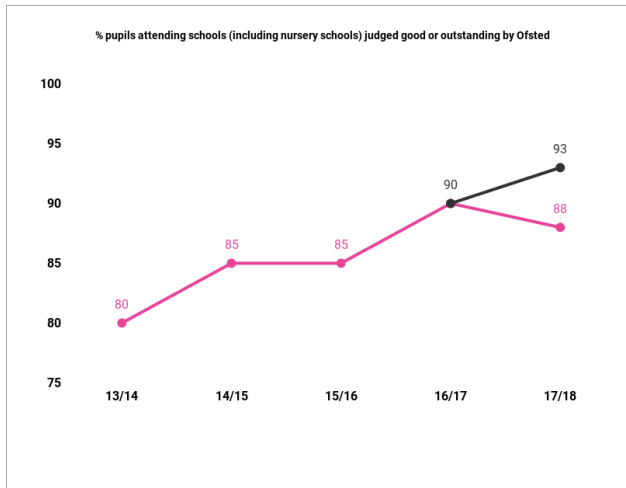


Q1 OOP Progress Report
 Adult Health and Social Care
 23-Aug-2018

18/19 Actual
 18/19 Target
 17/18 Actual



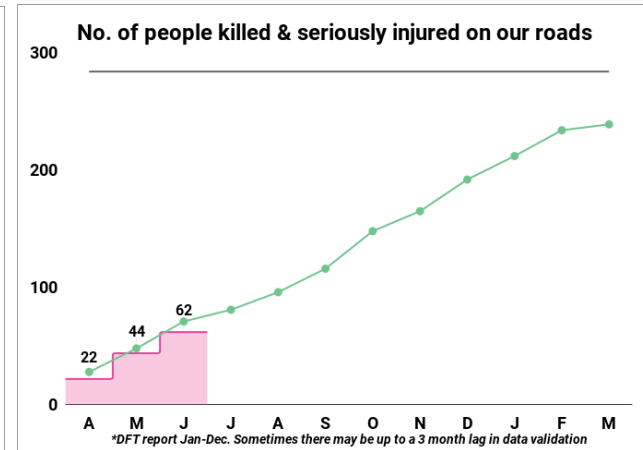
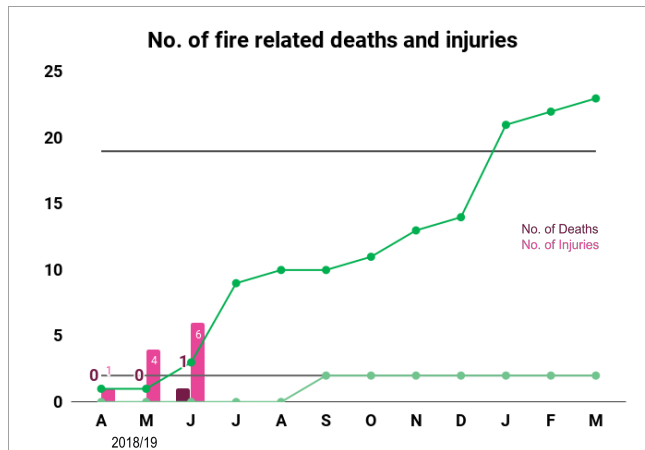
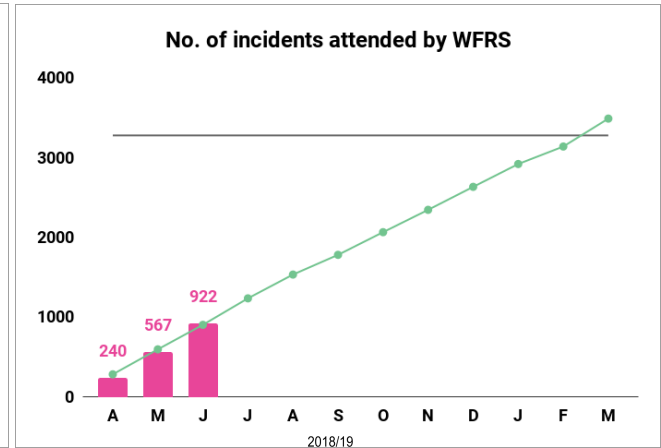
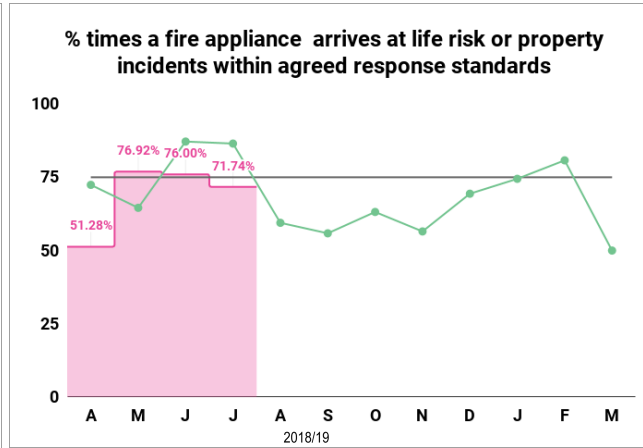
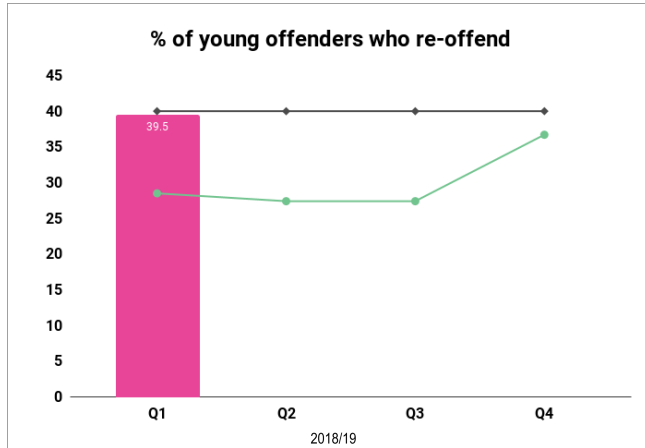


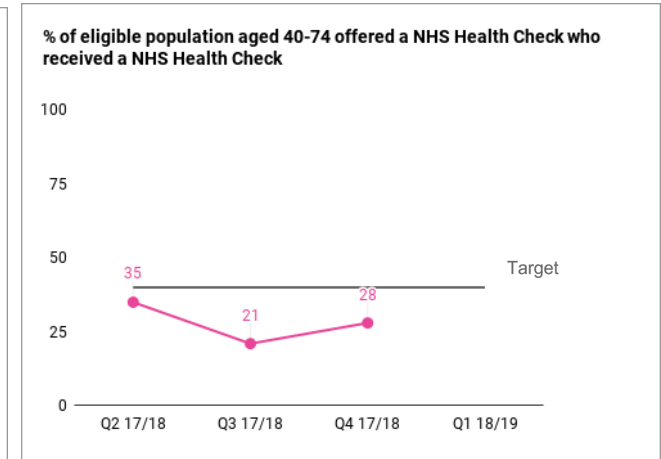
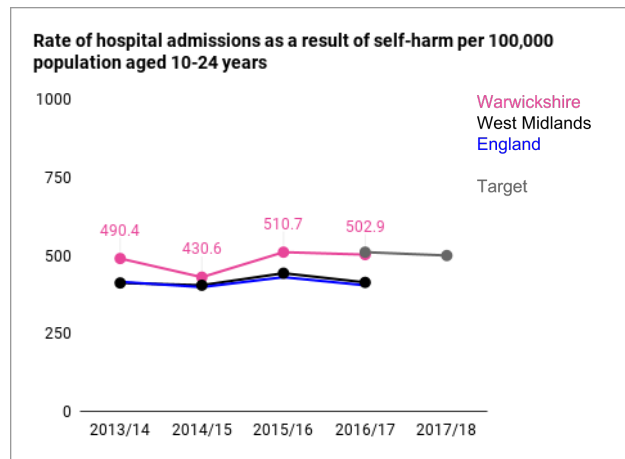
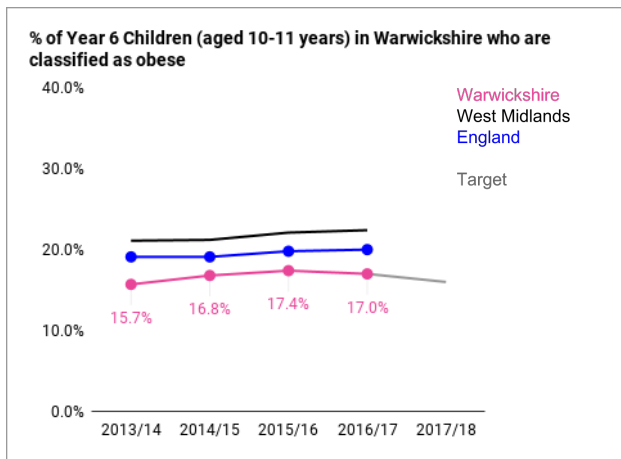
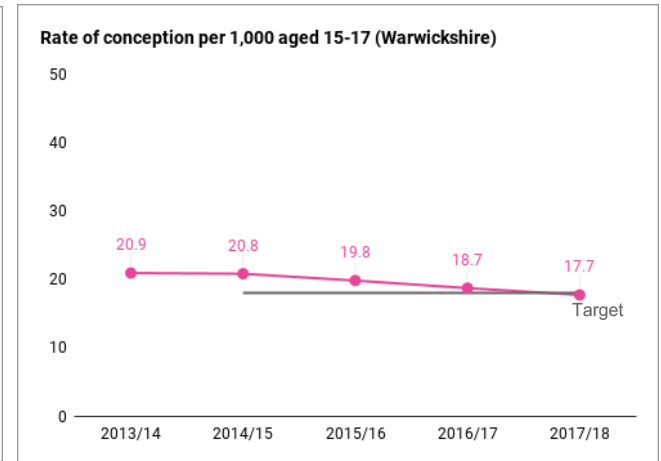
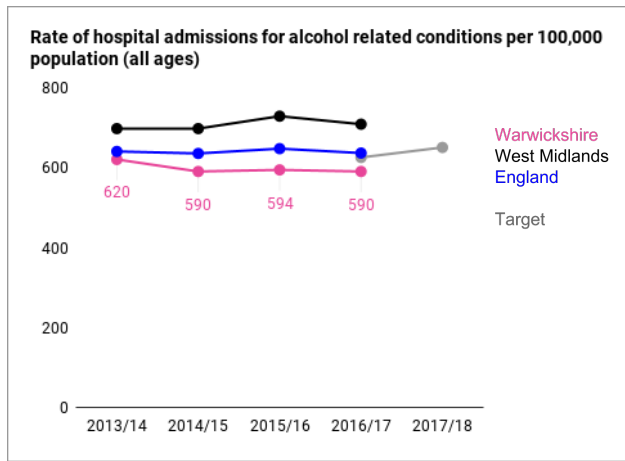
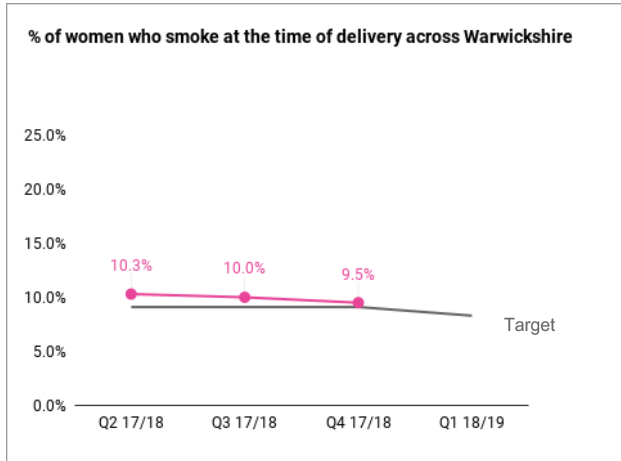




Q1 OOP Progress Report
Fire & Community Safety
22-Aug-2018

18/19 Actual
18/19 Target
17/18 Actual

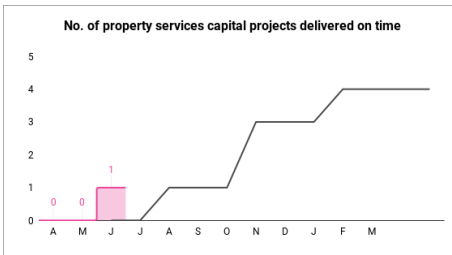
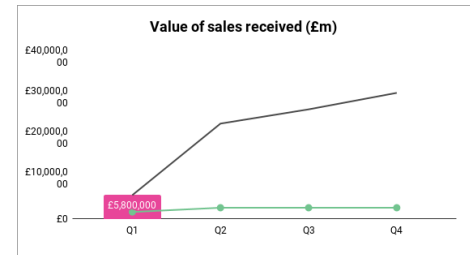
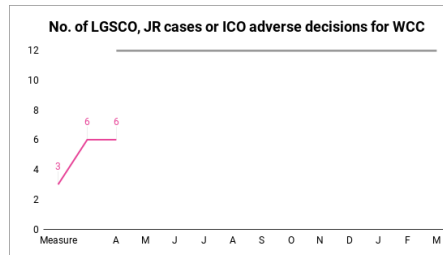
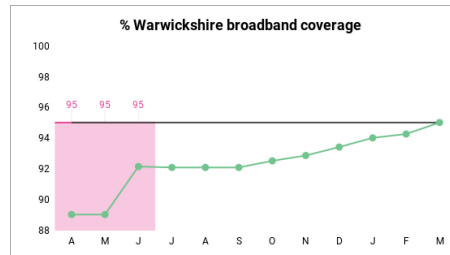
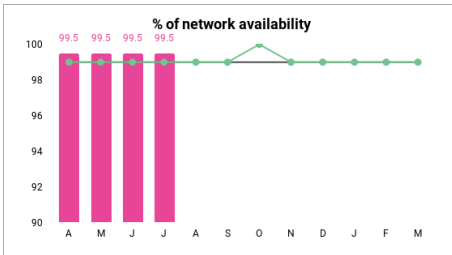
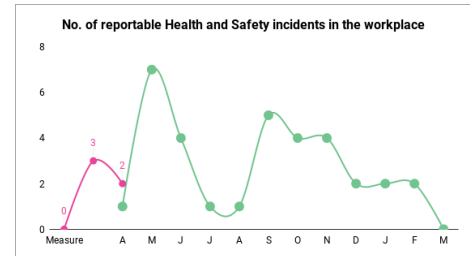
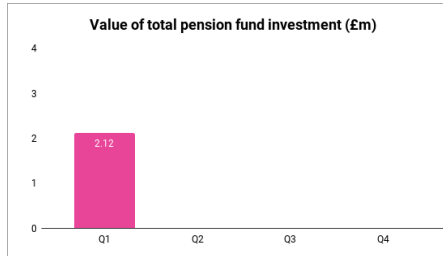
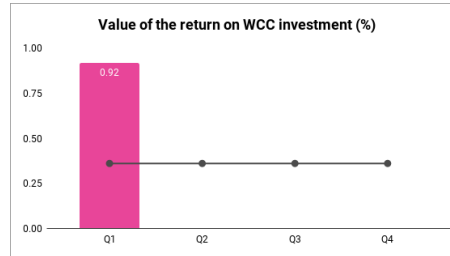
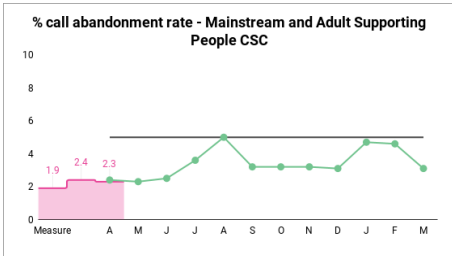
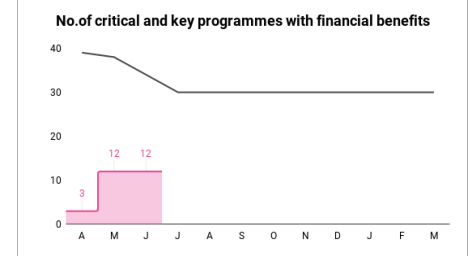
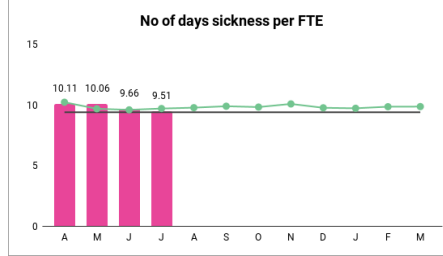
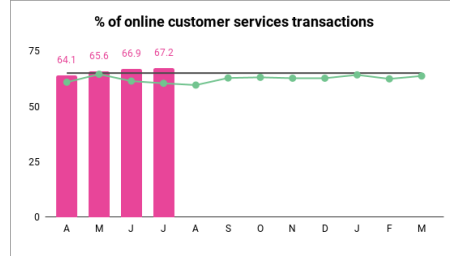
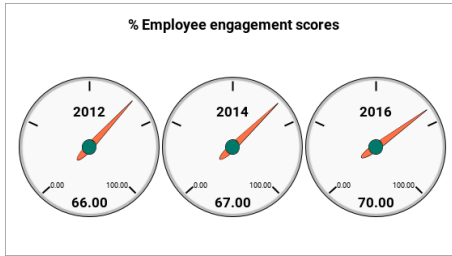






