

Cabinet

22nd January 2019

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

Recommendations

Cabinet is recommended to:

- a) Consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.
- b) Approve the net transfer of £2.104 million to Business Unit reserves in order to support the delivery of services in future years, as outlined in section 3.2.
- c) Approve the use of underspends in Other Services to fund overspends in Waste Management and Dedicated Schools Grant funded services within Education & Learning, as outlined in section 3.1.5.

1. Report Summary

- 1.1. This report outlines the performance and financial position of the organisation at Quarter 3, 1st April to 31st December 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. Performance is assessed against 62 Key Business Measures (KBM's) which are grouped under, and reported against, the seven agreed policy areas.

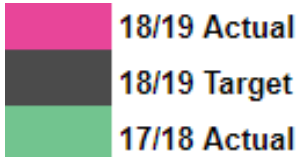



Outcome	Policy Area	No. of KBM's
Warwickshire's communities and individuals are supported to be safe, healthy and independent	Adult Social Care	8
	Children are Safe	15
	Community Safety and Fire	6
	Health and Wellbeing	6

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure	Economy, Infrastructure and Environment	10
	Education and Learning	3

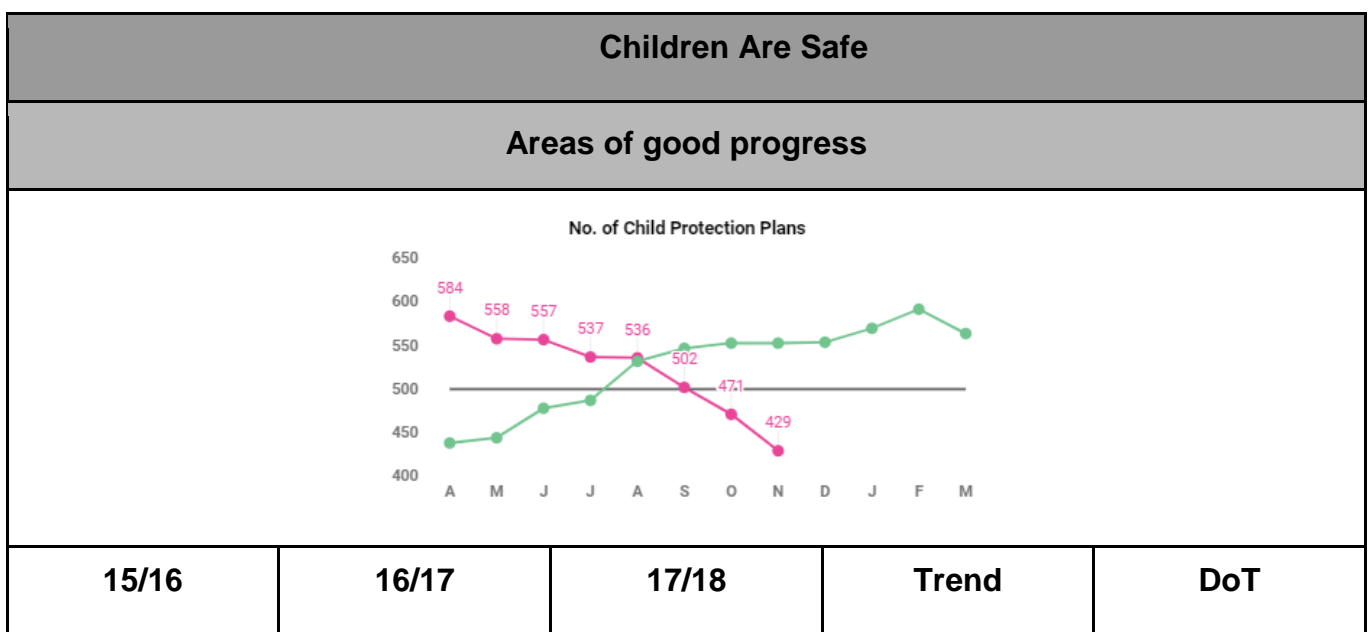
To demonstrate OOP delivery by ensuring that **WCC makes the best use of its resources** a total of 14 Key Business Measures have been presented on 1 dashboard.

- 2.2 At this point in time it is considered that 66% (37) of KBMs are currently achieving target while the remainder 34% (34) of KBM's are behind target. 6 KBMs are either not targeted or reported in arrears.
- 2.3 This section presents KBM's where significant good performance or areas of concern need to be highlighted. The full set of Policy Area Performance Dashboards are included in Appendix A.

One Organisational Plan Key Business Measures Scorecard

	Trend	Trend over longer time period
	DoT	Direction of Travel (DoT) over recent period
		Performance Improving
		Performance Declining
		Performance is Steady

NB performance reporting is based on latest available data for the period 1st April to 30th November



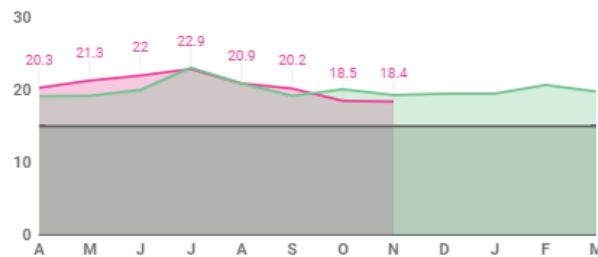
473	439	564	↑	↓
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There were 564 children subject to child protection plans at the end of March 2018; this was 49 per 10,000 of the child population. Our statistical neighbours at the end of March 2018 had a rate of 34.4 per 10,000.

An audit of child protection cases was completed and learning was shared with key managers. Since March 2018 child protection numbers have consistently fallen and stand at 430 at the end of November 2018, a rate of 37.6 per 10,000. Whilst this is a significant improvement the service is keen to at least be in line with statistical neighbours and have recently completed a further audit to better understand and seek to address some of the longer running plans.

In order to be in line with statistical neighbours Warwickshire need to reach 394 children on child protection plans.

Average Caseload per FTE (excluding Team Managers) for the 7 Frontline Social Care Children and Families Teams



15/16	16/17	17/18	Trend	DoT
16.8	19.2	19.8	↑	↓

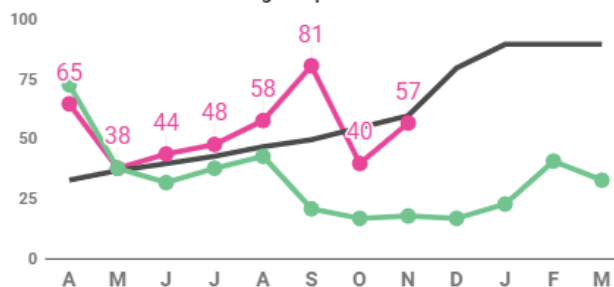
This was a challenging target at the start of the year with rising numbers of cases and a high number of social worker vacancies; by July 2018 average caseloads peaked at 22.9.

Improvements in management in demand and casework and the appointment of new staff have helped to reduce caseloads. At the end of November 2018 the average number of caseloads stood at 18.4, the lowest it has been in over 2 years.

The service will continue to retain staff and manage demand to help reduce caseloads further.

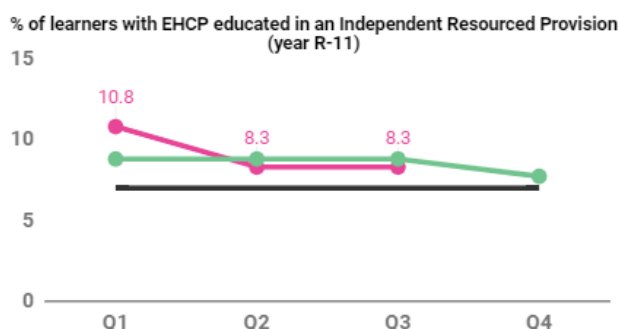
Areas of concern and remedial action

% EHC Assessments including exception cases issued within 20 weeks



15/16	16/17	17/18	Trend	DoT
N/A	36.2	30	↑	↑

Since April, 56% of EHC (Education Health Care) plans have been issued within 20 weeks of referral (statutory target). This is below national average of 65%, but an improvement on the same time last year (29%). A recovery plan was put in place with extra staffing in April 2018. Performance in November was just below the recovery plan target of 60%, at 57%. Performance suffered in October due to increased number of referrals (97 in May) and difficulties in recruiting to vacant posts. 466 referrals have been received since April, with approximately one third resulting in a decision not to assess. 346 plans have been issued this year against 257 in the same time period last year. Recruitment of new staff has seen an improvement in November. It is currently too early to determine the trend for December.

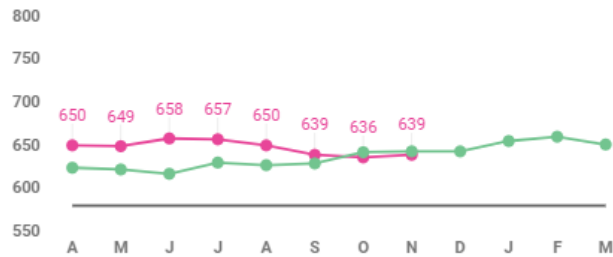


15/16	16/17	17/18	Trend	DoT
9.6	8.6	7.4	↓	↔

As at 12 December 2018, 209 (8.3%) school age learners with Education, Health and Care plans attended independent specialist provision. Independent specialist provision is expensive, usually costing in excess of £40k per placement, with a total Council spend of over £14m. Independent specialist provision is used when the state sector is either unable to meet need or has insufficient places. The figure of 8.3% compares poorly with the national average of 4.9%; however it is an improvement on the same time last year (8.8%) and on June 2018, when 10.3% (271) learners were educated in independent specialist provision. There is also a context of growing demand since September, with 95 requests for special school provision and 81 requests for high needs packages (mainly requests for independent specialist provision). The target of 7% became unachievable following the growth in demand between April-June 2018. For children already placed in independent provision, we do not seek to move back into mainstream settings until the end of a key stage, to ensure they receive stability in their education. As a result, for the remainder of the academic year, the aim will be to slow the increase of the numbers learners placed in independent specialist provision, with the next significant reduction occurring in August 2019.

