

Cabinet

8 November 2018

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

Recommendations

That Cabinet:

- 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 £0.475 million from 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 and financial position of the organisation at the Quarter 2 position, 1st April to 30th September 2018.
- 1.2. Key human resources performance is outlined.
- 1.3. High level risks to the Council 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 4 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 2 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 1 dashboard.

2.2 The table below provides an overview for Cabinet regarding performance for each of the 7 agreed policy areas at Quarter 2, it should be noted that additional information may be available for current quarter and as a result performance may have changed.

Children Are Safe (15 KBMs)
<p><u>Areas of Good Progress</u></p> <p>The number of Child Protection Plans at the end of quarter 2 (502) has reduced in comparison to the start of the financial year (584). The Children's Safeguarding and Support service have been holding learning sets to pass on learning from a recent audit of child protection cases. The findings of the audit noted that the service are placing too many children on plans, and in some cases a Child In Need plan would have been appropriate. It also noted that Child Protection Plans are lasting longer and as such are conducting another audit to understand this further.</p> <p>At quarter 2 2018/19 the number of Looked After Children (639), excluding unaccompanied asylum seeking children, has reduced by 11 in comparison to the start of the year (650). All looked after cases have been reviewed and plans are in place for a number of children and young people to be discharged back home or to other long term care options, for example adoption and Special Guardianship Orders. The service is also continuing to better manage the numbers of young people becoming looked after via Case Decision Meetings and weekly reviews of cases chaired by the Assistant Director.</p> <p>In regards to Education, Health & Care (EHC) plans including exception cases issued within 20 weeks, 81% of plans were issued in September within 20 weeks of referral, 64% in the quarter overall. The improved performance reflects the additional capacity in Special Educational Needs and Disabilities Assessment and Review Team (SENDAR) since April. In total, 141 EHC plans were issued in quarter 2 (the previous highest quarter was 106). This illustrates the increased demand on the service overall but encouragingly overall monthly performance is improving;</p> <ul style="list-style-type: none"> • July target 43%, 48% were issued • August target 47%, 58% were issued • September target 50%, 81% were issued <p><u>Areas of concern including remedial action</u></p> <p>As at 30 September, 204 school age learners were in independent specialist provision (ISP) (8.3% of school age learners with EHC plans). This represents a significant reduction on quarter 1 (10.8%). However, to put things into perspective September is usually the lowest month in the year as the previous academic year's cohort have moved on and within the school year there are usually more learners going into ISP than out (to avoid disrupting education). A new framework for ISP is operational from 1 October 2018, ensuring contractual compliance, improved performance management and maximum prices. Unfortunately It is unlikely that reducing placements to the 7% target in 2018/19 will be achieved. The challenge will be to keep placements at the September level. WCC is continuing to work with mainstream schools to open Resourced Provision (as an alternative to specialist provision) and expanding the special schools (as an alternative to independent provision).</p>

In October 2017 Warwickshire had 3,752 children subject to an open Child in Need (CiN) category (open to children's social care), which put Warwickshire above our Statistical Neighbour average and our CiN target. Demand for the service has continued to rise since October 2017, until it peaked to 4,160 in July 2018.

Measures have been put in place to address and better manage this demand, for example a review of all open cases and the creation of the Strengthening Families Service. In August and September 2018 our CiN numbers declined to 4,003.

There is significant work being undertaken to understand demand and undertake targeted work to manage demand through the findings of the Corporate Transformation strategic review.

The Average Case Load for Social Care Children and Families Teams continues to be over target although a decreasing trend over the last couple of months since a peak in July. The Business Unit monitor this measure on a weekly basis and have noted a reduction in caseloads over the past few weeks. This reduction has been partly due to a reduction in cases, supported by the Business Unit's programme of demand management and an increase in social workers.

Adult Social Care (8 KBMs)

Areas of Good Progress

The Reablement Service continues to perform well with the number of service exits achieving target overall and the number of permanent admissions to residential or nursing care is on a declining trajectory across the year. The number of exits not leading to an Adult Social Care service, increased slightly in July and August. The service is using technology, including a customer feedback app and an electronic appointment booking system, to improve the service provision across the County.

Areas of concern including remedial action

With regards to the Average Daily Beds Occupied by Delayed Warwickshire Patients measure, performance has declined over the last quarter with delays increasing in July and August, however performance is still close to the target and the number of delays has halved compared to the same period last year. A number of reasons have been given which include the hot weather, issues with two Care Providers (provider failure and significant quality concerns) and increased frailty of the patients. As part of the Countywide Delayed Transfer of Care project, future improvement activities include;

- one Trusted assessor placed with a hospital team to complete assessments on behalf of a number of care homes,
- Hospital Social Care Team process improvements,
- Hospital Social Care Dashboard under development.

The number of people in receipt of an Adult Social Care service has started to increase over the 12 month period with 6639 people in receipt of a service at September. This increase is being managed within the resources allocated and the Business Unit continues to assist people to be as independent as possible whilst meeting statutory duties.

Over the 12 month period there has been a reduction in the number of people receiving a Direct Payment with a total of 1077 recipients in September 2018. However during quarter 2 there has been a slight increase compared to the levels in quarter 1. Changes in the recording system and processes have resulted in further checks being completed to verify the data, for example, annual payments are being recorded as a rolling Direct Payment rather than as a one off.

Key areas of development to increase the uptake of Direct Payments include:

- Independent Living Team Officers have been co-located with social care and support teams since July 2018, to support social care practitioners with their knowledge and understanding of Direct Payments
- Process mapping of the customer journey has identified hot spots and areas of improvement to streamline the process for customers accessing Direct Payments
- Work is underway to introduce a pre-payment card for new customers in January 2019 to make access to Direct Payments easier.
- A further work stream has also been identified to work with the market (current providers and community options) to increase the availability of resources for customers to use their Direct Payments in a more flexible way.
- Managers (Operations Managers and Team Leaders) have completed training on Direct Payments to increase their knowledge to better support practitioners with offering Direct Payments to customers.

Health and Wellbeing (6 KBMs)

Areas of Good Progress

Positive progress has been made to address the levels of hospital admissions as a result of self-harm as latest figures show Warwickshire at an annual rate of 502.9 per 100,000 which is above the West Midlands and England average. A working group has been established bringing together commissioners and professionals from a range of services working with children and young people. Key areas of work include:

- the development of an action plan with key areas of priority identified,
- identified an initial logic model to guide the work programme,
- mapped the current pathway with a range of stakeholders,
- developing a Tier 3.5 (level of support) service for children and young people in crisis.

There is time lag with data for teenage conception rate figures - 2017/18 quarter 2 data due November/December 2018.

The rate of conception has been on a downward trajectory from September 2016 to June 2017 (quarter 1 2017/18).

The latest annual figures for teenage conceptions are 2016 figures, with Warwickshire's rate being 18.7 per 1,000 compared to 18.8 for England (statistically similar). However, there was some variation at District/Borough level:

- North Warwickshire 15.7 per 1,000 (actual number =16)
- Nuneaton & Bedworth 29.8 per 1,000 (actual number =64)
- Rugby 16.7 per 1,000 (actual number = 32)
- Stratford-on-Avon 12.1 per 1,000 (actual number =24)
- Warwick 16.4 per 1,000 (actual number =32)

The rates for all districts and boroughs are statistically similar to the national rate, with the exception of Stratford, which is lower and Nuneaton and Bedworth which is higher.

Areas of concern including remedial action

Quarter 1 data, which has just been received, has shown a slight increase in the percentage of women who smoke at the time of delivery. The number of referrals to the Smoking in Pregnancy Specialist Service from the midwifery service has decreased compared to the

previous quarter which could be linked to the increase in the percentage of women who smoke at the time of delivery across Warwickshire in quarter 1 2018/19 compared to quarter 4 2017/18. This may be due to the increase in the appointment of newly trained midwives who would not yet have received training in smoking in pregnancy, this training has now been delivered.

The Smoking in Pregnancy Specialist Service has been integrated within the Health Visiting and Family Nurse Partnership Service delivered by South Warwickshire NHS Foundation Trust (SWFT).

The aim is to reduce the number of women who resume smoking after giving birth through providing continued support for women during the postnatal period and reduce the number of women smoking during second pregnancy.

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- quarter 2 data due late October
- Rate of hospital admissions for alcohol related conditions per 100,000 population (all ages) - February 2019 annual data due.
- % of eligible population aged 40-74 offered a NHS Health Check who received a NHS Health Checks - November 2018 for quarter 2.
- Rate of conception per 1,000 aged 15-17 (Warwickshire) - date due November 2018 for quarter 2 17/18 period.
- Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years - March 2019 annual data due.

Community Safety and Fire (6 KBMs)

Areas of Good Progress

Encouragingly over the recent period the performance for the first appliance response standard measure has been close to target, over the last 3 years the performance trend has been decreasing. Monthly performance for this measure is variable and can be impacted by a number of reasons including geographical location of incidents and access to incidents on the motorway network, Retained Duty System availability also plays a key part in maintaining response standards and levels of availability have averaged 87%, just below target of 90%, high levels of operational activity has resulted in staff needing rest periods. During the period of increased operational activity the number of Community Safety Contacts has been sustained at a positive level across the range of proactive preventative activities for example Safe and Well Visits and Fatal 4.

Continuing scrutiny is maintained within the Service as this is a key measure to ensuring an effective response to emergency incidents and to keeping the public safe.

To date there has been a reduction in the number of people Killed or Seriously Injured (KSI's) on Warwickshire roads compared to last year. In 2017 (Jan - Dec) there were in total 38 fatalities, in 2018 (Jan - Sep) there have been 26 so far although this is subject to change. Also all collisions are lower compared with the same period in 2017. The Road Safety Partnership will deliver data focussed activities/initiatives. Further Capital Infrastructure Fund bids will be made to help finance the delivery of Casualty Reduction Schemes across a number of sites.

For % of young offenders who reoffend this is only the second quarter WCC have based their figures on a 3 month cohort, however there are some very good performance results for quarter 2. Reoffending for quarter 2 was 32.7% compared with quarter 1 39.5%. Although bear in mind that the quarter 1 increase was due to a change in reporting by the Ministry of Justice, quarter

3/ quarter 4 reporting will demonstrate more reliable data for the year.

Areas of concern including remedial action

At the half year stage there has been a significant increase of 24% in the overall number of incidents attended by WFRS compared to the same period last year with all key headline incident types experiencing increases; fires involving property or vehicles 9% (32 incidents), fires not involving property or vehicles 32% (116 incidents), false alarms 30% (199 incidents), road traffic collisions 19% (29 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and effecting entry, 22% (54 incidents). The extended period of extreme hot weather during June and July accounted for a considerable increase in accidental fires where no property or vehicle was involved as well as false alarms. Levels of accidental dwelling fires has increased by 27% or 18 incidents compared to the same period last year. Encouragingly deliberate fire setting has decreased by 8.9% (27 incidents) as has the number of Road Traffic Collisions involving one or more extrication by 3.5% (2 incidents).

During the first half of this year there have been 2 confirmed fire related deaths in the home. In addition there has been 1 suspected fire related death as a result of an incident on the M40 in September, the Coroner's verdict is awaited for this death. Every fire related death in the home is comprehensively investigated by the Service to identify any learnings which will, in turn, inform proactive and targeted fire safety campaigns across the County.

There have been low levels of delivery of Regulatory Reform Order visits over the period due to capacity issues within the Fire Protection Team, losing 2 members of staff, and an increase in numbers of building regulation consultations which the team have had to respond to.

Areas to note

No areas to note.

Economy, Infrastructure and Environment (10 KBMs)

Areas of Good Progress

For the period April 2017 to March 2018 the employment rate for Warwickshire was at its highest recorded level at 81.2% and is above the average for the UK of 75%. For the same time period the unemployment rate for Warwickshire was at 2% and this compares favourably with the national rate of 4.3%. There is a current strong demand for labour and increasingly limited supply of available workers. WCC have set up workshops with businesses to help tackle skills shortages by helping attendees consider alternative recruitment and linking with schools/colleges whilst exploring apprenticeship opportunities.

During the first two quarters the Core Highways Maintenance Contract performance measures have achieved target each month besides April (78%), WCC achieved 100% in this measure for June, July & September and continue to perform well. WCC have been concentrating on Core Performance Measure 8 (CPM8), which measures repair times for emergencies (2 hours), defects (28 Days) and street lighting repairs (5 days). Performance for repair in August had dropped to 76%, from an average of 93%. Performance for defects repair (28 Days) has remained broadly the same between quarters, with the current average at 91% of defects repaired within 28 days. Street lighting repair performance is excellent, averaging 98% for quarter 2.

Warwickshire now has 26 communities actively engaged in managing their flood risk of which 16 of these are active flood groups. Two new flood groups formed during quarter 2 i.e. Long Compton and Wellesbourne. WCC hosted a flood information evening focussing on

maintenance of watercourses and drainage features an was well attended with over 30 active participants and partners including the Environment Agency.

Areas of concern including remedial action

For No. of people aged under 25 who start an apprenticeship in Warwickshire it was highlighted in the quarter 1 report that the changes between 15/16 and 16/17 for under 25's starting an apprenticeship were:

- A fall of 7.7% for Warwickshire (drop from 2730 to 2550),
- A fall of 7.1% for England as a whole (down from 285,270 to 264.940).

The underlying causes to this decrease were due to changes to government policy and reduction in funding. These included the introduction of the apprenticeship levy for bigger businesses, a requirement for small and medium sized enterprises (SMEs) to contribute 10% of the training costs, the requirement that all apprentices spend at least 20% of their time outside of the businesses in training activity, and a shift from apprenticeship frameworks to new standards, which is taking time and not all the apprenticeships that businesses are demanding have been moved over to date. The situation has started to improve because new standards have been released allowing levy payers to share some of their levy pit. WCC have subsequently shared some of it's levy with a health and social care provider to increase the numbers of apprentices that they can take on. WCC continues to remain committed to apprenticeships and will have a strong intake this September with a large number of new apprentices starting.

The Waste service is currently predicting to achieve 51.3% in regards to % household waste reused, recycled and composted, this is below the 52% target. In 2017/18 performance had dropped to 51.4% which was a 3% drop, however this was similar to other authorities. Nationally, in recent years, the general consensus is that recycling rates have fallen or stagnated. Some of the issues WCC have faced included;

- Charging in Rugby resulted in less green waste being collected for composting,
- There has been a loss in wood and mattress recycling,
- Lighter packaging has resulted in less weight but more items being collected.

In regards to the Waste Cost per household, latest figures show the target is on track to be met however contract inflation pressures are a risk but are currently being managed. Total waste for 2018/19 is predicted to be similar to last year. There are in year pressures and a predicted overspend however the service is working hard to control these.

Areas to note

There are four 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.
- No. of businesses supported in growing quarter 2 performance will not be available until

mid November. However WCC are confident of achieving the target based on known levels of engagement and activity through the various different partners.

- In quarter 1, 30 new services had been created through third sector support contract and locality work with the Third Sector and Town & Parish Councils, quarter 2 data will be available after mid October.

Education and Learning (3 KBMs)

Areas of Good Progress

Overall the current performance for % pupils attending schools (including nursery schools) judged good or outstanding by Ofsted is 89.2% which is an encouraging performance when compared to the national benchmark of 86%. Warwickshire are currently placed 60th out of 152 local authorities. In Warwickshire the breakdown by category is;

- 25.1 % outstanding against Nationally 23.1%,
- 64.2% good against Nationally 63%,
- 9% requires improvement against Nationally 11.6%,
- 1.7% inadequate against Nationally 2.3%.

Areas of note

In regards to pupils who have been permanently excluded, the final figure for the Autumn Term will not be available until the end of term i.e. December 2018). The new Education Entitlement Team (EET) is now in place, and has a new strategic lead for alternative provision who took up the post in September. Work is ongoing realigning the exclusion process for primary and secondary schools so that they are to be more in line with each other. At present the number of permanent exclusions in secondary schools is lower than this time last year. To date (10/11/18) there have been 2 primary and 7 secondary permanent exclusions so far this term. In addition, a further 4 permanent exclusions have been avoided in the 1st week of term due to support from the new EET team.

As per the quarter 1 report WCC's 2017 combined Not in Education, Employment, or Training (NEET) and not known figures were submitted to the Department for Education (DfE) however they have not yet been published (were due to be published in July 2018). For Warwickshire it is positive news because levels are significantly below the 5% target set and are two percentage points below the 2016 actual.

- Combined Figure: 3.7%,
- NEET figure: 1.8%,
- Not Known figure: 1.9%.

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

Areas of Good Progress

The level of call abandonment rate for customers calling the Mainstream and Adult Supporting People Customer Service Centre (CSC) is performing well, with an average of 2% of calls being abandoned during quarter 2, compared to a target set of 5%. The Service is proactively managing the call flow, by the mainstream CSC picking up the overflow calls during busy periods, which is impacting on the improved performance in the figures and also builds in further resilience into the Service.

The quarter 2 outturn for % of online customer service transactions, which shows the digital take up for those services who have a digital offer is at an average of 66.26% and the half year average almost 2% above target. The [Digital and Technology Strategy](#) was approved by Cabinet in September which sets the direction of strategy. The Digital by Design programme is

overseen by the Digital by Design programme board, as chaired by David Carter, Joint Managing Director, Resources Directorate.

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 2 return on investment exceeding the target set.

The Organisation also saw a positive 'employee engagement score' of 75%, based on the 'Your Say' staff survey, as undertaken in Summer 2018, which is an increase of 5% compared to the 2016 score of 70%. This result is also 8% above the local authority benchmark of 67%. Going forward a WCC Your Say action plan is being developed, in addition to the local level ones (e.g. team/service etc), this will include a new target for Employee Engagement set by Corporate Board for the Your Say 2019 survey.

Overall the levels of % broadband coverage across Warwickshire remain consistently high, achieving the 95% target. New mapping has been updated on the Coventry, Solihull, Warwickshire (CSW) website to reflect new broadband suppliers data <https://www.cswbroadband.org.uk/>. In addition, online mapping has been updated to provide MP's and Members with constituency/ward information if required. Joint working agreements for Contract 3 have been signed by most parties. The service ran a successful Gigabit Voucher Scheme Event on 20th September 2018 at Stratford District Council and is currently working on a new Tender due for November 2018 for £5.7m worth of investment from Local Full Fibre Networks (LFFN) and has secured with Department for Digital, Culture, Media and Sport (DCMS) as approved previously in the year by Members and Cabinet.

Network availability has also been consistently high throughout the quarter at 99.5%, and in excess of the target, with no areas of concern to report. The recent work at Budbrooke has seen improved performance for all staff at the site, in particular the street Lighting section who required improved performance.

There were 4 capital projects to be delivered this year. 3 (including Shipston High School and Macintyre Academy) have been completed. Macintyre Academy was an addition to the original programme. Coleshill Primary was due for completion in September 2018 but was delayed by late funding approval and planning requirements so is now forecast to be complete in February 2019 whilst temporary arrangements were put in place ready for this September. Planning and Highways issues. A fifth project (Barford St Peter's Primary School) is due to be completed by the end of the year.

Areas of concern including remedial action

Sickness absence is running at an average of 9.69 days per fte, which is a slight reduction on the same period last year (9.9), although still above the target of 9.4 days. There will be a first quarter performance review of the new Occupational Health contract provider, Employee Assistance Programme (EAP), to understand any learning. A Thrive at Work Self Assessment, with the West Midlands Combined Authority, is being pursued. The service is also working closely with Public Health on the Year of Wellbeing, wellbeing Wednesday, promotion of national schemes. An [annual Sickness Absence report](#) was presented to Staff and Pensions Committee in September, which contains benchmarking data, breakdown of information by reason and information on absence management strategies.

There were 2 upheld Local Government and Social Care Ombudsman (LGSCO) complaints in quarter 2: one in respect of Adult Social Care in respect of a care provider who has not provided correct information to the son of a customer and the Council had not ensured the

complaint was properly responded to by provider; and one in respect of Education & Learning where the Council had not transferred complainant's son onto an EHCP. (There were 6 in Quarter 1, so a total of 8 to date, at the mid year point.) There were no upheld Information Commissioner/Tribunal decisions or successful Judicial Reviews against the Council in quarter 2.

The Customer Relations Team (CRT) is actively involved in ensuring that the Organisation resolve complaints as quickly as possible and that they are dealt with at the right level, avoiding unnecessary escalation wherever possible.

In particular, an action plan of key activities has been developed to be delivered across the Council which focuses on the following themes;

- Encouraging proactive dispute resolution,
- Empowering staff to handle complaints without needing to escalate,
- Upskilling staff to handle complaints - training and guidance,
- More effective reporting back to service areas of customer feedback,
- Improved linkages between Customer Relations and Legal to ensure that complex cases are escalated early enough to consider resolution.

In addition to this, the Legal Team shares the lessons learnt from the LGSCO cases across the organisation with Assistant Directors and Service Managers and both CRT and Legal work closely with specific services areas where volumes of complaints tend to be higher. For example, work is already underway in the People Group in relation to complaints handling and a number of actions have been identified in children's social care and adults which are aimed at addressing some of the common themes identified in the complaints.

An [annual review and summary of LGSCO upheld complaints](#) was reported to Cabinet in October 2018.

In relation to the value to sales received, Europa Way has been delayed by a quarter but is still expected to be delivered in quarter 3. Sales delivered to date include Meadow Farm and Racemeadow Road. The receipt for Eastboro Way, Nuneaton, is expected this financial year and is critical to achieving the target of £30,927,271.