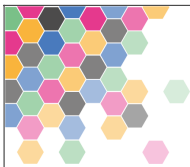
Q1 OOP Progress Report
 Our resources are effectively and efficiently targeted
 22-Aug-2018
 Data relates to the year 2018/19

18/19 Target
 17/18 Actual
 18/19 Actual



% level of assurance based on the audit outcomes

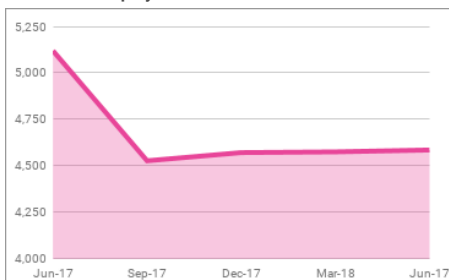
Data not yet available, will be reported in Q2



Appendix A Part 2: Headline HR Information

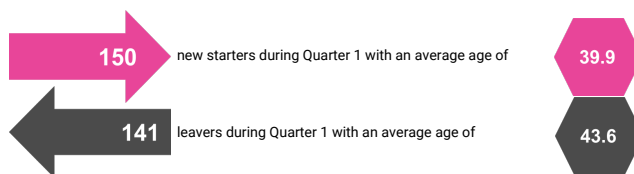
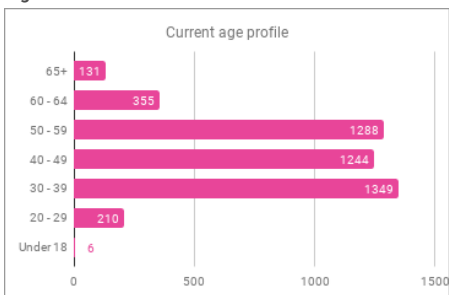
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

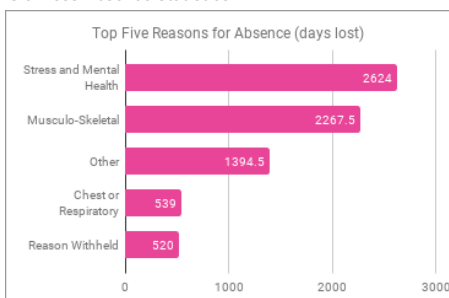


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
Headcount	5,119	4,527	4,571	4,575	4,585			
Full-time Equivalents	4,023	3,750	3,789	3,789	3,799			
Whole-time Equivalents	3,954	3,725	3,763	3,641	3,738			
Number of Posts	5,382	4,761	4,813	4,820	4,824			

Age Profile of our Workforce

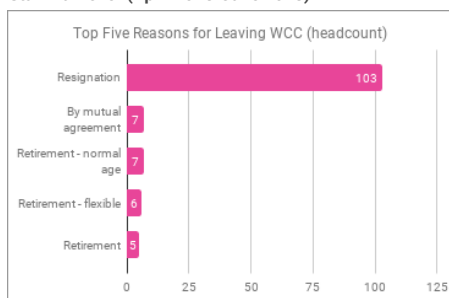


Sickness Absence Statistics



	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
Days lost through sickness	9,407	9,141	9,663	38,928	9,466			
... of which short-term	3,339	3,382	3,759	14,247	3,061			
	35.5%	37.0%	38.9%	36.60%	32.4%			
... of which long-term	6,067	5,759	5,904	24,681	6,385			
	64.5%	63.0%	61.1%	63.40%	67.6%			

Staff Turnover (April 2018-June 2018)



	New Starters	Leavers	% Turnover	Target 18/19
Headcount	150	141	3.08% (Q1) 14.12 (rolling year)	10%-20%
Full-time Equivalents	128.8	108.9		
Posts	160	146		

Commentary:

Headcount has increased by 0.22% since the end of the financial year with turnover for the quarter at 3.1% which is consistent with the same period last year.

Age profile remains stable with an average age of 44.9.

Absence is running at an average of 9.6 days per fte which is consistent with the same period last year. A sickness absence monitoring group has been established within HRD to support the proactive approach to absence management.



Appendix A

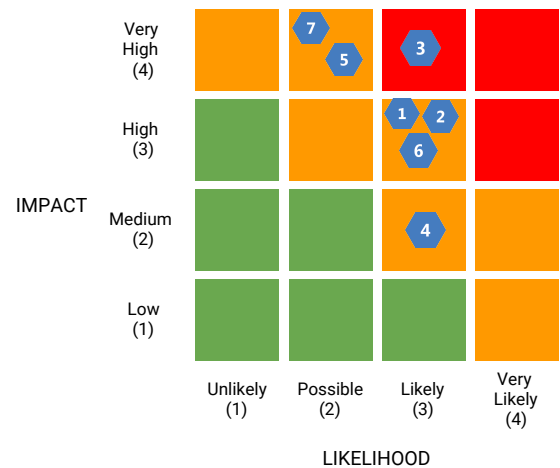
Part 3: Strategic Risk Information

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 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

Part 4: Use of Financial Resources

Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Community Services	26,881	27,492	611 2.27%	(347)	264
Head of Service Commentary	The Business Unit continues to have significant budget pressures particularly in Waste. All opportunities to manage down expenditure are being considered.				
Education & Learning	97,823	101,907	4,084 4.17%	(298)	3,786
Head of Service Commentary	Cost centres are being scrutinised more closely and the Education and Learning Senior Team is meeting regularly as a group with finance colleagues. As a result forecasts should be more reliable and accurate in 2018/19. In areas with deficits, the DSG Review, two Digital by Design business cases as well as the Demand Management Review of SEND and Home to School Transport will assist in moving towards a balanced budget in future years.				
Fire & Rescue	19,121	19,482	361 1.89%	(2,027)	(1,666)
Head of Service Commentary	The Service continues to face budget pressures from the lack of resilience within the establishment caused by long term sickness and the use of a business continuity pool is causing an ongoing pressure of £283k. Further managerial action is being planned to reduce this in the future and it is being closely managed within the Service. The Service is currently experiencing a high demand of calls due to the hot spate weather conditions and it is recording any specific costs related to its response during this busy period. The over spend of £202k in Service Improvement relates to a number of larger projects and the Service will continue to draw down reserves to meet these costs throughout the year. The under spend of £207k in Service Support is down to the uncertainty of some Firefighter pension costs and the unused ill health retirement budget, in the short term the under spend will be used to balance over spend elsewhere while longer term options are developed.				
Transport & Economy	26,361	27,198	837 3.18%	(3,670)	(2,833)
Head of Service Commentary	As indicated in the individual budget line narrative there is likely to a reduction in the forecast overspend position at Q2 due to reviews in specific areas :Design Services; Planning and Development; Infrastructure and Regeneration and Road Safety.				
TOTAL COMMUNITIES DIRECTORATE	170,186	176,079	5,893 3.46%	(6,342)	(449)
Children & Families	60,109	62,652	2,543 4.23%	(1,876)	667
Head of Service Commentary	<p>A review of all high cost spending areas is being completed along with the strategic review, which will enable a sustainable financial plan to be implemented from the Autumn, to ensure spend remains within budget.</p> <p>Placement spend overall has reduced since last year but the number of children in residential care has not met our targets. Children have been identified to move from residential to foster placements but the appropriate foster placement is still being sort. Commissioning are block purchasing suitable placements to enable the cost of residential to fall. Compared to statistical neighbours we have a low number 4% (of our CLA population) , when nationally 12% of children are placed in residential but these are a high cost.</p> <p>The high numbers and spend on parent and baby residential placements has been a result of either court orders or our not being able to locate a parent and baby foster placement when a community based assessment is seen as too greater risk by the Court. Recruitment for parent and baby foster carers is ongoing.</p>				
Social Care & Support	141,526	132,811	(8,715) -6.16%	(8,959)	(17,674)
Head of Service Commentary	<p>SCS is forecasting an £8.7m underspend. The main cause is from projects underspending, and client contributions for purchased care forecast to exceed the budget.</p> <p>Where specific OOP savings will not be achieved, alternative savings have been recognised to reflect the effect of transformational and preventative work on demand.</p>				



Appendix A

Part 4: Use of Financial Resources

Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Strategic Commissioning & Public Health	36,249	35,411	(838) -2.31%	(5,184)	(6,022)
Head of Service Commentary	There are no significant financial issues to highlight at this time.				
TOTAL PEOPLE DIRECTORATE	237,884	230,874	(7,010) -2.95%	(20,448)	(27,458)
Customer Service	9,106	9,185	79 0.87%	(654)	(575)
Head of Service Commentary	There are no significant financial issues to highlight at this time				
Finance	3,702	3,720	18 0.49%	(880)	(862)
Head of Service Commentary	Although there are a number of spend variations within the service (to support various projects), overall the bottom line is a very small forecast variation, which if it materialises will be funded from within the Business Unit reserves.				
Human Resources & Organisational Development	4,577	4,880	303 6.62%	(638)	(335)
Head of Service Commentary	Overspend is largely attributable to implementation of Your HR. A service specific reserve was set up at project inception for this purpose and project costs associated with implementation will be funded from this reserve. Main area of underspend is in HR advisory due to staffing vacancies.				
ICT Services	9,116	9,121	5 0.05%	(20)	(15)
Head of Service Commentary	Following on after the June forecast, we have been notified that there will be a potential fall of income of c£100k in Schools Traded Services with a number of academies from a Trust looking to leave the ICT service. We are working on the options to resolve this situation including cost reductions and utilising underspends in other areas of the business unit.				
Law & Governance	1,000	787	(213) -21.30%	(213)	(426)
Head of Service Commentary	L&G Variance to budget £213k (Under). This is largely due to increased Legal Services external income. Net position forecast has increased by £202k, due to GDPR (DPO) work for schools and new childcare work from another authority. Implications of Worcs CC decision to bring audit back in-house need to be worked through with associated changes made to future budget forecasts.				
Performance	4,782	4,710	(72) -1.51%	(25)	(97)
Head of Service Commentary	Expenditure on the transformation programme is in line with the agreed budget and anticipated activity in the Design Phase of the programme. Any further drawdowns will be presented to the JMD's for approval through the submission of an Outline Business Case for consideration as part of the new transformation governance arrangements.				



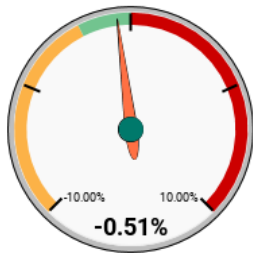
Appendix A

Part 4: Use of Financial Resources

Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Forecast Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Property Services	10,528	10,092	(436) -4.14%	0	(436)
Head of Service Commentary	This forecast is based on the revised savings plan for approved by Cabinet on 24th July 2018. The savings plan continues to rely on achieving over £800k of savings from the disposal of surplus properties as capital receipts.				
TOTAL RESOURCES DIRECTORATE	42,811	42,495	(316) -0.74%	(5,100)	(5,416)
Other Services	-158,099	-158,173	(74) -0.05%	(97,434)	(97,508)
Head of Service Commentary	There are no significant financial issues to raise at this moment. Where there are overspends and underspends there are specific reserves already in place to manage these volatile budgets				
TOTAL WHOLE AUTHORITY	292,782	291,275	(1,507) -0.51%	(129,324)	(130,831)

Revenue Variance for the Whole Authority



Notes:

All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is highlighted in the body of the OOP report. 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 Directorate and Resources Directorate have retained reserves which are held at the Directorate 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.



Appendix A

Part 4: Use of Financial Resources

Savings Plan Position by Business Unit

Service	2018/19 Target £'000	2018/19 Actual to Date £'000	2018/19 Forecast Outturn £'000	Comments	2018-20 Implementation Status £'000
Community Services	747	717	717	Overall Green, but with an amber rating in particular for savings allocated to Heritage and Environment where there is some danger of no delivery. In addition, whilst Waste Management's savings for 2018/19 will be delivered there will be continuing costs pressures on the Waste Budget	G
Education & Learning	733	455	455	Savings are on track except Home to School Transport. There are in-year deficits in the High Needs Block of the DSG and in Home to School Transport	G
Fire & Rescue	0	0	0	The collaboration work with the West Midlands Fire Service is progressing well and there are meetings planned between John Betts and Andy Hickmott regarding these along with the wider short term and longer term savings options for 2019/20. The RAG rating remains at amber given the timescales associated with some savings options or the organisational acceptability of others.	A
Transport & Economy	689	585	689		G
TOTAL COMMUNITIES DIRECTORATE	2,169	1,757	1,861		
Children & Families	2,985	877	877	Children & Families Centre savings is on track to be met but all other savings are red RAG rated and are being reviewed as part of strategic review of the service. Draft plans are being established as part of the review which will be finalised over the next two months. High cost and repeat areas of overspend are subject to a systemic and detailed review as these contribute to a continued overspend.	R
Social Care & Support	2,562	1,647	2,562		G
Strategic Commissioning & Public Health	406	406	406		G
TOTAL PEOPLE DIRECTORATE	5,953	2,930	3,845		
Customer Service	10	10	10		G
Finance	65	65	65	The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable.	G
Human Resources & Organisational Development	75	0	75		G
ICT Services	363	363	363	All savings are on target except RTG-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. The saving on the reduction in staffing is on schedule. However the savings on personal computing costs is currently Amber. Work is under way around a broader review of end user computing (£130k of savings in 18/19 and £80k of savings in 19/20) - looking at alignment with New Operating Model as part of the Digital by Design Programme. Areas include devices, Office tools and more broadly unified comms; EDRMS and business intelligence. Revised proposal with budget implications to be presented to JMD for Resources in August 2018.	G
Law & Governance	49	39	49		G
Performance	55	55	55	The savings for 2018/19 have been delivered.	G
Property Services	1,583	1,061	1,583	The savings for 2018/19 have already been delivered. However, there is a carried forward of £1.2m of savings from previous years not shown in these figures. This carry forward is reliant on two major capital receipts. One of those was delivered on 3rd May, the second is on track for Q3 2018. The restructure of the property services business unit delivers a long term financially sustainable service as agreed at Cabinet on 24th July 2018 which incorporates making good this underachievement	G
TOTAL RESOURCES DIRECTORATE	2,200	1,593	2,200		
Other Services	100	100	100		G
TOTAL WHOLE AUTHORITY	10,422	6,380	8,006		

Key:

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
 If savings are forecast to be less than 90% delivered it is shown as Red.
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.
 The 'Implementation Status' RAG rating relates to the whole of the 2018-20 savings plan.