The Council continues to seek increase sufficiency of places through the expansion of special schools and SEND Resourced Provision (see separate indicator). The draft SEND & Inclusion Strategy currently out to consultation has 'Promoting Inclusion' as its first priority, seeking to raise performance of mainstream schools in meeting special educational needs. The High Needs Panel acts a decision-maker for placements, using an evidence-based process.

No. of Children Looked After (CLA) excluding Unaccompanied asylum seeking children (UASC)



15/16	16/17	17/18	Trend	DoT
677	620	651	↑	↔

The Department for Education recently published looked after children rates for March 2018, including asylum seekers:

- Warwickshire's rate increased from 62.0 per 10,000 in March 2017 to 62.7 per 10,000 in March 2018.
- Statistical neighbours' rate increased from 56.3 per 10,000 in March 2017 to 59.5 per 10,000 in March 2018.

Warwickshire had the second lowest growth of looked after numbers within the statistical neighbour group.

The reported data has been used to calculate rates per 10,000 excluding unaccompanied asylum seekers:

- Warwickshire's rate increased from 54.7 per 10,000 in March 2017 to 56.9 per 10,000 in March 2018.
- Statistical neighbours' rate increased from 53.4 per 10,000 in 2017 to 56.3 per 10,000 in March 2018.

Warwickshire's rate was in line with the statistical neighbours' average.

By the end of November 2018, numbers of looked after children excluding unaccompanied asylum seekers stood at 636 or a rate 55.8 per 10,000, below the 2018 statistical neighbours average.

Whilst Warwickshire's target for looked after numbers has not yet been met, positively Warwickshire's position has improved from the beginning of the year.

Adult Social Care

Areas of good progress

No. of People receiving a Direct Payment at the end of the month

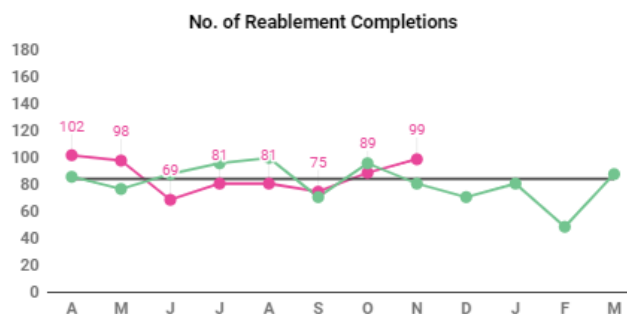


15/16	16/17	17/18	Trend	DoT
1,074	1,212	1,046	↔	↑

The number of people receiving Direct Payments has continued to increase during Quarter 3 2018/19 in comparison to the start of the year.

Key areas of development have continued in Quarter 3 to increase the uptake of Direct Payments and 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 been completed confirming identified hot spots and work is underway to streamline the process for customers accessing Direct Payments
- Work is continuing to introduce a pre-payment card for new customers in 2019 to make access to Direct Payments easier. The pre-payment cards will also be rolled out to existing customers later next year (2019).
- A further work stream is being developed 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. E-learning and a programme of training for practitioners continues to be available, supported by Independent Living Team officers.



15/16	16/17	17/18	Trend	DoT
Not previously monitored	1084	984	↓	↑

The number of people exiting the Reablement Service and the number of people completing their Reablement Programme during the autumn months is higher than the same quarter last year.

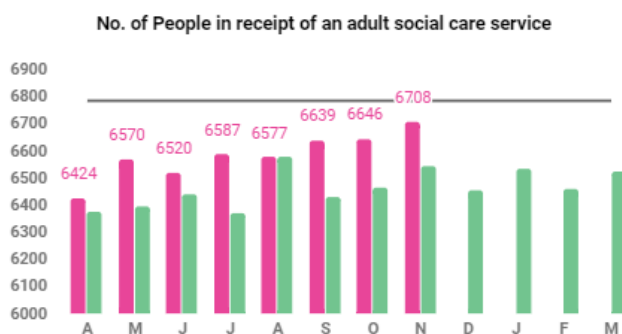
Key areas of development during quarter 3 for the Reablement Service include;

- An in reach Reablement Assessor is supporting referrals to Reablement from George Eliot hospital; this initiative will be rolled out to Warwick Hospital in the new year. The role of the Reablement Assessor has helped to reduce initial issues with customers on discharge, for

example ensuring equipment and medication is in place and that the customer is reassured of next steps. The key purpose behind this role is to ensure customers are better prepared for their therapy programme to help ensure more customers are completing their Reablement programmes.

- A single point of contact has been established to resolve social care issues raised by Domiciliary Care providers. This has helped to resolve issues efficiently and reduces the risk of customers being readmitted back into hospital.
- The Service is piloting the use of Assistive Technology to support Cognitive Impairment, to assist customers with memory difficulties.
- The Customer Feedback App is fully embedded. In the month of November 2018 97% of respondents agreed that they are 'supported to make choices in my life and/or to live as independently as possible'.

Areas of concern and remedial action

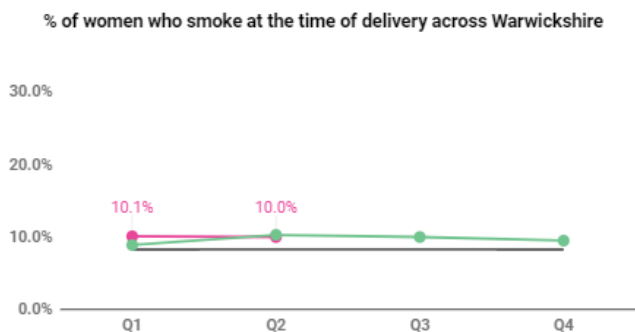


15/16	16/17	17/18	Trend	DoT
N/A	6,270	6,525	↑	↑

The number of people being supported by Adult Social Care overall appears to be on an upward trajectory. This increase is being managed within the resources allocated and the Business Unit continue to assist people to be as independent as possible whilst meeting statutory duties.

Health and Wellbeing

Areas of good progress



15/16	16/17	17/18	Trend	DoT

10.6	9.9	9.5	↓	↓
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Quarter 3 data is due at end February 2019.

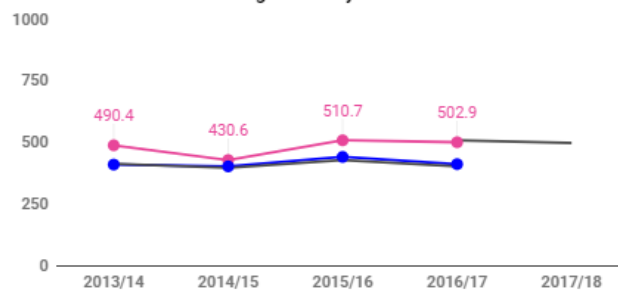
In Quarter 2, approximately 10% of pregnant women are smoking at time of delivery in Warwickshire, slightly lower than the 2017/18 West Midlands and England average.

The rates vary significantly across the county, with 5.8% in South Warwickshire, a decrease from 8.2% in Q1 and 14.5% in Warwickshire North, an increase from 12.5% in Q1. The increase in smoking in pregnancy rates in Warwickshire North has been raised with George Eliot Hospital (GEH) and may be accountable to GEH taking additional babies from University Hospitals Coventry & Warwickshire (UHCW) in August and September.

In total 68 pregnant smokers in Warwickshire set a quit date with the Specialised Smoking in Pregnancy service in Quarter 2 and 41 of those achieved a 4 week quit equivalent to 60% success rate.

Areas of concern and remedial action

Rate of hospital admissions as a result of self-harm per 100,000 population aged 10-24 years



Warwickshire West Midlands England

15/16	16/17	17/18	Trend	DoT
510.7	502.9	Due Mar 19	↓	N/A

The 2017/18 annual data will be available in March 2019.

The Warwickshire 2016/17 annual rate is 502.9 per 100,000 this is above the West Midlands and England average.

The self-harm working group established to support this work programme, has met twice with a third meeting planned for December 2018. The membership has been extended to include Coventry colleagues to ensure that work in this area is consistent across the Sustainability and Transformation Partnership (STP) area. Membership includes Public Health, School Nursing, Rise (Child and Adolescent Mental Health), Educational Psychologists; Commissioners and the Care Leaver Team.

The group have focused on the following:

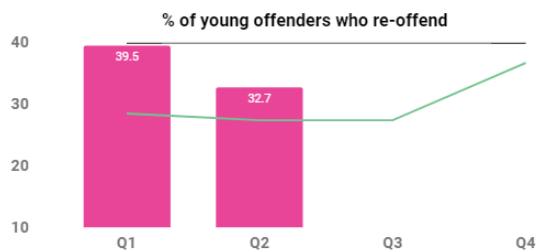
- Reviewing the Warwickshire County Council self-harm Joint Strategic Needs Assessment (JSNA)
- Updating the JSNA action plan

- Reviewing current pathways and local support
- Reviewing online and training resources
- Reviewing National Institute for Health and Care Excellence (NICE) guidelines and
- Establishing whether a local self-harm register can be created

In addition, as part of the review of the School Health & Wellbeing Service, 6 key priorities have been recommended for the service, these include Emotional and Mental Health & Wellbeing and Self-harm.