Areas to note

With regards to the number of critical and key projects/ programmes with clear financial benefits, the existing critical projects are being reviewed and assimilated into the new transformation governance arrangements, with business cases and associated financial benefits assessed and agreed. At the mid year point, 12 of the 33 have clear financial benefits. This figure is based on an assessment earlier in the year and is likely to change once the ongoing exercise to review the organisation's initiatives and to incorporate relevant ones into the new transformation governance arrangements is complete - which is part of the implementation of the new Change Management Framework, due to be in place by end of March 2019.

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 which is set permanently at red because of the nature of the risk.

- There is a small increase in the headcount which is attributable to Children's Services and the planned programme of work to increase the number of Social Workers. Turnover @13.22% for the rolling 12 months is lower than the same period last year. Absence at 9.69 days per average fte is also lower than the same period last year but is below our 9.4 target. Preventative work continues to manage our sickness absence levels.

3 Financial Commentary

3.1 Revenue Budget

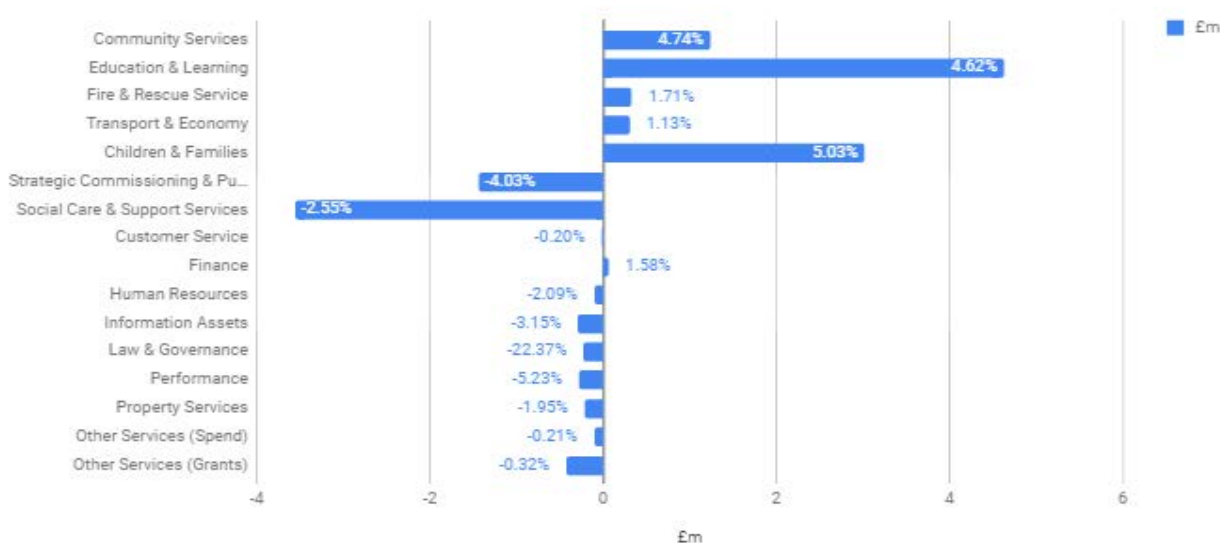
3.1.1 The approved net revenue budget for 2018/19 is £288.487 million. Against this, at Quarter 2, an overspend of £2.929 million or 1.02% is forecast overall for the whole authority. The table below shows the variance against both the original and latest budgets.

Directorate	Original Budget	Agreed Changes	Approved Budget	Forecast Outturn	Variance Against Original Budget	Variance Against Approved Budget
	£m	£m	£m	£m	£m	£m
Communities	167.347	5.517	172.864	179.365	12.018	6.501
People	237.154	(1.627)	235.527	233.543	(3.611)	(1.984)
Resources	39.628	4.245	43.873	42.812	3.184	(1.061)
Other Services	(154.791)	(8.986)	(163.777)	(164.304)	(9.513)	(527)
Total	289.338	(851)	288.487	291.416	2.078	2.929

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 2, six business units are forecasting they will overspend and six are

2018/19 Q2 Forecast Variance



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

3.1.4 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, Waste Management contained a deficit of £0.757 million from 17/18 which was removed from the budget at Quarter 1 in order to rectify the negative Waste Management reserve, so far no actions have been identified to rectify the ongoing deficit. Also, a further pressure is emerging, currently at £0.420 million, due to increased housing growth resulting in increased tonnages of residual waste. All overspends are being reviewed to manage down the forecast overspend.

- In Education & Learning, there is a £1.5 million forecast overspend on SEN transport services, a Task & Finish group has been set up to oversee SEND developments under the WCC Transformation Programme. There is a further £1.9 million overspend in DSG High Needs block, largely due to increased demand on top up budgets, combined with the deficit budget set as part of the 2018/19 budget, the overall High Needs block overspend is £4.0 million. The new SEND board will focus on addressing these overspends.
- In Children & Families, within Children's Safeguarding and Support, there is a forecast overspend of £3.6 million in placements which has been increasing throughout the year. A further £1.5 million overspend is emerging in residential care. These are partly offset by a £1.0 million underspend in social worker salary costs. 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.
- In Social Care & Support, a large portion of the underspend was transferred to reserves at Quarter 1. However, the remaining underspend is mainly a result of unspent project funds and budget held for demand. Within Older People, the budgets for residential, home and nursing care are under pressure but are currently offset by additional forecast income.

3.2 Reserves

3.2.1 The authority currently holds reserves of £133.799 million. With a current overspend of £2.929 million, reserves are forecast to be £130.870 million at the end of the financial year. As detailed in para 3.2.4, several business units are proposing to add £0.450 million of their underspends to reserves at Quarter 2. Business units have also requested to draw down £0.925 million to support services in year as outlined in para 3.2.3.

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 £0.925 million from reserves to support delivery of their plans in the current year as follows:

Community Services (£0.035 million)

- £0.035 million draw down from community services traded reserve to fund Mass Comparator purchase.

Education & Learning (£0.302 million)

- £0.242 million draw down of the SEND Implementation & Preparation for Employment Grant from the Education & Skills Funding Agency.
- £0.060 million draw down of the Early Years 30 hours delivery grant from the Education & Skills Funding Agency

Fire & Rescue (£0.238 million)

- £0.147 million from the Service Savings reserve to support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity.
- £0.046 million from the ESMPC reserve to support the ongoing costs of the Emergency Services Network Project
- £0.045 million from the Vulnerable People reserve to support the ongoing costs of the Vulnerable People initiative supporting the Health Agenda

Transport & Economy (£0.350 million)

- £0.150 million from the s.38 Developer Funding reserve to support resourcing costs to deal with S38 legacy schemes
- £0.100 million from the Flood Management reserve to support the flood alleviation programme and provide match funding for EA funded schemes
- £0.100 million from the Skills Delivery For Economic Growth reserve to support the Employment & Skills programmes as budgeted

3.2.4 Business Units are seeking members' approval to add £0.450 million to reserves, mostly from current underspends, for use in future years as follows:

Community Services (£0.152 million)

- £0.112 million transfer to Museums Development Fund due to surplus income from the Our Warwickshire project.
- £0.040 Transfer to Records Donation Fund in relation to income from Ancestry which is to help fund future years.

IT Services (£0.200 million)

- £0.200 million from the Service Savings reserve as delays on the LFFN contract will require funding to be carried forward to 2019/20

Property Services (£0.098 million)

- £0.098 million to the One Public Estate reserve due to a delayed start in delivering One Public Estate. Grant funding to be spent in 2019/20.

3.3. Delivery of the 2017-20 Savings Plan

- 3.3.1 Two Business Units; Community Services and Children & Families are presently forecasting that they will not meet their 2018/19 savings targets, with the overall shortfall expected to be £2.138 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 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. 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. Other individual reviews are taking place to develop plans to tackle the savings shortfalls.
- 3.3.2. Further information on the savings plan position can be found in **Appendix A** and **Annexes A to O**.
- 3.3.3 Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4 Capital Programme

- 3.4.1. The total forecast level of planned capital spend is £109.621 million in 2018/19, with a further £158.715 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £42.448 million for 2018/19 with a further £7.500 million over the medium term.

There have been three projects which have been recommended by the CIF panel for approval by Cabinet at the same meeting as this paper. They are £0.596 million for the A37 Hinckley, £1.100 million for Stanks Island, and £0.700 million for continuation of the Small Capital Grant scheme. These schemes, if approved by Cabinet, will reduce the remaining balance on the CIF to £40.052 million for 2018/19 (£47.552 million all years).

The forecast capital spend for 2018/19 at Quarter 1 was £118.156 million. At Quarter 2 this figure has reduced to £109.621 million, a reduction of £8.535 million. The £109.621 million forecast plus the remaining CIF allocation of £42.448 million is the total 2018/19 forecast figure of £152.069 million, shown on the graph and table in paragraph 3.4.5.

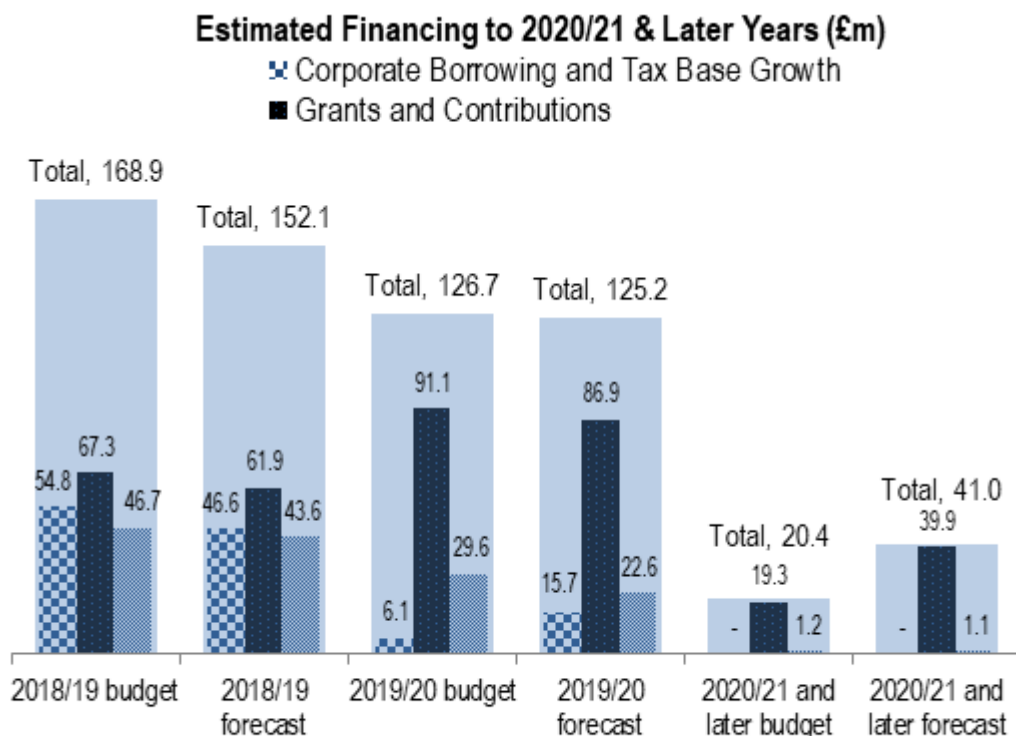
- 3.4.2. Managers forecasts indicate that £11.527 million (10%) of the planned spend for 2018/19 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2018/19 of £2.993 million resulting in the overall decrease to the programme for 2018/19 of £8.535 million.
- 3.4.3. The main reasons for the £11.527 million slippage in the quarter compared to the approved budget are:
- Children & Families - £0.084 million of spending has slipped into later years. This is because the children and families property adaptations are demand led and there are no projects as yet approved for WCC to contribute towards.

- Community Services - £0.052 million of slippage, £0.027 million of spending has been delayed on the Leamington to Rugby disused railway line pending the outcome of an additional bid for funding from the HS2 community fund. There are also some other smaller delays on residual payments for long standing schemes, please see the annex for further details.
- Customer Services - £0.093 million of spending has been brought forward on the improving the customer experience project due to costs incurred on the Firmstep CRM project. This increase in 18/19 reduces the overall slippage in the quarter.
- Education and Learning - £0.389 million of slippage relates to a number of schemes which have been delayed, however the overall slippage for Education and Learning has reduced due to schemes where spend has been brought forward. The slippage mainly relates to, Ferncumbe Primary £0.331 million, due to a planning and highways request for an additional car park as part of the planning application, Paddock Primary £0.298 million, works are on hold until the SEN team finalise their plans for SISG provision in the Rugby area and Wellesbourne Primary £0.062 million, due to flood risk assessment work to be carried out. This slippage has been reduced by schemes where spend has been brought forward, Heathcote Primary School £0.142 million and Barford St Peters £0.125 million. There are also other smaller schemes where additional spend or movements between years has reduced the slippage figure, please see the annex for details.
- Information Assets - £1.252 million of spending has been brought forward. This is mainly in relation to the Development of Rural Broadband project, due to a supplier remedial plan to achieve contract targets; this has resulted in the consolidation of scheduled work. This has increased production spend in 2018/19, with a corresponding funding increase and realignment of grant funding. BDUK is reviewing targets in the next quarter and may seek further changes. This increase in 18/19 reduces the overall slippage in the quarter.
- Property Services - £0.592 million of slippage, of which £0.689 million relates to Rationalisation of County Storage / Montague Road project. The delay in the project had been pending approval of additional funding; this happened at Cabinet on 24th July and was subsequently approved by Council. The slippage on this scheme is offset by other smaller schemes progressing faster than expected and details can be found in the Property Services annex.
- Social Care and Support (Adults) - £0.825 million of spending has slipped into later years. £0.650 million slippage relates to Extra Care Housing and is due to a change in payment arrangements which are still to be approved for an independently-owned site, which is not due for completion for 21 months.
- Strategic Commissioning & Public Health - £0.243 million of slippage. The Client Information Systems Review project has £0.156 million of slippage, due to difficulties in recruiting staff which has impacted development capacity. Please see the annexes for additional details of smaller slippage amounts.

- Transport and Economy – slippage of £10.687 million. Transport and Economy have continued to actively review their capital projects to introduce a realistic profile of spend, further to discussion with project managers and an analysis of project plans. For this quarter this has contributed to £10.687 million being reprofiled from 2018/19 into later years: £9.277m relates to grant/developer funded schemes (delays due to technical design and contract negotiations with developers); the remaining £1.339m relates to corporate resources, including the delay in the commencement of the A46 Stanks Island scheme, Casualty Reduction schemes, compensation payments relating to Rugby Western Relief Road and reprofiling of Business Loans in line with CWRT agreements.

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 £49.948 million



	2018/19 budget	2018/19 forecast	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast

	£m	£m	£m	£m	£m	£m
Total	168.908	152.069	126.701	125.208	20.431	41.004
Corporate Borrowing	54.846	46.594	6.064	15.697	-	-
Self Financed Borrowing	3.779	1.354	3.600	-2.891	995	995
Grants and Contributions	67.320	61.893	91.057	86.910	19.272	39.867
Capital Receipts	39.128	39.198	24.830	24.421	-	-
Revenue	3.835	3.030	1.150	1.071	164	142

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:

Information Assets - (£1.252 million spending brought forward). Development of Rural Broadband, has brought forward spend of £1,599 million, the contracts within the BDUK project are being reviewed; the phasing of elements of the project and associated payments have changed.

Property Services - (£0.592 million slippage). Rationalisation of County Storage £0.689 million slippage, project on hold pending additional funding which has now been approved (Cabinet 24th July 2018) from the CIF for the project to progress.

Social Care and Support (Adults) - (£0.825 million slippage). £0.650 million slippage in relation to delays in the development of Extra Care Housing.

Transport and Economy - (£10.687 million slippage). Stanks Island slippage of £3.972 million, project has been delayed pending a CIF bid for additional funds. This has been to CIF panel and is a recommendation for Cabinet to approve elsewhere on today's agenda.

Further detail has been included in 3.4.3.

Background Papers

None

Contact Information

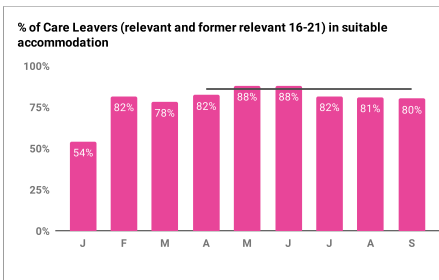
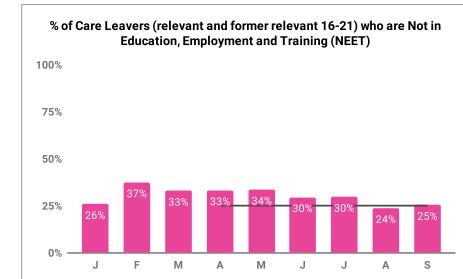
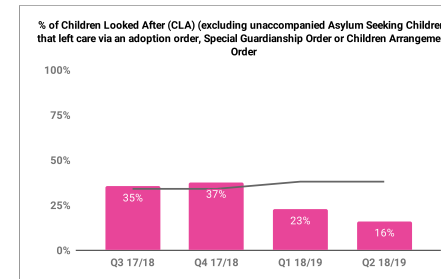
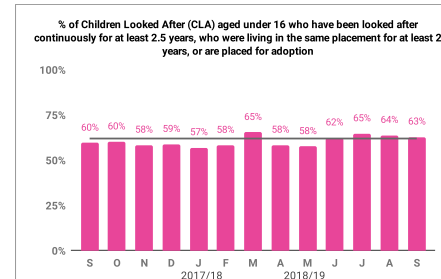
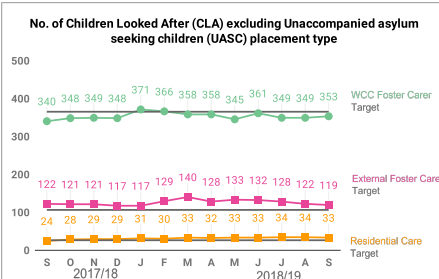
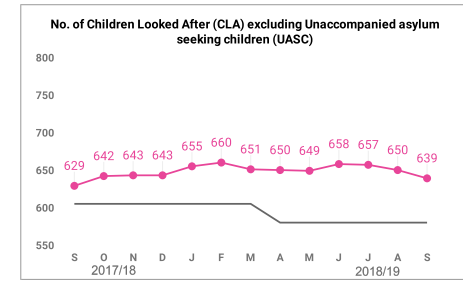
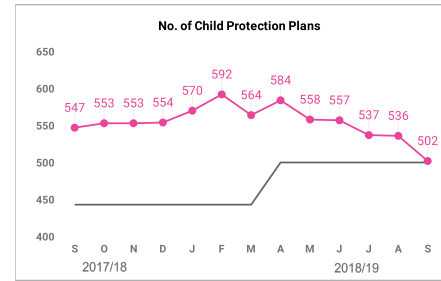
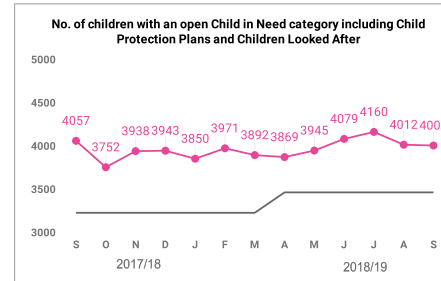
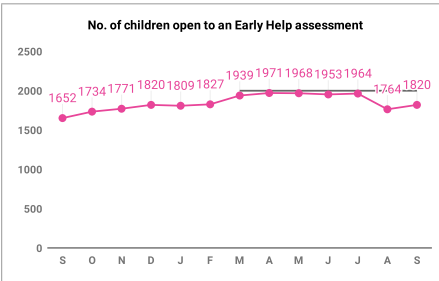
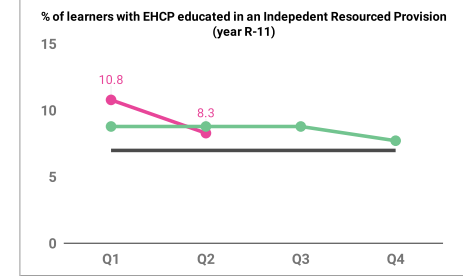
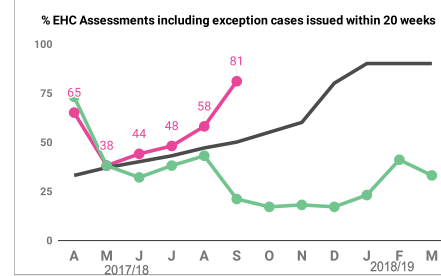
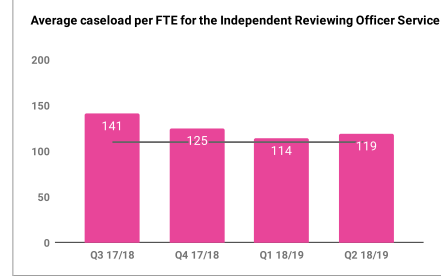
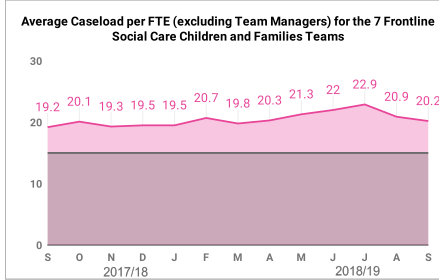
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This report was not circulated to members prior to publication