Appendix A

Part 4: Use of Financial Resources

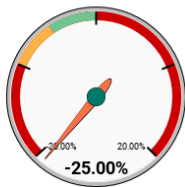
Capital spend position and slippage by Business Unit

Service	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Later Years Slippage (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	374	0	0%	0	0	374	
Community Services	820	(19)	-4%	35	(20)	835	Slippage on Countryside Rural Services Capital Maintenance
Customer Service	2,518	52	10%	0	0	2,518	Spending on Alcester Library has been brought forward
Education & Learning	33,931	(1,003)	-7%	4,010	1,149	39,090	£1m slippage on Welford on Avon Primary School.
Fire & Rescue	10,456	(4,027)	-58%	597	(1,511)	9,542	£4m slippage relates to the training centre new build which has been paused pending the outcome of the MoU with West Midlands FRS
Information Assets	22,171	(411)	-5%	1,531	0	23,702	The consolidation of lots (which represent geographical areas) within the BDUK project has reduced management and production costs as the work will be carried out by a single supplier, the remaining funds will be reinvested and remodelled in the project by 2021/22.
Property Services	26,789	(934)	-6%	0	0	26,789	A new Project Manager has been recruited in the Strategic Asset Management Team and the spend has been reprofiled in accordance to expected delivery
Social Care & Support (Adults)	3,350	0	0%	0	0	3,350	
Strategic Commissioning	2,030	(1,035)	-51%	4,186	0	6,216	Slippage relates to Adult Social Care modernisation and Client Information Systems Review. Proposals in relation to further investment in systems are being developed.
Transport & Economy	120,344	(23,627)	-33%	24,666	358	145,368	T&E has actively reviewed its capital projects to introduce a realistic profile of each project, further to discussion with project managers and an analysis of project plans. This has resulted in £23.6m being moved from 2018/19 into later years (however will mean less slippage going forward): £11.5m relates to grant/developer funded schemes (delays due to planning approval and contract negotiations); £12.5m relates to corporate resources and includes unallocated Area Delegated member funding (£3.9m), A444 corridor improvements commissioned in Jan '18 where construction will not start until next year (£4m), Bermuda Connectivity which was paused pending further consultation (£2.8m), and the Safer Routes to Schools programme which is currently on hold (£1.8m).

Key:

In the current forecast the following tolerances have been used to identify slippage from 2018/19 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 2018/19 into Future Years for the Whole Authority



Q1 Total WCC	All Years Budget	New Schemes all years
Total WCC All Years Capital Programme (£'000)	222,783	35,025

Later Years Slippage	All Years Forecast
(24)	257,784

Q1 2018-19 Capital Programme	2018-19 Budget	18-19 Slippage (£000's)	18-19 Slippage %	New 18/19 Schemes	New 18/19 Forecast
Total 2018/19 Capital Programme (£'000)	122,534	(31,004)	-25%	26,626	118,156

18-19 Capital Programme	Q1	Q2	Q3	Q4
Slippage for 2018/19	(31,004)			

Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Community Services Management	161	161	0	0	0	0	161	161	0	
Community Services Support Costs	571	571	0	(11)	(11)	0	560	560	0	
Community Safety	1,734	1,839	105	(790)	(790)	0	944	1,049	105	Increased expenditure and reduced income in the Gypsy & Traveller team, this overspend will be covered in year by underspends in Localities & Partnerships. Moving forward expenditure reductions in Gypsies & Travellers function will need to be identified.
Localities & Partnership	2,598	2,624	26	0	(2)	(2)	2,598	2,622	24	Unbudgeted expenditure supporting the Armed Forces Community Covenant. For future years explicit budget provision will need to be provided to support the AFCC work.
Heritage and Environment	3,486	3,614	128	(2,396)	(2,456)	(60)	1,090	1,158	68	Anticipated underachievement of income targets in relation to the 2018/19 OOP2020 savings target of £280,000 across the service. All opportunities for further income generation are being explored.
Heritage and Environment - Traded Educational (LACE)	15	37	22	(28)	(29)	(1)	(13)	8	21	
Heritage and Environment - Traded Non-Educational (Arch)	1,185	1,188	3	(1,392)	(1,396)	(4)	(207)	(208)	(1)	
Heritage and Environment - Total	4,686	4,839	153	(3,816)	(3,881)	(65)	870	958	88	
Waste Management	22,107	22,533	426	(3,244)	(3,244)	0	18,863	19,289	426	Increased housing growth continues to increase tonnages of residual waste which outstrip the current budget allocations. No allowances have been made for increased green waste tonnage due to a one-off budget allocation for 2018/19. All areas of expenditure are being reviewed to seek to manage down the forecast overspend.
Youth Justice Service	2,203	2,197	(6)	(660)	(671)	(11)	1,543	1,526	(17)	
Trading Standards	1,476	1,455	(21)	(438)	(428)	10	1,038	1,027	(11)	
Emergency Management	214	182	(32)	(54)	(24)	30	160	158	(2)	
Communities Group Resources	206	207	1	(62)	(65)	(3)	144	142	(2)	
Net Service Spending	35,956	36,608	652	(9,075)	(9,116)	(41)	26,881	27,492	611	

Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	-388		-794	-1182	-757	Transfer of 17/18 Waste Management deficit from 18/19 budget allocation to reset reserve
Museums Development Fund	111			111		
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	65			65		
Community Services - Savings	0		5	5		
Community Services - Trading	0		95	95		
Proceeds of Crime	146			146		
Domestic Homicide Reviews	0		83	83		
Secure Remand Reserve	387			387		
Total	347	0	(611)	(264)	(757)	

Annex A - Community Services - OOP 2018/19 Q1

Community Services - Phil Evans

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	0	0	222	222	
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	206	206	206	206	206	
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	203	203	203	203	203	
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	36	36	36	679	679	
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.	22	22	22	43	43	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	280	250	250	360	360	An element of savings appears unlikely to be delivered in the current year. Remedial action is being discussed.
Total		747	717	717	1,713	1,713	
			747	747		1,713	
Target							
Remaining Shortfall/(Over Achievement)			30	30		0	

Annex A - Community Services - OOP 2018/19 Q1

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,520	43	0	0	1,563	1,520	43	0	0	1,563	0	0	
10454000	Lower House Farm	25	0	0	0	25	25	0	0	25	0	0		
11303000	HWRC Maintenance 2016/17	48	0	0	0	48	48	0	0	48	0	0		
11304000	HWRC Maintenance 2017/18	54	77	0	0	130	54	77	0	130	0	0		
11450000	HWRC Maintenance 2018/19	0	80	0	0	80	0	80	0	80	0	0		
11535000	HWRC Maintenance 2019/20	0	0	80	0	80	0	0	80	80	0	0		
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	100	0	0		
11022000	Countryside Maintenance - Base Programme 2012/13	606	0	0	0	606	606	0	0	606	0	0		
11218000	Countryside Rural Services Capital Maintenance 2015/16	432	0	0	0	432	432	4	0	436	4	4	Forecasts adjusted for final payments/retention on 2 projects, now complete.	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	0	0	0	362	362	0	0	362	0	0		
11302000	Countryside Rural Services Capital Maintenance 2017/18	200	20	0	0	220	200	26	0	226	6	6	Actual cost of tracked chipper greater than previous forecast.	
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	249	0	0	249	0	220	0	220	-29	-29	Utilisation of corporate resource to fund previous year projects. Reduction in revenue contribution.	
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	220	0	220	0	0	220	220	0	0		
Trading Standards														
11642000	Calibration Fuels	32	0	0	0	32	32	0	0	32	0	0		
11670000	Mettler Toledo XPE 1003KMC Mass comparator	0	0	0	0	0	0	35	0	35	35	35	Approved scheme to be financed from Revenue	
Heritage														
10623000	County Records Office Service - Digital Asset Management	95	6	0	0	101	95	6	0	101	0	0		
11415000	Market Hall Museum - "Our Warwickshire"	913	18	0	0	932	913	18	0	932	0	0		
11534000	Healey collection	97	0	0	0	97	97	0	0	97	0	0		
Community Safety														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	0	0	0	0	0		
11524000	Emergency Stopping Places	81	0	0	0	81	81	0	0	81	0	0		
		4,538	520	300	0	5,359	4,538	536	300	0	5,374	15	15	

Annex B - Education & Learning - OOP 2018/19 Q1

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	150	150	0	0	0	0	150	150	0	
Business Unit	1,442	1,288	(154)	(193)	(239)	(46)	1,249	1,049	(200)	Under spend of £0.188m represents the surpluses generated from trading with schools, funding will be used to offset overspends elsewhere within the service. £0.012m relates to one off in year under spends relating to movements in staffing costs.
Business Unit - Traded Educational (Warwickshire Music, Marie Hall)	3,129	3,122	(7)	(3,304)	(3,296)	8	(175)	(174)	1	
Business Unit - DSG	69	69	0	0	0	0	69	69	0	
Head of Service - Total	4,790	4,629	(161)	(3,497)	(3,535)	(38)	1,293	1,094	(199)	0
Education, Access & Sufficiency	17,098	17,741	643	(1,390)	(1,143)	247	15,708	16,598	890	There is a forecast overspend on SEN transport of £0.934m this is being offset against a small underspend of £0.090m on crossing patrols and mainstream school transport. A new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	319	8	(330)	(330)	0	(19)	(11)	8	
Education, Access & Sufficiency - DSG	28,715	28,566	(149)	(3)	(3)	0	28,712	28,563	(149)	The DSG Schools block (SB) is forecasting to overspend on the growth fund by £0.079m due to commitments to schools to fund bulge classes, if there is no other under spend at the end of 2018/19 this will be a pressure on the SB for 2019/20. There is an underspend on the Early Years DSG block (EYB) of £0.236m, funding will be reduced by the ESFA in 2019/20 to remove any surplus funding on the EYB.
Education, Access & Sufficiency - Total	46,124	46,626	502	(1,723)	(1,476)	247	44,401	45,150	749	Service renamed from Schools, Organisation, & Planning
SEND and Inclusion	4,020	4,013	(7)	(1,293)	(1,406)	(113)	2,727	2,607	(120)	The additional income forecast is from Education Psychologists Service (EPS) and is due to a review of reporting income, this surplus offsets the deficit traded income (line below), and is a reporting adjustment and not an increase in business. There is an overspend of £0.030m on Attendance, Compliance, & Enforcement, which is an under achievement of the savings target CG-EL-03, please refer to savings summary for further information.
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	2,290	(93)	(2,778)	(2,609)	169	(395)	(319)	76	There is reduction on EPS income, due to review of income as mentioned above, this is reduced by the under spend in gross expenditure due to slippage in salary costs.
SEND and Inclusion - DSG	46,281	47,318	1,037	(1,515)	(1,642)	(127)	44,766	45,676	910	The overspend on the DSG High Needs block (HNB) is due to increase demand on top up budgets, there is a £1.043m over spend on Special School, Independent, & Post 16 budgets this is being slightly offset against a small underspend of £0.110m on mainstream school top-ups. Post 16 has seen greatest increase in demand, spend is forecast to increase by 21% compared to 2017/18 outturn. The overall forecast overspend on the HNB is £3.527m, if you take into account the deficit budget balance set at budget setting, this overspend budget is shown within Schools Residual - DSG. It is a national situation as well as local, and the new SEND Board will also be focusing on addressing the overspends in the HNB.
SEND and Inclusion - Total	52,684	53,621	937	(5,586)	(5,657)	(71)	47,098	47,964	866	
Learning and Performance	2,714	3,288	574	(1,362)	(1,947)	(585)	1,352	1,341	(11)	
Learning and Performance - Traded Educational (Sch Gov)	268	253	(15)	(301)	(326)	(25)	(33)	(73)	(40)	The underspend is due to a growth in Governor Services, resulting in additional income, the service has also increased it trading surplus by making staffing savings.
Learning and Performance - DSG	2,917	2,711	(206)	0	(1)	(1)	2,917	2,710	(207)	Underspend on the DSG HNB is as a result of reduction of spend in Area Behaviour Partnerships services this has been achieved by more economical procurement practices and recentralising budgets, resulting in efficiency savings.
Learning and Performance - Total	5,899	6,252	353	(1,663)	(2,274)	(611)	4,236	3,978	(258)	
Adult Community Learning	1,650	1,642	(8)	(1,731)	(1,731)	0	(81)	(89)	(8)	
Schools Residual Pensions	2,116	2,116	0	0	0	0	2,116	2,116	0	
Schools Residual - DSG	(1,168)	1,766	2,934	(72)	(72)	0	(1,240)	1,694	2,934	The LA set a deficit DSG budget in 2018/19 this is broken down by blocks as follows, Central Support Services £471,307 under spend, Early Years £726,140 over spend, and High Needs £2,808,246 over spend. The Early Years overspend is a short term budget pressure as the ESFA will adjust the LA's 2018/19 budget allocation in 2019/20 based on 2018/19 actuals.
Schools Residual - Total	948	3,882	2,934	(72)	(72)	0	876	3,810	2,934	
Net Service Spending	112,095	116,652	4,557	(14,272)	(14,745)	(473)	97,823	101,907	4,084	

Annex B - Education & Learning - OOP 2018/19 Q1

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education and Learning - Savings	-260		-523	-783		
SEND Earmarked Reserve	427		0	427		
School Improvement Monitoring & Brokering Reserve	0		0	0		
Education MIS Project	71		-71	0	71	Funding required to complete implementation of the education management information system.
Early Years Delivery Support Fund (30 hrs)	60		0	60		
DSG Reserve	0		-3,490	-3,490		
Total	298	0	(4,084)	(3,786)	71	

Annex B - Education & Learning - OOP 2018/19 Q1

Education & Learning - Chris Malone

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Hayfield (Education & Learning)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	139	109	109	139		The ACE service had planned to make these savings in 2018/19, by reducing headcount within the service. This has been slightly postponed however there is still the expectation this will be achieved late 2018/19 early 2019/20.
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.	110	110	110	110		
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.	101	101	101	101		
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	35	35	35	70		
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	100	100	100	221		
CG-EL-09	Reduction in the Home to School Transport Budget:	248	0	0	248		SEN transport budget is forecasting to overspend by £0.934m, a new task and finish group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme.
	Total	733	455	455	889	0	
	Target		733	733		889	
	Remaining Shortfall/(Over Achievement)		278	278		889	

Annex B - Education & Learning - OOP 2018/19 Q1

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	7,235	0	0	0	7,235	7,235	4,010	0	0	11,245	4,010	4,010	Estimate of schools spend for 2018/19
Learning - Other														
11393000	Minor Works Block Header 2015/16	634	48	0	0	682	634	48	0	0	682	0	0	
11399000	CMS Musical Instruments 2015/16-2017-18	80	11	0	0	91	80	11	0	0	91	0	0	
11476000	Nursery & pre school provision minor works	3	0	0	0	3	3	0	0	0	3	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	38	33	4	0	0	38	0	0	
11501000	Camp Hill Nursery improvements & extension works	-5	0	0	0	-5	-5	0	0	0	-5	0	0	
11556000	Education MIS	426	0	0	0	426	426	0	0	0	426	0	0	
11557000	Early Years Capital Fund / Knightlow Children's Partnership	196	0	0	0	196	196	0	0	0	196	0	0	
11558000	Early Years Capital Fund / Nic Nac Pre-School	174	0	0	0	174	174	0	0	0	174	0	0	
11559000	Early Years Capital Fund / Acom Wood Day Nursery	195	0	0	0	195	195	0	0	0	195	0	0	
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78	0	0	78	0	78	0	0	78	0	0	
11571000	Bridges Childcare	0	40	0	0	40	0	40	0	0	40	0	0	
11573000	Planning & Development block header 17/18	10	190	0	0	200	10	190	0	0	200	0	0	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	6	244	1,400	0	1,650	6	244	1,400	0	1,650	0	0	
11630000	Minor Works 18/19	16	284	0	0	300	16	284	0	0	300	0	0	
11633000	Weddington Nursery Provision - demolition and new build	0	388	0	0	388	0	388	0	0	388	0	0	
11643000	Marie Hall Outdoor Education Centre	15	0	0	0	15	15	0	0	0	15	0	0	
Primary - expansion														
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	0	0	0	1,316	1,316	0	0	0	1,316	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,740	0	0	0	1,740	1,740	0	0	0	1,740	0	0	
11073000	All Saints Junior Extension (Pupil Places) Warwick	900	50	0	0	950	900	50	0	0	950	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	0	0	0	878	-25	-25	£25,259 moved to 11620000
11174000	Kingsway Primary extension and reorg (pupil places)	1,013	0	0	0	1,013	1,013	0	0	0	1,013	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	0	0	0	1,213	1,213	0	0	0	1,213	0	0	
11209000	Wembrook Primary additional studio hall space	418	0	0	0	418	418	0	0	0	418	0	0	
11249000	Bishopton School extension - targeted basic need	2,689	11	0	0	2,700	2,689	11	0	0	2,700	0	0	
11253000	Lapworth School extension - targeted basic need	718	0	0	0	718	718	0	0	0	718	0	0	
11255000	Paddox School extension - targeted basic need	2,670	0	0	0	2,670	2,670	2	0	0	2,672	2	2	Increase in project costs
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)	2,695	0	0	0	2,695	2,695	0	0	0	2,695	0	0	