Community Safety and Fire

Areas of good progress

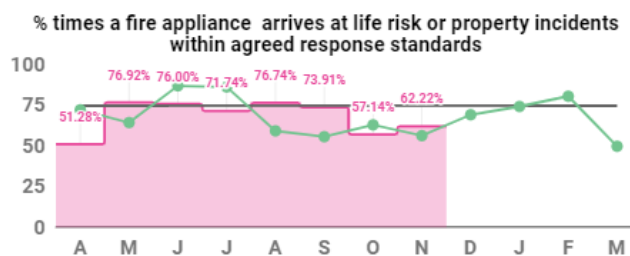


15/16	16/17	17/18	Trend	DoT
33	27.9	36.7	↑	↓

Quarter 3 data is not available at the end of November 2018. Data is provided by the Ministry of Justice.

Warwickshire Youth Justice Service (WYJS) was recently assessed by HM Inspectorate of Probation and received an overall grade of 'Good'.

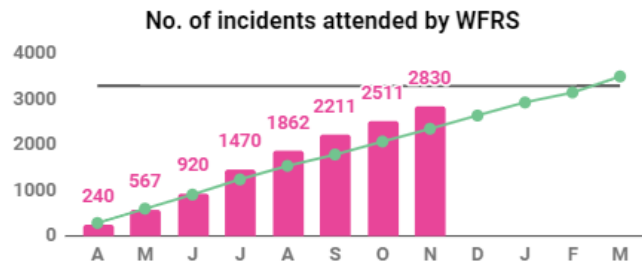
Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
75%	72.8%	68.36%	↓	↑

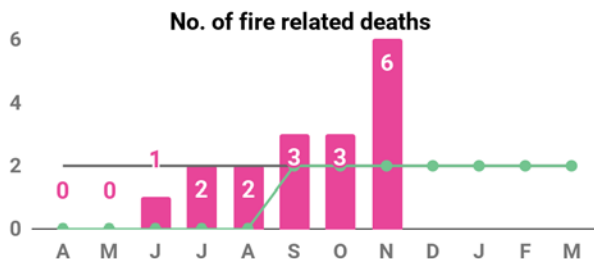
This year to date the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 68.24% and this is below the expected target of 75%. The latest period has seen a significant reduction in the response standards achieved with an average of 59.68%, which has reduced from 74.19% in the previous quarter. Response standards are monitored on a monthly basis by the Service and trends for

unsuccessful incidents investigated. When investigating response standards 40% (31 out of 77 incidents) of road traffic collision incidents are unsuccessful in terms of first appliance attendances within 10 mins, particularly on the motorway network where access issues and travel distances can prove challenging. The Service is proactively delivering road safety awareness initiatives with partner agencies at key locations across the County. In areas where the Service has been typically unsuccessful in meeting the 10 minute response standard preventative activity has been increased e.g. Safe and Well visits in the home.



15/16	16/17	17/18	Trend	DoT
3306	3076	3491	↔	↑

Comparing 2018/19 to the same period in 2017/18 there has been an increase in the number of incidents attended of 20% (482 incidents) and compared to last year levels have increased by 24%. The extended period of hot, dry weather during July accounts for the overall increase as the average number of daily incidents attended doubled and those fires which do not involve property or vehicles tripled. Overall levels of incident activity in all key headline categories have increased compared to the same period last year; fires involving property or vehicles 8% (39 incidents), fires not involving property or vehicles 23% (110 incidents), false alarms 23% (255 incidents), road traffic collisions 16% (33 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and affecting entry, 14% (46 incidents). The Service monitors levels and types of incidents to address any emerging issues to inform community prevention activities.



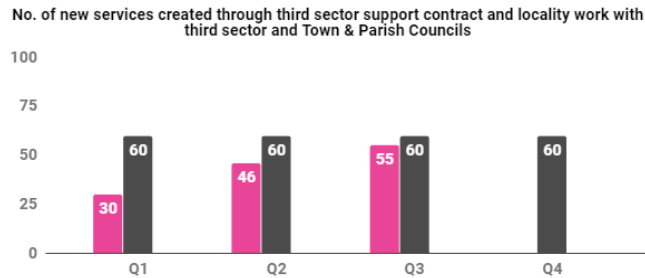
15/16	16/17	17/18	Trend	DoT
0	3	2	↓	↑

At the end of November there have been 2 confirmed fire related deaths in the home. In addition there have been 4 more suspected fire related deaths; 1 as a result of an incident on the M40 in September, 3 were recorded during November: 1 at a caravan used as a home and the other 2 were in the home during separate incidents. The official Coroner's verdict is awaited for these deaths. Every fire related death in the home is comprehensively investigated by the Service and partners to identify any learnings which will, in turn, inform

proactive and targeted fire safety campaigns across the County.

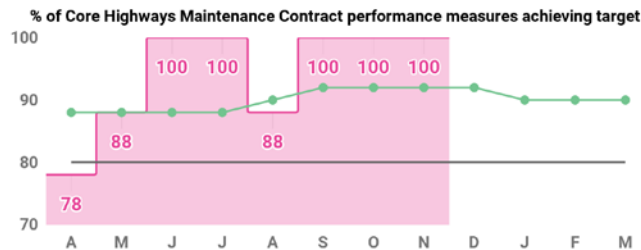
Economy, Infrastructure and Environment

Areas of good progress



15/16	16/17	17/18	Trend	DoT
N/A	N/A	N/A	N/A	↑

On track to achieve the target set. In November, WCC organised the third annual Third and Public Sector Partnership Group conference on the theme of Celebrating Independence, Investing in Partnerships. This event attracted 120 delegates and with a keynote speech from Lord Mawson on entrepreneurialism and innovation in communities. The third sector infrastructure contract evaluation has concluded and the findings will be considered in Q4.

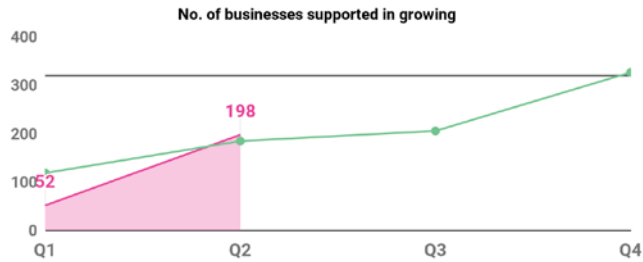


15/16	16/17	17/18	Trend	DoT
N/A	N/A	90	N/A	↑

The full data set for Q3 report is not yet complete and therefore commentary is based on latest data available which is for November.

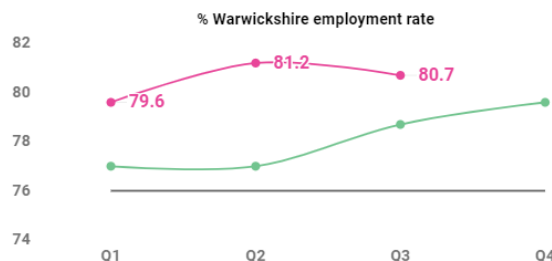
Performance for the quarter remains broadly the same as last quarter. There are no Core Performance Measures which are below the agreed thresholds.

WCC have seen a slight increase in performance for Balfour Beattys completion of works to contractual times - currently 92%, which just meets the threshold



15/16	16/17	17/18	Trend	DoT
N/A	N/A	327	N/A	↔

The European Regional Development Fund (ERDF) funded Warwickshire Business Support Programme, along with a range of other support functions that the County Council provides, continues to provide a high level of service to our business community. A recent evaluation of Phase 1 of the Warwickshire Business Support Programme identified a high satisfaction rate, with 95% of businesses happy with the support they received, all participants finding the support appropriate for them, and nearly all reporting a positive impact on their business. The County Council also hosted a very well attended High Business Growth Celebration event in Old Shire Hall, where growth orientated businesses who had received support from the County Council's programmes attended to network and to hear from Cllr Izzi Seccombe and WMCA Mayor, Andy Street. Access to Finance Support has been particularly well received, assisting a range of businesses to secure new funding to help their business grow, and our Business Skills Advisor has held a number of well received workshops over the past few months to help businesses consider a range of activities that could undertake to help address well-reported skills shortages.

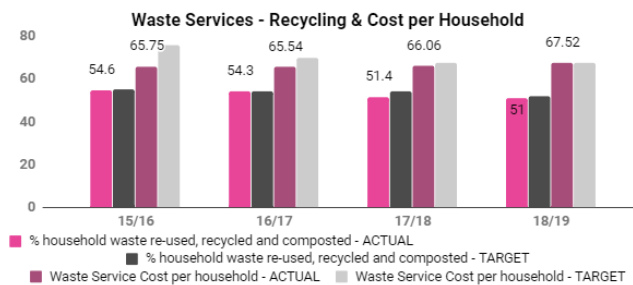


15/16	16/17	17/18	Trend	DoT
78.6	76	79.6	↑	↑

Warwickshire continues to benefit from a very high employment rate, with over 80% of the working age population in employment. This is well above national and regional averages, and close to the highest rates recorded in the county (which were achieved earlier in the year). This high employment rate is linked to the continued strong demand for labour, with above average levels of job vacancies being posted in the area, and this is likely to rise. The high employment rate does inevitably create labour and skills shortages, and the Councils Business Skills Advisor continues to work with businesses within the local area to look at routes to address this problem, including upskilling existing staff, taking on apprentices, building links with local schools and colleges, and looking at alternative labour sources (i.e. those with health or mental health difficulties, etc.). A key focus for this quarter has been around supporting the hospitality sector who are facing significant challenges in

recruitment, and undertaking campaigns to promote the sector to those in schools and colleges as potential career options.

Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
54.6	54.3	53.4	↓	↓

The local recycling target for 2018/19 is 52% and currently projections predict that about 51% will be achieved. Performance dropped to 51.4% in 2017/18. This was a drop of 3% which was similar to some other authorities. Nationally over the past few years recycling rates have stagnated or fallen. The introduction of changes in Rugby impacted on performance as more residual waste was produced and less green waste was collected for composting. The loss of wood and mattress recycling has also had an impact. NBBC have recently decided to charge for the collection of green waste. This is expected to have a similar effect to that seen in RBC and therefore lead to a reduction in recycling performance of approximately 2% county wide. This performance level should be viewed in the context of the joint waste strategy which agreed a recycling performance target of 65% for 2020 and also a residual waste target of 311kg per household for the same year. Neither of these targets will be achieved.