18/19 Actual
18/19 Target
17/18 Actual
16-Oct-2018

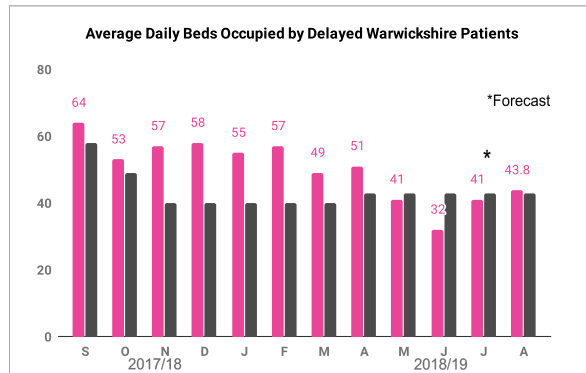
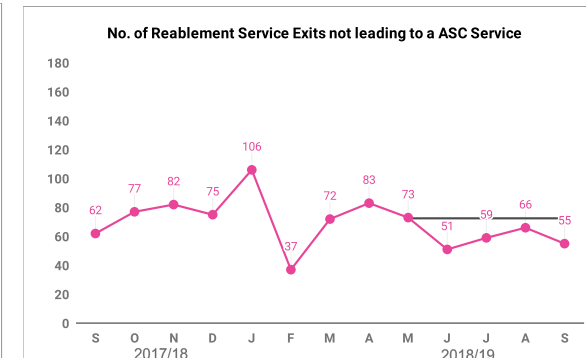
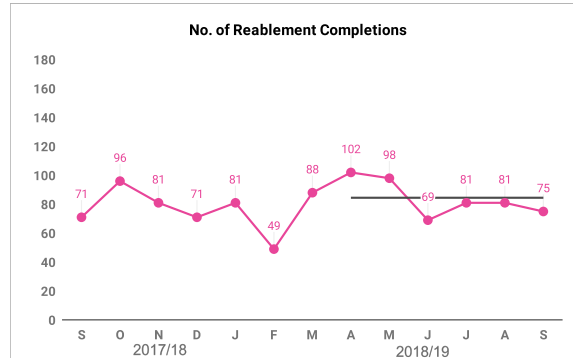
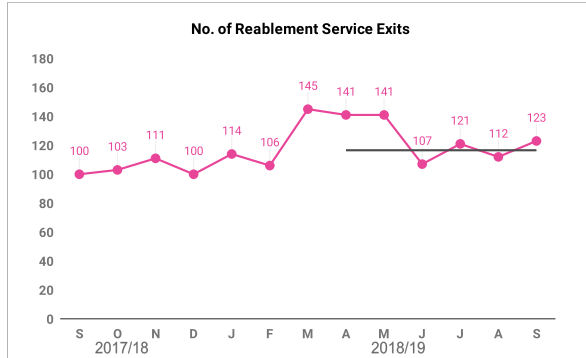
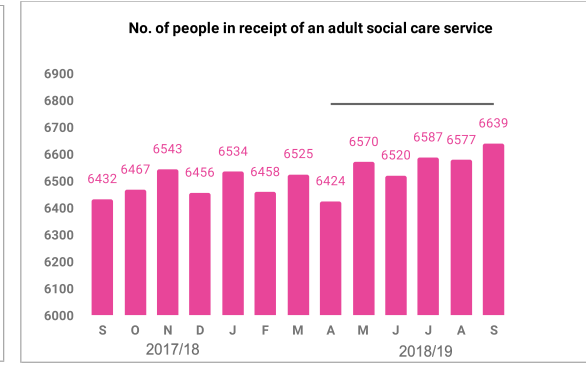
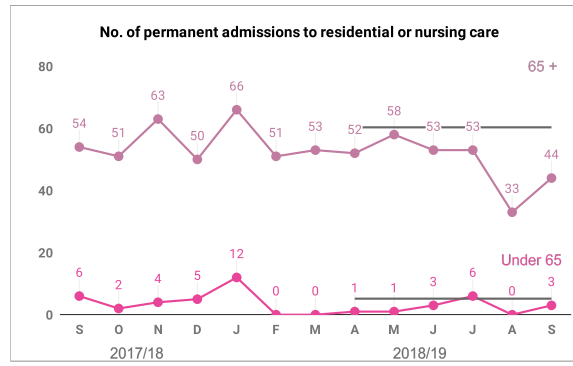
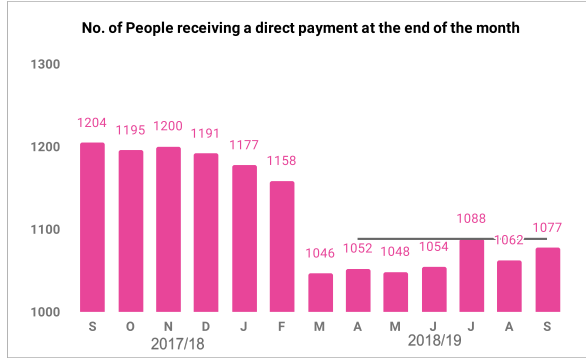
Q2 OOP Progress Report Children are Safe





18/19 Actual
 18/19 Target
 17/18 Actual
 22 Oct 2018

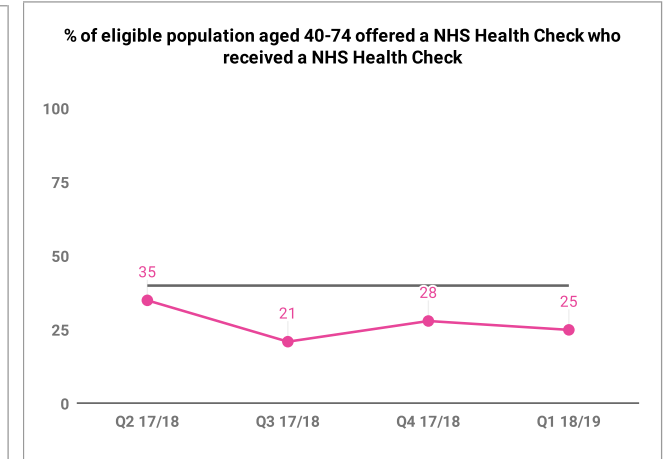
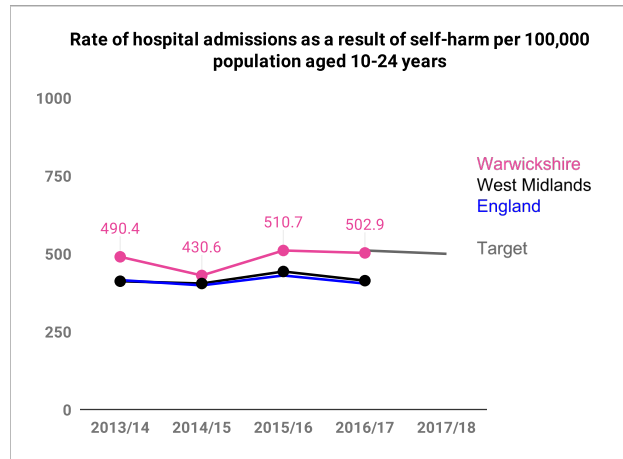
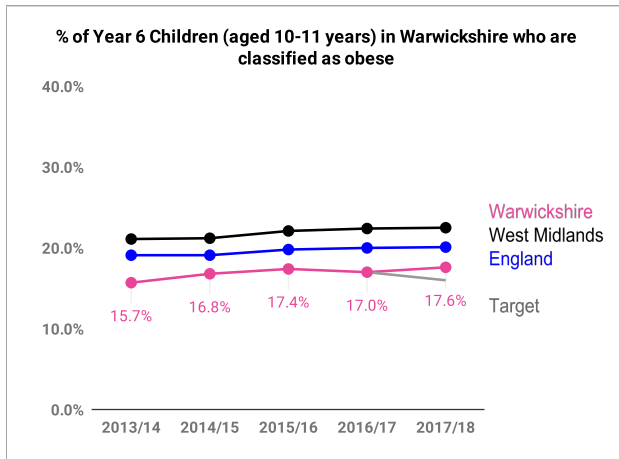
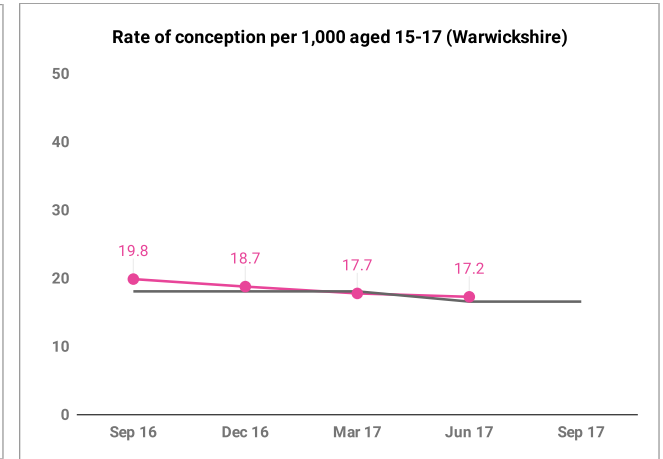
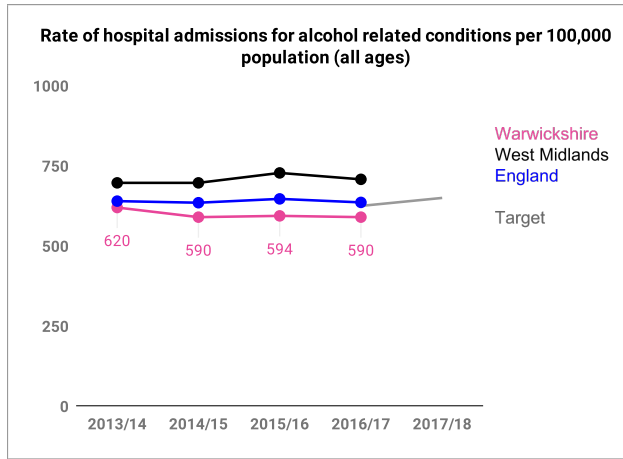
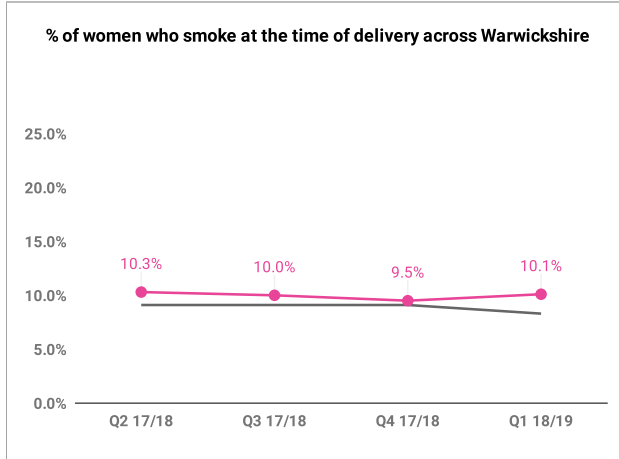
Q2 OOP Progress Report Adult Health and Social Care





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 18/19 Target
 17/18 Actual
 17-Oct-2018

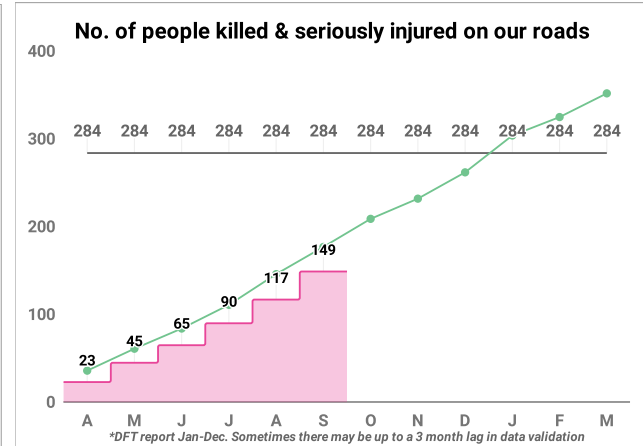
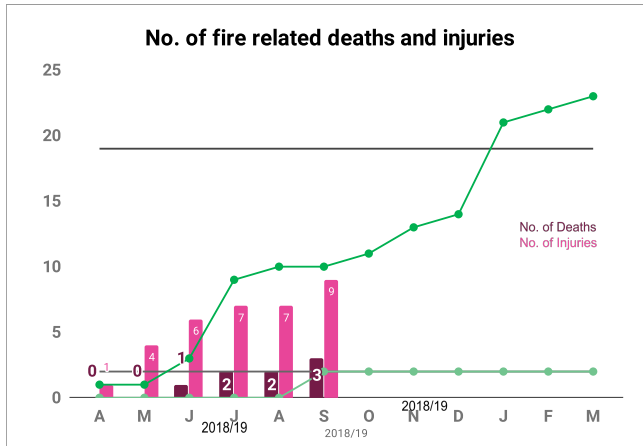
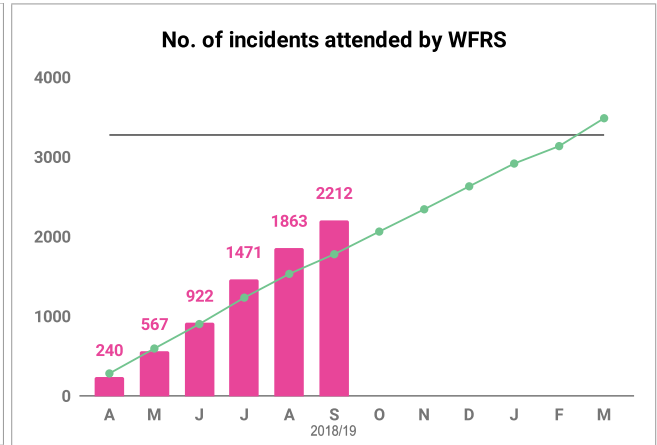
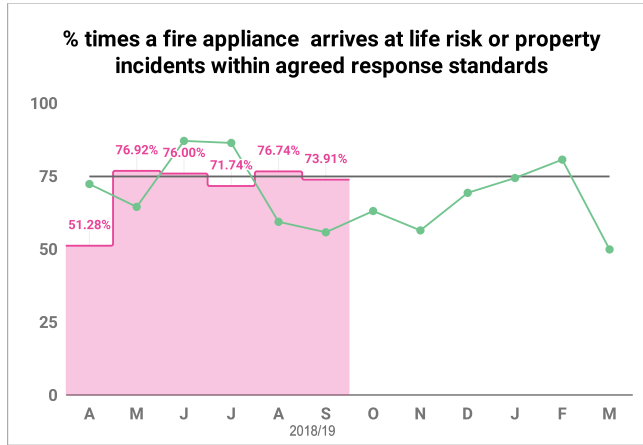
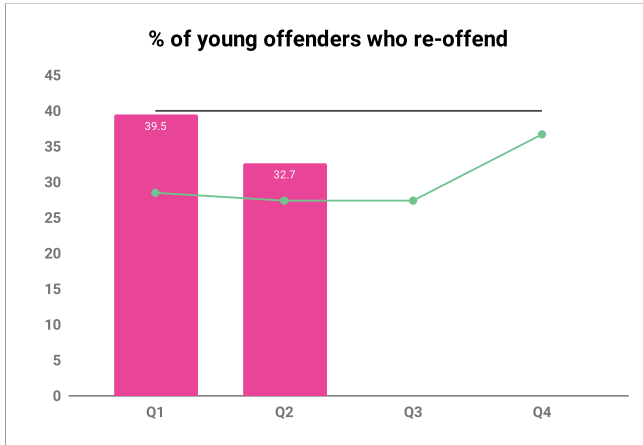
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 17/18 Actual
 16-Oct-2018

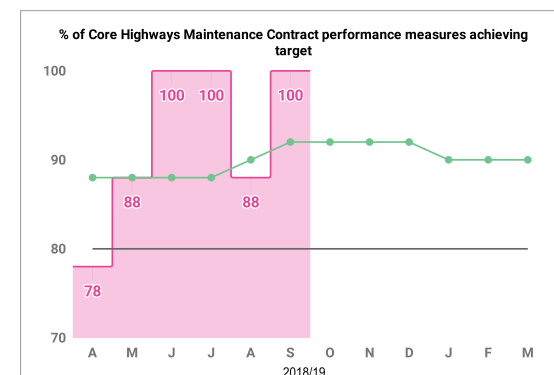
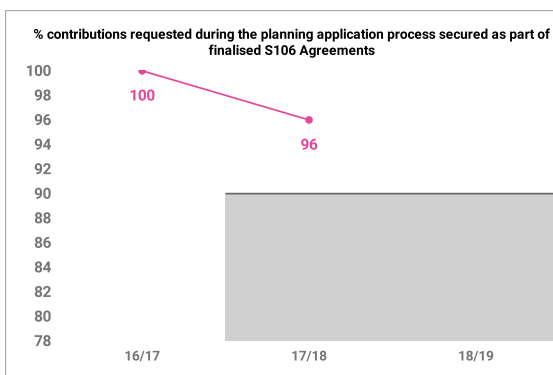
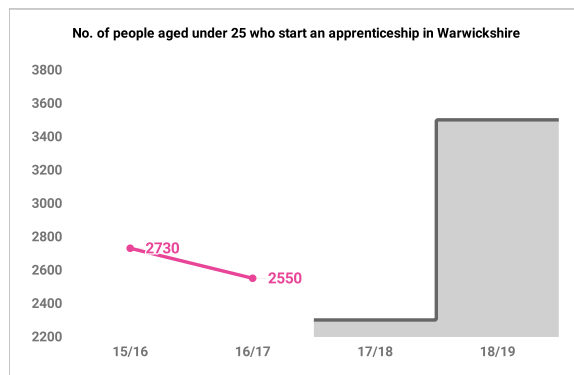
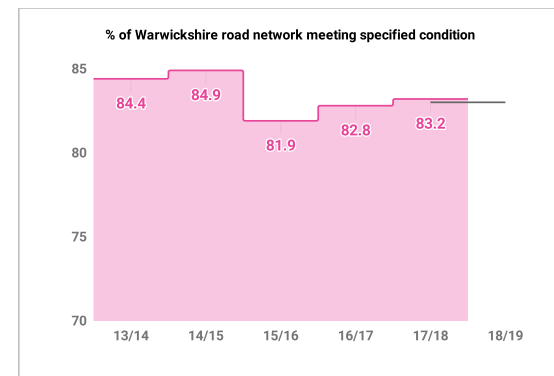
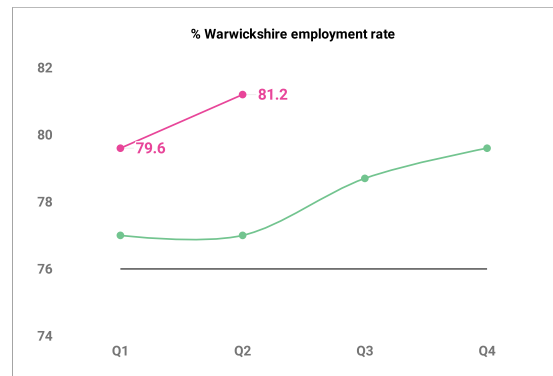
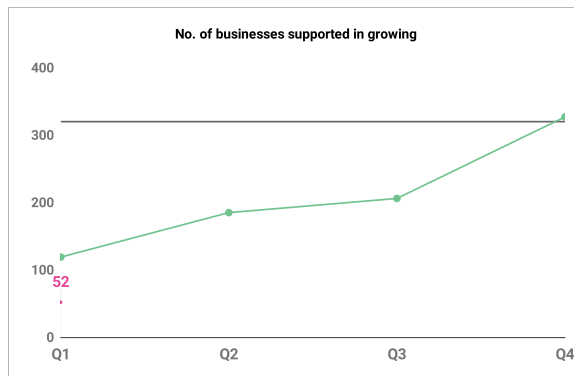
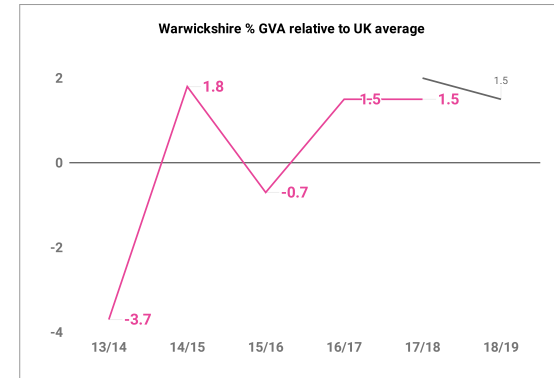
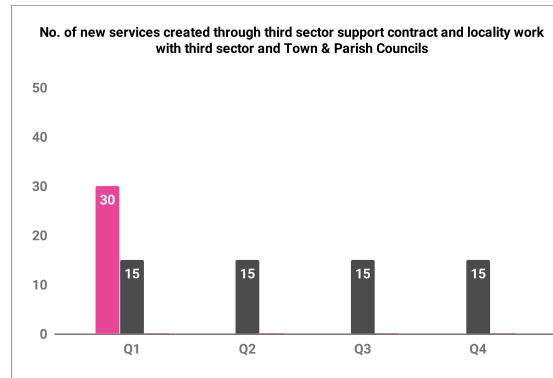
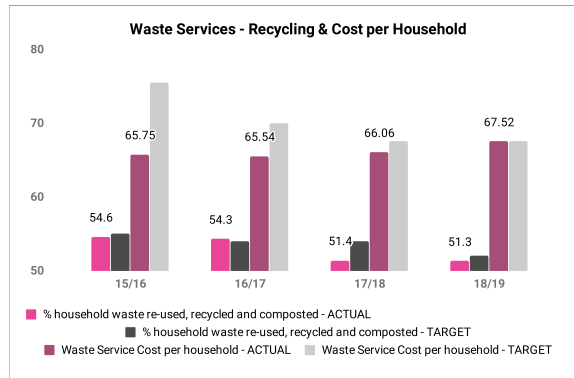
Q2 OOP Progress Report
 Community Safety and Fire