Annex B - Education & Learning - OOP 2018/19 Q1

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
11404000	Shipston Academy - Contribution to replacement gym	48	0	0	0	48	48	0	0	0	48	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	34	0	0	75	0	0	
SEN - other		0												
11178000	Woodlands School (improve facilities)	305	0	0	0	305	305	0	0	0	305	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	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)	44	16	0	0	60	44	16	0	0	60	0	0	
11409000	New SEN provision - Complex Mental Health needs	53	0	0	0	53	53	0	0	0	53	0	0	
11477000	North Warwickshire & Hinckley College SEN provision	365	0	0	0	365	365	0	0	0	365	0	0	
11478000	Warwickshire College SEN provision	210	0	0	0	210	210	0	0	0	210	0	0	
11495000	Stockingford Primary School new SIG module building	359	41	0	0	400	359	41	0	0	400	0	0	
11496000	Middlemarch Junior School - SEN resourced provision facilities	64	36	0	0	100	64	36	0	0	100	0	0	
11569000	Paddox Primary SIG	2	298	0	0	300	2	298	0	0	300	0	0	
11589000	SEND facilities block	1	249	0	0	250	1	249	0	0	250	0	0	
11625000	Arden Fields Academy - creation of additional facilities	30	36	0	0	66	30	36	0	0	66	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	0	200	0	0	
SEN - expansion		0												
11567000	Woodlands Special School school contribution to fencing & car park	10	0	0	0	10	10	0	0	0	10	0	0	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	26	119	0	0	145	26	119	0	0	145	0	0	
11623000	Ridgeway School - Reconfiguration of classrooms	0	60	0	0	60	0	60	0	0	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	190	0	0	190	0	190	0	0	190	0	0	
11641000	Keeping SEND children local	0	200	130	0	330	0	200	130	0	330	0	0	
SEN - new		0												
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,804	196	0	0	6,000	5,804	196	0	0	6,000	0	0	
11644000	Water Orton Evergreen Unit	0	50	600	0	650	0	50	600	0	650	0	0	
		58,994	15,096	14,575	4,260	92,925	58,994	18,103	16,727	4,260	98,084	3,007	5,159	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue - Andy Hickmott
 Chief Fire Officer - Andy Hickmott
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	10,129	10,417	288	(20)	(25)	(5)	10,109	10,392	283	Due to long term sickness absence the Service has had to create additional capacity to cover front line deficiencies. This has resulted in a forecast overspend of £283k (part year effect of over establishment posts, 6 RDS temporary contracts, use of Crewing Pool and RDS Peripatetic pool) and at Q1 the Service is requesting to draw down £84k from Service Savings toward these costs. The Service is monitoring and reviewing this additional capacity on a monthly basis through the Workforce Planning Forum. Current predictions suggest that through effective sickness management this pressure will be reduced throughout the year and therefore temporary staffing measures reverted.
Service Delivery - Planning and Protection	886	891	5	0	(2)	(2)	886	889	3	
Service Delivery - Fire Control	756	773	17	(32)	(32)	0	724	741	17	Increase in overtime due to sickness absence. The Service is predicting that through effective sickness management this pressure will be reduced throughout the year and therefore temporary staffing measures reverted.
Service Delivery - Prevention	598	618	20	(63)	(63)	0	535	555	20	The Service has created additional capacity to further support the Health Agenda following a specific £200k funding allocation by members. This overspend will be met from the remaining ring-fenced funding that is currently held in the Vulnerable People reserve.
Service Support - Technical Support	2,124	2,131	7	0	0	0	2,124	2,131	7	£5k of this overspend relates to the contractual increase in the provision of Personal Protective Equipment, and £2k relates to the cost of temporary employment to cover sickness absence. Although the Q1 forecast reflects an increase in operational activity and associated equipment attrition, the Service Manager is confident that through prudent budget management this pressure will be resolved by the year end.
Service Support - Training & Development	1,581	1,620	39	(100)	(105)	(5)	1,481	1,515	34	The majority of this overspend relates to the costs of a National Operational Policy Project Manager. Funding for this post is currently being held in the Fire Service Savings Reserve and the request for approval to draw down this funding is included within the Q1 reserves appendix. Going forward the Service was planning to fund this post and associated team members from savings achieved through a new training delivery model. It is now unlikely that these savings will be realised by 2019/20 so this post will become a revenue pressure for the Service to consider.
Service Improvement - Business Transformation & Projects	310	512	202	0	0	0	310	512	202	There are a number of projects currently operating within this service area: Joint Control Project, Emergency Services Network & ICT Replacement Systems. The Service is holding earmarked reserves to fund these projects and at Q1 a request to draw down £117k has been submitted. It is likely that the Service will continue to draw down upon these reserves throughout the year as the projects progress.
Brigade Management	574	575	1	0	0	0	574	575	1	
Service Support - HR, IT, Finance & Pensions	2,164	1,954	(210)	(3)	0	3	2,161	1,954	(207)	£150k of this underspend relates to FF Pensions funding. As in previous years there are currently no ill-health retirements projected during 2018/19. Staff on long-term sickness absence are actively supported to return to work rather than taking ill health retirement and this underspend is meeting some of the related pressures caused in Response.
WFRS Head of Service	217	218	1	0	0	0	217	218	1	
Net Service Spending	19,339	19,709	370	(218)	(227)	(9)	19,121	19,482	361	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott
 Chief Fire Officer - Andy Hickmott
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268		0	268		
Fire Control Project	233		(41)	192	41	To support the ongoing costs of the Joint Control project.
Service Savings Reserve	600		(198)	402	156	To support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity.
Fire Services - ESMCP	765		(46)	719		
RSFRS Project	116		(76)	40	76	To support the replacement of critical IT systems.
Vulnerable People	45		0	45		
Total	2,027	0	(361)	1,666	273	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott

Chief Fire Officer - Andy Hickmott

Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Alternative savings to be identified	0	0	0	1,520	1,520	
	Total	0	0	0	1,520	1,520	
	Target		0	0		1,520	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott
 Chief Fire Officer - Andy Hickmott
 Portfolio Holders - Councillor Crump (Fire and Community Safety)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11584000	Vehicle Replacement Programme 2017/18	284	0	0	0	284	284	0	0	0	284	0	0	
11660000	Vehicle Replacement Programme 2018/19	0	0	0	0	0	0	597	0	0	597	597	597	At this stage of the year the Service has only committed to the purchase of an Aerial Appliance, further fleet purchases have been paused whilst collaboration / reviews are taking place.
Sub Total - F&R Self Financing Projects		284	0	0	0	284	284	597	0	0	881	597	597	
11300000	Equipment for new Fire Appliances 2017/18	100	66	0	0	165	100	66	0	0	165	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	120	0	0	120	0	94	26	0	120	-26	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	120	0	120	0	0	120	0	120	0	0	
Sub Total - Projects Funded from Corporate Resources		100	186	120	0	405	100	160	146	0	405	-26	0	
11229000	New Fire & Rescue Centre Leamington Spa	3,183	53	0	0	3,236	3,183	53	0	0	3,236	0	0	
11373000	Response Location - Gaydon	765	0	0	0	765	765	0	0	0	765	0	0	
11374000	Training Centre - New Build	2,069	5,809	1,511	0	9,389	2,069	1,809	4,000	0	7,878	-4,000	-1,511	This project has been paused pending the outcomes from the MoU with West Midlands FRS. The latest cost comparison report suggests the total project costs will be in the region of £10m. Once the direction of this project is known the Service will report accordingly.
11600000	WFRS Water Training Facility	0	500	0	0	500	0	500	0	0	500	0	0	This project has been paused pending the outcomes from the MoU with West Midlands FRS. Once the direction of this project is known the Service will report accordingly.
11601000	Fire & Rescue HQ Leamington Spa	4	287	1,908	0	2,198	4	287	1,908	0	2,198	0	0	
Sub Total - F&R Future Estate Project		6,037	6,648	3,419	0	16,104	6,037	2,648	5,908	0	14,593	-4,000	-1,511	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	83	0	0	932	0	0	
Sub Total - Fire Control Project		849	83	0	0	932	849	83	0	0	932	0	0	
Grand Total		7,269	6,918	3,539	0	17,725	7,269	3,488	6,054	0	16,812	-3,429	-914	

Annex C - Fire & Rescue - OOP 2018/19

Net Red Risks

Risk Ref	Risk	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0888	Inability to keep our communities safe from harm.	18/07/18	16	<p>Current senior officer oversight manages the redesign of the Fire Service to ensure that any changes maintain a safe and effective Fire and Rescue capability. 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 officer's 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. 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. WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act and to prepare, respond and recover from different emergencies. WFRS will prioritise its resources and capacity in line with its purpose, priorities and principles as contained within the 2017 /18 WFRS Business Unit Plan. 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 and 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. 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. An action plan has been delivered as a result of the Fire and Rescue Service Peer Review 2016.</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. Continued development of collaborative work with WMFS.</p> <p>WFRS will introduce RDS flexible wholetime contracts when and where necessary to maintain crewing levels as an interim measure until vacancies are filled by the next recruitment process.</p>
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.	30/07/18	12	<p>Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny. Project risk registers for Command and Control project workstreams populated with emerging risks.</p> <p>Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and report into both boards. It was has now been agreed to move to one main decision making board. Improved communications established with Capita through programme board.</p> <p>Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</p> <p>Business Continuity arrangements as set out in R0901 below.</p> <p>Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate.</p> <p>Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</p> <p>Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</p> <p>Reporting by exception to the Home Office leads.</p> <p>Request for specific dedicated resource from CAPITA to assist with completion of project.</p> <p>Review current payment schedule, particularly SAT and UAT contract and payment milestones</p> <p>Legal letter to Capita re changes to SAT and UAT contract and payment milestones</p> <p>Calculate and collate budget pressures incurred as a result of project delays</p> <p>Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation.</p> <p>Some interim payments upheld until full system functionality is confirmed by NWFRS.</p> <p>A greater level of support is being provided by WFRS to support NFRS to meet</p>	12	<p>Continue to take legal advice around the possibility of instigating breach of contract action and obtaining compensation from Capita. Withhold scheduled payments until full system functionality is confirmed by N-WFRS.</p> <p>WFRS are supporting NFRS with resources in order to achieve project completion</p> <p>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. Develop contingency arrangements for if project fails to meet its objectives</p> <p>Consider scope for an alternative approach to Control provision through the MoU with WMFS</p>
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017 - 2020) - financial risk	31/03/18	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 £1.5 million by Conservative Group, and range of OOP options developed to meet the target</p> <p>External Review established to consider scope for service to make savings</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 Portfolio Holder and political lead for transformation programmes</p> <p>Continue to explore the opportunities for expanding the trading arm of Training and Development</p>

Annex D - Transport & Economy - OOP 2018/19

Transport & Economy - Mark Ryder

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/Under £'000	
Transport & Economy Management	186	259	73	0	0	0	186	259	73	Unallocated OOP savings target - to be cleared in 2019/20 budget setting. This is linked to management rationalisation across the Business Unit
Transport & Economy support costs	555	430	(125)	0	0	0	555	430	(125)	One off reimbursement of RCCO which was made in 2017/18
Economy & Skills	1,818	1,868	50	(969)	(1,016)	(47)	849	852	3	
Economy & Skills - Business Centres	1,176	1,163	(13)	(1,576)	(1,603)	(27)	(400)	(440)	(40)	Higher levels of occupancy than budgeted.
Planning and Development & Flood Risk	1,457	1,574	117	(973)	(861)	112	484	713	229	The overspend is related to S38 developer funding and is subject to a review of the flow of income across the lifetime of schemes. This 'worst case' scenario is likely to reduce in year. Following a review a revised forecast will be reported in Q2
Infrastructure & Regeneration	1,107	1,425	318	(122)	(122)	0	985	1,303	318	Undelivered savings targets (now in progress). The OVO Cycle Tours are another pressure here.
Design Services	5,085	5,972	887	(4,621)	(5,205)	(584)	464	767	303	Early indications show that there should be some additional surplus achieved, This position is being reviewed and an updated forecast reported for Q2. Use of commuted sums, as appropriate will also bring this budget line closer to balance at Q2. There are two other potential pressures in 2018/19: rationalisation of S278 revenue expenditure with capital slippage, and potential expenditure in respect of the South Western Relief Road. Neither can be quantified in financial terms at Quarter 1.
County Fleet Management - Traded Educational	92	74	(18)	(112)	(93)	19	(20)	(19)	1	
County Fleet Management - Traded Non-Educational	3,186	2,918	(268)	(3,596)	(3,329)	267	(410)	(411)	(1)	
County Highways	16,408	16,408	0	(1,400)	(1,400)	0	15,008	15,008	0	
Network Management	1,927	2,023	96	(2,234)	(2,838)	(604)	(307)	(815)	(508)	Additional income forecast based on current levels of work.
Transport Operations	31,673	31,092	(581)	(22,741)	(22,355)	386	8,932	8,737	(195)	One off salary savings through vacant posts and additional income.
Transport Planning	2,188	2,768	580	(473)	(492)	(19)	1,715	2,276	561	Overspend is largely attributable to large scheme development costs.
Road Safety and Traffic Projects	5,257	5,058	(199)	(6,937)	(6,520)	417	(1,680)	(1,462)	218	Overspend sits mainly in Parking Management and Speed Awareness - there is some confidence that this forecast can be reduced through careful planning throughout the year. Also awaiting national decision on SAW charging rates which will affect our income levels but cannot, as yet, be quantified.
Net Service Spending	72,115	73,032	917	(45,754)	(45,834)	(80)	26,361	27,198	837	

Annex D - Transport & Economy - OOP 2018/19

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	150			150		
Speed Workshops	694			694		Requirement to retain reserve under the SLA with Warwickshire police
Transport & Economy - Savings	654		-374	280	170	To support the costs of the Cycle Races in Warwickshire and also contribute to the Transforming Nuneaton works.
S38 Developer Funding	650		-150	500	150	To support resourcing costs to deal with S38 legacy schemes
Flood Management Reserve	480		-201	279	201	To support the flood alleviation programme and provide match funding for EA funded schemes
European Match Funding	276			276		
Skills Delivery for Economic Growth	399		-23	376	93	Supporting the Employment & Skills programmes as budgeted
Rural Growth Network	367		-89	278	89	Match funding of the Business Support (ESIF) programme as budgeted
Total	3,670	0	(837)	2,833	703	

Annex D - Transport & Economy - OOP 2018/19

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	
		£'000	£'000	Outturn £'000	£'000	Outturn £'000	
	2017/18 Underachievement of savings	180		0		180	Awaiting a decision on part of these outstanding savings. Also reviewing the Group budget to facilitate resolution of the savings target.
CG-TE-03	Increased income as a result of pricing changes in Design Services, bringing our charges in line with the sector norm.	50		50	100	100	
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.	5	5	5	10	10	
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.	10		10	20	20	
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	44		44	88	88	
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.	85	85	85	250	250	
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5	5	5	5	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	400	400	400	700	700	
CG-TE-16	Increased income from the current portfolio of business centres as a result of sustained higher levels of occupancy and through proactive measures to improve service quality to enable increased rents in line with market conditions.	20	20	20	50	50	
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.	25	25	25	50	50	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	20	20	20	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	25	50	50	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0			25	25	
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0			75	75	
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0			698	698	
CG-TE-23	Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council	0		0	80	80	Not been able to progress plans to extend the business centres portfolio, so will not be able to achieve income levels through new activity. This will have to be absorbed within the budget of the current portfolio, which may put pressure on this service.
	Total	869	585	689	2,221	2,401	
	Target		869	869		2,221	
	Remaining Shortfall/(Over Achievement)		284	180		(180)	