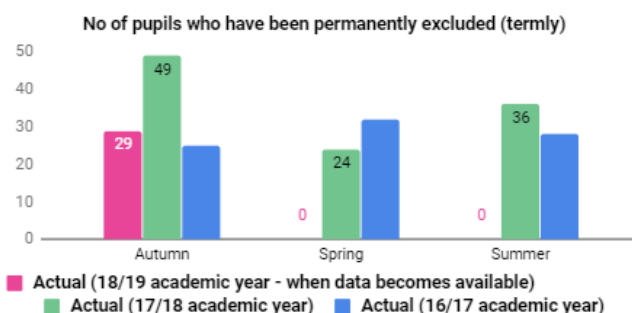
Some recyclable materials are now less prevalent e.g. newspapers (free and bought) and junk mail. Manufacturers have developed lighter packaging, such as wine bottles, which reduce the overall weight of recycling collected, even though more individual items may be collected. Some materials, such as cardboard, have increased and cardboard continues to have a good financial value too.

WCC continues to invest to save in campaigns and communications, although the budget for this has reduced this year due to longstanding budget pressures in Waste Management.

Performance is now the first item on the agenda of the Warwickshire Waste Partnership. Performance information is given to each borough and district and each recycling centre highlighting performance issues. The annual composition analysis has just been completed and the results will be reported to the Warwickshire Waste Partnership to inform future action. This survey shows that over half of kerbside collection residual waste can be recycled or composted using our current kerbside collection systems. It also shows that the majority of this (a third of total residual waste) is food waste. As a collective the Warwickshire Waste Partnership need to consider how to help people to more to put the right material in the right container.

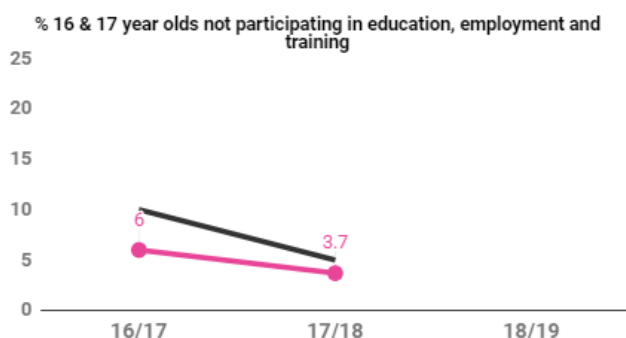
Education and Learning

Areas of good progress



15/16	16/17	17/18	Trend	DoT
N/A	85	109	↑	↓

Currently this academic year, there have been 29 permanent exclusions (22 in the financial Q3 reporting period). This is as at 11/12/18. The total number for the Autumn Term in the previous academic year was 49 permanent exclusions. The reduction in numbers is largely due to the work of the new Education Entitlement Team (EET) who look at providing alternative provision and preventative work to reduce the number of exclusions. This is supported by ongoing work to align the processes between primary and secondary schools, and the reestablishment of managed move protocols.

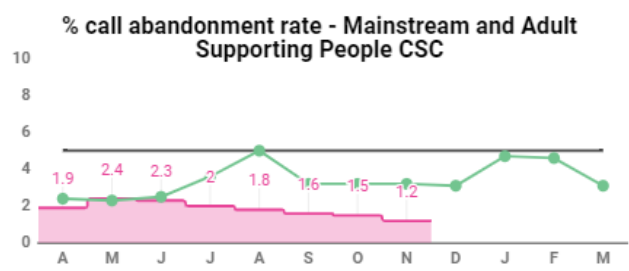


15/16	16/17	17/18	Trend	DoT
N/A	6	3.7	↓	↓

The DfE (Department for Education) published the 2017-18 data on 18th October 2018. Warwickshire (3.8%) has performed better than National (6%) and better than its statistical neighbour average (4.6%). The DfE also published the 2018 NEET and Not Known Scorecard which places Warwickshire in the top quintile.

Warwickshire makes the best use of its resources

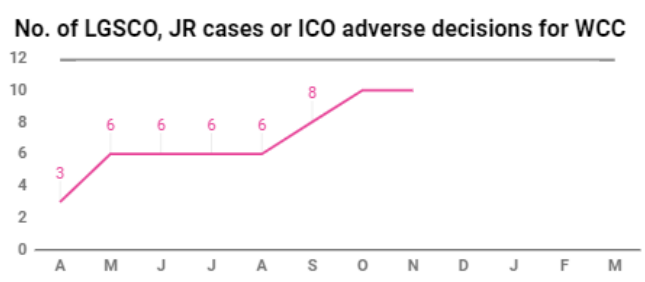
Areas of good progress



15/16	16/17	17/18	Trend	DoT
6.32	2.9	3.5	↑	↓

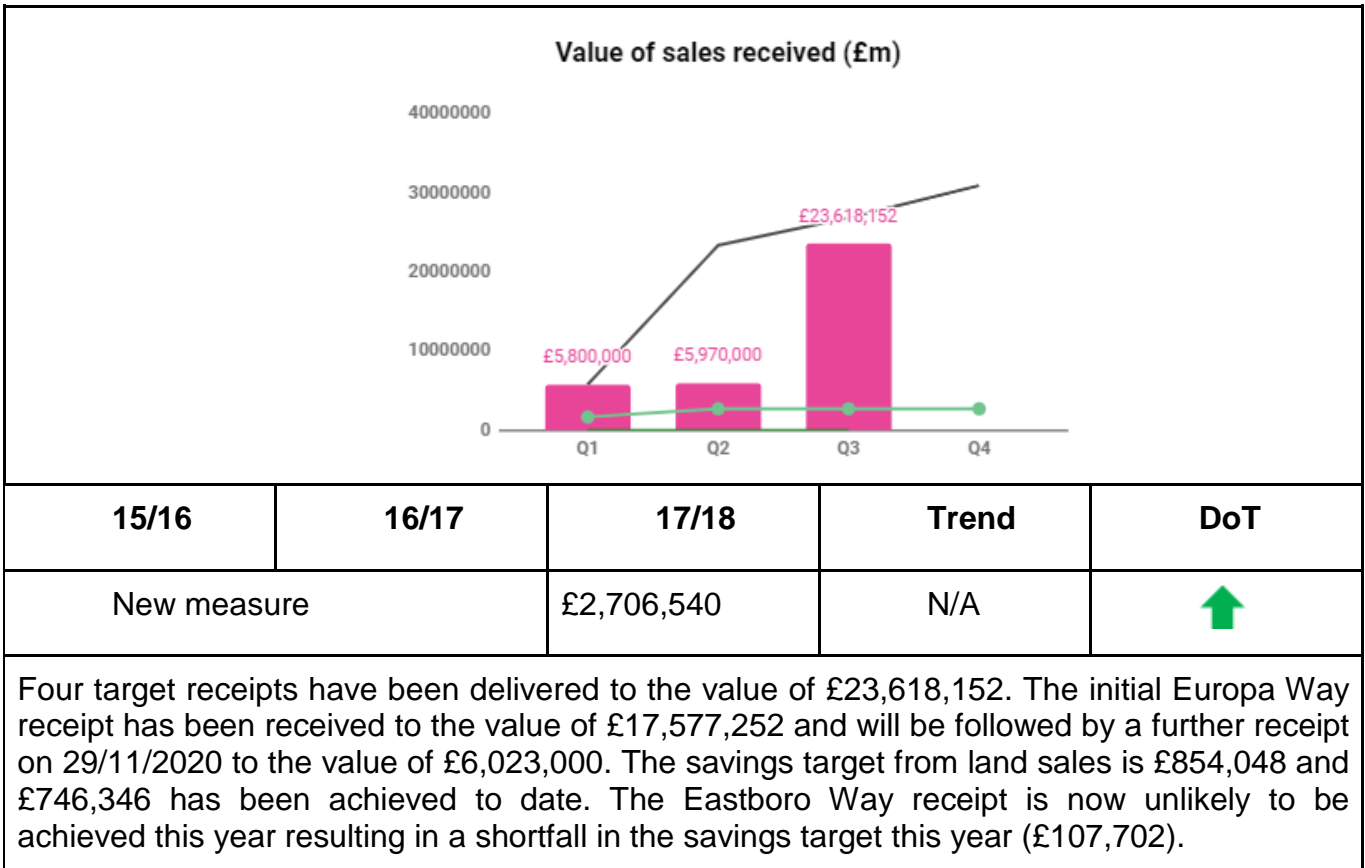
The average abandonment rate during October and November has been 1.35% against a target of 5%. The average for the same period last year was 3.2%. The service continues to closely monitor this measure.

Areas of concern and remedial action



15/16	16/17	17/18	Trend	DoT
New measure		13	N/A	↑

So far this year there have been 10 adverse decisions made against the Council, 8 upheld decisions by the Local Government & Social Care Ombudsman (LGSCO) and 2 upheld decisions by the Information Commissioner - there have been no adverse Judicial Review findings. The corporate target is no more than 12 adverse decisions and therefore the Council is still within this target with the final quarter to go. Of the 8 upheld decisions by the LGSCO 4 related to the People Directorate (3 Adult Social Care and 1 Blue Badge) and 4 related to the Communities Directorate (2 Education and Learning and 2 Transport & Economy (Highways)). A Corporate Customer Feedback report was presented to Resources, Fire and Rescue Overview and Scrutiny Committee in December, which included key activities to address areas that were raised.