18/19 Target
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 16-Oct-2018

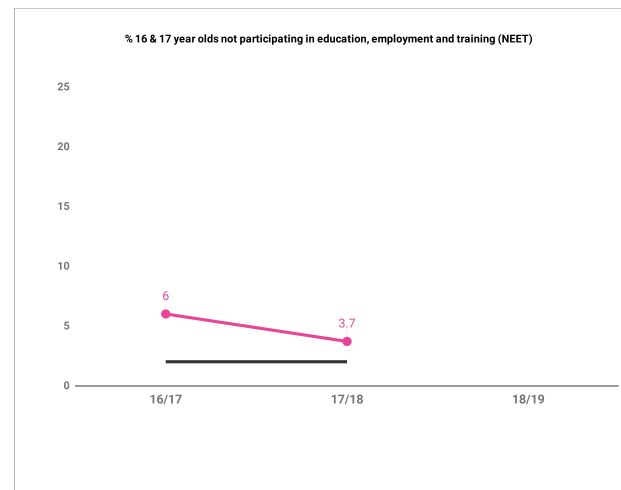
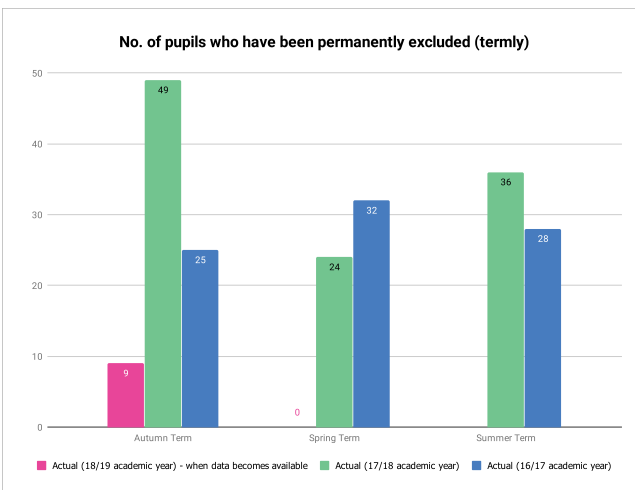
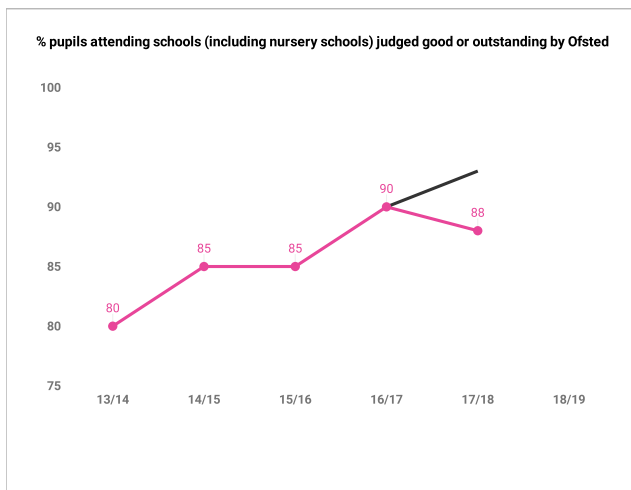
Q2 OOP Progress Report Economy and Infrastructure





18/19 Actual
18/19 Target
17/18 Actual
16-Oct-2018

Q2 OOP Progress Report Education and Learning





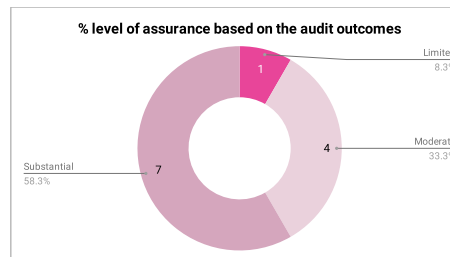
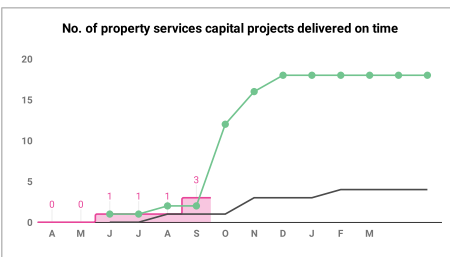
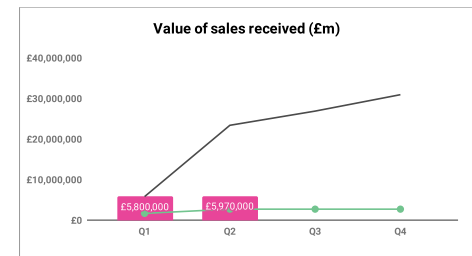
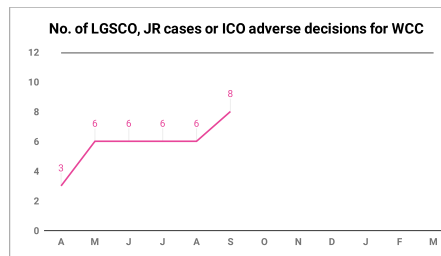
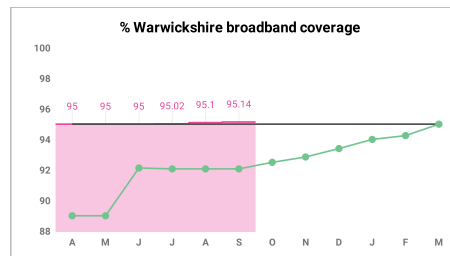
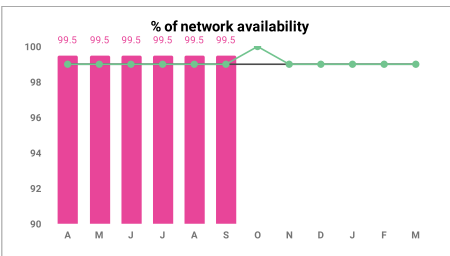
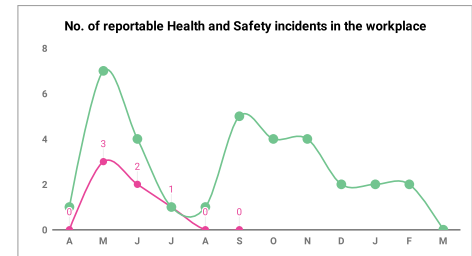
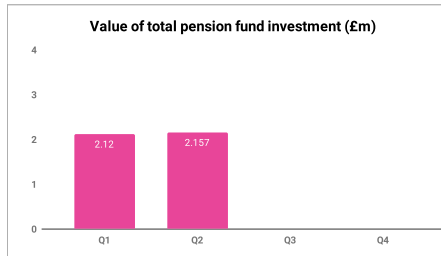
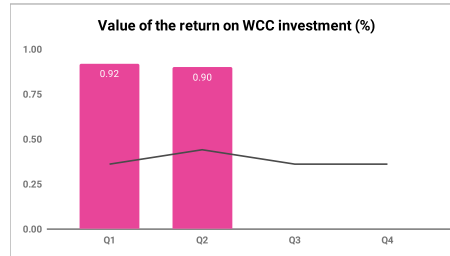
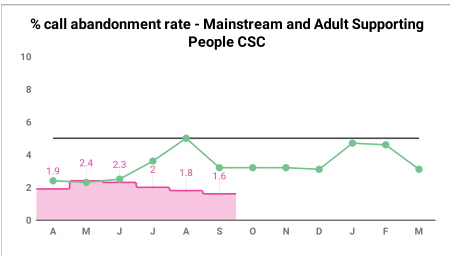
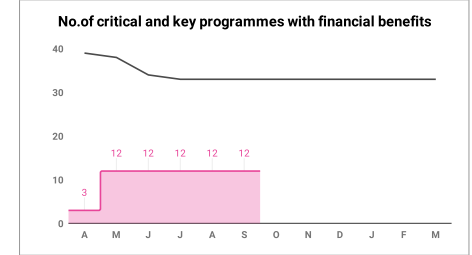
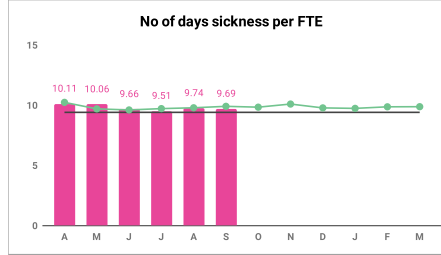
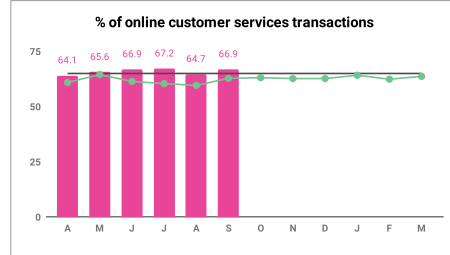
18/19 Target
17/18 Actual
18/19 Actual

25-Oct-2018

Data relates to the year 2018/19

Q2 OOP Progress Report

Our resources are effectively and efficiently targeted

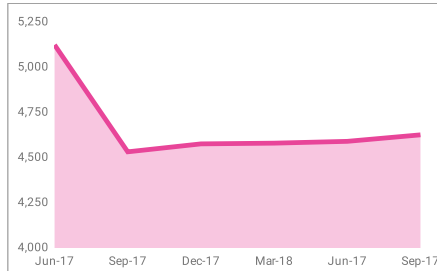




Appendix A Part 2: Headline HR Information

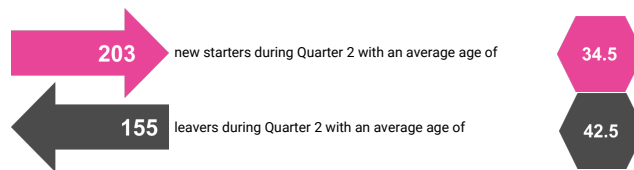
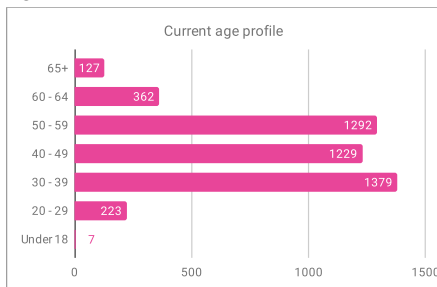
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

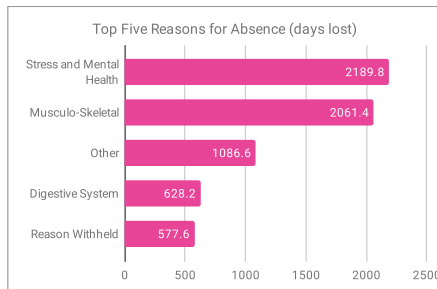


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
Headcount	5,119	4,527	4,571	4,575	4,585	4,621		
Full-time Equivalents	4,023	3,750	3,789	3,789	3,799	3,866		
Whole-time Equivalents	3,954	3,725	3,763	3,641	3,738	3,785		
Number of Posts	5,382	4,761	4,813	4,820	5,424	5,450		

Age Profile of our Workforce

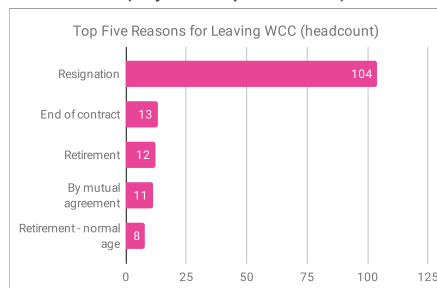


Sickness Absence Statistics



	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	8,263		
... of which short-term	3,339	3,382	3,759	14,247	3,061	2,646		
	35.5%	37.0%	38.9%	36.60%	32.4%	32.0%		
... of which long-term	6,067	5,759	5,904	24,681	6,385	5,617		
	64.5%	63.0%	61.1%	63.40%	67.6%	68.0%		

Staff Turnover (July 2018-September 2018)



	New Starters	Leavers	% Turnover	Target 18/19
Headcount	203	155	3.35% (Q2) 13.22% (rolling year)	10%-20%
Full-time Equivalents	185.4	123.2		
Posts	209	162		

Commentary:

There is a small increase in the headcount which is attributable to Children's Services and the planned programme of work to increase the number of Social Workers.

Turnover @13.22% for the rolling 12 months is lower than the same period last year.

Absence at 9.69 days per average fte is also lower than the same period last year but is below our 9.4 target. Preventative work continues to manage our sickness absence levels.



Appendix A

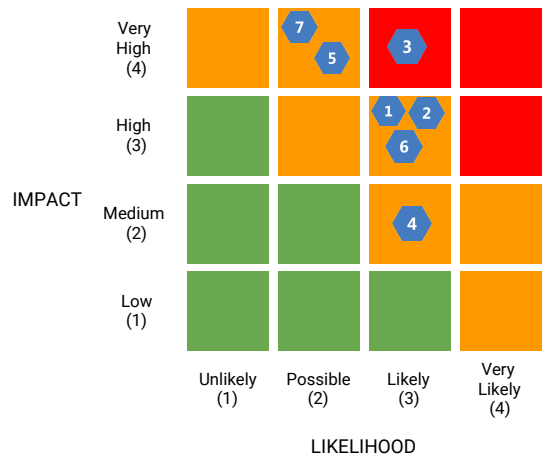
Part 3: Strategic Risk Information

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	16	9
2 Continuing pressure on Adult Services and Health	16	9
3 Failure to adequately safeguard Children and Vulnerable Adults	16	12
4 Failure to maintain the security of personal or protected data	12	6
5 Inability to secure economic growth in Warwickshire	16	8
6 Inability to keep out communities safe from harm	16	9
7 The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.	12	8
8 Overall risk assessment	16	9

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	26,123	27,361	1,238 4.74%	(1,104)	134
Assistant Director Commentary	The Business Unit continues to have significant budget pressures particularly in Waste. All opportunities to manage down expenditure are being considered.				
Education & Learning	100,170	104,795	4,625 4.62%	(487)	4,138
Assistant Director Commentary	Cost centres are being scrutinised more closely and the Education Services 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, and Demand Management Review of SEND and Home to School Transport are assisting in moving towards a balanced budget in future years.				
Fire & Rescue	19,510	19,843	333 1.71%	(1,754)	(1,421)
Assistant Director 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 overspend 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	27,061	27,366	305 1.13%	(2,967)	(2,662)
Assistant Director Commentary	The forecast overspend has reduced from Q1. Further work on income and spend will follow to move the forecast position to balance				
TOTAL COMMUNITIES DIRECTORATE	172,864	179,365	6,501 3.76%	(6,312)	189
Children & Families	60,103	63,122	3,019 5.02%	(1,712)	1,307
Assistant Director 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	139,695	136,135	(3,560) -2.55%	(11,959)	(15,519)
Assistant Director Commentary	SCS transferred £3m to reserves, and increased iBCF forecasts by £300,000, leaving a forecast underspend of £3.5m. Some of this will be used to protect services in C&F the outcomes from which impact on demand for Adults Services. Remainder will cover possible changes in income forecast, and possible further investment of iBCF into transformation and integration work. There remains a £1m risk around income forecasts.				
Strategic Commissioning & Public Health	35,729	34,286	(1,443) -4.04%	(5,184)	(6,627)
Assistant Director Commentary	We are maintaining tight budgetary control on all spend to ensure we are in a good position to meet all our savings targets for next year				
TOTAL PEOPLE DIRECTORATE	235,527	233,543	(1,984) -0.84%	(23,284)	(25,268)



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
Customer Service	9,106	9,088	(18) -0.20%	(654)	(672)
Assistant Director Commentary	There are no significant financial issues to highlight at this time				
Finance	3,702	3,760	58 1.57%	(880)	(822)
Assistant Director Commentary	Although there are a number of spend variations within the service (mainly to support various one-off projects), overall the bottom line is a very small forecast variation, which if materialises will be funded - as planned at the beginning of the year - from within the Business Unit reserves.				
Human Resources & Organisational Development	4,914	4,811	(103) -2.10%	(335)	(438)
Assistant Director Commentary	Staffing vacancies across HROD will be considered in the wider context of the new operating model. We are working on the basis that 2018/19 expenditure on implementation of Your HR will be funded from within the service budget				
ICT Services	9,116	8,829	(287) -3.15%	(20)	(307)
Assistant Director Commentary	The fall of income of around £100,000 in Schools Traded Services is being addressed through reduction in expenditure - this will be reflected in improved performance next quarter. Delays in the contracts for Project Connect (telephony) and LFFN (broadband) have resulted in underspends. There is a request to carry forward £200,000 (originally allocated by members) to fund LFFN activities in 2019/20.				
Law & Governance	1,000	776	(224) -22.40%	(213)	(437)
Assistant Director Commentary	The assumption for 2018/19 is that trading activity remains healthy and that Legal Services continues to grow its external customer base and recover the position against the non education trading budget				
Performance	5,302	5,025	(277) -5.22%	(25)	(302)
Assistant Director Commentary					
Property Services	10,733	10,523	(210) -1.96%	(403)	(613)
Assistant Director Commentary					
TOTAL RESOURCES DIRECTORATE	43,873	42,812	(1,061) -2.42%	(5,148)	(6,209)



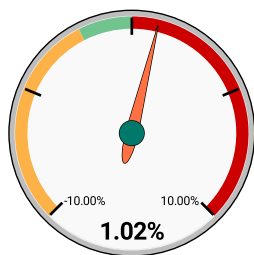
Appendix A

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
Other Services	-163,777	-164,304	(527) -0.32%	(99,055)	(99,582)
Assistant Director Commentary					
TOTAL WHOLE AUTHORITY	288,487	291,416	2,929 1.02%	(133,799)	(130,870)

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	This year's savings have largely been delivered but other overspends have occurred which means the overall position for the business Unit is one of overspending. The ongoing budget situation for the Business Unit has been discussed with the Joint Managing Directors and is also encapsulated in the 2019/20 budget planning documentation.	G
Education & Learning	733	727	733	This year's savings have been largely delivered but there are ongoing deficits in SEND and Home to School Transport. These are being addressed in both the short and longer term	G
Fire & Rescue	0	0	0	There is no savings target for 2018/19 and we continue to develop savings options comprising of internal changes as well as options relating to the collaboration with West Midlands Fire Service, as these are yet to be confirmed the overall RAG rating remains amber.	A
Transport & Economy	689	585	689		G
TOTAL COMMUNITIES DIRECTORATE	2,169	2,029	2,139		
Children & Families	2,985	877	877		R
Social Care & Support	2,562	2,017	2,762	The in year savings will be delivered / met. However, how this is achieved recurrently is uncertain as this is dependent on the recurrency of one off funding (BCF / iBCF), the Social Care Precept and the central government settlement.	G
Strategic Commissioning & Public Health	406	406	406		G
TOTAL PEOPLE DIRECTORATE	5,953	3,300	4,045		
Customer Service	10	10	10	This years savings have been delivered. Posts have been frozen to ensure the OOP savings target for next year is delivered.	G
Finance	65	65	65	The savings for 2018/19 have already been delivered. There is still an additional £95,000 to identify for 2019/20, but the service is confident that this is deliverable and it will form part of the Finance functional operating model considerations.	G
Human Resources & Organisational Development	75	75	75		G
ICT Services	363	363	363		G
Law & Governance	49	49	49		G
Performance	55	55	55	Savings for 2018/19 have been delivered, preparations are underway to put the plans in place for 2019/20 savings	G
Property Services	1,583	1,424	1,583	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
TOTAL RESOURCES DIRECTORATE	2,200	2,041	2,200		
Other Services	100	100	100		G
TOTAL WHOLE AUTHORITY	10,422	7,470	8,484		

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

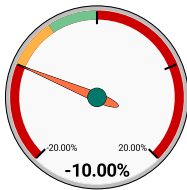
Capital spend position and slippage by Business Unit

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)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	374	(84)	-48%	0	0	374	The children and families property adaptations is a demand led service. Cases are closely scrutinised and this can create delays in finding suitable projects to support.
Community Services	835	(52)	-10%	0	0	835	Scheme delayed pending the outcome of an additional bid for funding from HS2 community fund.
Customer Service	2,518	93	17%	0	0	2,518	Spending brought forward relates to some late unbudgeted costs the funding has been brought forward from later years budgets.
Education & Learning	39,090	(389)	-2%	(1,428)	605	38,267	
Fire & Rescue	9,542	0	0%	43	0	9,585	
Information Assets	23,702	1,252	15%	32	0	23,734	Spending has been brought forward to 18-19 for the BDUK project due to additional resources and remodelling of the programme.
Property Services	26,789	(592)	-4%	2,395	37	29,221	
Social Care & Support (Adults)	3,350	(825)	-35%	0	0	3,350	Delays in creating Extra Care Housing have occurred.
Strategic Commissioning	6,216	(243)	-5%	0	0	6,216	
Transport & Economy	145,368	(10,687)	-16%	8,998	(135)	154,231	T&E has continued to actively review its capital projects to introduce a realistic profile of spend, further to discussion with project managers and an analysis of project plans. For this quarter this has contributed to £10.687m being reprofiled from 2018/19 into later years: £9.277m relates to grant/developer funded schemes (delays due to technical design and contract negotiations with developers); the remaining £1.339m relates to corporate resources, including delay in the commencement of the Stanks Island scheme and some Casualty Reduction schemes, compensation payments relating to Rugby Western Relief Road and reprofiling of Business Loans in line with CWRT agreements.