Annex D - Transport & Economy - OOP 2018/19

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Area Delegated Funded Schemes														
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	346	0	0	0	346	346	0	0	0	346	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	315	0	0	0	315	315	0	0	0	315	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	365	0	0	0	365	365	0	0	0	365	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	440	0	0	0	440	440	0	0	0	440	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	541	26	0	0	568	541	19	0	0	561	-7	-7	
11274000	North Warwickshire Area Committee	418	0	0	0	418	418	0	0	0	418	0	0	
11275000	Nuneaton and Bedworth Area Committee	479	9	0	0	488	479	0	0	0	479	-9	-9	
11276000	Rugby Area Committee	416	36	0	0	452	416	0	36	0	452	-36	0	
11277000	Stratford Area Committee	292	0	0	0	292	292	0	0	0	292	0	0	
11278000	Warwick Area Committee	439	0	0	0	439	439	0	0	0	439	0	0	
11354000	Area Delegated Funding 17-18	0	260	0	0	260	0	6	217	0	223	-254	-38	
11394000	Transport & Roads Area Delegated Funding	514	66	0	0	580	514	75	0	0	588	8	8	
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	275	48	0	0	323	275	48	0	0	323	0	0	
11397000	Transport Planning Unit Area Delegated Funding	61	0	0	0	61	61	0	0	0	61	0	0	
11398000	Design Services Area Delegated Funding	148	12	0	0	160	148	12	0	0	160	0	0	
11452000	Area Delegated Funding 18-19	0	4,109	0	0	4,109	0	0	3,560	0	3,560	-4,109	-549	Schemes allocated and the remaining unallocated funding moved to future year
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	14	0	0	98	84	17	0	0	101	3	3	Increased budget due to higher costs
11484000	Delegated Budget 2016-17 Bridge Maintenance	6	0	0	0	6	6	0	0	0	6	0	0	
11485000	Delegated Budget 2016-17 Road Safety	496	219	0	0	716	496	157	0	0	653	-63	-63	Scheme 11484049 £62,797 transferred to CRS 11669000 (Major Projects)
11487000	Delegated Budget 2016-17 Transport Planning	98	29	0	0	127	98	28	0	0	127	0	0	
11488000	Delegated Budget 2016-17 Casualty reduction	23	10	0	0	33	23	161	0	0	184	151	151	New schemes added
11489000	Delegated Budget 2016-17 Street Lighting	17	4	0	0	21	17	4	0	0	21	0	0	
11490000	Delegated Budget 2016-17 Programmes	414	151	0	0	564	414	151	0	0	564	0	0	
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	5	0	0	6	0	0	
11590000	Delegated Budget 2017-18 Road Safety	145	508	0	0	652	145	530	0	0	674	22	22	
11592000	Delegated 17-18 County Highways	326	284	0	0	610	326	307	0	0	633	23	23	Increase in budgets due to higher costs
11593000	Delegated Budget 2017-18 Transport Planning	34	18	0	0	52	34	18	0	0	52	0	0	
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	16	0	0	16	0	0	
11652000	Jo Edwards Delegated Schemes 2018 2019	0	0	0	0	0	0	105	0	0	105	105	105	New schemes allocated to this block header
11653000	John Grant Delegated Schemes 2018 2019	0	0	0	0	0	0	269	0	0	269	269	269	New schemes allocated to this block header
11654000	Gaf Din Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0	
11655000	Mike Cunningham Delegated Schemes 2018 2019	0	0	0	0	0	0	0	0	0	0	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	0	0	0	0	0	0	22	0	0	22	22	22	New scheme allocated to this block header
Economic Development														
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	7	0	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	598	122	0	0	720	598	52	70	0	720	-70	0	Slower take up from community than originally expected, but growing list of schemes under development & progressing.
11425000	Capital Growth Fund Business Loans and Grants	1,439	561	186	43	2,229	1,439	561	186	43	2,229	0	0	
11549000	Vicarage Street Site Investigations	30	10	0	0	40	30	10	0	0	40	0	0	Work completed.
11596000	Eliot Park Innovation Centre - improvements to the car park	437	35	0	0	472	437	35	0	0	472	0	0	
11611000	Transforming Nuneaton	0	555	3,200	3,800	7,555	0	555	3,700	3,300	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	250	500	1,250	2,000	0	460	546	995	2,000	210	0	Expenditure brought forward in line with profile agreed with delivery body.

Annex D - Transport & Economy - OOP 2018/19

Transport & Economy - Mark Ryder
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 Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11613000	Capital Investment Fund/ Small Business Grants	0	300	0	0	300	0	175	125	0	300	-125	0	Some expenditure moved into 2019/20 based on anticipated demand from applicant businesses in summer and autumn rounds.
11668000	Business Centre Strategy	0	0	0	0	0	0	150	0	0	150	150	150	New addition to Capital Programme funded from Revenue reserves
Flood Management														
11424000	Snitterfield Flood Alleviation	2,791	72	0	0	2,863	2,791	72	0	0	2,863	0	0	
11427000	Ladbrooke Flood Alleviation	34	32	0	0	66	34	21	24	0	79	-11	13	Budget reduced to reflect actual works cost and moved to new year; additional Env Agency grant added in 2019/20
11513000	Bulkington Property Level Protection	0	0	0	0	0	0	0	0	0	0	0	0	
11514000	Grendon Property Level Protection	8	0	0	0	8	8	0	0	0	8	0	0	
11550000	Flood modelling	69	16	0	0	84	69	16	0	0	84	0	0	
11574000	Kites Hardwick flood alleviation	62	0	0	0	62	62	8	0	0	70	8	8	Revenue contribution to scheme
11599000	Cherrington Flood Risk Management Scheme	29	36	0	0	65	29	24	12	0	65	-12	0	Scheme to be delivered over two years rather than one.
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	391	129	0	0	520	391	358	0	0	749	229	229	Funding reallocated from 11356000 and 11357000 to complete schemes
11356000	Casualty Reduction Schemes 16/17	251	77	0	0	328	251	27	0	0	277	-50	-50	Underspends allocated to 11355000 to complete schemes
11357000	Casualty Reduction Schemes 17/18	12	197	0	0	209	12	0	0	0	12	-197	-197	Underspends allocated to 11355000 and to 11453000 for reallocation in 2018/19
11453000	Casualty Reduction Schemes 18-19	0	356	0	0	356	0	375	0	0	375	19	19	Underspends from previous programmes added to current provision for allocation
11546000	Casualty Reduction Schemes 19-20	0	0	350	0	350	0	0	350	0	350	0	0	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	498	17	0	0	515	498	17	0	0	515	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	27	123	0	0	150	27	123	0	0	150	0	0	
10434000	North West Warwick Cycle Scheme	778	3	0	0	781	778	3	0	0	781	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	55	0	0	0	55	55	0	0	0	55	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	41	0	0	0	41	41	0	0	0	41	0	0	
Integrated Transport - Other Schemes														
11456000	Stratford Park & Ride site alterations	86	14	0	0	100	86	14	0	0	100	0	0	
Integrated Transport - Public Transport														
11193000	Access to Stations - Leamington	212	0	0	0	212	212	0	0	0	212	0	0	
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	110	110	0	237	0	0	
Integrated Transport - Safer Routes to Schools														
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	36	157	0	0	193	36	0	157	0	193	-157	0	Programme on hold - retained funding - pending discussion between Head of Service & Strategic Director
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	8	0	0	81	73	0	8	0	81	-8	0	Programme on hold - retained funding - pending further discussion between Head of Service & Strategic Director
11635000	Home to School Routes 17-18	0	1715.963	0	0	1,716	0	0	1,716	0	1,716	-1,716	0	Programme cancelled - retained funding - pending discussion between Head of Service & Strategic Director
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	20	0	0	1,596	0	0	
Integrated Transport - School safety zones														
11358000	School Safety Zones 15/16	299	0	0	0	299	299	0	0	0	299	0	0	Projects all complete
11359000	School Safety Zones 16/17	1,553	163	0	0	1,716	1,553	397	0	0	1,950	234	234	Projects remaining to be completed are shown with expected levels of expenditure. Other projects are completed. Additional funding accelerated from 11586000 2019/20 allocation.
11564000	School Safety Zones 17/18 A	354	617	0	0	971	354	617	0	0	971	0	0	
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	0	0	0	14	0	0	Project completed
11585000	School Safety Zones 18/19	0	500	0	0	500	0	500	115	0	615	0	115	Projects identified to be delivered over 2 year period shown as part funded this year and next
11586000	School Safety Zones 19/20	0	0	500	0	500	0	0	151	0	151	0	-349	Reduced budget to facilitate projects that will overrun from prior year allocations

Annex D - Transport & Economy - OOP 2018/19

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Major Transport Projects														
10203000	Rugby Western Relief Road	59,097	649	0	0	59,746	59,097	649	0	0	59,746	0	0	
10362000	Kenilworth Station	13,663	212	0	0	13,875	13,663	245	0	0	13,908	33	33	Transfer of funding from NUCKLE to fund wayfinding
10421000	Portobello Bridge	523	71	1,461	5	2,060	523	5	66	1,466	2,060	-66	0	The project is programmed to follow completion of adjacent private development, which has suffered delays.
11333000	Kenilworth Station Contingency	0	0	0	0	0	0	0	0	0	0	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,565	32	0	0	5,596	5,565	32	0	0	5,596	0	0	
10981000	NUCKLE	1,897	33	0	0	1,930	1,897	0	0	0	1,897	-33	-33	
11100000	Footbridge at Stratford Town Station	2,070	0	0	0	2,070	2,070	0	0	0	2,070	0	0	
11221000	M40 Junction 12	11,491	580	0	0	12,072	11,491	580	0	0	12,072	0	0	
11272000	Rugby Gyrotory Improvements	1,553	59,412	0	0	1,612	1,553	10	15	0	1,578	-49	-34	Project underspend - funding transferred back to Highways 11451000 where original funding came from
11339000	Bermuda Connectivity	1,317	3,385	0	0	4,702	1,317	500	2,885	0	4,702	-2,885	0	Programme Slippage: Commencement of construction work has slipped due to the need to carry out further consultation.
11509000	A444 Coton Arches, Nuneaton	355	3,265	100	0	3,720	355	3,265	100	0	3,720	0	0	Construction works started on site on 03 April and are progressing well.
11510000	A46 Stanks Island, Warwick	481	5,519	0	0	6,000	481	4,132	877	0	5,490	-1,387	-510	Programme board agreed to split scheme in to 2 phases with phase 2 expected to take place in FY 19/20. Funding from Highways England was lost due to inability to spend within timescales so £400,000 has been removed from the budget. £110,094 was also initially spent as revenue and has been removed from the £6 million budget. Final scheme budget is now £5,489,906. The scheme is not expected to exceed the new budget due to phase 2 cost reduction exercise.
11604000	A444 Corridor Improvements - Phase 2	4	4,266	0	0	4,270	4	266	4,230	100	4,600	-4,000	330	The project was not commissioned to Design Services until January 2018 therefore the programme is over a year behind. The majority of the budget will therefore be spent in 2019/20 when the project is now expected to be on site. Additional £330k S106 funding added at Qtr 1 2018.
11605000	A3400 Bham Road Stratford Corridor Improvements	7	1,403	2,090	0	3,500	7	175	3,318	0	3,500	-1,228	0	Construction now expected in 2019/20
11636000	A452 Myton Road And Shire Park Roundabouts	19	0	3,781	0	3,800	19	0	3,781	0	3,800	0	0	
11649000	A46 Stoneleigh Junction Improvements	145	0	0	0	145	145	4,886	5,000	0	10,031	4,886	9,886	Council approved a £10m allocation from the WCC CIF on 15/5/18, as part funding towards an overall scheme value of £33.1m. The remaining funding is due to be received from external sources, the DfT and WMCA, and funding applications and approval processes are currently being completed. Council confirmed that £2m would be available for the development of the scheme immediately and the remainder would be released on confirmation of the other funding.
11669000	Lawford Road / Addison Road Casuality Reduction	0	0	0	0	0	0	648	199	0	846	648	846	Funding £783,000 CIF, contribution from Area Delegated Budget of £62,797 from 11484049 and a small RCCO of £373.
Street Lighting														
11125000	Street Lighting Column Replacement 2014/2015	1,239	0	0	0	1,239	1,239	0	0	0	1,239	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,057	0	0	0	1,057	1,057	0	0	0	1,057	0	0	
11279000	Pump Priming allocation for LED street lighting	2,434	1,000	1,000	0	4,434	2,434	1,300	1,000	0	4,734	300	300	Scheme to be funded from revenue contribution.
11360000	LED Street Lights March Funding	8,179	0	0	0	8,179	8,179	0	0	0	8,179	0	0	
11459000	Street Lighting Column Replacement 2016-17	1,108	0	0	0	1,108	1,108	0	0	0	1,108	0	0	
11563000	Street Lighting base budget 17-18	568	156	0	0	723	568	0	0	0	568	-156	-156	Unallocated funding moved to new year code
11651000	Street Lighting base budget 18-19	0	0	0	0	0	0	876	0	0	876	876	876	DfT funding (£720k) transferred from Highways Qtr 1
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	0	0	0	1,395	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	0	0	0	1,014	1,014	0	0	0	1,014	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,341	0	0	0	2,341	2,341	5	0	0	2,347	5	5	Funding reallocated from other financial years
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	135	0	0	437	302	175	0	0	477	40	40	Funding reallocated from other financial years
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	0	0	0	860	0	0	Funding reallocated from other financial years
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	327	0	0	1,643	1,317	393	0	0	1,710	66	66	Funding reallocated from other financial years
11457000	Minor Bridge Maintenance schemes 2016/2017	469	97	0	0	566	469	111	0	0	581	14	14	Funding reallocated from other financial years

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11587000	Minor Bridge Maintenance schemes 2017/2018	710	380	0	0	1,090	710	1,421	0	0	2,132	1,042	1,042	Funding reallocated from other financial years	
11658000	Minor Bridge Maintenance schemes 2018/2019	0	0	0	0	0	0	213	0	0	213	213	213	Remaining 18-19 allocation (£1.350m transferred from Highways Qtr 1) +/- adjustments (Creditors, Debtors, Refunds & "Windfall" Income)	
Structural Maintenance of Roads															
11361000	Highways Maintenance 16-17	15,114	164	0	0	15,278	15,114	0	0	0	15,114	-164	-164	Budget moved to new year codes	
11362000	Highways Maintenance 17-18	15,532	757	0	0	16,289	15,532	13	0	0	15,545	-744	-744	Pot Hole Budget moved to new year codes	
11451000	Highways Maintenance 18-19	0	12,708	0	0	12,708	0	15,032	0	0	15,032	2,324	2,324	Budget allocated to new codes including new Highways Incentivisation funding (£2.188m) and Pot Holes grant (£1.416m) plus vehicles RCO (£98k) plus £34,412 returned from Rugby Gyrotory 11272000; less DfT Local Transport funding re-allocated to Street Lighting (£720k), Bridge Maintenance (£1.35m) and Traffic Signals (£250k).	
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	12,708	0	12,708	0	0	12,708	0	12,708	0	0		
11548000	Pot Hole budget 2017-18	0	0	0	0	0	0	0	0	0	0	0	0		
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0	0		
Traffic Signals															
11309000	Traffic Signals 2014-15	232	9	0	0	241	232	0	0	0	232	-9	-9	Reallocation of funds to future years	
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	13	0	0	194	0	0		
11458000	Traffic Signals 2016-17	202	0	0	0	202	202	0	0	0	202	0	0		
11591000	Traffic Signals Base Budget 2017-18	235	54	0	0	289	235	59	0	0	294	5	5	Reallocation of funds from prior years	
11657000	Traffic Signals Base Budget 2018-19	0	0	0	0	0	0	254	0	0	254	254	254	£250,000 funding allocated from Highways DfT grant at Qtr 1, remaining funding from prior years	
Total Transport & Economy (excluding funded developer schemes)		173,180	47,304	27,986	5,098	253,568	173,180	41,916	47,263	5,903	268,262	-5,388	14,694		
Developer Funded Transport - s106 schemes															
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	3	0	0	0	3	3	0	0	0	3	0	0		
11464000	Clifton on Dunsmore Traffic Calming S106	73	247	0	0	320	73	247	0	0	320	0	0		
11607000	Southbound bus stop on A426 Leicester Road Rugby	11	69	0	0	79	11	69	0	0	79	0	0		
11614000	Bus Stop Enhancement Works In Alderminster	0	21	0	0	21	0	21	0	0	21	0	0		
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd, Alcester	2	13	0	0	15	2	13	0	0	15	0	0		
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	0	0	0	0	0	97	0	0	97	97	97	£100k S106 contribution approved by the deputy leader on 20 April 2018; Developer invoiced in revenue in 2017/18 and the remaining balance of £97k will be contributed to fund this project.	
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	0	0	0	0	0	0	14	0	0	14	14	14	New S106 Funded Scheme	
Developer Funded Transport - minor schemes															
10132009	S278 Waitrose Alcester	3	0	0	0	3	3	0	0	0	3	0	0		
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	0	0	6	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	9	0	0	9	0	9	0	0	9	0	0		
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	0	75	0	0	75	0	75	0	0	75	0	0		
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	0	82	0	82	-82	0	Moved to 2019/20	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	45	0	0	45	0	0	45	0	45	-45	0	Moved to 2019/20	
11194008	Provision of new bus shelter at Whitnash Section 106	7	0	0	0	7	7	0	0	0	7	0	0		
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0		