Management of HR and Risk

2.4 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. The full details can be found in Appendix A.
- There has been a further slight reduction in headcount this quarter with a decrease in heads of 0.24% representing 11 posts. The absence figure is down on the quarter at an average of 9.30 days per fte and is also down on the same period last year (9.77). Turnover is also slightly down on the quarter and is running at an average of 12.92 over a rolling 12 month period. Please note that the December data reports are run very early in the month of December and therefore do not include a full month's data. HR headline figures are available in Appendix A.

3 Financial Commentary

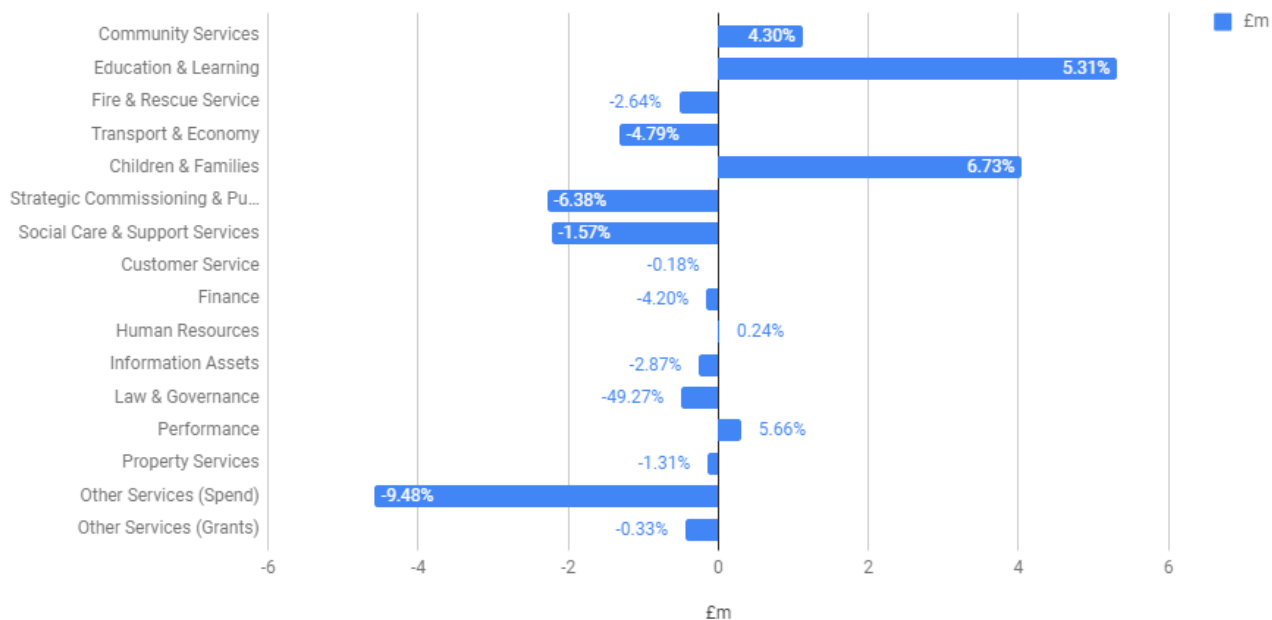
3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2018/19 is £288.825 million. Against this, at Quarter 3, an underspend of £1.651 million or 0.57% 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	6.016	173.363	177.953	10.606	4.590
People	237.154	0.607	237.761	237.293	0.139	(0.468)
Resources	39.629	3.995	43.624	42.873	3.244	(0.751)
Other Services	(154.791)	(11.132)	(165.923)	(170.945)	(16.154)	(5.022)
Total	289.339	(0.514)	288.825	287.174	(2.165)	(1.651)

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.

2018/19 Q3 Forecast Variance



- 3.1.3 At Quarter 3, five business units are forecasting they will overspend and seven are forecasting underspends greater than the -2% tolerance agreed; the remaining three have underspends within the agreed tolerance level.
- 3.1.4 Where an overspend is forecast Business Units or Directorates are expected to use 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 Cabinet are asked to agree that the forecast overspends in Waste Management and Education DSG funded functions are covered by underspends in Other Services as these services have no reserves and there are insufficient reserves at directorate level available. Funding of £4.900 million has been made available within Other Services as a result of reduced capital financing costs from slippage in the capital programme.
- 3.1.6 Key Lines of Enquiry for Cabinet on the Revenue Budget position are as follows:
- In Education & Learning, there is a forecast overspend on SEN transport of £1.527m, £0.721m on Mainstream transport, and £0.066m on Transport Admin. A new officer group has been set up to oversee SEND developments including home to school transport, under the WCC Transformation programme. There are also various overspends on specific Dedicated Schools Grant funded budgets, Annex A provides more detail.
 - In Community Services, the £0.757 million 2017/18 deficit has been removed from the Waste Management budget in order to balance the Waste reserve to nil. An additional overspend for 2018/19 is £169,000 which is due to increase in maintenance of vehicles/equipment and a reduction in some sales income across the Recycling centres and Transfer stations.
 - In Children & Families, various overspends in Children's Safeguarding & Support and Corporate Parenting are causing significant overspends totalling over £5.000 million, this is also having a significant detrimental effect on the service's savings plans. More detail is available in Annex E.

3.2 Reserves

- 3.2.1 The authority currently holds reserves of £133.245 million. With a current underspend of £1.651 million, reserves are forecast to be £134.896 million at the end of the financial year. Business units have requested to draw down £0.207 million to support services in year as outlined in para 3.2.3. As detailed in para 3.2.4, several business units are also proposing to add £2.311 million of underspends to reserves at Quarter 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.

3.2.3 Business Units are seeking members' approval to draw down £0.207 million from reserves to support delivery of their plans in the current year as follows:

Community Services (£0.011 million)

- £0.002 million drawdown from the Museum Development Fund for the purchase of a golden ring.
- £0.009 million drawdown from the Ecology & Archaeology Information and Advice Reserve to help achieve income target.

Fire & Rescue (£0.196 million)

- £0.046 million from the Fire Control Project reserve to support the final stages of the Joint Control Project with Northamptonshire FRS.
- £0.150 million from the Emergency Services Mobile Communications Programme reserve. This reserve includes £0.150 million of service savings that are not ring-fenced for this project. The Service would like to transfer £0.150 million from this reserve in to the RSFRS reserves to support IT replacement projects in 2019/20.

3.2.4 Business Units are seeking members' approval to add £2.311 million to reserves, mostly from current underspends, for use in future years as follows:

Community Services (£0.068 million)

- £0.068 million to be added to the Digitising County Records reserve, Members have allocated £100,000 to spend on the digitalisation of County Records but £68,000 to be moved into reserves and spent in 2019/20.

Transport & Economy (£1.100 million)

- £0.350 million the Transport & Economy Savings reserve to deal with three bus routes for two years following Stagecoach changes
- £0.500 million to the Kenilworth Station reserves as agreed with Department for Transport to not pay out a sum in 2018/19.
- £0.250 million to the Flood Management reserve to deal with remediation work surrounding the FBUK situation.

Fire & Rescue (£0.636 million)

- £0.023 million added to service savings reserve to support spending pressures in 2019/20.
- £0.414 million added to the RSFRS reserve as the Service has two major pieces of IT equipment due for replacement in 2019/20, Station End equipment and Mobile Data Terminals. This transfer will go towards supporting these spending pressures in 2019/20.
- £0.186 million added to the Fire Service Training reserve as the Service is currently considering options for the provision of future training facilities. Once plans have been finalised there will be an interim period whereby the Service will have to outsource some of the operational training. Transferring this funding into the training reserve will provide support for funding the interim arrangements.

- £0.013 million added to Emergency Services Mobile Communications Programme reserve from current year underspends in the project.

Property Services (£0.007 million)

- £0.007 million contribution to the One Public Estate reserve as a result of the delayed start in delivering One Public Estate.

Strategic Commissioning & Public Health (£0.500 million)

- £0.500 million contribution to Strategic Commissioning Savings reserve as Mosaic project funding to be returned to reserves for use in 2019/20.

3.3. Delivery of the 2017-20 Savings Plan

3.3.1 Five Business Units; Community Services, Education & Learning, Children & Families, Social Care & Support and Property Services are presently forecasting that they will not meet their 2018/19 savings targets, with the overall shortfall expected to be £2.329 million.

- In Community Services there is a shortfall of £0.030 million. An element of savings within the Heritage & Culture target appears unlikely to be delivered in the current year. Remedial action is being discussed.
- In Education & Learning there is a shortfall of £0.006 million in the Attendance, Compliance & Enforcement Service (ACE) savings target.
- In Children & Families there is a shortfall of £2.123 million the majority of which relates to the savings target on delivering a reduction in the number of children entering care. 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. Work is being undertaken to accelerate methods to prevent children entering care and a small team is being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
- In Social Care & Support there is a shortfall of £0.062 million, this is as a result of multiple savings targets not being achieved (See Annex F) but which have been offset through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work.
- In Property Services there is a shortfall of £0.108 million, a reduction in the council's borrowing costs has been delayed as the sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. The mitigations are currently under review and a critical path to resolve issues will be established in January 2019.

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 £92.177 million in 2018/19, with a further £180.095 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £40.648 million for 2018/19 with a further £7.500 million over the medium term.

The CIF scheme for the A37 Hinckley £0.596 million has not been deducted from the CIF balance above as it was awaiting full Council approval on 13th December 2018 at the time the figures were collated. The remaining CIF funds once this has been deducted are £40.052 million for 18/19, £7.500 million for 19/20.

The forecast capital spend for 2018/19 at Quarter 2 was £109.622 million. At Quarter 3 this figure has reduced to £92.177 million, a reduction of £17.445 million. The £92.177 million forecast plus the remaining CIF allocation of £40.648 million is the total 2018/19 forecast figure of £132.825 million, shown on the graph and table in paragraph 3.4.5.

3.4.2. Managers forecasts indicate that £17.172 million (16%) 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 and a reduction in the overall cost of capital schemes (mainly developer funded) for 2018/19 which has resulted in a net reduction of £0.273 million, the overall decrease to the capital programme for 2018/19 is therefore £17.445 million.