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



Q2 Total WCC	All Years Budget	New Schemes all years
Total WCC All Years Capital Programme (£'000)	257,784	10,040

Newly resourced spend included in slippage figures £000	All Years Forecast
507	268,331

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)	118,156	(11,527)	-10%	2,993	109,622

18-19 Capital Programme	Q1	Q2	Q3	Q4
Slippage for 2018/19	(31,004)	(11,527)		

Q2 Annex A - Community Services - OOP 2018/19

Community Services - Mark Ryder (Covering)

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	1,842	108	(790)	(790)	0	944	1,052	108	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	2,529	(69)	0	(2)	(2)	2,598	2,527	(71)	Unbudgeted expenditure supporting the Armed Forces Community Covenant. For future years explicit budget provision will need to be provided to support the AFCC work. Forecast underspend on third sector contract savings to balance overspend on Community Safety.
Heritage and Environment	3,486	3,573	87	(2,396)	(2,459)	(63)	1,090	1,114	24	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. Two thirds of the Digitising Heritage one off budget allocation will now be spent in 19/20 therefore a transfer of £70,000 to reserves is being requested. A further request of £40,000 is to be transferred to reserves due to extra income from the Ancestry contract at WCRO. The Q2 forecast for WCRO already reflects the transfer to reserves. There is an additional £112k transferring to reserves as surplus income from the Our Warwickshire project. This is currently showing as an actual on the ledger but is not included in the forecast.
Heritage and Environment - Traded Educational (LACE)	15	37	22	(28)	(29)	(1)	(13)	8	21	
Heritage and Environment - Traded Non-Educational (Archaeology, Forestry)	1,185	1,164	(21)	(1,392)	(1,390)	2	(207)	(226)	(19)	
Heritage and Environment - Total	4,686	4,774	88	(3,816)	(3,878)	(62)	870	896	26	
Waste Management	21,350	22,424	1,074	(3,245)	(3,142)	103	18,105	19,282	1,177	The £757,000 2017/18 deficit has now been removed from the Waste Management budget in order to balance the Waste reserve to nil. Currently no actions have been identified to rectify this deficit. The remaining £420,000 overspend is due to increased housing growth which continues to increase tonnages of residual waste outstripping 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	2,193	(10)	(660)	(681)	(21)	1,543	1,512	(31)	
Trading Standards	1,475	1,511	36	(438)	(444)	(6)	1,037	1,067	30	
Emergency Management	214	184	(30)	(53)	(24)	29	161	160	(1)	
Communities Group Resources	206	198	(8)	(62)	(54)	8	144	144	0	
Net Service Spending	35,198	36,387	1,189	(9,075)	(9,026)	49	26,123	27,361	1,238	

Q2 Annex A - Community Services - OOP 2018/19

Community Services - Mark Ryder (Covering)

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	388	-1177	-1177		
Museums Development Fund	111			111	-112	Transfer to reserves due to surplus income from the Our Warwickshire project.
Museum Ethnographic Fund	19			19		
Records Purchase Fund	7			7		
Records Donation Fund	65			65	-40	Transfer to reserves in relation to income from Ancestry which is to help fund future years.
Community Services - Savings	0	191	-61	130		
Community Services - Trading	0	95		95	35	£35k drawn down from reserves to fund Mass Comparator purchase.
Proceeds of Crime	146			146		
Domestic Homicide Reviews	0	83		83		
Secure Remand Reserve	387			387		
Total	347	757	(1,238)	(134)	(117)	

Q2 Annex A - Community Services - OOP 2018/19

Community Services - Mark Ryder (Covering)

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	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	
Target			747	747		1,713	
Remaining Shortfall/(Over Achievement)			30	30		0	

Q2 Annex A - Community Services - OOP 2018/19

Community Services - Mark Ryder (Covering)

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	2021 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	5,646	0	0	0	5,646	5,646	0	0	0	5,646	0	0	
11303000	HWRC Maintenance 2016/17	48	0	0	0	48	48	0	0	0	48	0	0	
11304000	HWRC Maintenance 2017/18	54	77	0	0	130	54	77	0	0	130	0	0	
11450000	HWRC Maintenance 2018/19	0	80	0	0	80	0	80	0	0	80	0	0	
11535000	HWRC Maintenance 2019/20	0	0	80	0	80	0	0	80	0	80	0	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	0	27	0	100	-27	0	Sustrans have submitted funding bid to HS2 Community Fund, with letters of support from WDC and community partners. Outcome awaited.
11022000	Countryside Maintenance - Base Programme 2012/13	606	0	0	0	606	606	0	0	0	606	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	432	4	0	0	436	432	4	0	0	436	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	362	0	0	0	362	362	0	0	0	362	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	200	26	0	0	226	200	26	0	0	226	0	0	
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	220	0	0	220	0	220	0	0	220	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	220	0	220	0	0	220	0	220	0	0	
Trading Standards														
11642000	Calibration Fuels	32	0	0	0	32	32	0	0	0	32	0	0	
11670000	Mettler Toledo XPE 1003KMC Mass comparator	0	35	0	0	35	0	35	0	0	35	0	0	
Heritage														
10623000	County Records Office Service - Digital Asset Management	95	6	0	0	101	95	0	6	0	101	-6	0	Increased demand in 19-20 requires more investment.
11415000	Market Hall Museum - "Our Warwickshire"	913	18	0	0	932	913	0	18	0	932	-18	0	Delay in delivery in final elements of projects as consequence of delay in delivery of main project works
11534000	Healey collection	97	0	0	0	97	97	0	0	0	97	0	0	
Community Safety														
11524000	Emergency Stopping Places	81	0	0	0	81	81	0	0	0	81	0	0	
		10,159	536	300	0	10,995	10,159	484	351	0	10,995	-51	0	

Q2 Annex B - Education & Learning - OOP 2018/19

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	117	118	1	0	0	0	117	118	1	
Business Unit	1,339	1,350	11	(193)	(314)	(121)	1,146	1,036	(110)	£0.260m has been deducted from the budget to repay 2017/18 overspend, this is being funded by underspends such as £0.208m that represents the surpluses generated from trading with schools, and £0.187m which is a result of future OOPs savings made early.
Business Unit - Traded Educational (Warwickshire Music, Marie Hall)	3,129	3,145	16	(3,303)	(3,297)	6	(174)	(152)	22	Warwickshire Music is forecasting not to meet their WES gross surplus target by £0.022m, resulting in an overspend. This is due to reduced teaching hours due to long term sickness.
Business Unit - DSG	69	69	0	0	0	0	69	69	0	
Head of Service - Total	4,654	4,682	28	(3,496)	(3,611)	(115)	1,158	1,071	(87)	
Education, Access & Sufficiency	17,098	18,493	1,395	(1,390)	(1,144)	246	15,708	17,349	1,641	There is a forecast overspend on SEN transport of £1.489m, £0.093m on Mainstream transport, and £0.066m on Transport Admin. This is being offset against a small underspend of £0.045m 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. In order to meet the £0.248m OOP saving core funding from School Improvement will be vired to SEN transport budget.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	319	8	(330)	(430)	(100)	(19)	(111)	(92)	Underspend is a result of an over achievement of income in Admissions services.
Education, Access & Sufficiency - DSG	32,135	31,942	(193)	(3)	(3)	0	32,132	31,939	(193)	The DSG Schools block is forecasting to overspend on the growth fund by £0.042m due to commitments to schools to fund bulge classes. There is an underspend on the Early Years DSG block (EYB) of £0.188 m, funding will be reduced by the ESFA in 2019/20 to remove any surplus funding on the EYB.
Education, Access & Sufficiency - Total	49,544	50,754	1,210	(1,723)	(1,577)	146	47,821	49,177	1,356	
SEND and Inclusion	4,020	3,755	(265)	(1,293)	(935)	358	2,727	2,820	93	£0.242m is requested to be drawn down from the reserve at Q2, this relates to activities funded by the SEND Implementation & Preparation for Employment Grant from the ESFA. There are underspends in this area that relate to the additional income 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.
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	2,334	(49)	(2,777)	(2,647)	130	(394)	(313)	81	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	47,986	1,705	(1,516)	(1,726)	(210)	44,765	46,260	1,495	The overspend on the DSG High Needs block (HNB) is due to increase demand on top up budgets, there is a £1.935m over spend on Special School, Independant, & Post 16 budgets this is being slightly offset against a small underspend of £0.100m 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 £3.994m, 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	54,075	1,391	(5,586)	(5,308)	278	47,098	48,767	1,669	
Learning and Performance	2,717	3,291	574	(1,396)	(1,981)	(585)	1,321	1,310	(11)	
Learning and Performance - Traded Educational (Sch Gov)	403	391	(12)	(462)	(487)	(25)	(59)	(96)	(37)	The underspend is due to a growth in Governor Services, resulting in additional income, the service has also increased it trading surplus by making staff savings.
Learning and Performance - DSG	3,154	2,910	(244)	(62)	(63)	(1)	3,092	2,847	(245)	Underspend on the DSG HNB is 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. This is will be used to offset overspends on top-ups.
Learning and Performance - Total	6,274	6,592	318	(1,920)	(2,531)	(611)	4,354	4,061	(293)	
Adult Community Learning	1,650	1,620	(30)	(1,731)	(1,755)	(24)	(81)	(135)	(54)	Underspend on the Adult Community Learning Grant will be carried forward to 2019/20 as part of the grant conditions.
Schools Residual Pensions	2,116	2,116	0	0	0	0	2,116	2,116	0	

Q2 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Chris Malone
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 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	
Schools Residual - DSG	(2,224)	(190)	2,034	(72)	(72)	0	(2,296)	(262)	2,034	The LA set a deficit DSG budget in 2018/19 this is broken down by blocks as follows, Central Support Services £0.471m under spend, Early Years £2.187m over spend, and High Needs £2.692m 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	(108)	1,926	2,034	(72)	(72)	0	(180)	1,854	2,034	
Net Service Spending	114,698	119,649	4,951	(14,528)	(14,854)	(326)	100,170	104,795	4,625	

Education & Learning - Chris Malone
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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	260	-1,235	-1,235		
SEND Earmarked Reserve	427		-242	185	242	Draw down of the SEND Implementation & Preparation for Employment Grant from the ESFA
School Improvement Monitoring & Brokering Reserve	0			0		
Education MIS Project	71	-71		0		
Early Years Delivery Support Fund (30 hrs)	60		-60	0	60	Draw down of the Early Years 30 hours delivery Grant from the ESFA
DSG Reserve	0		-3,088	-3,088		
Total	298	189	(4,625)	(4,138)	302	

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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	133	139	139		
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	248	248	248		SEN transport budget is forecasting to overspend by £1.489m, in order to meet the OOPs savings core budget from School Improvement (SI) is being transferred to SEN Transport, SI will be funded using SI & monitoring grant, there is a risk if the SI grant end there is no core funding for SI. 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	727	733	889	0	
	Target		733	733		889	
	Remaining Shortfall/(Over Achievement)		6	0		889	

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)	1,165	4,010	0	0	5,175	1,165	1,520	0	0	2,685	-2,490	-2,490	Reduced forecast due to school conversions to Academy - lower DFC grant (£920k) and lower revenue contributions
Learning - Non Schools														
11399000	CMS Musical Instruments 2015/16-2017-18	80	11	0	0	91	80	11	0	0	91	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 / Acorn 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	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	54	0	0	186	0	0	
11634000	Bilton School Refocus Unit - Expansion and refurbishment	254	0	0	0	254	254	0	0	0	254	0	0	
Learning - Other														
10008000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0	
11476000	Nursery & pre school provision minor works	13	0	0	0	13	13	0	0	0	13	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	
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	
11678000	Seedlings Nursery HRI Wellesbourne - Modular Building	0	0	0	0	0	0	120	0	0	120	120	120	Cabinet report 24th July 18
11682000	Temporary Classroom Removal	0	0	0	0	0	0	150	0	0	150	150	150	Cabinet report 24th July 18
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0	
Primary - expansion														
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	0	0	0	878	878	0	0	0	878	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	
11255000	Paddox School extension - targeted basic need	2,670	2	0	0	2,672	2,670	5	0	0	2,675	4	4	Variance due to final account
11262000	Cawston Grange extension (pupil places)	2,695	0	0	0	2,695	2,695	1	0	0	2,696	1	1	Expenditure increase due to additional works to heating controls system.
11263000	Long Lawford extension (pupil places)	771	104	0	0	875	771	104	0	0	875	0	0	
11270000	Shipston Primary extension	394	0	0	0	394	394	0	0	0	394	0	0	
11322000	Whitnash primary basic need provision	648	2	0	0	650	648	2	0	0	650	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	118	0	0	988	870	118	0	0	988	0	0	
11386000	Long Lawford Primary permanent expansion	255	2785	-	0	3,040	255	2,785	0	0	3,040	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	581	169	0	0	750	581	169	0	0	750	0	0	
11392000	St Peters Barford, expansion	308	22	0	0	330	308	22	0	0	330	0	0	
11401000	Hillmorton Primary Permanent Expansion	3,022	0	0	0	3,022	3,022	20	0	0	3,042	20	20	Expenditure increase due to consultancy work for highways issues outside school
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	894	6	0	0	900	894	6	0	0	900	0	0	
11468000	Oakfield Primary expansion (Academy)	473	97	0	0	570	473	97	0	0	570	0	0	
11469000	Northlands Primary School - bulge class developer contribution	52	0	0	0	52	52	11	0	0	63	11	11	Variation due to final payment.
11470000	Nathaniel Newton Infants, extension re bulge class	182	0	0	0	182	182	0	0	0	182	0	0	
11471000	The Ferncumbe Primary School	100	50	0	0	150	100	50	0	0	150	0	0	
11474000	Newdigate Primary School Bedworth	111	0	0	0	111	111	0	0	0	111	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	270	5	0	0	275	270	5	0	0	275	0	0	

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	
11494000	Kingsway Primary - temporary classroom for bulge class	110	40	0	0	150	110	40	0	0	150	0	0	
11495000	Stockingford Primary School new SISG module building	359	41	0	0	400	359	41	0	0	400	0	0	
11565000	Ettington Primary School	60	30	0	0	90	60	30	0	0	90	0	0	
11566000	The Ferncumbe Primary School	20	380	0	0	400	20	49	331	0	400	-331	0	Slippage due to planning & highways request for additional car parking as part of planning application, start date for works now delayed.
11569000	Paddox Primary SISG	2	298	0	0	300	2	0	298	0	300	-298	0	Slippage due to project on-hold, whilst SEN team finalise their plans for SISG provision in Rugby area, start date for works now delayed.
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	29	0	0	29	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	33	227	0	0	260	33	227	0	0	260	0	0	
11620000	Newdigate Primary School - Expansion and Internal referb	7	357	700	0	1,064	7	357	700	0	1,064	0	0	
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	0	200	700	0	900	0	138	762	0	900	-62	0	Slippage due to flood risk assessment work to be carried out, start date for works now delayed.
11628000	Michael Drayton Primary - Expansion	0	500	1,350	0	1,850	0	500	1,500	0	2,000	0	150	Budget increased by £150k additional traffic management measures as required by the Highway Authority. Agreed at the Capital Access Working Group on 12th September 2018.
11646000	Barford St Peters Primary	0	105	125	0	230	0	230	0	0	230	125	0	Slippage due to planning permission received earlier than planned, start date for works was brought forward.
11647000	Coleshill Primary	0	300	0	0	300	0	300	0	0	300	0	0	
11677000	Harbury Primary School - Internal Alterations	0	0	0	0	0	0	93	0	0	93	93	93	Cabinet report 24th July 18
11679000	Boughton Leigh & Brownsover - Feasibility S106	0	0	0	0	0	0	9	0	0	9	9	9	Cabinet report 24th July 18
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	9	0	0	3,017	3,007	9	0	0	3,017	0	0	
11384000	New School, The Gateway, Rugby	13	37	1100	2,000	3,150	13	37	1,100	2,000	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	3,411	0	0	0	3,411	3,411	142	0	0	3,553	142	142	Expenditure increase due to additional works to playground & playing field and payments to school for furniture & fittings.
11480000	Water Orton Primary School (re HS2 Conditional)	111	2,889	2,750	0	5,750	111	2,888	3,028	0	6,027	-1	277	Income has increased due to indexation of HS2 funding
Primary - other														
11319000	Eastlands Primary Temporary Classroom	98	24	20	60	202	98	24	20	60	202	0	0	
11321000	Long Lawford Pri temporary classroom	287	4	0	0	291	287	84	0	0	371	80	80	Transfer £80,170 Income C2110 Corporate Resources from 11387001 (G1482) to 11321001 (F2277). Both codes are for temporary arrangements at Long Lawford School.
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	10	0	0	150	0	0	
11387000	Long Lawford temporary arrangements	4	80	0	0	84	4	0	0	0	4	-80	-80	Transfer £80,170 Income C2110 Corporate Resources from 11387001 (G1482) to 11321001 (F2277). Both codes are for temporary arrangements at Long Lawford School.
11411000	Race Leys Infant School - Universal Free School Meals	230	0	0	0	230	230	0	0	0	230	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	234	13	0	0	247	234	13	0	0	247	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	38	33	4	0	0	38	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	74	0	0	0	74	74	0	0	0	74	0	0	
11568000	Welford on Avon Primary School	38	462	1,272	0	1,772	38	462	1,272	0	1,772	0	0	
11570000	Coten End Kitchen Extension	164	1	0	0	165	164	1	0	0	165	0	0	
11626000	Goodyers End Primary School - demolition of temporary classroom	39	0	0	0	39	39	0	0	0	39	0	0	
Schools Access														
11267000	2013-14 Schools Disability Access block header	670	14	0	0	684	670	14	0	0	684	0	0	
11393000	Minor Works Block Header 2015/16	634	48	0	0	682	634	48	0	0	682	0	0	
11479000	Access works for SEN 16-17	168	131	0	0	299	168	131	0	0	299	0	0	
11629000	DDA Blockheader 18/19	87	313	0	0	400	87	313	0	0	400	0	0	
Secondary - expansion														
11472000	Kineton High School	3,147	148	0	0	3,295	3,147	148	0	0	3,295	0	0	

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	
11473000	Shipston High School	2,222	28	0	0	2,250	2,222	28	0	0	2,250	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	34	0	0	75	41	34	0	0	75	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	30	270	5,000	2,200	7,500	30	270	5,000	2,200	7,500	0	0	
11632000	Aylesford Secondary School - Conversion of Bungalow	12	0	0	0	12	12	0	0	0	12	0	0	
11645000	Coleshill Secondary School	0	500	1,580	0	2,080	0	500	1,580	0	2,080	0	0	
11681000	Polesworth School - PSBP2	0	0	0	0	0	0	200	0	0	200	200	200	Cabinet report 24th July 18
Secondary - other														
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
SEN - other														
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	103	0	0	0	103	103	0	0	0	103	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	
11496000	Middlemarch Junior School - SEN resourced provision facilities	64	36	0	0	100	64	36	0	0	100	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														
11257000	Welcombe Hills school extension Targeted Basic Need	1018	0	0	0	1,018	1,018	0	0	0	1,018	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	
11680000	Exhall Grange - modular pod and internal remodelling	0	0	0	0	0	0	210	280	0	490	210	490	Cabinet report 24th July 18
SEN - new														
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	
		44,131	18,103	16,727	4,260	83,221	44,131	16,006	18,001	4,260	82,398	-2,097	-824	

Q2 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	10,212	10,459	247	(20)	(25)	(5)	10,192	10,434	242	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 £242k (part year effect of over establishment posts, 6 RDS temporary contracts, use of Crewing Pool and RDS Peripatetic pool). 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	889	3	0	(1)	(1)	886	888	2	
Service Delivery - Fire Control	756	816	60	(32)	(32)	0	724	784	60	Increase in overtime due to sickness absence and staff seconded to support project work. 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	695	97	(63)	(52)	11	535	643	108	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 (£45k). In addition the Service has been holding a reserve within service savings to support the continuation of the Heartshield Project in partnership with Public Health. A request to draw down £31k will be made this quarter.
Service Support - Technical Support	2,240	2,287	47	0	(5)	(5)	2,240	2,282	42	£5k of this overspend relates to the contractual increase in the provision of Personal Protective Equipment, and £20k relates to the cost of replacement batteries for the Uninterruptable Power Supply. The Service has requested to draw down £20k, which was carried over from last year specifically to fund this work, at Q2 from Service Savings. In addition to this the Service has been holding a reserve within Service Savings carried forward from the previous years underspend to support the replacement of fitness equipment. A draw down request of £11k to support this will also be made at Q2. The remaining overspend is due to temporary employment to cover sickness absence and an increase in operational activity and associated equipment attrition across the summer months. The Service Manager is confident that through prudent budget management this pressure will be resolved by the year end.
Service Support - Training & Development	1,620	1,625	5	(100)	(105)	(5)	1,520	1,520	0	At the end of Q2 with all programmed and foreseeable training activity for this financial year taken into account the TADC budget is completely committed, bar £1500. Any significant additional training requirement identified will generate a budget pressure.
Service Improvement - Business Transformation & Projects	460	519	59	0	0	0	460	519	59	There are a number of projects currently operating within this service area: Joint Control Project, Emergency Services Network (ESN) & ICT Replacement Systems. The Service is holding earmarked reserves to fund these projects and at Q2 a request to draw down £46k has been submitted to support the ESN project.
Brigade Management	574	569	(5)	0	0	0	574	569	(5)	
Service Support - HR, IT, Finance & Pensions	2,165	1,988	(177)	(3)	0	3	2,162	1,988	(174)	£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	216	(1)	0	0	0	217	216	(1)	
Net Service Spending	19,728	20,063	335	(218)	(220)	(2)	19,510	19,843	333	