Annex D - Transport & Economy - OOP 2018/19

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11194010	Install bollards & associated traffic management - historic spine Stratford	0	0	0	0	0	0	41	0	0	41	41	41	To be used as a contribution towards Hostile Vehicle Mitigation project on Waterside, Stratford.
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	6	0	0	6	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	-40	0	0	0	-40	-40	0	0	0	-40	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	5	26	0	0	31	5	26	0	0	31	0	0	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	40	0	0	0	40	40	0	0	0	40	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	9	0	0	0	9	9	0	0	0	9	0	0	
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.	53	3	0	0	56	53	3	0	0	56	0	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	68	0	0	68	0	68	0	0	68	0	0	
11441005	Section 106 Funded Bus Stop Enhancement Works (Salford Rd , Bidford)	25	0	0	0	25	25	0	0	0	25	0	0	
11441006	Bus Shelter Coventry Street , Southam S106	18	0	0	0	18	18	0	0	0	18	0	0	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	20	0	0	20	0	0	20	0	20	-20	0	Scheme delivery delayed due to protracted time taken for road to be formally adopted by WCC
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	2	0	0	18	16	2	0	0	18	0	0	
11441010	Birmingham Road Cycle Route enhancements	5	11	0	0	16	5	11	0	0	16	0	0	
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	68	0	0	0	68	68	0	0	0	68	0	0	
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	72	0	0	0	72	72	0	0	0	72	0	0	
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	2	16	0	0	18	2	0	16	0	18	-16	0	Awaiting for the Developer to reinstate WCC maintained highway to enable the works to be implemented
11441014	Highways improvements to bus stops at land off the Longshoot S106	2	18	0	0	20	2	18	0	0	20	0	0	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	4	5	0	0	9	4	5	0	0	9	0	0	
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	916	0	0	0	916	916	0	0	0	916	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	0	0	0	4	-396	-396	S278 now abandoned and alternative agreement has been made with the developer
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	329	0	0	391	62	0	329	0	391	-329	0	Scheme delayed due length of time required for land acquisition
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	250	0	0	871	0	0	
11326000	Elliots Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	-199	0	Delay due to developer not progressing
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	35	0	0	499	0	0	
11336000	Ansty Business Park Phase 3	1,433	1,120	0	0	2,553	1,433	500	620	0	2,553	-620	0	Final Phase (3rd junction) now waiting for STW diversion. Scheme completion now expected in 2019/20
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	6	0	0	334	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	344	0	273	0	617	344	0	273	0	617	0	0	

Annex D - Transport & Economy - OOP 2018/19

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	19	129	109	0	257	19	19	219	0	257	-110	0	Scheme design now being co-ordinated with design of other highway scheme and delivery anticipated in 2019/20
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	-41	1,487	0	0	1,446	-41	0	1,487	0	1,446	-1,487	0	This funding is former Developer Funding. A scheme of projects for allocation from this funding is being produced by T&E Mgmt Team for works necessitated from new developments being constructed - profile of spend is currently unknown.
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	-63	62,564	0	0	0	-63	63	0	0	0	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	0	275	245	30	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,634	66	0	0	2,700	2,634	66	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	306	44	0	0	350	306	44	0	0	350	0	0	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	362	0	0	0	362	362	0	0	0	362	0	0	
11437000	B4632 Campden Road / C47 Station Road	557	93	0	0	650	557	93	0	0	650	0	0	
11438000	B4642 Coventry Road / site access Cawston	598	0	0	0	598	598	0	0	0	598	0	0	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	1,412	38	0	0	1,450	1,412	38	0	0	1,450	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	500	0	0	500	1	0	500	0	500	-500	0	Scheme now expected to be delivered in 2019/20
11461000	A47 The Long Shoot Nuneaton	65	535	0	0	600	65	535	0	0	600	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	295	252	0	0	548	295	252	0	0	548	0	0	
11463000	B4451 Kineton Road, Southam - new roundabout	598	2	0	0	600	598	2	0	0	600	0	0	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	550	50	0	0	600	550	85	0	0	635	35	35	Scope of scheme increased leading to increased cost and time. 100% of increase will be funded by the Developer via the S278
11505000	A422 Alcester Road, Stratford upon Avon	250	0	0	0	250	250	0	0	0	250	0	0	
11506000	A426 Southam Road, Southam	301	0	0	0	301	301	0	0	0	301	0	0	
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	450	0	0	450	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	0	122	0	0	
11511000	A429 Ettington Road, Wellesbourne	878	102	0	0	980	878	102	0	0	980	0	0	
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,179	271	0	0	1,450	1,179	271	0	0	1,450	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	692	0	0	0	692	692	0	0	0	692	0	0	
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	113	0	0	0	113	113	0	0	0	113	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	0	250	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	71	779	0	0	850	71	779	0	0	850	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	170	0	0	0	170	170	0	0	0	170	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	150	0	0	153	3	200	0	0	203	50	50	Tender cost higher than estimated. 100% of this increase will be funded by the Developer via the S278
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	150	0	0	151	1	200	0	0	201	50	50	Tender cost higher than estimated. 100% of this increase will be funded by the Developer via the S278
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	1	300	0	0	301	1	300	0	0	301	0	0	
11531000	D1643 Park Road, Bedworth - new car park egress.	1	200	0	0	201	1	200	0	0	201	0	0	
11551000	A47 Long Shoot - relocation of a refuge island	8	75	0	0	82	8	75	0	0	82	0	0	
11552000	Warwick Town Centre transport proposals	289	0	261	0	550	289	61	200	0	550	61	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	1,000	0	0	1,000	0	1,000	0	0	1,000	0	0	

Annex D - Transport & Economy - OOP 2018/19

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	400	0	0	400	1	0	400	0	400	-400	0	Scheme moved to 2019/20 as Technical Review still to be completed.
11578000	C98 Loxley Road, Tiddington.	0	650	0	0	650	0	0	650	0	650	-650	0	Developer programme moved to 2019/20
11579000	D7050 Common Lane, Kenilworth.	359	941	0	0	1,300	359	2,041	0	0	2,400	1,100	1,100	Amount increased by Portfolio Holder Finance & Property on 15/12/17
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	2,800	0	0	2,800	0	1,800	1,700	0	3,500	-1,000	700	Increase due to change of scope identified during the Technical Review process. The increase will be 100% funded via a S278 Agreement with the Developer
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	2,700	0	0	2,700	0	1,000	1,700	0	2,700	-1,700	0	Scheme delayed so will now slip into 2019/20
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	1,500	0	0	1,500	0	1,000	1,000	0	2,000	-500	500	Scope of works has increased adding to the cost and time required to design and construct the scheme. Project now expected to be completed in 2019/20
11595000	A422 Banbury Road Ettington Ghost Island	99	101	0	0	200	99	101	0	0	200	0	0	
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	500	0	0	500	0	750	0	0	750	250	250	Increased scope of works above original estimate. 100% of this increase will be funded by the Developer via the S278
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	0	0	0	1,998	1,998	600	0	0	2,598	600	600	Scope of work increased as a result of changes on site. The increase will be 100% funded by the Developer via a S278 Agreement
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	3,496	0	0	3,500	4	2,500	1,500	0	4,004	-996	504	Start delayed whilst awaiting Technical Approval. Cost Estimate increased which will be 100% fully funded by the Developer via a S278 agreement
11603000	B439 Salford Road Bidford - Access And Puffin Crossing	1	150	0	0	150	1	150	0	0	150	0	0	
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	150	0	0	150	0	150	0	0	150	0	0	
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	200	0	0	200	0	200	0	0	200	0	0	
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	150	0	0	150	0	150	0	0	150	0	0	
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	0	300	0	0	300	0	300	0	0	300	0	0	
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	7,500	0	7,500	0	0	7,500	0	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road	0	0	7,600	0	7,600	0	0	7,600	0	7,600	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	0	0	0	0	0	450	0	450	0	450	Scheme added to capital programme 16/3/18
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	0	0	0	0	0	1,800	0	0	1,800	1,800	1,800	Scheme added to capital programme on 16/3/18
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	0	0	0	0	0	1,500	0	0	1,500	1,500	1,500	Scheme added to the capital programme on 16/3/18
11665000	D538 Station Road, Coleshill (Aldi Stores)	0	0	0	0	0	0	150	0	0	150	150	150	Scheme added to the capital programme on 16/3/18
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	0	0	0	0	0	85	0	0	85	85	85	New scheme added to the capital programme
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	0	0	0	0	0	0	400	0	400	0	400	Scheme added to capital programme on 18/5/18. Estimated increased and delay to 2019/20 as scope of work has changed.
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	0	0	0	0	0	350	0	0	350	350	350	New scheme added to the capital programme on 15/6/18
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	0	0	0	0	0	600	0	0	600	600	600	New scheme added to the capital programme on 15/6/18
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	0	0	0	0	0	250	0	0	250	250	250	New scheme added to the capital programme on 15/6/18
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	0	0	0	0	0	0	400	0	0	400	400	400	New scheme added to the capital programme on 15/6/18
Total Funded Developer Schemes		19,602	24,212	15,743	-	59,557	19,602	23,390	26,890	6	69,888	-821	10,331	
Grand Total - All Transport & Economy		192,782	71,516	43,730	5,098	313,126	192,782	65,306	74,153	5,909	338,150	-6,210	25,025	

Net Red Risks

Risk Ref	Risk	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	04/07/2018	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	04/07/2018	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>

Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Children & Families - Head of Service	5,908	4,563	(1,345)	0	0	0	5,908	4,563	(1,345)	There are a number of one off under-spends / deliberately under-utilised budget (to offset the overall BU over-spend) as well as approximately £250,000 on-going under-spend which is currently being held to contribute to temporary service investment areas including over-establishment posts required due to increased demand.
Safeguarding Quality & Assurance	3,391	3,499	108	(361)	(423)	(62)	3,030	3,076	46	
Early Help Service	7,354	7,083	(271)	(2,003)	(1,864)	139	5,351	5,219	(132)	Variations in part due to decision not to backfill vacancies at this stage in light of the need to await further guidance in relation to the Troubled Families Programme and awaiting outcomes from the Strategic Review
Children's Safeguarding & Support	20,345	21,915	1,570	(16)	(314)	(298)	20,329	21,601	1,272	Forecasts for placements are predicting a £1,592,000 over-spend. This is a reduction of £715,000 since period 2. Internal foster care saw a reduction of £328,000 to now being £459,000 over-spent which largely is due to cases being moved over to Leaving Care and therefore the forecast is more accurate. Residential Care has reduced by £325,000 with exit strategies in place for 14 children and anticipated discharge dates applied. This currently stands at £27,000 over-spend. This is now dependent on commissioning providing block purchase of foster placements to enable children to "step down" from residential to foster care. External foster care has reduced by £142,000 compared to period 2 due to leave dates being released with 24 due to discharge before the end of the financial year. Current forecast is £941,000 over-spend. Parent and baby placements on the other hand has increased its forecast to now £165,000 over-spent with 10 families already being accommodated so far this year. Also, allowances are currently showing a small overspend of £12 with 484 being financially supported. Budgets were uplifted to accommodate the expected rise in growth in this area. Salaries in total are forecasted £496,000 underspending for which £483,000 is on social workers. Agency is £61,000 forecasted over-spent with sessional work continuing to forecast an under-spend by £97,000 this financial year compared to budget. Section 17 is forecasted to be £28,000 over-spent.
Corporate Parenting	13,707	14,190	483	(4,528)	(3,761)	767	9,179	10,429	1,250	Residential Care is showing an overspend of £67,000 which is a reduction of £314,000 since period 2. This forecasts now reflects anticipated discharge dates. There are 13 current placements of which 7 are due to be discharged before the end of the financial year. Internal foster care has increased its spend to now £300,000 over-spent due to a more accurate forecast following transfer of cases from Childrens Teams. External foster care is currently showing an overspend of £64,000 compared to budget with 11 due to discharge on their 18th birthday. Salaries in total are £246,000 over-spent at this point with the most significant over-spend being on social workers of £195,000 and agency £41,000. At the moment the estimate for the asylum seekers grant being underfunded stands at £235,000 and leaving care accommodation is currently showing a £443,000 overspend.
Specialist Intervention	5,839	6,327	488	(1,819)	(1,729)	90	4,020	4,598	578	Staffing overspend on Family Focus of £281,196 due to more experienced staff on higher scale points than the budgeted midpoint and uncertainty of income funding streams. Increases in costs for Travel Expenses of £34,450, Increases in supplies e.g. hardware of £21,500. £25,668 overspend on Specialist & Targeted Support staffing.
Initial Response	5,417	5,652	235	(184)	(185)	(1)	5,233	5,466	233	Staffing is £159,000 over-spent with social workers accounting for £154,000, administration is £63,000 over-spent with Hay £58,000 under-spent due to a secondment. There is also a £44,000 over-spend in EDT on overtime due to staffing pressures.
ACE	7,397	6,379	(1,018)	(7,397)	(6,953)	444	0	(574)	(574)	The Service forecasted underspend of £574,000, consists of £339,000 on the purchasing / selling of adopters due to reduced activity with the remainder of the under-spend due to staffing vacancies. This underspend is the under the joint stewardship of the 4 LA's partners in accordance with the governorship of the legal Host Agreement.
Innovation & Transformation	3,708	3,318	(390)	(1,814)	(1,655)	159	1,894	1,663	(231)	Surplus budget for the House project Hub of £178,710, this surplus and part of the budget will be transferred to the new National Hub Charity that is being set up to open from the 1st December 2018
SEND	5,450	8,578	3,128	(285)	(1,967)	(1,682)	5,165	6,611	1,446	Forecasts for placements are predicting a £1,540,000 over-spend. (This is broken down by internal foster care £117,000 over-spend, external foster care £266,000 over-spent and residential care £879,000 over-spent and supported Accommodation £278,000 over-spend). So far this year there have been 3 new placements in residential care and 4 new placements in external foster care. There are currently 2 children being cared for in a supported accommodation placement although this will reduce to 1. Direct payments are £132,000 over-spent although current projections for equipment is showing an underspend of £134,000 compared to the increase in budget for 2018/19. Salaries in total are £238,000 under-spent with social workers being £456,000 under-spent. There is a loss of income from DSG for administration salaries of £171,000 which is coupled with an over-spend of £49,000. There are agency staff being employed which is currently showing at £171,000 over-spend.
Net Service Spending	78,516	81,504	2,988	(18,407)	(18,851)	(444)	60,109	62,652	2,543	

Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.19	Transfer Request (To)/From Reserves	Reason for Request
	£'000			£'000		
C&F - Savings	0		(3,535)	-3535		
Young Carers Contract	0		0	0		
0-5 Strategy for Children	1,032		58	1,090		
Priority Families Reserve	580		(40)	540		
Adoption Central England Partnership (ACE)	100		574	674		
Traded	164		0	164	164	To be utilised to pump prime placements in Boarding schools scheme - to reduce the overall costs of Residential Placements.
House Project	0		361	361		
Central DSG Reserve	0		39	39		
Total	1,876	0	(2,543)	(667)	164	

Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Morgan (Children's Services)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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	149	109	109	209		A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1592	0	0	4,792		This saving is currently being reviewed as whilst a reduction in children entering care has been achieved the overall target has not been met. This is being reviewed and additional actions taken to ensure that targets are met. The number of children identified as potentially able to safely leave care (with risks and interdependencies) is 144. Work is being undertaken to accelerate methods to prevent children entering care and small team being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
PG-CF-05 & CF-OOP 14-18	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	748	748	748	1,120		The Children & Family Centres savings are on track to be achieved.
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	140	0	0	860		A review of placement mix is being undertaken. Individual reviews of children in residential care and new ideas are being explored by commissioning to be finalised in September. This includes use of independent and state boarding schools and improving capacity to step down from residential care.
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	215	15	15	215		A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	5	5	160		After further exploration it is accepted within the BU that the target of income generation from RISE (CAMHS) is not achievable.
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	0	0	31		After further exploration it is accepted within the BU that the target will not be achieved.
	Alternative savings proposals are being drawn up to recover fully both the 18/19 and 19/20 total savings target.					7,387	
	Total	2,985	877	877	7,387	7,387	
	Target		2,985	2,985		7,387	
	Remaining Shortfall/(Over Achievement)		2,108	2,108		0	