3.4.3. The main reasons for the £17.172 million slippage in the quarter compared to the approved budget are:

- Children & Families - £0.049 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 - £0.158 million of slippage relates to small delays on residual payments for long standing schemes, please see the annex for further details. Household Waste Recycling Centres maintenance has been reprofiled based on planned schemes, which has reallocated funding to 2019/20.

Countryside Services has carried forward funding for planned maintenance requirements in 2019/20.

- Education and Learning - £1.027 million of slippage relates to a number of schemes which have been delayed. Long Lawford Primary £0.300 million, due to delays resulting from additional works necessary for a car park drop off. Welford on Avon Primary School £0.200 million, due to ongoing changes to design works arising from the planning process. Welcombe Hills £0.442 million, delays due to planning and Sport England objections. There are also other smaller schemes where additional spend or movements between years has increased the slippage figure, please see the annex for details.
- Fire & Rescue - £0.009 million of slippage caused by minor amendments to the timing of payments on schemes.
- Information Assets - £4.348 million of spending has slipped into later years. This is mainly in relation to the Development of Rural Broadband project; this is due to civil engineering complications which have resulted in the need for a revised delivery programme.
- Property Services - £2.109 million of slippage, of which £0.473 million relates to Rationalisation of County Storage / Montague Road project, due to the requirement of re-scoping work at Budbrooke to meet the service requirements of highways. Rural Services Capital Maintenance has slippage of £0.611 million as a result of staff changes and prioritisation of projects. There is also slippage on the strategic land sites of £1.024 million, due to the inaccurate forecast of contingency funds.
- Social Care and Support (Adults) - £1.525 million of spending has slipped into later years. Transfer of a site at Dunchurch depot for Extra Care Housing has been delayed, resulting in slippage of £1.350 million; this has been deferred until 2019/2020 due to decisions to be made in Property Services in relation to various parts of the site. The remainder of the slippage £0.175 million is due to money allocated to Adult Social Care technical developments which has not been spent as no new projects have currently been identified.
- Strategic Commissioning & Public Health - £0.116 million of works has slipped. Recommendations to establish a formal grant model have delayed further payments on the Adult Social Care modernisation project. Please see the annexes for additional details of smaller slippage amounts.
- Transport and Economy – slippage of £7.831 million. Transport and Economy have continued to actively review their capital projects to introduce a realistic

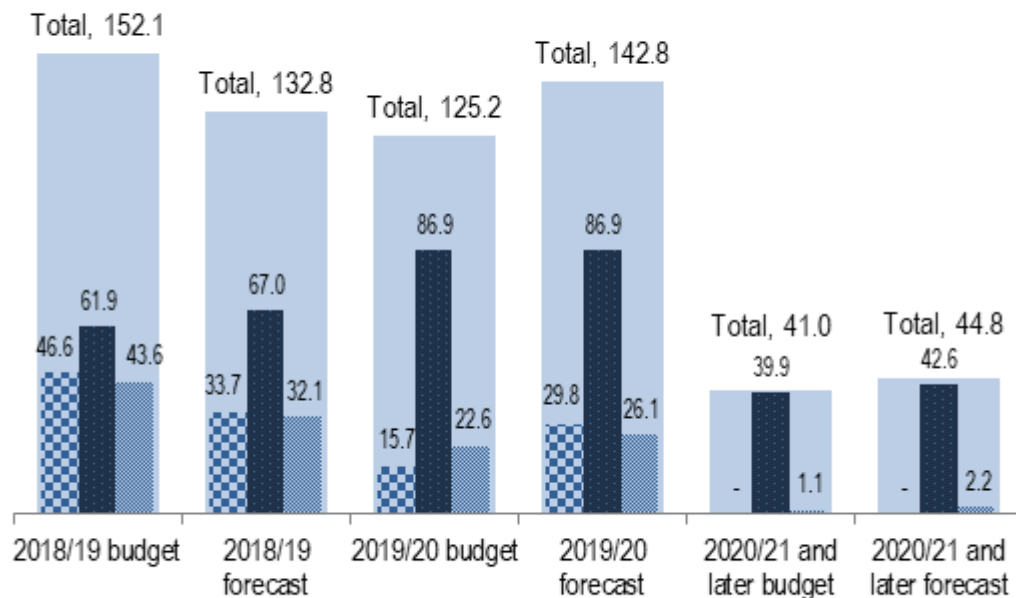
profile of spend, further to discussion with project managers and an analysis of project plans. Of the total slippage £3.954 million (51%) relates to delays with developer funded schemes caused by technical design and contract negotiations with individual developers. Of the remaining slippage, £2.000 million is related to delays with the A46 Stoneleigh junction scheme caused by objections received to statutory orders, causing application for and final approval of DfT funding to be deferred, this £2.000 million is now expected to be spent in 2019/20. Remaining slippage on a number of other projects relates to delays caused by construction re-design and modelling work, planning issues and contract negotiations.

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 on a six monthly basis. 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 £48.148 million (£47.552 million after the approval of the A47 Hinckley scheme by full Council in December).

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

■ Corporate Borrowing and Tax Base Growth
■ Grants and Contributions



	2018/19 budget	2018/19 forecast	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast
	£m	£m	£m	£m	£m	£m
Total	152.069	132.825	125.208	142.839	41.004	44.757
Corporate Borrowing	46.594	33.691	15.697	29.771	0	- 0
Self Financed Borrowing	1.354	1.380	- 2.891	- 2.471	995	995
Grants and Contributions	61.892	66.972	86.909	86.894	39.868	42.597
Capital Receipts	39.198	27.946	24.421	28.018	-	-
Revenue	3.030	2.836	1.071	628	142	1.165

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 - (£4.348 million slippage) - Development of Rural Broadband project, civil engineering complications resulted in the need for a revised delivery programme.

Property Services - (£2.109 million slippage) - £0.473 million Rationalisation of County Storage, Budbrooke Offices work has not started due to delays in relation to Highways requirements being accommodated.

Social Care and Support (Adults) – (£1.525 million slippage) £1.350 million slippage from Extra Care Housing development delays.

Transport and Economy - (£7.831 million slippage) - Transport and Economy have continued to actively review their capital projects to introduce a realistic profile of spend. £2.000 million slippage - A46 Stoneleigh junction scheme, objections received to statutory orders, causing the application for and final approval of DfT funding to be deferred.

Further detail has been included in 3.4.3.

Background Papers

None

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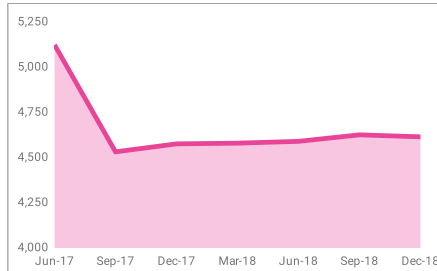
This report was not circulated to members prior to publication.



Appendix A Part 2: Headline HR Information

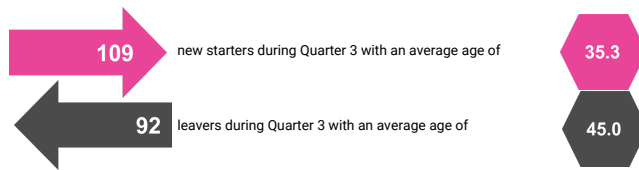
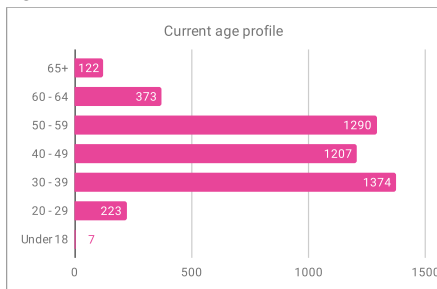
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

Number of Employees

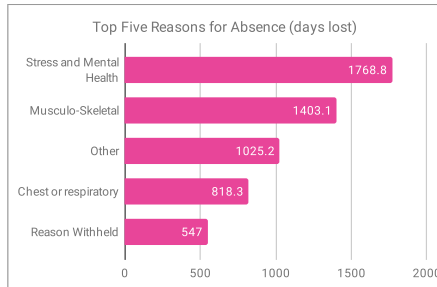


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
Headcount	5,119	4,527	4,571	4,575	4,585	4,621	4,610	
Full-time Equivalents	4,023	3,750	3,789	3,789	3,799	3,866	3,859	
Whole-time Equivalents	3,954	3,725	3,763	3,641	3,738	3,785	3,810	Data at Nov
Number of Posts	5,382	4,761	4,813	4,820	5,424	5,450	5,494	

Age Profile of our Workforce

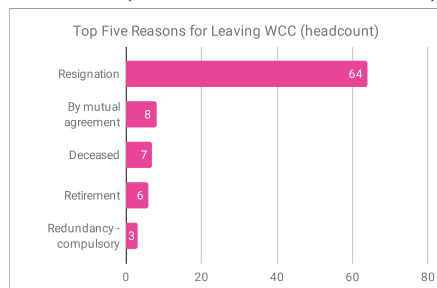


Sickness Absence Statistics



	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	6,799	
... of which short-term	3,339	3,382	3,759	14,247	3,061	2,646	2,624	
	35.5%	37.0%	38.9%	36.60%	32.4%	32.0%	38.6%	
... of which long-term	6,067	5,759	5,904	24,681	6,385	5,617	4,175	
	64.5%	63.0%	61.1%	63.40%	67.6%	68.0%	61.4%	

Staff Turnover (1st October 2018-11th December 2018)



	New Starters	Leavers	% Turnover	Target 18/19
Headcount	109	92	1.99% (Q3) 12.92% (rolling year)	10%-20%
Full-time Equivalents	86.5	69.5		
Posts	109	99		

Commentary:

There has been a further slight reduction in headcount this quarter with a decrease in heads of 0.24% representing 11 posts. The absence figure is down on the quarter at an average of 9.30 days per fte and is also down on the same period last year (9.77). Turnover is also slightly down on the quarter and is running at an average of 12.92 over a rolling 12 month period. Please note that the December data reports are run very early in the month of December and therefore do not include a full month's data.