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			268		
Fire Control Project	233	(41)	(7)	185		
Service Savings Reserve	600	(156)	(235)	209	147	To support planned capacity expenditure including Operational Response, National Operational Guidance Policy and Business Continuity.
Fire Services - ESMCP	765		(46)	719	46	To support the ongoing costs of the Emergency Services Network Project
RSFRS Project	116	(76)		40		
Vulnerable People	45		(45)	0	45	To support the ongoing costs of the Vulnerable People initiative supporting the Health Agenda
Total	2,027	(273)	(333)	1,421	238	

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	

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	20/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11660000	Vehicle Replacement Programme 2018/19	0	597	0	0	597	0	640	0	0	640	43	43	Since reporting at Q1 a Water Bowser has become defective and is now in need of replacement a year earlier than planned.
Sub Total - F&R Self Financing Projects		0	597	0	0	597	0	640	0	0	640	43	43	
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	94	26	0	120	0	94	26	0	120	0	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 Reso		100	160	146	0	405	100	160	146	0	405	0	0	
11229000	New Fire & Rescue Centre Leamington Spa	3,183	53	0	0	3,236	3,183	53	0	0	3,236	0	0	
11374000	Training Centre - New Build	2,069	1,809	4,000	0	7,878	2,069	1,809	4,000	0	7,878	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.
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		5,256	2,648	5,908	0	13,812	5,256	2,648	5,908	0	13,812	0	0	
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		6,205	3,488	6,054	0	15,747	6,205	3,532	6,054	0	15,790	43	43	
Grand Total		6,970	3,488	6,054	0	16,513	6,970	3,532	6,054	0	16,556	43	43	

Net Red Risks

Risk Ref	Risk	Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
01	Inability to keep our communities safe from harm	31.03.2019	16	<p>(1) 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</p> <p>(2) The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly</p> <p>(3) The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk</p> <p>(4) Senior officers maintain an open dialogue with Fire Authority Members on an emerging issues</p> <p>(5) Corporate Business Continuity Plan and Policy approved by Corporate Board</p> <p>(6) An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue Service within its resources and budget</p> <p>(7) Links between the WCC Emergency Plan and Corporate Business Continuity Plan are in place to respond to increased demand for WCC services and ensure continuity in the delivery of critical business</p> <p>(8) WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act, and to prepare, respond and recover from different emergencies</p> <p>(9) 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</p> <p>(10) WFRS has taken all possible action both managerially and legally to deliver key projects</p> <p>(11) A range of key actions have been completed as part of the operational preparedness and resilience work schedule</p> <p>(12) WFRS has undertaken a desktop review of the HMICFRS inspection and a gap analysis against the draft National Framework. Both reviews have identified a number of areas of focus to develop further actions to complete during 2018/19</p> <p>(13) A robust risk assessment methodology has been applied to the list of operational guidance documents requiring a gap analysis review against the new national guidance being developed by the NOG Programme</p> <p>(14) An action plan has been delivered as a result of the Fire and Rescue Service Peer Review 2016</p> <p>(15) Potential to provide greater resilience and access to resource support through wider Communities directorate and closer working links with CSWR and Community Safety</p> <p>(16) WFRS has developed and continues to test business continuity and resilience plans through its Service Delivery and Support functions</p> <p>(17) WFRS continuously reviews the deployment of its resources to manage demand and mitigate risks</p> <p>(18) WFRS has undertaken a review of Fire Protection with assistance from Notts FRS, with particular focus on a gap analysis of the current position against the Regulators Code of Practice</p> <p>(19) WFRS has introduced 6 RDS flexible wholetime contracts to maintain crewing levels as an interim measure until vacancies are filled by the next recruitment process</p>	12	This risk is managed by the Brigade Command Team via Monthly Performance and Risk meetings. WFRS is now a very lean organisation, and in a wide range of areas now operate to the minimum level of resources necessary to provide a viable and sustainable service against the range of legal standards that apply to us. We will continue to review our organisational capacity and capability against the changing landscape of foreseeable risks such as terrorism and climate change, the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016, and the outcomes of the HMICFRS inspection undertaken in July 2018.
R0890	N/WFRS not achieving the aims and objectives within the scope of the Joint Control Project and/or failing to achieving system functionality by August 2018 deadline	06.11.2018	16	<p>(1) Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny</p> <p>(2) Project Risk Registers for Command and Control project workstreams populated with emerging risks</p> <p>(3) Warwickshire and Northamptonshire have had separate control programme boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board</p> <p>(4) Improved communications established with Capita through programme board</p> <p>(5) Capita reporting to project board with confirmed revised schedule to complete project by an agreed date</p> <p>(6) Business Continuity arrangements as set out in R00901 below</p> <p>(7) Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate</p> <p>(8) Weekly meetings between DCFO, Lead AC and Project Manager to review progress</p> <p>(9) Weekly stakeholder meetings within WFRS, led by AC and Project Manager</p> <p>(10) Reporting by exception to the Home Office leads</p> <p>(11) Request for specific dedicated resource from Capita to assist with completion of project</p> <p>(12) Review current payment schedule, particularly SAT and UAT contract and payment milestones</p> <p>(13) Legal letter to Capita re changes to SAT and UAT contract and payment milestones</p> <p>(14) Calculate and collate budget pressures incurred as a result of project delays</p> <p>(15) Legal advice taken around contractual arrangements with Capita and possibility of obtaining compensation</p> <p>(16) Some interim payments uphed until full system functionality is confirmed by N/WFRS</p> <p>(17) A greater level of support is being provided by WFRS to support NFRS to meet project needs</p> <p>(18) A position statement has been made that removes the need to pursue a single control room, thus enabling greater focus on the Joint Control Project</p>	12	This risk is managed by the Joint Control Project Board and the Brigade Management Team via Monthly Performance and Risk meetings. Ongoing technical issues are now being resolved on a daily basis and good progress is being made. The project is on track to be completed by the end of October 2018. Legal options continue to be explored regarding contractual arrangements and compensation for the significant project delay. Delay in achieving system functionality has had a subsequent impact on the achievement of the OOP 2020 savings target associated with a new staffing model.
R0916	WFRS is unable to deliver the financial savings for OOP 2020 (2017-2020) - FINANCIAL RISK	31.03.2019	12	<p>(1) Monthly monitoring of the budget is provided through the People and Finance Meeting</p> <p>(2) Monthly monitoring of performance is provided by the Brigade Command Team</p> <p>(3) Dialogue continues with NFRS around the joint control project, but progress towards a single control is uncertain</p> <p>(4) The RAG rating of the OOP monthly highlight report to Corporate Board has been upgraded to red</p> <p>(5) Savings target reduced to £1.5 million by conservative group, and range of OOP options developed to meet the target</p> <p>(6) External Review established to consider scope for service to make savings</p>	12	Senior managers have reviewed alternative options for achieving the £1.5 million savings target as part of the OOP 2020 process, taking into account the feedback from the Aneo external review and the development of the MoU work with West Midlands Fire Service. A set of revised options has been submitted to the OOP change team.
03	The loss of staff from Fire Protection to the private sector and other public sector employers working within the Fire Protection arena and inability to attract individuals with the required professional qualifications and experience	06.11.2018	16	<p>(1) Submission of Market Supplements Review December 2018 which identified a significant gap in pay for the role of FPO and recommended a suitable amount. Approval was given to enhance pay by an amount significantly less than that recommended. This has proved ineffective as a control measure and 2 further experienced and qualified staff have been lost to the private sector.</p> <p>(2) Out of hours rota introduced to provide a small supplementary payment for on call duties. However this also offered by most other FRS's and the amount does not mitigate the gap in salary.</p>	12	This risk is managed by the Brigade Command Team via Monthly Performance and Risk meetings. A long term plan is in place to resolve the issue around recruitment and retention of specialist Fire Protection staff that will focus on the use of apprenticeships and exploration of a collaborative solution with WMFS. The interim risk is being carefully monitored and considered, though is unlikely to be easily resolved without an increase in pay levels.

Q2 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	261	75	0	0	0	186	261	75	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	552	468	(84)	0	0	0	552	468	(84)	One off reimbursement of RCCO (£125k) which was made in 2017/18. £40k used to support Cycle Races in 2018.
Economy & Skills	2,001	2,055	54	(970)	(1,031)	(61)	1,031	1,024	(7)	
Economy & Skills - Business Centres	1,175	1,163	(12)	(1,576)	(1,603)	(27)	(401)	(440)	(39)	Higher levels of occupancy than budgeted.
Planning and Development & Flood Risk	1,808	1,957	149	(973)	(1,094)	(121)	835	863	28	Preparatory work on Minerals Plan - consultation, submission and forthcoming examination in 2019. This is likely to be over the existing budget.
Infrastructure & Regeneration	1,277	1,349	72	(122)	(132)	(10)	1,155	1,217	62	Actual overspend position is £238k due to a forecasting timing issue. Relates to undelivered savings targets (now in progress).
Design Services	5,084	5,972	888	(4,621)	(5,265)	(644)	463	707	244	Early indications show that there should be some additional surplus achieved and this position is being continuously reviewed and updated. Use of commuted sums, as appropriate, will also bring this budget line closer to balance at Q3. 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 this stage.
County Fleet Management - Traded Educational	92	74	(18)	(112)	(93)	19	(20)	(19)	1	
County Fleet Management - Traded Non-Educational	3,186	2,917	(269)	(3,596)	(3,329)	267	(410)	(412)	(2)	
County Highways	16,408	16,562	154	(1,400)	(1,454)	(54)	15,008	15,108	100	The Cycle Tours in Warwickshire created additional and extraordinary maintenance works to ensure the route was fit for purpose.
Network Management	1,927	1,976	49	(2,234)	(2,848)	(614)	(307)	(872)	(565)	Additional income forecast based on current levels of work.
Transport Operations	31,674	31,662	(12)	(22,740)	(22,884)	(144)	8,934	8,778	(156)	Additional S106 income directly offset by corresponding expenditure on S106 schemes. One off salary savings through vacant posts £75k and a variable £72k reduction in spend on Local Bus services based on current level of activity.
Transport Planning	2,188	2,769	581	(473)	(492)	(19)	1,715	2,277	562	Overspend is largely attributable to large scheme development costs.
Road Safety and Traffic Projects	5,257	5,020	(237)	(6,937)	(6,614)	323	(1,680)	(1,594)	86	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	72,815	74,205	1,390	(45,754)	(46,839)	(1,085)	27,061	27,366	305	

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		39	189		
Speed Workshops	694			694		
Transport & Economy - Savings	654	-170	-414	70		
S38 Developer Funding	650	-150		500	150	To support resourcing costs to deal with S38 legacy schemes
Flood Management Reserve	480	-201		279	100	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	-93	70	376	100	Supporting the Employment & Skills programmes as budgeted
Rural Growth Network	367	-89		278		
Total	3,670	(703)	(305)	2,662	350	

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	
	2017/18 Underachievement of savings	180	0	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	The necessary pricing changes that will continue to deliver the savings have been put into effect.
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	Saving will be delivered and a revised scale of charging is currently in development
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	10	20	20	This is on track and will be deliverable, assuming that the current market conditions prevail.
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	Saving on track to be delivered
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	This is on target to be delivered.
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5	5	5	5	Already achieved
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	The saving is already delivered. Energy savings have been achieved through the LED capital investment programme.
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	On target to deliver additional income through the existing portfolio through a combination of staggered rental increases on leases where this is possible, negotiating new leases at higher rates more in line with the market, exploiting additional capacity at Eliot Park following the car park works, and income from broadband and communication services.
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	Savings target is entirely dependent on a move to Hawkes Point and availability of a Class 7 MOT test facility. Work on this move is on-going with a potential date of Dec 19. This would mean the full year saving would not be realised in 2019/20.
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	This income will not be forthcoming, as WCC will now not be delivering a Permit scheme on behalf of SMBC. The saving will have to be found in an alternative way.
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0			25	25	The depot rationalisation project is currently in abeyance and it is currently very unlikely that the saving will be made in the way stated. An alternative way of saving will need to be found.
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0			75	75	The depot rationalisation project is currently in abeyance and it is currently very unlikely that the saving will be made in the way stated. An alternative way of saving will need to be found.
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	Review complete. Paper to presented to Head of Service and Portfolio Holder for consideration. Saving achievable 2019/20 depending on Political support for proposals
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			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	689	595	689	2,221	2,221	
	Target		689	689		2,221	
	Remaining Shortfall/(Over Achievement)		94	0		0	

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	Earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
Area Delegated Funded Schemes														
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	541	19	0	0	561	541	19	0	0	561	0	0	
11275000	Nuneaton and Bedworth Area Committee	479	0	0	0	479	479	0	0	0	479	0	0	
11276000	Rugby Area Committee	416	0	36	0	452	416	0	36	0	452	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	6	217	0	223	0	7	376	0	383	1	160	Transfer of schemes to this unallocated budget
11394000	Transport & Roads Area Delegated Funding	514	75	0	0	588	514	31	0	0	544	-44	-44	Old years budgets - schemes finished all remaining funding transferred to the unallocated codes.
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	39	0	0	314	-9	-9	Unused funding transferred back to Cllr
11398000	Design Services Area Delegated Funding	148	12	0	0	160	148	12	0	0	160	0	0	Schemes cancelled
11452000	Area Delegated Funding 18-19	0	0	3,560	0	3,560	0	0	3,012	0	3,012	0	-548	New schemes allocated
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	17	0	0	101	84	12	0	0	96	-5	-5	Schemes cancelled
11485000	Delegated Budget 2016-17 Road Safety	496	157	0	0	653	496	87	0	0	583	-69	-69	Schemes cancelled or completed under budget.
11487000	Delegated Budget 2016-17 Transport Planning	98	28	0	0	127	98	30	0	0	128	1	1	Remaining funding transferred to the unallocated codes
11488000	Delegated Budget 2016-17 Casualty reduction	23	161	0	0	184	23	114	47	0	184	-47	0	New schemes allocated
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	133	0	0	547	-18	-18	Unused funding transferred back to Cllrs
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	Schemes cancelled
11590000	Delegated Budget 2017-18 Road Safety	145	530	0	0	674	145	542	0	0	687	13	13	Schemes cancelled
11592000	Delegated 17-18 County Highways	326	307	0	0	633	326	312	0	0	638	5	5	
11593000	Delegated Budget 2017-18 Transport Planning	34	18	0	0	52	34	17	0	0	51	-1	-1	
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	105	0	0	105	0	299	0	0	299	195	195	New schemes allocated
11653000	John Grant Delegated Schemes 2018 2019	0	269	0	0	269	0	549	0	0	549	280	280	New schemes allocated
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	7	0	0	7	7	7	New schemes allocated
11656000	Nigel Whyte Delegated Schemes 2018 2019	0	22	0	0	22	0	51	6	0	57	29	35	Remaining funding transferred to the unallocated codes
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	52	70	0	720	598	43	79	0	720	-9	0	Spacehive Programme take up slower than envisaged.
11425000	Capital Growth Fund Business Loans and Grants	1,439	561	186	43	2,229	1,439	443	208	139	2,229	-118	0	Forecasts based on latest profiles agreed with CWRT (subject to contracting) and business applicants.
11549000	Vicarage Street Site Investigations	30	10	0	0	40	30	10	0	0	40	0	0	
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	3,700	3,300	7,555	0	555	3,700	3,300	7,555	0	0	
11612000	Capital Investment Fund/ Duplex Fund	0	460	546	995	2,000	0	380	600	1,020	2,000	-80	0	Launch delayed due to complexity of new fund and contracting between CCC, CWLEP, CWRT and WCC taking longer than expected.
11613000	Capital Investment Fund/ Small Business Grants	0	175	125	0	300	0	183	118	0	300	8	0	
11668000	Business Centre Strategy	0	150	0	0	150	0	80	70	0	150	-70	0	Planned spend reprofiled over 2018/19 and 2019/20
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	21	24	0	79	34	21	24	0	79	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	8	0	0	70	62	8	0	0	70	0	0	
11599000	Cherrington Flood Risk Management Scheme	29	24	12	0	65	29	24	12	0	65	0	0	

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11686000	Whiteacre Health Flood alleviation	0	0	0	0	0	0	58	0	0	58	58	58	New scheme allocated. Total scheme cost is £71,800 but £14,000 is a contribution from a resident which will be paid directly to the contractor.
Integrated Transport - Casualty Reduction Schemes														
11355000	Casualty Reduction Schemes 15/16	391	358	0	0	749	391	398	0	0	789	41	41	Increase in expenditure offset by actual increase in income via developer contribution
11356000	Casualty Reduction Schemes 16/17	251	27	0	0	277	251	27	0	0	277	0	0	
11357000	Casualty Reduction Schemes 17/18	12	0	0	0	12	12	5	0	0	17	5	5	£5k allocated from 18/19 funding allocation (11453000)
11453000	Casualty Reduction Schemes 18-19	0	375	0	0	375	0	109	280	0	389	-266	14	Schemes commissioned in 2018/19 but due for delivery in 2019/20
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	
Integrated Transport - Other Schemes														
11330000	Fillongley Crossroads realigning crossroad junction	229	0	0	0	229	229	0	0	0	229	0	0	
11456000	Stratford Park & Ride site alterations	86	14	0	0	100	86	14	0	0	100	0	0	
Integrated Transport - Public Transport														
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	0	157	0	193	36	1	157	0	193	1	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	0	8,496	0	81	73	0	8	0	81	0	0	
11635000	Home to School Routes 17-18	0	0	1,716	0	1,716	0	0	1,716	0	1,716	0	0	
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	
11359000	School Safety Zones 16/17	1,553	397	0	0	1,950	1,553	397	0	0	1,950	0	0	
11564000	School Safety Zones 17/18 A	354	617	0	0	971	354	601	16	0	971	-16	0	
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	0	0	0	14	0	0	
11585000	School Safety Zones 18/19	0	500	115	0	615	0	500	115	0	615	0	0	
11586000	School Safety Zones 19/20	0	0	151	0	151	0	0	151	0	151	0	0	
Major Transport Projects														
10203000	Rugby Western Relief Road	59,097	649	0	0	59,746	59,097	349	300	0	59,746	-300	0	Part 1 claims still to be processed via Property Services and Legal, reprofile to be confirmed at Q3
10362000	Kenilworth Station	13,663	245	0	0	13,908	13,663	245	0	0	13,908	0	0	
10421000	Portobello Bridge	523	5	66	1,466	2,060	523	5	66	1,466	2,060	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	0	0	0	1,897	1,897	0	0	0	1,897	0	0	
11221000	M40 Junction 12	11,491	580	0	0	12,072	11,491	230	350	0	12,072	-350	0	Additional time required to complete defects and agree final account
11272000	Rugby Gyrotory Improvements	1,553	10	15	0	1,578	1,553	10	15	0	1,578	0	0	
11339000	Bermuda Connectivity	1,317	500	2,885	0	4,702	1,317	740	5,343	1,500	8,900	240	4,198	Increase due to CIF allocation
11509000	A444 Coton Arches, Nuneaton	355	3,265	100	0	3,720	355	3,265	100	0	3,720	0	0	
11510000	A46 Stanks Island, Warwick	481	4,132	877	0	5,490	481	160	4,849	0	5,490	-3,972	0	Quotations of tenders returned were higher than expected and an additional £1,100,000 is required to complete the scheme. Applying for additional funds will cause programme slippage as we are unable to award tenders without a fully funded scheme.
11604000	A444 Corridor Improvements - Phase 2	4	266	4,230	100	4,600	4	266	1,017	3,313	4,600	0	0	
11605000	A3400 Bham Road Stratford Corridor Improvements	7	175	3,318	0	3,500	7	175	3,318	0	3,500	0	0	