Annex E - Children & Families - OOP Annex

Children & Families - John Coleman (Interim)
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 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	32	175	169	30	405	32	175	169	30	405	0	0	11295003 is a New Project for Q1. Funding of £7k spent / vired from Block Header Allocation - 11295000 CF property adaptations, purchases and vehicles. This is a demand led capital budget and difficult to project but with previous years experience it is doubtful that the funding will be fully utilised. There are projects being considered for foster carers & connected others to enable adaptations to care for children.
		32	175	169	30	405	32	175	169	30	405	0	0	

Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	11,434	7,322	(4,112)	0	(51)	(51)	11,434	7,271	(4,163)	£4.5m underspend on projects, ongoing discussions about reinvesting this in preventative services within People Directorate. £0.4m overspend against Transport budget - ongoing work with Transport Services to manage this service.
Disabilities	71,925	70,598	(1,327)	(6,614)	(7,273)	(659)	65,311	63,325	(1,986)	Primary drivers of the underspend are spend on direct payments and income forecasts higher than budgeted for residential and community income.
Mental Health	9,601	9,329	(272)	(529)	(533)	(4)	9,072	8,796	(276)	Underspend on MH SLAs to the value of £348K. Vacant posts being actively recruited to.
Care Act	197	198	1	(197)	(198)	(1)	0	0	0	
Service Development and Assurance (Adults)	370	369	(1)	(63)	(63)	0	307	306	(1)	
Older People	70,774	73,441	2,667	(25,671)	(29,568)	(3,897)	45,103	43,873	(1,230)	Overspends on nursing and residential purchasing budgets are being compensated by an over recovery of client contributions for residential care and an underspend on Direct Payments. The income forecast is under review.
Integrated Care	10,465	9,407	(1,058)	(166)	(167)	(1)	10,299	9,240	(1,059)	Underspends on equipment, reablement and hospital and occupational therapy staffing all contribute to this underspend. The reablement underspend is higher than expected and is being closely monitored.
Net Service Spending	174,766	170,664	(4,102)	(33,240)	(37,853)	(4,613)	141,526	132,811	(8,715)	

Annex F - Social Care and Support - OOP Annex

Social Care & Support - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Forecast Closing Balance 31.03.19	Transfer Request (To)/From Reserves	Reason for Request
	£'000			£'000	£'000	
Social Care and Support - Savings	8,959		8,715	17,674	-3000	Budget for transformation and projects recognised as not needed this financial year
Total	8,959	0	8,715	17,674	(3,000)	

Annex F - Social Care and Support - OOP Annex

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Prior year underachievement of savings	365	365	365			Specific savings underachieved last year - Day Opportunities element (£165k) met in q1 18/19. RAS element not met, as below, mitigated by demand savings in q1
PG-SCS-06	Ensure the personal budget offer is consistent and appropriate to need, including the use of the Resource Allocation System	352	0	0	500	0	Saving cannot be made through alternative use of RAS - mitigated by demand saving below
PG-SCS-07	Increased reliance on mainstream transport solutions to enable customers to access the services they need	165	0	0	408	0	Transport recharge over budget. Ongoing work with Transport Services to manage this service within budget, but savings will not be made on top of this. Savings mitigated by Demand Saving below
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	0	0	0	550	550	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	170	669	1,294	1,294	
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	960	0	0	1,200	0	Benefits from work around strengthening communities will not be realised in the short term. Mitigated by demand savings
PG-SCS-18	Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources	416	0	416	600	600	
PG-SCS-20	Remodel direct payment employment support services	0	0	0	150	150	
PG-SCS-21	Reshaping the information and advice contract aimed at supporting people to return home safely from hospital	0	0	0	100	100	
Untargeted saving	Reduction of demand through early intervention and prevention	0	1477	1477		2,108	Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	Total	2,562	1,647	2,562	4,802	4,802	
	Target		2,562	2,562		4,802	
	Remaining Shortfall/(Over Achievement)		915	0		0	

Annex F - Social Care and Support - OOP Annex

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	350	0	0	350	0	350	0	0	350	0	0	
11555000	Extra Care Housing	0	2,000	1,000	0	3,000	0	2,000	1,000	0	3,000	0	0	Although the forecast has remained the same as at Outturn 2017/18, Corporate Board have been presented with a different profile on 12th July due to the changeable nature of timing in terms of bringing forward numerous schemes, which can be affected by a number of factors, e.g. securing planning permission, external funding, responding to local member and public consultation. Based on these factors it is expected that the profiling may potentially change at Q2
		0	2,350	1,000	0	3,350	0	2,350	1,000	0	3,350	0	0	

Net Red Risks

Risk Ref	Risk	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	04/07/2018	12	<p>Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies Further mitigation plans are being developed Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand</p> <p>Review of Programme Activity A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will further confirm priority areas and actions for the service.</p>	12	Progress agreed Project Activity.

Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane
 Strategic Director - Nigel Minns
 Portfolio Holders - Councillor Caborn (Adult Social Care & Health)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	1,957	1,856	(101)	(431)	(487)	(56)	1,525	1,369	(156)	Reduction in Secretariat staffing forecast Early achievement of savings of £130,000 from Strategic Commissioning HoS post that has been removed though some of this will be used to support areas under considerable pressure to deliver more integrated services.
Service Development and Assurance (Business and Systems)	2,414	1,956	(458)	(272)	(272)	0	2,142	1,684	(458)	£40,976 early achievement of savings within AR116 and AR143. The forecasted underspend on the Mosaic Project of £346,856, this forecast has been based on confirmed projects. However there are some proposed projects awaiting business cases that have not been included in the forecast. The underspend on HC402 relates to a £25,000 reduction in staffing and agency costs, software of £15,000 on Carefirst Licences and £24,000 on replacing Sharecare ahead of Schedule.
All Age Disabilities	5,937	5,945	8	(4,879)	(4,879)	0	1,058	1,066	8	
Integrated Elderly Care	2,772	2,908	136	(1,575)	(1,575)	0	1,197	1,333	136	Increases in Staffing costs
Market Management and Quality	1,345	1,487	142	(477)	(627)	(150)	868	860	(8)	
Children's Commissioning	10,708	10,403	(305)	(4,667)	(4,685)	(18)	6,041	5,718	(323)	AS218 currently has an projected underspend of £321,115 this is made up of early achievement of next years savings (400k 19/20) and resources clawed back from a provider as a result of non performance. The under-spend was initially larger but has now been offset by a £200,000 contribution to the Warwick District Rough Sleepers Hostel and a £62,885 overspend in CAMHS HC301 is showing a temporary decrease in staffing costs of £26,616 due to vacancies and an increase in income due to an additional staffing contribution for an internal secondment.
Salaries and Service Overheads	2,626	2,589	(37)	(130)	(130)	0	2,496	2,459	(37)	The underspend is being caused by an update to the staffing forecast that included some changes in staffing type (single Status and Social worker) that differ from the original budget setting.
Health Improvement, Commissioning and Performance	15,286	15,267	(19)	0	(1)	(1)	15,286	15,266	(20)	The budget for fitter futures includes an amount for demand levels on the referrals for the service above the contract values in the budget. Variance on the budget is based on current demand levels which are subject to change.
Health Protection and Resilience	4,280	4,292	12	(3)	(3)	0	4,277	4,289	12	Increase in forecast within Surveillance and Infection control for one off funding: £10,000 Purchase order to the Coventry Refugee and Migrant Centre for Exceptional Housing for individual with TB and NRPF £810 payment to GP practice for a Measles incident £401 payment for seasonal flu training communications
Population Health and Place	390	390	0	0	0	0	390	390	0	
Mental Health and Wellbeing	1,259	1,210	(49)	(290)	(233)	57	969	977	8	Spend for the Mental Wellbeing Development fund – payment to Springfield Mind Ltd for extended delivery of active monitoring in Bidford in June and July
Net Service Spending	48,974	48,303	(671)	(12,724)	(12,892)	(168)	36,249	35,411	(838)	

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Strategic Commissioning - Savings	4,035		801	4,836		
Public Health - Savings	1,149		37	1,186		
Total	5,184	0	838	6,022	0	

Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

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

2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PG-SCOM-01	Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.	0	0	0	400	400	
PG-SCOM-04	Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support	49	49	49	171	171	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	49	49	49	49	49	
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	125	125	125	150	150	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	12	24	24	
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.	22	22	22	204	144	
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	4	4	4	24	24	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	65	65	65	65	65	
PG-PPA-10	Reduction in business redesign and collaboration functions and funding for service specific learning and development activity	0	0	0	66	31	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	80	80	80	80	80	
CG-PH-02	Drugs and Alcohol - a reduction in costs, prioritised through a redesign and commissioning process	0	0	0	923	923	The Public Health Grant allocated to Warwickshire County Council (WCC) by Public Health England (PHE) on behalf of the Department of Health has had its ring-fence extended until the end of 2019/20.
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	0	0	0	45	45	
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.	0	0	0	200	200	Following the notification to extend the ring-fence into 2019/20 detailed calculations were carried out to model the likely spend on public health services by Warwickshire County Council in future years and how the OOP2020 savings would impact WCC's ability to provide assurance that the grant allocation had been spent on Public Health activities. It was found that the existing profile of the savings would put WCC at risk of not being able to provide assurance on the grant funding.
CG-PH-05	Reduce staffing and overheads across the Business Unit	0	0	0	200	200	
CG-PH-06	Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking	0	0	0	100	100	The OOP2020 savings have now been reprofiled to push back the savings into 2019/20. However the headroom in 2019/20 for being able to provide assurance on the grant funding is still quite tight. The position will need to be reviewed towards the end of this financial year to help alleviate any risk of not being able to provide the required assurance.
CG-PH-07	Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and commissioning process	0	0	0	735	735	
CG-PH-08	Advocacy - re-tendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85	
	Total	406	406	406	3,521	3,426	
	Target		406	406		3,521	
	Remaining Shortfall/(Over Achievement)		0	0		95	

Annex G - Public Health & Strategic Commissioning - OOP Annex

Public Health & Strategic Commissioning - John Linnane

Strategic Director - Nigel Minns

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	86	0	0	216	130	86	0	0	216	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	56	941	0	0	997	56	440	501	0	997	-501	0	All efforts are now focussed on the Transformation Plan for Adult Social Care which will detail all future capital spend. Proposals to be developed and implemented later in the year which will now have a lesser impact on 2018/19 spend.
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	9,284	0	0	0	9,284	9,284	4,186	0	0	13,470	4,186	4,186	2018/19 DFG Allocation of £4,185,688 added to Capital Programme - agreed by Cabinet Portfolio Holder Izzi Seccombe 09/09/2016.
11310000	Client Information Systems Review	3,103	989	0	0	4,092	3,103	454	535	0	4,092	-535	0	Demand for Mosaic development post Adults Go Live has been reduced. Detailed future transformation requirements of Mosaic are at this stage unknown leading to likelihood of investment required in 2019/20.
11492000	Urban Mile Markers	10	14	0	0	24	10	15	0	0	25	1	1	
		12,601	2,030	0	0	14,631	12,601	5,181	1,036	0	18,818	3,150	4,187	

Net Red Risks

Risk Ref	Risk	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	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.

Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Marketing and Communications	960	960	0	(570)	(570)	0	390	390	0	
Customer Service Centre	2,624	2,575	(49)	(262)	(256)	6	2,362	2,319	(43)	Underspend due to vacancies
Customer Relations	247	252	5	0	0	0	247	252	5	
Face to Face (including Libraries and Registration Service)	6,107	6,245	138	(2,027)	(2,051)	(24)	4,080	4,194	114	Salary overspend due to increments awarded on posts being reevaluated. This overspend will be covered by the Business Unit projects budget.
Head of Service and Business Unit Projects	985	1,066	81	(85)	(163)	(78)	900	903	3	
E Services and Business Development	935	936	1	(68)	(68)	0	867	868	1	
Family Information Service	291	352	61	(28)	(90)	(62)	263	262	(1)	
Traded Services - Educational	33	33	0	(36)	(36)	0	(3)	(3)	0	
Net Service Spending	12,182	12,419	237	(3,076)	(3,234)	(158)	9,106	9,185	79	

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Warwickshire Local Welfare Scheme	441			441		
Library Bequests	3			3		
Corporate Customer Journey Programme	210		(79)	131		
Total	654	0	(79)	575	0	

Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-CS-02	Increase income from the Registration Service	10	10	10	45	45	
RG-CS-05	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services	0			90	90	
	Total	10	10	10	135	135	
	Target		10	10		135	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Annex H - Customer Service - OOP Annex

Customer Service - Kushal Birla

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 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	59	106	0	0	164	59	106	0	0	164	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	2	0	131	203	70	2	0	131	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	298	381	0	1,842	2,522	298	434	0	1,790	2,522	52	0	Costs for the Alcester Library works and additional health and safety equipment required.
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	367	7	0	0	374	367	7	0	0	374	0	0	
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
		869	496	0	2,022	3,387	869	548	0	1,970	3,387	52	0	

Annex I - Finance - OOP Annex

Finance - John Betts

Strategic Director - David Carter

Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	194	264	70	0	0	0	194	264	70	This is a result of two factors. Firstly, spend on consultants to provide specialist financial advice on key projects; secondly someone-off savings (to be covered by vacancies) that will be resolved as part of the new target operating model for the service next year.
Corporate Finance & Advice and Resources Local Finance	1,233	1,260	27	(72)	(84)	(12)	1,161	1,176	15	
Treasury, Exchequers, Financial Systems & Pensions	2,353	2,444	91	(2,269)	(2,376)	(107)	84	68	(16)	The increase in spend is primarily a result of additional interim staff (particularly to support investment shifts to Border to Coast, but this is largely offset by a recharge to the Pension Fund, hence the increase in income too)
Communities Group Local Finance & Procurement	1,185	1,274	89	(556)	(556)	0	629	718	89	This is primarily a result of planned, additional spend reviewing the Council's main contracts and contract monitoring. This is due to be funded from Business Unit reserves and will be drawn down later in the year, if not met by compensating one-off savings.
People Group Local Finance, Financial Benefits and Advice	1,952	1,812	(140)	(76)	(76)	0	1,876	1,736	(140)	The forecast underspend on expenditure is primarily a result of recruitment and retention problems in both the Local Finance team and the Benefits Assessment & Income Control team.
Traded Services - Education	784	750	(34)	(1,026)	(992)	34	(242)	(242)	0	The estimated reduction in income is met with a reduction in spend, which results in no net change.
Net Service Spending	7,701	7,804	103	(3,999)	(4,084)	(85)	3,702	3,720	18	

Annex I - Finance - OOP Annex

Finance - John Betts

Strategic Director - David Carter

Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Finance - Savings	432		(18)	414		
Finance - Training	79			79		
Finance - Service Improvement Projects	369			369		
Total	880	0	(18)	862	0	

Annex I - Finance - OOP Annex

Finance - John Betts

Strategic Director - David Carter

Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	35	35	35	40	40	
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.	30	30	30	120	120	
Total		65	65	65	160	160	
Target			65	65		160	
Remaining Shortfall/(Over Achievement)			0	0		0	

Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
HR Advisory	1,523	1,430	(93)	(220)	(220)	0	1,303	1,210	(93)	Underspend is due to not being able to fill several vacancies immediately
Human Resources Service Centre	1,983	2,331	348	(630)	(602)	28	1,353	1,729	376	Overspend due to implementation of Your HR. £303k to be funded from Your HR reserve as approved by Cabinet
Business Partners and Learning and Organisational Development	1,947	2,016	69	(1)	(42)	(41)	1,946	1,974	28	Overspend due to additional post to support transformation within Resources Group
Human Resources Head of Service and Internal Apprenticeship Programme	998	1,021	23	(936)	(937)	(1)	62	84	22	Overspend due to additional planned work to support HROD transformation
Traded Services - Education	921	936	15	(1,046)	(1,056)	(10)	(125)	(120)	5	Due to slight overspend on salaries
Traded Services - Non Education	171	152	(19)	(133)	(149)	(16)	38	3	(35)	This underspend is due to a staff vacancy which is now being covered by agency.
Net Service Spending	7,543	7,886	343	(2,966)	(3,006)	(40)	4,577	4,880	303	

Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	7			7		
Your HR Implementation	359		(303)	56		To support implementation on Your HR
Going for Growth Apprenticeship Scheme	212			212		
HR Service Improvement Projects	60			60		
Total	638	0	(303)	335	0	

Annex J - Human Resources - OOP Annex

Human Resources - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation

21018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	27		27	76	76	
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	0	229	229	
RG-HR-07	The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs.	0	0	0	31	31	
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	48		48	48	48	
	Total	75	0	75	384	384	
	Target		75	75		384	
	Remaining Shortfall/(Over Achievement)		75	0		0	

Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Service Management	253	270	17	0	0	0	253	270	17	
Members Support	20	20	0	0	0	0	20	20	0	
Strategy and Programme and Innovation	1,213	1,244	31	(223)	(266)	(43)	990	978	(12)	
Corporate ICT Development	1,215	1,203	(12)	0	0	0	1,215	1,203	(12)	
Customer and Supplier Services	1,343	1,404	61	0	(60)	(60)	1,343	1,344	1	
Production Services	3,376	3,376	0	(317)	(276)	41	3,059	3,100	41	
Systems Design and Architecture	1525	1614	89	(425)	(538)	(113)	1,100	1076	(24)	
Network Services	2,163	2,163	0	(1,295)	(1,295)	0	868	868	0	
Information Management	620	614	(6)	(104)	(104)	0	516	510	(6)	
Traded Services - Education	2,994	2,994	0	(3,242)	(3,242)	0	(248)	(248)	0	
Net Service Spending	14,722	14,902	180	(5,606)	(5,781)	(175)	9,116	9,121	5	

Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Going for Growth	0			0		
IT Services - Savings	20		(5)	15		
Total	20	0	(5)	15	0	

Annex K - IT Services - OOP Annex

ICT Services - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
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.	58	58	58	123	123	
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.	110	110	110	210	210	
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.	145	145	145	285	75	As part of the Digital/Modern Working programme the model for end user computing is currently being revisited and a revised proposal is in development to ensure alignment with the design principles of the New Operating Model for presentation to the JMD's (Resources) at the end of August.
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.	50	50	50	150	150	
	Total	363	363	363	768	558	0
	Target		363	363		768	
	Remaining Shortfall/(Over Achievement)		0	0		210	

Annex K - IT Services - OOP Annex

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11121000	Development of Rural Broadband	15,043	7,859	8,179	5,164	36,245	15,043	7,448	7,690	7,215	37,395	-411	1,150	Contract 3: Consolidation of Lots 1, 2 & 3 reduced the supplier's management and production spend by £899,945 (£411,071 in 2018/19 and £488,874 in 2019/20). Remaining funds to be reinvested and remodelled in the project by 2021/22.
11465000	WCC Information Assets Purchases (multiple years)	850	485	485	0	1,821	850	485	485	0	1,821	0	0	
11661000	2018-19 ICT Software Development	0	0	0	0	0	0	381	0	0	381	381	381	Revenue funded development of software assets.
		15,893	8,344	8,664	5,164	38,066	15,893	8,314	8,175	7,215	39,597	-30	1,531	

Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Democratic Services	618	599	(19)	(56)	(56)	0	562	543	(19)	
Insurance, Internal Audit and Risk Management	813	828	15	(245)	(260)	(15)	568	568	0	
Law & Governance Administration	257	257	0			0	257	258	1	
Legal Core	434	434	0	(17)	(17)	0	417	417	0	
Traded Services - Internal	2,994	3,088	94	(3,279)	(3,366)	(87)	(285)	(278)	7	
Traded Services - Education	258	328	70	(322)	(438)	(116)	(64)	(110)	(46)	New GDPR (Data Protection Officer Service) - schools out of county subscribing. Total new income from this new service offer estimated at £200k
Traded Services - Non Education	1,678	1,804	126	(2,133)	(2,414)	(281)	(455)	(611)	(156)	New income from a county council (to support them on specific childcare matters)
Net Service Spending	7,052	7,338	286	(6,052)	(6,551)	(499)	1,000	787	(213)	

Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Law and Governance - Savings	213		213	426		
LA Counter Fraud Fund Grant	0			0		
Total	213	0	213	426	0	

Annex L - Law & Governance - OOP Annex

Law & Governance - Sarah Duxbury

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-LG-02	Internal Audit - Savings achieved through streamlining processes and restructure of service	20	10	20	20	20	
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.	29	29	29	63	63	
	Total	49	39	49	83	83	
	Target		49	49		83	
	Remaining Shortfall/(Over Achievement)		10	0		0	

Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insight	1,300	1,297	(3)	(79)	(85)	(6)	1,221	1,212	(9)	
Transformation Assurance & Performance	2,466	2,616	150	(155)	(343)	(188)	2,311	2,273	(38)	
Performance Administration	212	212	0			0	212	212	0	
Business Improvement & Support	440	411	(29)	(28)	(28)	0	412	383	(29)	
Commercial Enterprise	249	253	4			0	249	253	4	
Resources Transformation	377	377	0			0	377	377	0	
Net Service Spending	5,044	5,166	122	(262)	(456)	(194)	4,782	4,710	(72)	

Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Performance - Savings	25		72	97		
Total	25	0	72	97	0	

Annex M - Performance - OOP Annex

Performance - Tricia Morrison

Strategic Director - David Carter

Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PE-01	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	45	45	90	90	
RG-PE-02	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.	10	10	10	20	20	
	Total	55	55	55	110	110	
	Target		55	55		110	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Annex N - Property Services - OOP Annex

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Property Services General	578	415	(163)	0	0	0	578	415	(163)	This represents the net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
Construction Services (Wholly Commissioned by SAM)	2,708	2,750	42	(2,614)	(2,626)	(12)	94	124	30	
Facilities Management (Wholly Commissioned by SAM)	8,894	8,894	0	(8,893)	(8,904)	(11)	0	(11)	(11)	
Strategic Asset Management (SAM)	13,329	13,312	(17)	(2,562)	(2,637)	(75)	10,767	10,675	(92)	Underspend on the cost of property rationalisation works at end of month 3, resolved in month 4.
Property Rationalisation Savings	(493)	(493)	0	0	0	0	(493)	(493)	0	
Traded Services - Education	4,865	4,384	(481)	(5,091)	(4,751)	340	(226)	(367)	(141)	Additional income derived from successful capital bids to the Education and Skills Funding Agency on behalf of academies. The expenditure for this work is charged directly to the school by the contractor.
Traded Services - Non Education	1,677	2,135	458	(1,869)	(2,386)	(517)	(192)	(251)	(59)	Additional income derived from the condition backlog maintenance work to smallholdings
Net Service Spending	31,558	31,397	(161)	(21,029)	(21,304)	(275)	10,528	10,092	(436)	

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Catering Equalisation Reserve	0			0		
Property Services - Savings	0		397	397	(164)	This represents the net savings for 2018/19 approved by Cabinet on the 24th July 2018 to be carried forward to 2019/20
One Public Estate	0			0		
Community Energy Scheme	0		39	39	(39)	Previously approved use of reserves for the Switch & Save Scheme to be used in 2019/20
Total	0	0	436	436	(203)	

Annex N - Property Services - OOP Annex

Property Services - Steve Smith

Strategic Director - David Carter

Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RG-PA-01 replaced by SP-PS-01/04	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 and Deferral of investment in maintaining the Council's land bank	854	361	854	1,363	1,363	
RG-PA-02	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	50	50	50	100	100	
SP-PS-03	Release of contingency	393	393	393	478	478	
SP-PS-05	Repayment of Hawkes Point self-financed borrowing	5	5	5	203	203	
SP-PS-06	Rental income from Educaterers	29	0	29	50	50	
SP-PS-07	County buildings - reduced capacity for redecoration and improvement	200	200	200	200	200	
SP-PS-09	Reduced maintenance of the smallholdings estate	0	0	0	7	7	
SP-PS-10/15	Review of facilities management budgets and service specifications and Review of post room services	39	39	39	83	83	
SP-PS-13	Efficiency savings from a digital approach to the Agresso/Hotline interface	13	13	13	18	18	
SP-PS-18	Use of the SCAPE dividend	0	0	0	309	309	
SP-PS-19	Carry forward from previous years	0	0	0	164	164	
	Total	1,583	1,061	1,583	2,975	2,975	
	Target		1,583	1,583		2,975	
	Remaining Shortfall/(Over Achievement)		522	0		0	

Annex N - Property Services - OOP Annex

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	767	0	0	1,686	919	767	0	0	1,686	0	0	
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	932	0	0	0	932	932	0	0	0	932	0	0	
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbntn	739	0	0	0	739	739	0	0	0	739	0	0	
10972000	Planning Consent For Europa Way	662	297	0	0	959	662	302	0	0	963	4	4	£4,238 funding moved from project 11440000
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	0	240	0	0	
11440000	Strategic Site Planning applications	1,229	2,475	0	0	3,704	1,229	1,537	882	52	3,699	-938	-4	£4,238 funding moved to project 10972000. In year variation caused by realistic forecasting following successful recruitment into the role of project manager
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	43	0	0	80	0	0	
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	717	225	0	0	942	717	225	0	0	942	0	0	
11335000	Rationalisation of County Storage	2,891	1,509	0	0	4,400	2,891	1,509	0	0	4,400	0	0	
11338000	Re-wire & refurbishment of Pound Lane	501	0	0	0	501	501	0	0	0	501	0	0	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	0	473	0	0	
Structural Maintenance														
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	0	2,618	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6,444	0	0	6,006	6,000	6	0	0	6,006	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	6	0	0	219	213	6	0	0	219	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	15	0	0	1,341	1,326	15	0	0	1,341	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	16	0	0	2,753	2,737	16	0	0	2,753	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,802	50	0	0	5,852	5,802	50	0	0	5,852	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	376	0	0	0	376	376	0	0	0	376	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	38	0	0	1,258	1,220	0	0	0	1,220	-38	-38	Moving £37,512 to 11444000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	15	0	0	2,636	2,621	9	0	0	2,630	-6	-6	Moving £6,105 to 11443000
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,694	18	0	0	5,712	5,694	18	0	0	5,712	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	3	0	0	310	307	3	0	0	310	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	308	0	0	0	308	308	0	0	0	308	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,007	53	0	0	2,060	2,007	0	0	0	2,007	-53	-53	Moving £52,901 to 11443000
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	32	0	0	1,768	1,736	49	0	0	1,785	18	18	Moving £17,839 from 11443000

Annex N - Property Services - OOP Annex

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,219	28	0	0	1,247	1,219	0	0	0	1,219	-28	-28	Moving £28,064 to 11444000	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	802	0	0	0	802	802	0	0	0	802	0	0		
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,403	0	0	0	5,403	5,403	0	0	0	5,403	0	0		
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,013	160	0	0	7,173	7,013	160	0	0	7,173	0	0		
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	383	0	0	383	0	383	0	0	383	0	0		
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	2,115	0	0	2,115	0	2,157	0	0	2,157	41	41	Moving £6,105 from 11226000, £52,901 from 11443000 and £17,839 to 1128600	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	681	0	0	681	0	747	0	0	747	66	66	Moving £37,512 from 11225000 and £28,064 to 11444000	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	3,457	0	0	3,457	0	3,457	0	0	3,457	0	0		
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	325	0	325	0	0	325	0	325	0	0		
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	2,122	0	2,122	0	0	2,122	0	2,122	0	0		
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	731	0	731	0	0	731	0	731	0	0		
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	3,431	0	3,431	0	0	3,431	0	3,431	0	0		
Facilities															
10592000	Small Scale Reactive / Minor Improvements County-Wide	547	36	0	0	582	547	36	0	0	582	0	0		
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	0	1,206	0	0		
Energy															
10400000	Climate Change 2009/10	179	0	0	0	179	179	0	0	0	179	0	0		
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	0	995	1,235	0	0		
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	1,630	3,600	0	5,234	4	1,630	3,600	0	5,234	0	0		
11562000	Former Landfill site - Stockton	0	0	0	0	0	0	0	0	0	0	0	0		
Smallholdings															
11228000	Rural Services Capital Maintenance 2015/16	776	17	0	0	794	776	17	0	0	794	0	0		
11291000	Rural Services Capital Maintenance 2016/17	651	223	0	0	874	651	223	0	0	874	0	0		
11292000	Rural Services Capital Maintenance 2017/18	233	244	0	0	476	233	244	0	0	476	0	0		
11139009	LOWER TYSOE/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	8	0	0	0	8	8	0	0	0	8	0	0		
11446000	Rural Services Capital Maintenance 2018/19	0	469	0	0	469	0	469	0	0	469	0	0		
11542000	Rural Services Capital Maintenance 2019/20	0	0	496	0	496	0	0	496	0	496	0	0		
		60,508	15,089	10,705	995	87,297	60,508	14,155	11,587	1,047	87,296	-934	0		

Other Services - Virginia Rennie
Strategic Director - David Carter

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Government Grants & Business Rates	0	0	0	(128,210)	(128,265)	(55)	(128,210)	(128,265)	(55)	Additional grant income received
Central Block DSG and other central grants to support schools and pupils	0	0	0	(78,095)	(78,095)	0	(78,095)	(78,095)	0	
Capital Financing Costs	41,851	41,851	0	(2,163)	(2,163)	0	39,688	39,688	0	
Strategic Management Team	1,298	1,160	(138)	0	0	0	1,298	1,160	(138)	Underspend on staff budgets
County Coroner	523	526	3	(77)	(78)	(1)	446	448	2	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	153	(26)	0	0	0	179	153	(26)	Anticipated audit costs lower than forecast
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	260	10	(250)	0	0	0	260	10	(250)	Annual contribution to cost of quadrennial elections
Members Allowances and Expenses	1,085	1,085	0	0	0	0	1,085	1,085	0	
Other Administrative Expenses and Income	732	732	0	(15)	(15)	0	717	717	0	
General Insurances	3,578	3,695	117	(3,578)	(3,304)	274	0	391	391	Reduced income due to insurance renewal terms and schools converting to Academy no longer being part of the scheme. Increase in claims expenditure.
Subscriptions	138	138	0	0	0	0	138	138	0	
Transformation Fund	201	203	2	0	0	0	201	203	2	
Apprenticeship Levy	1,070	1,070	0	0	0	0	1,070	1,070	0	
Digital By Design	2,358	2,358	0	0	0	0	2,358	2,358	0	
Net Service Spending	54,039	53,747	(292)	(212,138)	(211,920)	218	(158,099)	(158,173)	(74)	

Other Services - Virginia Rennie
Strategic Director - David Carter

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate Reserves						
Capital Fund	1,275			1,275		
General Reserves	27,273		191	27,464		
Insurance Fund	8,925		-391	8,534		
Provision for Redundancy Costs	11,917			11,917		
Medium Term Contingency	6,836			6,836		
Schools and Centrally Managed Dedicated Schools Grant	14,841			14,841	683	Drawdown from DSG reserve to fund reduced income from 17/18 Early Years clawback for 3 & 4 year old funding
Total Corporate Reserves	71,067	0	(200)	70,867	683	
Other Services Reserves						
NNDR Pool Deficit Reserve	2,209			2,209		
Quadrennial Elections	187		250	437		
Corporate Transformation Fund	4,576	42	-2	4,616		
NNDR Appeals Reserve	2,673			2,673		
Corporate Partnership Initiatives	301			301		
Audit Fee Reserve	749		26	775		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	3,240			3,240		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	553			553		
Schools in Financial Difficulty	2,273	-19		2,254		
Corporate Systems Replacement Reserve	3,681			3,681		
Total Other Services Reserves	26,344	23	274	26,641	0	
Directorate Reserves						
Resources Transformation Fund	622			622		
Resources Systems Replacement Reserve	956			956		
Resources Traded Services Reserve	225			225		
Resources Service Savings	567			567		
LATC Operational Reserve	300			300	52	To offset the impact of lower contracted support service costs to Educaterers to ensure there is no knock on effect to other council services.
People Directorate Reserve	4429			4,429		
Total Directorate Reserves	7,099	0	0	7,099	52	
Total	104,510	23	74	104,607	735	

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19			2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OS-OS-01	Management Restructure	100	100	100	100	100	
	Total	100	100	100	100	100	
	Target		100	100		100	
	Remaining Shortfall/(Over Achievement)		0	0		0	