Appendix A

Part 3: Strategic Risk Information

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

Risk Description

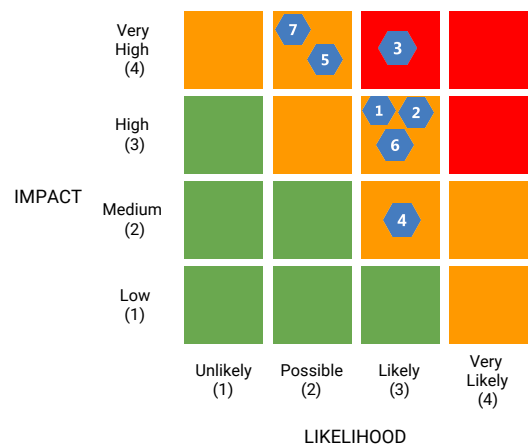
Gross Risk level

Net Risk Level

1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	Inability to secure economic growth in Warwickshire		
6	Inability to keep out communities safe from harm		
7	The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.		
8	Overall risk assessment		

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

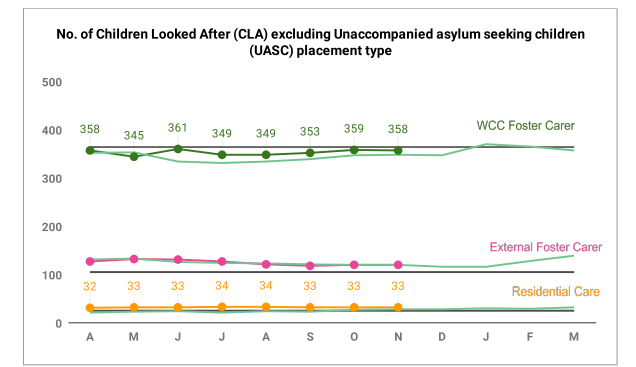
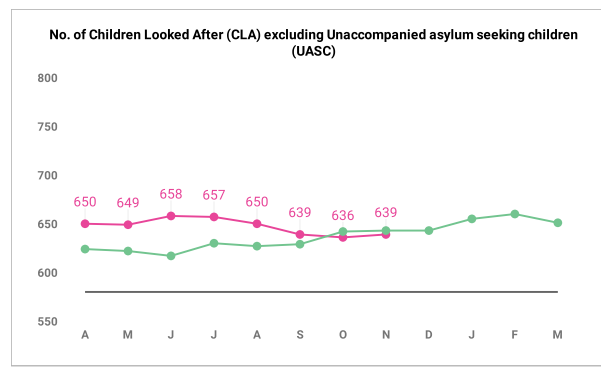
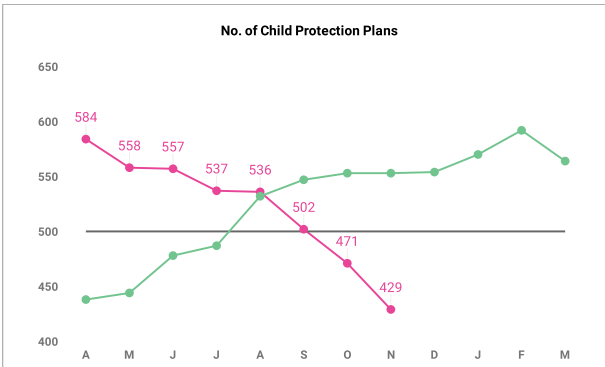
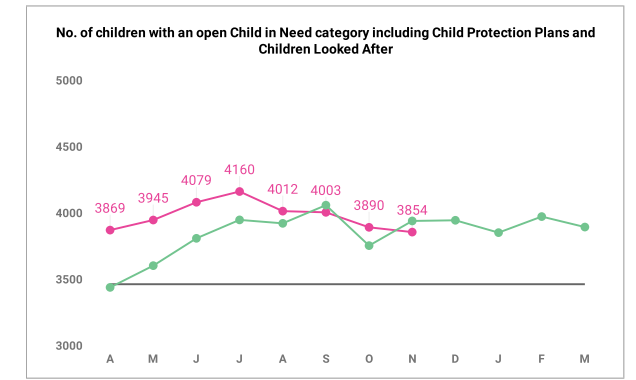
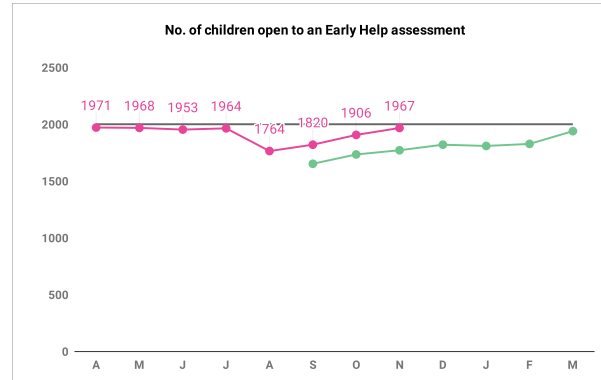
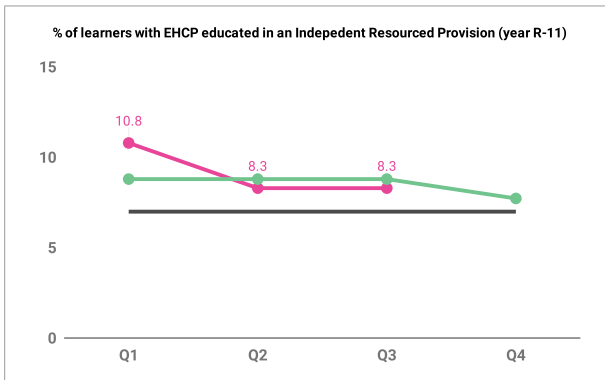
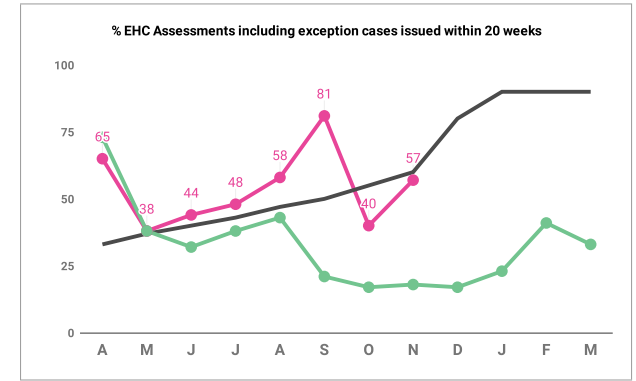
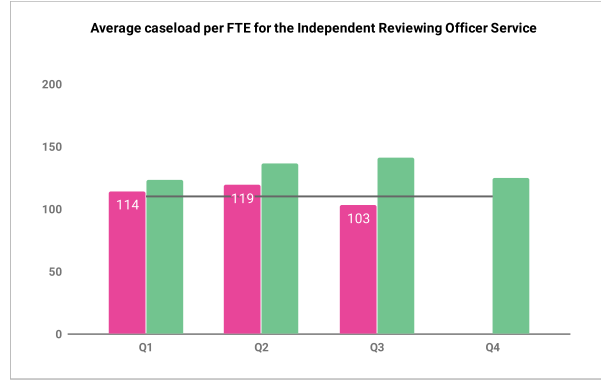
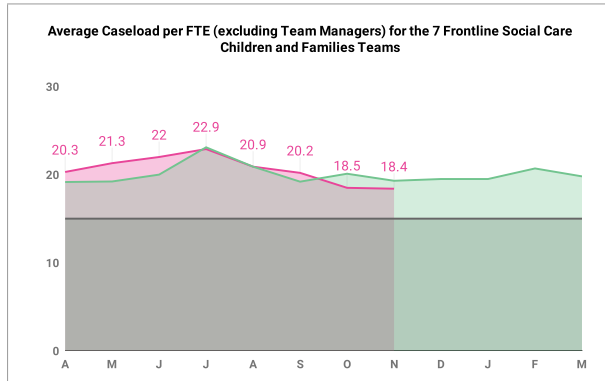
Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults