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11636000	A452 Myton Road And Shire Park Roundabouts	19	0	3,781	0	3,800	19	0	0	3,781	3,800	0	0	
11649000	A46 Stoneleigh Junction Improvements	145	4,886	5,000	0	10,031	145	4,886	5,000	0	10,031	0	0	
11669000	Lawford Road / Addison Road Casualty Reduction	0	648	199	0	846	0	648	199	0	846	0	0	
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	2	0	0	1,060	2	2	
11279000	Pump Priming allocation for LED street lighting	2,434	1,300	1,000	0	4,734	2,434	1,525	1,000	0	4,959	225	225	Increase of £525k funded from RCCO. No current plans for the additional £1m council allocation in the year or next - awaiting decision regarding where this could be best utilised which will result in a request to members to transfer the funding.
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	0	0	0	568	568	0	0	0	568	0	0	
11651000	Street Lighting base budget 18-19	0	876	0	0	876	0	873	0	0	873	-2	-2	
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	5	0	0	2,347	2,341	5	0	0	2,347	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	175	0	0	477	302	175	0	0	477	0	0	
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	0	0	0	860	0	0	
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	393	0	0	1,710	1,317	393	0	0	1,710	0	0	
11457000	Minor Bridge Maintenance schemes 2016/2017	469	111	0	0	581	469	111	0	0	581	0	0	
11587000	Minor Bridge Maintenance schemes 2017/2018	710	1,421	0	0	2,132	710	1,373	0	0	2,084	-48	-48	Funding reallocated to future year
11658000	Minor Bridge Maintenance schemes 2018/2019	0	213	0	0	213	0	261	0	0	261	48	48	Funding reallocated from prior years
Structural Maintenance of Roads														
11361000	Highways Maintenance 16-17	15,114	0	0	0	15,114	15,114	0	0	0	15,114	0	0	
11362000	Highways Maintenance 17-18	15,532	13	0	0	15,545	15,532	13	0	0	15,545	0	0	
11451000	Highways Maintenance 18-19	0	15,032	0	0	15,032	0	15,704	0	0	15,704	672	672	New schemes allocated. Additional funding is Self-Financed borrowing for Winter Maintenance Gritter replacement.
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	
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	0	0	0	232	232	0	0	0	232	0	0	
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	59	0	0	294	235	59	0	0	294	0	0	
11657000	Traffic Signals Base Budget 2018-19	0	254	0	0	254	0	254	0	0	254	0	0	
Total Transport & Economy (excluding funded developer schemes)		168,788	41,916	47,263	5,903	263,870	168,788	38,319	47,456	14,519	269,083	-3,596	5,212	

Developer Funded Transport - s106 schemes														
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	329	0	391	0	0	
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	11	0	0	148	0	0	
11194001	Cycle Improvement Link York Road	42	0	0	6	48	42	0	0	0	42	0	-6	
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	

Transport & Economy - Mark Ryder
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11194006	Install Variable Message Signs A444 (Prologis)	0	0	82	0	82	0	0	82	0	82	0	0	
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	0	45	0	45	0	0	45	0	45	0	0	
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	6	0	0	6	0	0	
11194010	Install bollards & associated traffic management - historic spine Stratford	9	41	0	0	50	9	41	0	0	50	0	0	
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	51	0	0	0	51	51	0	0	0	51	0	0	
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	19	26	0	0	45	19	0	26	0	45	-26	0	Costs reprofiled to next financial year
11195008	Shakespeare Avenue / Pedestrian Facilities	112	0	0	0	112	112	0	0	0	112	0	0	
11195009	40/50MPH Speed limit and minor kerbing works Long Marston Road, Welford on Avon	21	0	0	0	21	21	0	0	0	21	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	53	3	0	0	56	53	3	0	0	56	0	0	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	344	0	273	0	617	344	0	273	0	617	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	19	19	219	0	257	19	14	224	0	257	-5	0	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	68	0	0	68	0	83	100	0	183	15	115	Additional Section 106 funds added to the scheme to add improved cycling facilities
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0	
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	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	0	16	0	18	2	0	16	0	18	0	0	
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	
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	97	0	0	97	0	97	0	0	97	0	0	
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shottery in Stratford upon Aon	0	14	0	0	14	0	14	0	0	14	0	0	
Developer Funded Transport - s278 schemes														
10010000	Transport - Developer Funded Holding Code	0	0	0	0	0	0	0	0	0	0	0	0	
10010001	Unallocated S278 developer funds	-41	0	1,487	0	1,446	-41	0	1,487	0	1,446	0	0	
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	0	0	0	4	4	0	0	0	4	0	0	Scheme now abandoned and a design and a new S278 Agreement will be prepared
11079000	Former Cattle Market Site in Stratford	1225	0	0	0	1,225	1,225	0	0	0	1,225	0	0	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	305	0	0	0	305	305	0	0	0	305	0	0	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	
11195013	S278 Wellesbourne Distribution Park Signs	34	0	0	0	34	34	0	0	0	34	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	

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11197000	Ford Foundry - Highway improvement works	4,711	0	0	0	4,711	4,711	0	0	0	4,711	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	250	0	0	871	0	0	
11326000	Elliot's Field Retail Park	815	3	0	0	817	815	3	0	0	817	0	0	
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	464	35	0	0	499	464	35	0	0	499	0	0	
11336000	Ansty Business Park Phase 3	1,433	500	620	0	2,553	1,433	150	970	0	2,553	-350	0	Final phase delayed whilst sewer diversions are undertaken
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	6	0	0	334	0	0	
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	0	431	431	0	0	0	431	0	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	505	0	0	0	505	505	0	0	0	505	0	0	
11423000	A423 Coventry Road, Southam - New Priority Junction S278	508	0	0	0	508	508	0	0	0	508	0	0	
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	902	63	0	0	965	902	63	0	0	965	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	0	0	0	306	-44	-44	Scheme now complete at final cost less than budget
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	0	500	0	500	1	0	500	0	500	0	0	
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	85	0	0	635	550	0	0	0	550	-85	-85	Scheme now complete at final cost less than budget
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	322	0	0	1,200	220	220	Increase due to additional work being identified during the construction phase - fully funded by the Developer
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	
11520000	B4642 Coventry Road. Site Access Cawston Roundabout improvement and toucan crossing	0	0	0	0	0	0	0	0	0	0	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	200	0	0	203	3	200	0	0	203	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	200	0	0	201	1	200	0	0	201	0	0	

Transport & Economy - Mark Ryder

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
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	61	200	0	550	289	61	200	0	550	0	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	0	1,000	0	1,000	-1,000	0	Commencement of works delayed by the Developer - reprofiled expenditure to future years
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	0	400	0	400	1	0	400	0	400	0	0	
11578000	C98 Loxley Road, Tiddington.	0	0	650	0	650	0	0	650	0	650	0	0	
11579000	D7050 Common Lane, Kenilworth.	359	2,041	0	0	2,400	359	2,041	0	0	2,400	0	0	
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	1,800	1,700	0	3,500	0	1,800	1,700	0	3,500	0	0	
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	1,000	1,700	0	2,700	0	1,000	1,700	0	2,700	0	0	
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	1,000	1,000	0	2,000	0	1,000	1,000	0	2,000	0	0	
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	750	0	0	750	0	750	0	0	750	0	0	
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	600	0	0	2,598	1,998	600	0	0	2,598	0	0	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	2,500	1,500	0	4,004	4	2,500	1,500	0	4,004	0	0	
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	7,500	7,500	0	0	
11638000	A452 M40 spur west of Banbury Road	0	0	7,600	0	7,600	0	0	1,600	6,000	7,600	0	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	450	0	450	0	0	450	0	450	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	1,800	0	0	1,800	0	475	1,325	0	1,800	-1,325	0	Scheme is split into 3 phases with the first phase to be delivered in 2018/19 and remaining works reprofiled to future years.
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	1,500	0	0	1,500	0	500	1,000	0	1,500	-1,000	0	Delays in the Technical Review progress is expected to result in scheme being completed in 2019/20
11665000	D538 Station Road, Coleshill (Aldi Stores)	0	150	0	0	150	0	150	0	0	150	0	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	0	85	0	85	0	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	0	400	0	400	0	0	400	0	400	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	400	0	0	400	0	400	0	0	400	0	0	
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	350	0	0	350	0	0	350	0	350	-350	0	Reprofiled forecast expenditure - construction now expected to begin in Spring 2019
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	600	0	0	600	0	0	600	0	600	-600	0	Reprofiled forecast expenditure - construction now expected to begin in Spring 2019
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	400	0	0	400	0	0	400	0	400	-400	0	Reprofiled forecast expenditure - construction now expected to begin in Spring 2019
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	250	0	0	250	0	0	250	0	250	-250	0	Reprofiled forecast expenditure - construction now expected to begin in Spring 2019
11676000	B4100 Banbury Rd / Site Access Lighthorne Heath Highways Impt S278 (IM Properties)	0	400	0	0	400	0	0	400	0	400	-400	0	Reprofiled forecast expenditure - construction now expected to begin in Spring 2019

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

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	0	0	0	0	0	0	1,000	1,900	0	2,900	1,000	2,900	New scheme added on 26/7/18 and stated on site on 14/9/18
11688000	Highway improvements in connection with the development of the Rugby Free School.	0	0	0	0	0	0	100	450	0	550	100	550	New scheme added on 14/9/18
Total Funded Developer Schemes		28,505	23,390	26,890	6	78,791	28,505	18,890	21,546	13,500	82,441	-4,500	3,650	
Grand Total - All Transport & Economy		197,293	65,306	74,153	5,909	342,661	197,293	57,209	69,002	28,019	351,523	-8,097	8,862	

Net Red Risks

Risk Ref	Risk	Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	30/09/2018	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</p> <p>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</p> <p>...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 ...</p> <p>... 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>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> <p>Work on Balfour Beatty contract to ensure effective delivery Jeff Welsby</p>
R0895	A major flood risk materialises	31/12/2018	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>

Q2 Annex E - Children & Families - OOP Annex

Children & Families - John Coleman
 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	6,057	4,453	(1,604)	0	0	0	6,057	4,453	(1,604)	This relates to reserves funding held to cover (in part) the 2018/19 overall forecasted over-spend. (£1m). The remainder is early achievement of savings / other non allocated budgets which are held in a holding account for release next financial year to cover OOP2020 savings as well as known pressures in the Business Unit.
Safeguarding Quality & Assurance	3,038	3,182	144	(200)	(194)	6	2,838	2,988	150	Staffing costs are exceeding the budget largely due to low staff turnover and existing staff being at top end of scale. A review of both case loads and working practices has been identified for future review.
Early Help Service	6,756	6,718	(38)	(1,439)	(1,301)	138	5,317	5,417	100	<ul style="list-style-type: none"> Grants from MHCLG in relation to Priority Families Funding are £130k less than originally predicted due to a revision of attachment targets for 2018/19. Maximum effort is being directed towards payment by results as mitigation with a target of 500 claims by 31st March 2019. Temporary efficiencies have also been sought through staffing which have resulted in an underspend on staffing of £30,000. Underspend on CHESS Budget of £43,000 due to misalignment / revised structure of One Team project. The budget balance will be transferred to Specialist Intervention for P6. This will NOT affect the overall forecast of the Business Unit. Overspend on CAF of £34,000 due to existing/ short term over-(One Team) establishment and with there being little staff turnover compared to a 5% staff turnover factor. This issue will be addressed in the 2019/20 financial year as the overspend is based on a fixed term contract that will end May 2019.
Children's Safeguarding & Support	25,731	31,555	5,824	(302)	(2,127)	(1,825)	25,429	29,428	3,999	Placement forecasts are predicting a £3,623,000 over-spend. This is an increase of £256,000 since period 4. Internal foster-care saw a forecasted increase of £156,000 to a forecasted £610,000 over-spend. There has been an increase in numbers of 13.52 FTE. Residential Care has increased by £237,000 with 2 new placements within Children's Disability. Current forecast stands at £1,516,000 over-spent with 24.34 FTEs. External foster-care has seen a decrease of £83,000 since period 4 with numbers at 104.47 FTEs. 7 are due to be discharged before the end of the financial year. Current forecast is £1,324,000 over-spent. With some revised dates of discharge applied and 1 new placement parent and baby placements have seen a decrease to the forecast to now £175,000 over-spent with 12 families already being accommodated so far this year. Allowances are currently showing an over-spend of £140,000 with 487 being financially supported. Budgets were uplifted to accommodate the expected rise in growth in this area although SGO are exceeding this prediction at the moment. There is 1 child within Children's disability being supported in a supported accommodation setting which is over-spending by £270,000. Salaries in total are showing an under-spend of £727,000. This is mainly attributed to Social Workers (£1,008,000) and sessional workers (£64,000) due to vacancies part year. With the successful recruitment campaign seeing many new social work starters in the coming few months this under-spend is a one off and also offset by agency staff where there is a £247,000 forecasted over-spend. There are additional costs of staff with overtime being £69,000 over-spent and allowances being £23,000 over-spending. There is a loss of DSG income from Education and Learning for administration salaries for Children's Disabilities of £171,000 which is coupled with an over-spend of £54,000. The ICES equipment current prediction is an under-spend of £39,000. Direct Payments are predicting an over-spend of £230,000 which is an increase of £42,000 from Period 4.
Corporate Parenting	13,329	14,177	848	(4,193)	(4,032)	161	9,136	10,145	1,009	Residential Care is showing an over-spend of £198,000 which is a decrease of £36,000 since period 4. This forecasts now reflects anticipated discharge dates with 11 current placements of which 6 are due to be discharged before the end of the financial year. Internal fostercare is currently £186,000 over-spent with 58.19 FTEs. External fostercare is currently showing an under-spend of £64,000 compared to budget with 19 children of which 8 are due to discharge on their 18th birthday. Salaries in total (excl Asylum) are £165,000 over-spent at this point with the most significant over-spend being on social workers of £74,000 and agency £62,000. At the moment the estimate for the asylum seekers grant being under funded stands at £192,000 and leaving care accommodation is currently showing a £362,000 over-spend.
Specialist Intervention	5,911	6,042	131	(1,819)	(1,602)	217	4,092	4,440	348	<ul style="list-style-type: none"> Overspend on Kingsbury of £53,000 due to mothballing of service, causing Loss in income with rent and some staffing costs still to be paid. £72,000 over-spend on Specialist & Targeted Support due loss in projected income and a savings/income target of £50,000 which needs to be found. Staffing overspend of £36,000 due to FSW and SW being moving into the cost centre as part of the Strengthening Families redesign, this is a short term position awaiting agreement of budget re-alignment. Staffing overspend on Family Focus of £277,000 due to more experienced staff on higher scale points that the budgeted midpoint and uncertainty of income funding streams, this is being offset by £144,000 from 10 members of Staff either on Maternity leave or due to go on Maternity leave. Increases in costs for Travel Expenses of £34,000, Increases in supplies e.g. hardware of £21,500 and a savings target to be found of £20,000.
Initial Response	5,360	5,192	(168)	(184)	(186)	(2)	5,176	5,005	(171)	Staffing is £148,000 under-spent which is an improvement of £107,000 compared to Period 4. In addition to this and unfunded is overtime of £56,000 and allowances of £10,000. External Fostercare is £53,000 under-spent whilst Internal Fostercare is £14,000 under-spent
ACE	7,382	6,772	(610)	(7,382)	(7,120)	262	0	(347)	(347)	The under-spend consists of £199,000 on the purchasing/selling of placements due to reduced activity with the remaining balance due to under-spends on social workers

Q2 Annex E - Children & Families - OOP Annex

Children & Families - John Coleman
 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	
Innovation & Transformation	4,432	3,808	(624)	(2,374)	(2,215)	159	2,058	1,593	(465)	*Surplus budget for the House project Hub of £183,000 and the National Hub for House of £188,000, these surpluses and part of the budget will be transferred to the new National Hub Charity over the next few months (Just been awarded charitable status). There is also an earmarked one -off under-spend for the current year with the introduction of the pilot CLA Boarding School initiative.
Net Service Spending	77,996	81,899	3,903	(17,893)	(18,777)	(884)	60,103	63,122	3,019	

Children & Families - John Coleman
 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		(3,731)	-3731		
Young Carers Contract	0		0	0		
0-5 Strategy for Children	1,032		95	1,127		
Priority Families Reserve	580		(102)	478		
Adoption Central England Partnership (ACE)	100		349	449		
Traded	164	(164)	0	0		
House Project	0		370	370		
Total	1,876	(164)	(3,019)	(1,307)	0	

Children & Families - John Coleman
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	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	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		Individual reviews of children in residential care and new ideas are being explored by commissioning to be finalised. 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	15	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	5	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.					6,038	The overall savings plan is being reviewed and remodelled.
	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	

Children & Families - John Coleman
 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	406	32	91	169	114	405	-84	0	This is a demand led service and at this moment in time, although there have been some applications for funding, these have not yet been approved by the board whilst they seek further clarification from the applicants on both financial and operational aspects of their applications. This will delay approval and thereby funding of projects this year and the forecast has been revised to reflect this.
		32	175	169	30	406	32	91	169	114	405	-84	0	

Q2 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	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	
Head of Service	1,894	1,600	(294)	(431)	(557)	(126)	1,463	1,043	(420)	<ul style="list-style-type: none"> Reduction in Secretariat staffing forecast Early achievement of savings of £130,000 from Strategic Commissioning HoS budget that has been removed plus underspends on budget for posts that are being funded through iBCF.
Service Development and Assurance (Business and Systems)	1,893	1,445	(448)	(272)	(272)	0	1,621	1,173	(448)	<ul style="list-style-type: none"> There is a forecasted underspend on the Mosaic Project of £347,000, 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 Peoples Group Wide Systems 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	5,921	5,964	43	(4,879)	(4,881)	(2)	1,042	1,083	41	<ul style="list-style-type: none"> Increases in Staffing costs on the main staffing budget. ICES equipment (AC207) is showing an overspend of £50,000, this is because of the agreement to increase the Fixed Management costs in the contract.
Integrated Elderly Care	2,802	2,835	33	(1,575)	(1,596)	(21)	1,227	1,239	12	<ul style="list-style-type: none"> Increases in Staffing costs Contributions made to unexpected Supplier Costs.
Market Management and Quality	1,345	1,466	121	(477)	(629)	(152)	868	837	(31)	<ul style="list-style-type: none"> Decrease in staffing costs Underspend within the Quality Assurance Team (AS243) of £23,000. There is currently no firm plan on how this will be spent, however it is anticipated that this will be spent and the forecast updated for P6.
Children's Commissioning	10,757	10,470	(287)	(4,667)	(4,685)	(18)	6,090	5,785	(305)	<ul style="list-style-type: none"> The Supporting People budget (AS218) has a planned underspend of £544,000. This is made up of achieving savings earlier and £314,000 savings from robust contract management with clawback from suppliers for under performance (under supply) on contracts. The underspend in AS218 has been offset by £200,000 which has been reserved to give to Warwick District Council for the Rough Sleepers Hostel and a £63,000 overspend in CAMHS Children's Commissioning operational budget is showing a decrease in staffing costs due to vacancies and an increase in income due to additional staffing contributions for a Children's Commissioner. Children's Mental Health is showing an increase in contributions to public sector bodies of £3,500.
Salaries and Service Overheads	2,356	2,245	(111)	(130)	(130)	0	2,226	2,115	(111)	<ul style="list-style-type: none"> The underspend on Public Health salaries is due to changes in staffing type (single Status and Social worker) that differ from the original budget setting.
Health Improvement, Commissioning and Performance	15,518	15,206	(312)	(65)	(31)	34	15,453	15,175	(278)	<ul style="list-style-type: none"> 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. The First Falls service was decommissioned on 31st March 2018. However, the work and budget is being integrated as part of the Fitter Futures tender in Autumn 2018. Food for Life is showing an underspend this year due to the resource being for a two year period. The underspend will need to be taken to an earmarked reserve at year end and drawn down for use in 2019/20. Drug and Alcohol Treatment and Recovery is not currently showing an update to forecast but will need to be updated in P6 to confirm that the £387,000 of OOP savings achieved early this year.
Health Protection and Resilience	4,233	4,292	59	(3)	(3)	0	4,230	4,289	59	<ul style="list-style-type: none"> Increase in forecast within Surveillance and Infection control for one off funding: Transfer of budget of £47,000 (£45,000 for going off the Rails and £2,000 for RSE training costs) from the Respect Yourself budget to the Health and Wellbeing Contract.
Population Health and Place	540	540	0	0	0	0	540	540	0	
Mental Health and Wellbeing	1,259	1,297	38	(290)	(290)	0	969	1,007	38	<ul style="list-style-type: none"> Spend for the Mental Wellbeing Development fund – payment to supplier for extended delivery of active monitoring in Bidford in June and July Increase in the Forecast of £30,000 for the 2nd year of funding for the Suicide Bereavement Service that was agreed last year to be paid for from reserves.
Net Service Spending	48,518	47,360	(1,158)	(12,789)	(13,074)	(285)	35,729	34,286	(1,443)	

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		1,151	5,186		
Public Health - Savings	1,149		292	1,441		
Total	5,184	0	1,443	6,627	0	

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	144	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	31	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	387	Current estimated gap in savings delivery of £536,337 based on contract values. As we become clearer about the spend on prescribing and in patient/rehab placements this year we should be able to firm up the budget to offset this.
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	(150)	Total shortfall of £350,000. Savings targets of £200,000 were propped up by reserves in 2017/18, £50,000 of this has now been delivered but the remaining £150,000 and the additional £200,000 savings target in 2019/20 in not due to be achieved. This is due to an increase in patient referrals to community dietetics that has meant that a reduction in the contract value has not been achievable.
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	
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 - retendering 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	3,426	2,540	
Target			406	406		3,426	
Remaining Shortfall/(Over Achievement)			0	0		886	

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	50	36	0	216	-36	0	There are no projects currently at the stage of requiring funding and the forecast has been revised to reflect this. Further work will be carried out to bring projects forward if they are to be funded this year.
11021000	Adult Social Care Modernisation & Capacity 2012-13	56	440	501	0	997	56	389	552	0	997	-51	0	Slippage of £51k into 2019/20 due to only one other project being approved since Q1 in addition to previously forecasted projects. Options for spending the remaining capital funds are currently being explored.
11420000	Disabled Facilities Capital Grant	9,284	4,186	0	0	13,470	9,284	4,186	0	0	13,470	0	0	
11310000	Client Information Systems Review	3,103	454	535	0	4,092	3,103	298	691	0	4,092	-156	0	Recruitment difficulties have led to lower than forecast spend on development capacity.
11492000	Urban Mile Markers	10	15	0	0	25	10	15	0	0	25	0	0	
		12,583	5,181	1,036	0	18,800	12,583	4,938	1,280	0	18,800	-243	0	

Q2 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	9,603	6,721	(2,882)	0	(51)	(51)	9,603	6,670	(2,933)	£3m transferred to reserves to delay the financial impact of future pressures. £0.4m increase in forecast on iBCF schemes. Forecast remains £3m underspent, due to unspent project funds and funding set aside for service demand pressures not forecast to be required
Disabilities	71,925	74,299	2,374	(6,615)	(8,024)	(1,409)	65,310	66,275	965	Income increased by £75,000 due to CHC Income. Expenditure for DPs increased by £370,000, Residential increased by £239,000 and Supported Living increased by £375,000.
Mental Health	9,601	9,545	(56)	(529)	(448)	81	9,072	9,097	25	Period 5 maintains a stable forecast for Mental Health. Potential to overspend Service budget due to emerging pressure of S117 cases including loss of income due to the provision of free after care.
Care Act	197	198	1	(197)	(198)	(1)	0	0	0	
Service Development and Assurance (Adults)	370	370	0	(63)	(63)	0	307	307	0	
Older People	70,774	73,706	2,932	(25,670)	(28,776)	(3,106)	45,104	44,930	(174)	Work to cleanse Mosaic data relating to Stratford and Warwick OP will be replicated for the North East during period 6 which will potentially lead to expenditure moving between the areas but will not impact on the overall position. Budgets are under pressure for residential, home and nursing care.
Integrated Care	10,465	9,076	(1,389)	(166)	(220)	(54)	10,299	8,856	(1,443)	Underspends on reablement, equipment and hospital and occupational therapy staff. Vacant reablement assistant posts continue to be difficult to recruit to. ICE forecast to be reviewed and updated once the impact of changes to delivery charges is known.
Net Service Spending	172,935	173,915	980	(33,240)	(37,780)	(4,540)	139,695	136,135	(3,560)	

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	£'000	£'000	
Social Care and Support - Savings	8,959	3,000	3,560	15,519		
Total	8,959	3,000	3,560	15,519	0	

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	165	165			Element of savings from 17/18 relating to PG-SCS-06 will not be achieved as savings cannot be made through alternative use of RAS
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 - would be contravention of Care Act
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
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	340	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	Work outside of the service has not commenced to allow this saving to be seen against purchasing budgets.
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	1,677	1677		2,108	Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	Total	2,562	2,017	2,762	4,802	4,802	
	Target		2,562	2,562		4,802	
	Remaining Shortfall/(Over Achievement)		545	(200)		0	

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	20/21 and lat £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and lat £ 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	175	175	0	350	-175	0	Budget represents support for Corporate Cidi funding for project in Social Care, requirements for technical developments are still emerging as part of wider change programme leading to an underspend. This is likely to increase in year.
11555000	Extra Care Housing	0	2,000	1,000	0	3,000	0	1,350	1,650	0	3,000	-650	0	Purchase of WCC-owned site at Dunchurch planned for 2018/19 - this may slip if arrangements for the move of the adjacent Depot site are not confirmed. £650,000 slippage due to change in payment arrangements which are still to be approved for an independently-owned site at Britania Mill Works in Atherstone, which is not due for completion for 21 months. This may come forward if payment arrangements move to a different schedule. There is also opportunity to bring forward the Moorfield Road site in Alcester for development once Environment Agency have completed their Full Business Case for flood alleviation. This would require additional funding, which would see a further report to Cabinet for approval.
		0	2,350	1,000	0	3,350	0	1,525	1,825	0	3,350	-825	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 and current market forces continue to put financial pressure on Disabilities Services		12	<p>Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies</p> <p>Further mitigation plans are being developed</p> <p>Review of demand and capacity undertaken identifying resources needed to achieve savings and efficiently manage demand.</p> <p>Review of Programme Activity</p> <p>A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will further confirm priority areas and actions for the service.</p>	12	Progress agreed Project Activity

Q2 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	1,042	82	(570)	(623)	(53)	390	419	29	
Customer Service Centre	2,624	2,459	(165)	(263)	(186)	77	2,361	2,273	(88)	Underspend due to unfilled vacancies arising from difficulty in recruiting the right calibre of staff
Customer Relations	248	252	4	0	0	0	248	252	4	
Face to Face (including Libraries and Registration Service)	6,080	6,157	77	(1,851)	(1,866)	(15)	4,229	4,291	62	Overspend due to an under achievement of income in the Registration Service - further opportunities for income generation being sought and focussed marketing being undertaken. Some overspend due to an increase in staffing costs for the Mobile Library Service to cover long term sickness.
Head of Service and Business Unit Projects	721	765	44	(85)	(173)	(88)	636	592	(44)	Unfilled vacancy and underspend to cover overspend in other areas of the unit.
E Services and Business Development	1,086	1,091	5	(68)	(58)	10	1,018	1,033	15	
Family Information Service	291	352	61	(28)	(90)	(62)	263	262	(1)	
Traded Services - Educational	172	166	(6)	(211)	(200)	11	(39)	(34)	5	
Net Service Spending	12,182	12,284	102	(3,076)	(3,196)	(120)	9,106	9,088	(18)	

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		18	228		
Total	654	0	18	672	0	

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	0	0	90	90	
	Total	10	10	10	135	135	
	Target		10	10		135	
	Remaining Shortfall/(Over Achievement)		0	0		0	

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	109	0	0	168	3	3	Overspend on project 10155007 transferred from project 11040000
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	434	0	1,790	2,522	298	523	0	1,697	2,519	89	-3	
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	548	0	1,970	3,387	869	641	0	1,878	3,387	92	0	

Q2 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	262	68	0	(5)	(5)	194	257	63	This is a result of two factors. Firstly, spend on consultants to provide specialist financial advice on key projects; secondly some one-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	This is an accumulation of minor over and underspends.
Treasury, Exchequers, Financial Systems & Pensions	2,352	2,374	22	(2,268)	(2,211)	57	84	163	79	The increase in spend is primarily a result of additional interim staff (particularly to support investment transfers to the Border to Coast pension pool) and the reduction in income for costs that cannot be recharged.
Communities Group Local Finance & Procurement	1,185	1,257	72	(556)	(578)	(22)	629	679	50	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)	(1,001)	25	(242)	(251)	(9)	The estimated reduction in income (from fewer purchases from schools) is more than offset by a reduction in spend (mainly due to difficulties in recruiting).
Net Service Spending	7,700	7,715	15	(3,998)	(3,955)	43	3,702	3,760	58	

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		(58)	374		
Finance - Training	79			79		
Finance - Service Improvement Projects	369			369		
Total	880	0	(58)	822	0	

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	

Q2 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	1,543	1,403	(140)	(220)	(219)	1	1,323	1,184	(139)	Underspend largely due to staffing vacancies. Plans in place to recruit to vacancies
Human Resources Service Centre	2,286	2,395	109	(629)	(609)	20	1,657	1,786	129	Overspend as a result of implementation phase of Your HR. Your HR project costs being managed in line with approved project budget
Business Partners and Learning and Organisational Development	1,962	2,015	53	(2)	(103)	(101)	1,960	1,912	(48)	
Human Resources Head of Service and Salary Sacrifice	998	998	0	(937)	(937)	0	61	61	0	
Traded Services - Education	921	929	8	(1,046)	(1,071)	(25)	(125)	(142)	(17)	
Traded Services - Non Education	171	181	10	(133)	(171)	(38)	38	10	(28)	
Net Service Spending	7,881	7,921	40	(2,967)	(3,110)	(143)	4,914	4,811	(103)	

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		103	110		
Your HR Implementation	359	(303)		56		
Going for Growth Apprenticeship Scheme	212			212		
HR Service Improvement Projects	60			60		
Total	638	(303)	103	438	0	

Human Resources - 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-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	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	48	
	Total	75	75	75	384	384	
	Target		75	75		384	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Q2 Annex K - IT Services - OOP Annex

ICT Services - Craig Cusack (Covering)

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	251	(2)		(1)	(1)	253	250	(3)	
Members Support	20	20	0			0	20	20	0	
Strategy and Programme and Innovation	1,213	1,265	52	(223)	(291)	(68)	990	974	(16)	
Corporate ICT Development	1,215	1,142	(73)	0	(6)	(6)	1,215	1,136	(79)	Underspend from Project Connect due to delays in finalising contract
Customer and Supplier Services	1,343	1,400	57	0	(60)	(60)	1,343	1,340	(3)	
Production Services	3,376	3,362	(14)	(317)	(276)	41	3,059	3,086	27	
Systems Design and Architecture	1,525	1,612	87	(425)	(538)	(113)	1,100	1,074	(26)	
Network Services	2,163	1,729	(434)	(1,295)	(1,159)	136	868	570	(298)	Delays on LFFN (broadband) contract will require £200k to be carried forward to 2019/20
Information Management	620	620	0	(104)	(104)	0	516	516	0	
Traded Services - Education	2,994	2,969	(25)	(3,242)	(3,106)	136	(248)	(137)	111	Fall in income due to withdrawal of a Multi Academy Trust from services - being addressed through reduction in expenditure that we will be reflected in future forecast
Net Service Spending	14,722	14,370	(352)	(5,606)	(5,541)	65	9,116	8,829	(287)	

ICT Services - Craig Cusack (Covering)

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		287	307	-200	Delays on LFFN contract will require £200k to be carried forward to 2019/20
Total	20	0	287	307	(200)	

ICT Services - Craig Cusack (Covering)

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	285	
RG-IA-13	Savings in the staffing budget for the Strategy, Programme and Information Team as Project and Programme management support capacity is reduced as part of the general reduction in size of the Council.	50	50	50	150	150	
Total		363	363	363	768	768	
Target			363	363		768	
Remaining Shortfall/(Over Achievement)			0	0		0	

ICT Services - Craig Cusack (Covering)
 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	7,448	7,690	7,215	37,395	15,043	9,046	7,966	5,594	37,649	1,599	254	Contract 2: A Supplier remedial plan to achieve Contract 2 targets resulted in the consolidation of scheduled work, increasing production spend in 2018/19, with a corresponding funding increase and realignment of grant funding. BDUK is reviewing targets in the next quarter and may seek further changes. Contract 3: Remodelling of the build programme has resulted in a Project Resource increase supported by additional funding from the closure of Contract 1's Supplier Reinvestment Fund. In addition, approval of decreased ERDF project outputs reduced revenue expenditure with a corresponding reduction in revenue funding.
11465000	WCC Information Assets Purchases (multiple years)	850	485	485	0	1,821	850	392	485	93	1,821	-93	0	Forecast underspend on Project Connect in Year 18/19. Deferred into 19/20, and 20/21.
11661000	2018-19 ICT Software Development	0	381	0	0	381	0	159	0	0	159	-222	-222	Transformation/Digital programmes prioritising cloud projects hence significant reduction in forecast
		15,893	8,314	8,175	7,215	39,597	15,893	9,598	8,451	5,687	39,629	1,284	32	

Q2 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	573	(45)	(56)	(56)	0	562	517	(45)	Underspend largely due to staffing vacancies which are being recruited to
Insurance, Internal Audit and Risk Management	813	840	27	(245)	(272)	(27)	568	568	0	
Law & Governance Administration	257	179	(78)	0	0	0	257	179	(78)	Underspend represents WES trading target
Legal Core	434	413	(21)	(17)	(10)	7	417	403	(14)	
Traded Services - Internal	2,994	3,118	124	(3,279)	(3,473)	(194)	(285)	(355)	(70)	Increased demand for legal services
Traded Services - Education	258	309	51	(322)	(463)	(141)	(64)	(154)	(90)	Increased income through new data protection offer to schools
Traded Services - Non Education	1,678	1,760	82	(2,133)	(2,142)	(9)	(455)	(382)	73	Progressing new leads for external legal work.
Net Service Spending	7,052	7,192	140	(6,052)	(6,416)	(364)	1,000	776	(224)	

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		224	437		
LA Counter Fraud Fund Grant	0			0		
Total	213	0	224	437	0	

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	20	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	49	49	83	83	
	Target		49	49		83	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Q2 Annex M - Performance - OOP Annex

Performance - Steve Smith (Covering)
 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	1,305	5	(79)	(87)	(8)	1,221	1,218	(3)	
Transformation Assurance & Performance	2,466	2,553	87	(155)	(366)	(211)	2,311	2,187	(124)	Current underspend is due to a delay in recruitment as transformation business cases are considered as part of the new transformation governance arrangements.
Performance Administration	212	212	0			0	212	212	0	
Business Redesign and Improvement	521	421	(100)			0	520	421	(100)	The underspend represents a combination of the early achievement of savings for 2019/20 and difficulties recruiting existing vacancies in support of wider Transformation activity.
Business Improvement & Support	440	412	(28)	(28)	(28)	0	412	384	(28)	
Commercial Enterprise	249	253	4			0	249	253	4	
Resources Transformation	377	350	(27)			0	377	350	(27)	
Net Service Spending	5,565	5,506	(32)	(262)	(481)	(219)	5,302	5,025	(277)	

Performance - Steve Smith (Covering)

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		126	151		
Corporate Transformation Reserves			124	124		Reseves sits with Other Services
Resources Transformation Reserves			27	27		Reseves sits with Other Services
Total	25	0	277	302	0	

Performance - Steve Smith (Covering)

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	
PG-PPA-05	Reduction in the contingency & project budget of the Business Unit and the delivery of a rationalised HofS structure once the redesign & transformation work has been delivered	0	0	0	60	60	
PG-PPA-10	Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	0	0	0	35	35	
Total		55	55	55	205	205	
Target			55	55		205	
Remaining Shortfall/(Over Achievement)			0	0		0	

Q2 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	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	
Property Services General	472	498	26	52	52	0	524	550	26	
Construction Services (Wholly Commissioned by SAM)	2,505	2,488	(17)	(2,450)	(2,467)	(17)	55	21	(34)	
Facilities Management (Wholly Commissioned by SAM)	9,023	9,015	(8)	(9,022)	(9,036)	(14)	1	(21)	(22)	
Strategic Asset Management (SAM)	13,293	13,213	(80)	(2,591)	(2,591)	0	10,702	10,622	(80)	Underspend due to delay in delivering One Public Estate. £98k to be transferred to reserves
Property Rationalisation Savings	(131)	(131)	0	0	0	0	(131)	(131)	0	
Traded Services - Education	4,865	4,432	(433)	(5,091)	(4,727)	364	(226)	(295)	(69)	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	1,939	262	(1,869)	(2,162)	(293)	(192)	(223)	(31)	Additional income derived from condition backlog maintenance work to smallholdings.
Net Service Spending	31,704	31,454	(250)	(20,971)	(20,931)	40	10,733	10,523	(210)	

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	364	112	476		
One Public Estate	0		98	98	(98)	Delayed start in delivering One Public Estate. Grant funding to be spent in 2019/20.
Community Energy Scheme	0	39		39		
Total	0	403	210	613	(98)	

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-01/03	Reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings (both urban sites and smallholdings) to reduce long term debt and Deferral of investment in maintaining the Council's land bank	854	724	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-02	Release of contingency	393	393	393	478	478	
SP-PS-04	Repayment of Hawkes Point self-financed borrowing	5	5	5	203	203	
SP-PS-05	Rental income from Educaterers	29	0	29	50	50	
SP-PS-06	County buildings - reduced capacity for redecoration and improvement	200	200	200	200	200	
SP-PS-07	Reduced maintenance of the smallholdings estate	0	0	0	7	7	
SP-PS-8/10	Review of facilities management budgets and service specifications and Review of post room services	39	39	39	83	83	
SP-PS-9	Efficiency savings from a digital approach to the Agresso/Hotline interface	13	13	13	18	18	
SP-PS-12	Use of the SCAPE dividend	0	0	0	309	309	
SP-PS-13	Carry forward from previous years	0	0	0	164	164	
	Total	1,583	1,424	1,583	2,975	2,975	
	Target		1,583	1,583		2,975	
	Remaining Shortfall/(Over Achievement)		159	0		0	

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

2018/19 to 2021/22 Capital Programme

Agresso Project Code	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	
Strategic Asset Management														
10972000	Planning Consent For Europa Way	662	302	0	0	963	662	200	0	0	861	-102	-102	£102k funding being transferred to strategic sites contingency.
11041000	Rationalisation Of The Council's Property	717	225	0	0	942	717	0	0	0	717	-225	-225	£102k transferred to 11687000 Saltway Centre and £123k transferred to 11134000 Old Shire Hall
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	767	0	0	1,686	919	926	0	0	1,846	160	160	£123k transferred from 11041000 PRP blockheader and £37000 RCCO contribution
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	
11335000	Rationalisation of County Storage	2,891	1,509	0	0	4,400	2,891	820	4,648	0	8,359	-689	3,959	Funding altered as per cabinet report dated 24/07/18 to support the relocation from Montague Road to Hawkes Point and Budbrooke
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	1,537	882	52	3,699	1,229	1,699	822	52	3,801	162	102	Funding will be received from 10972000 Europa Way £102k into 11440000.
11446000	Rural Services Capital Maintenance 2018/19	0	469	0	0	469	0	469	0	0	469	0	0	
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	43	0	0	80	0	0	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	0	473	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	496	0	496	0	0	496	0	496	0	0	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	0	0	0	0	0	0	102	0	0	102	102	102	Transfer £102k from PRP block header 11041000
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	
11038000	Schools - Capital Asbestos and Safe Water Remedials 2013/14	1,277	0	0	0	1,277	1,277	0	0	0	1,277	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6	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	5,796	50	0	0	5,846	5,796	50	0	0	5,846	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	0	1,220	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	9	0	0	2,630	2,621	9	0	0	2,630	0	0	
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	0	0	0	2,007	2,007	0	0	0	2,007	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	49	0	0	1,785	1,736	49	0	0	1,785	0	0	

2018/19 to 2021/22 Capital Programme

Agresso Project Code	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	0	0	0	1,219	1,219	0	0	0	1,219	0	0	
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	2,157	0	0	2,157	0	2,157	0	0	2,157	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	747	0	0	747	0	747	0	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	3,457	0	0	3,457	0	7,073	0	0	7,073	3,616	3,616	£3,616k confirmed DFE contribution towards capital maintenance programme after Q1
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	
11685000	Veteran's Contact Point - Complete replacement of Chrysotile Pitched Roof	0	0	0	0	0	0	50	0	0	50	50	50	Project in 18/19 budget resolution
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	291	0	0	0	291	291	0	0	0	291	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	0	0	0	4	-1,630	-5,230	Authorisation only when each of 3 investment appraisal criteria are met will this become part of capital programme
		59,334	14,155	11,587	1,047	86,122	59,334	15,599	12,575	1,047	88,554	1,444	2,432	

Q2 Annex O - Other Services - OOP 2018/19

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	(132,615)	(133,041)	(426)	(132,615)	(133,041)	(426)	Additional grant income received
Central Block DSG and other central grants to support schools and pupils			0	(79,778)	(79,778)	0	(79,778)	(79,778)	0	
Capital Financing Costs	41,382	41,382	(0)	(2,163)	(2,163)	0	39,219	39,219	(0)	
Strategic Management Team	1,382	1,208	(174)	0	0	0	1,382	1,208	(174)	Underspend on staff budgets
County Coroner	523	526	2	(77)	(78)	(2)	447	447	1	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	154	(25)	0	0	0	179	154	(25)	Anticipated audit costs lower than forecast
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	260	40	(220)	0	0	0	260	40	(220)	Annual contribution to cost of quadrennial elections
Members Allowances and Expenses	1,085	903	(182)	0	0	0	1,085	903	(182)	There has been no increase in Members Allowances in 2018/19
Other Administrative Expenses and Income	732	719	(13)	(15)	(11)	4	717	708	(9)	
General Insurances	3,578	3,804	226	(3,578)	(3,298)	280	0	506	506	Reduced income due to insurance renewal terms and schools converting to academies no longer being part of the scheme. Increase in claims expenditure to be funded by the insurance reserve
Subscriptions	138	138	0	0	0	0	138	138	0	
WFRS Transformation Fund	998	998	0	0	0	0	998	998	0	
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	54,449	54,064	(384)	(218,226)	(218,369)	(143)	(163,777)	(164,304)	(528)	

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		790	28,063		
Insurance Fund	8,925		-506	8,419		
Provision for Redundancy Costs	11,917			11,917		
Medium Term Contingency	6,836			6,836		
Schools and Centrally Managed Dedicated Schools Grant	14,841	-683		14,158		
Total Corporate Reserves	71,067	(683)	283	70,667	0	
Other Services Reserves						
NNDR Pool Deficit Reserve	2,209			2,209		
Quadrennial Elections	187		220	407		
Corporate Transformation Fund	2,722	983		3,705		
NNDR Appeals Reserve	2,673			2,673		
Corporate Partnership Initiatives	2,155			2,155		
Audit Fee Reserve	749		25	774		
Interest Rate Volatility Reserve	5,436			5,436		
Adult Social Care Reserve	3,240	1,397		4,637		
Pensions Deficit Reserve	466			466		
Corporate Apprenticeship Fund	553			553		
Schools in Financial Difficulty	2,273	-53		2,220		
Corporate Systems Replacement Reserve	3,681			3,681		
Total Other Services Reserves	26,344	2,327	245	28,916	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	-52		248		
People Directorate Reserve	4,429			4,429		
Total Directorate Reserves	7,099	(52)	0	7,047	0	
Total	104,510	1,592	528	106,630	0	

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	