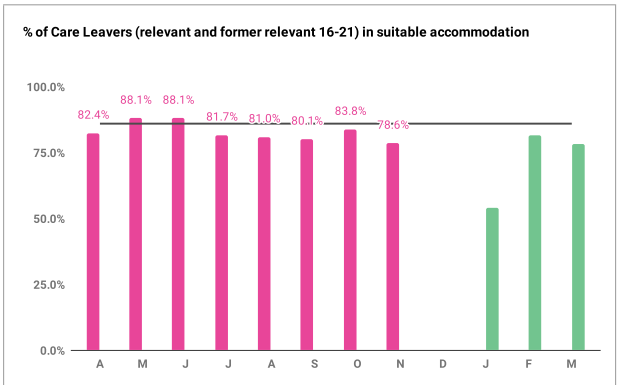
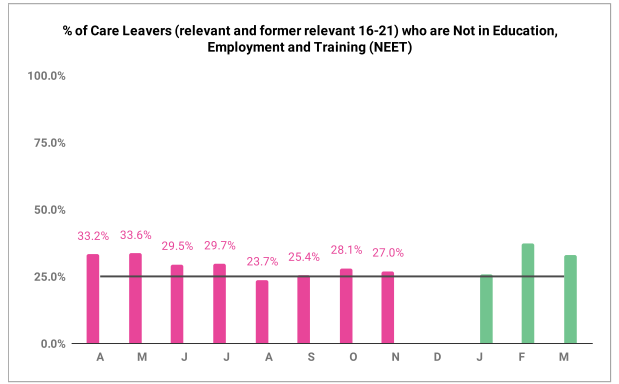
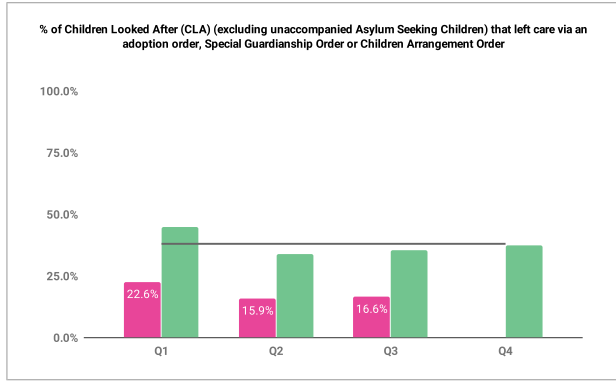
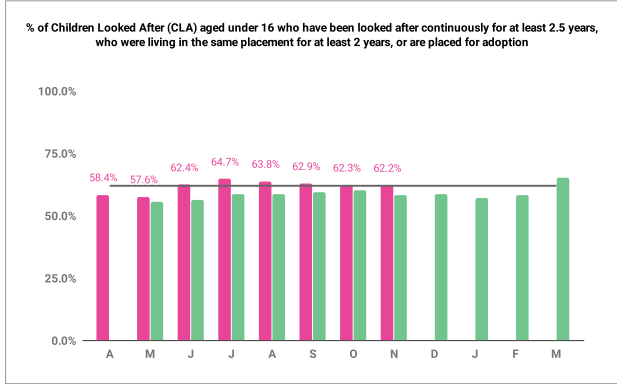


18/19 Actual
 18/19 Target
 17/18 Actual
 19-Dec-2018

Quarterly OOP Progress Report Children are Safe



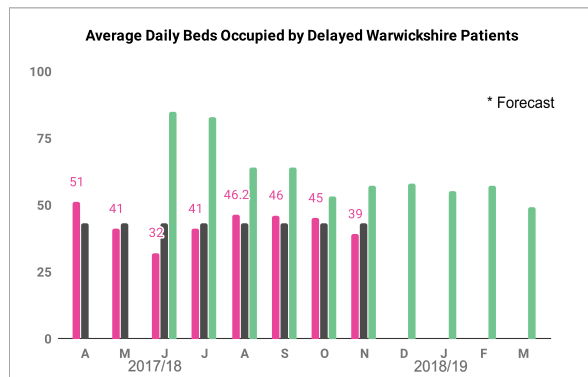
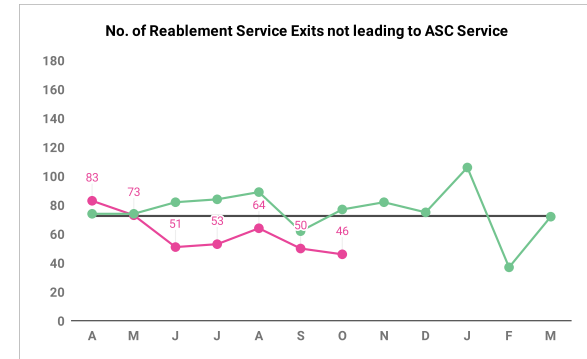
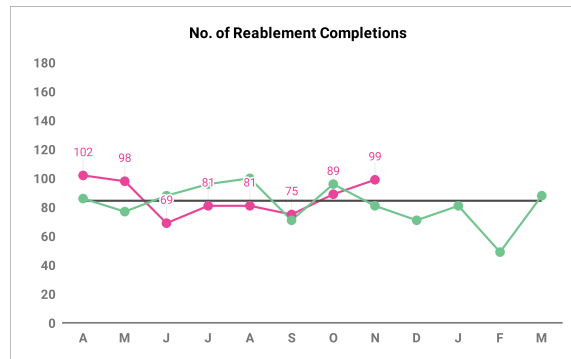
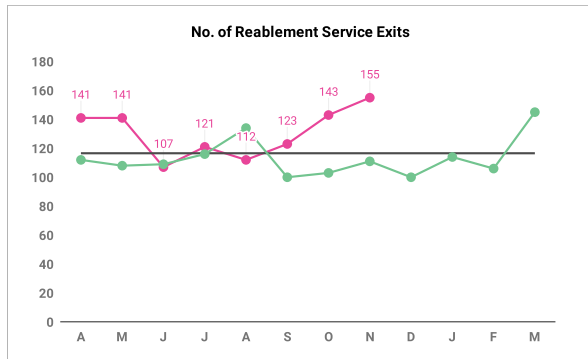
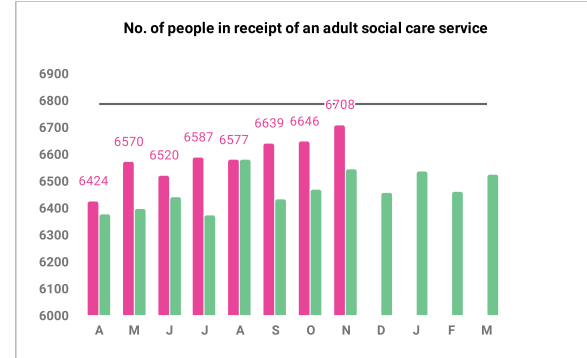
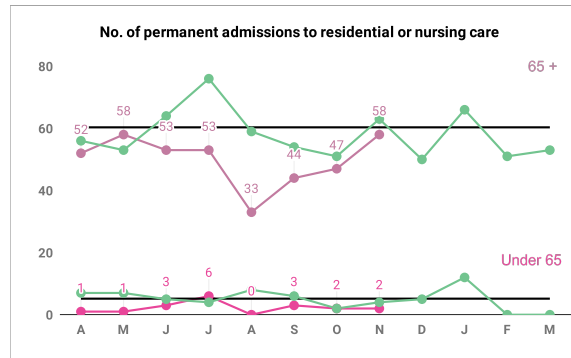
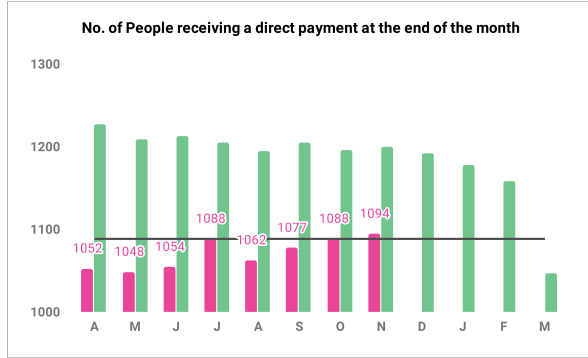
Quarterly OOP Progress Report Children are Safe





18/19 Actual
 18/19 Target
 17/18 Actual
 19 Dec 2018

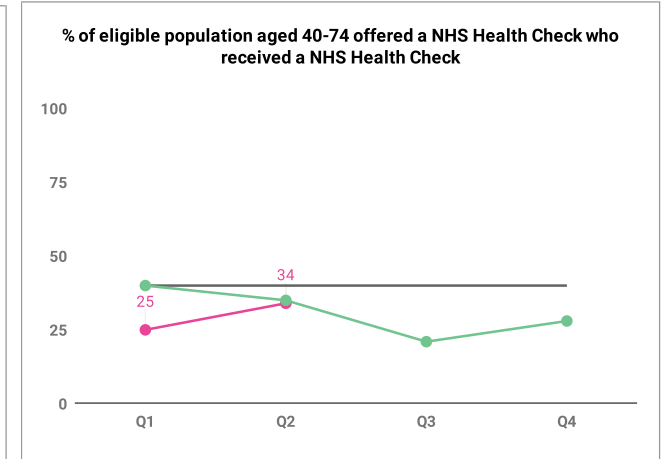
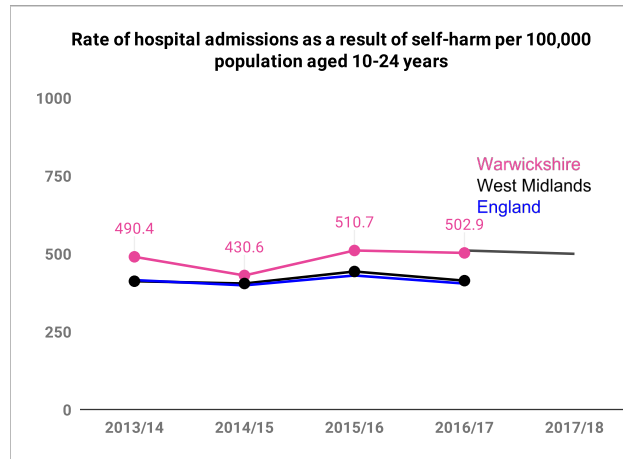
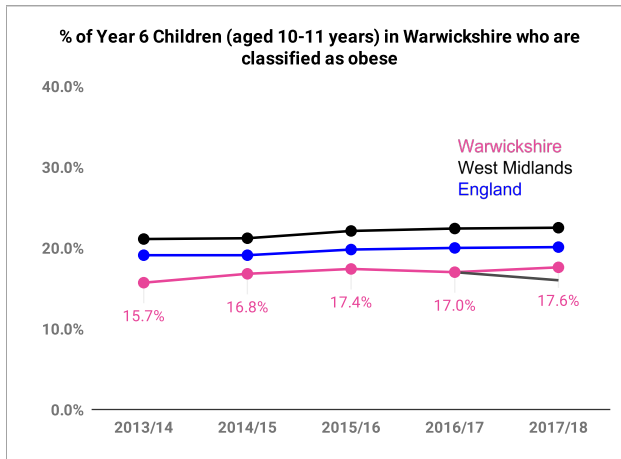
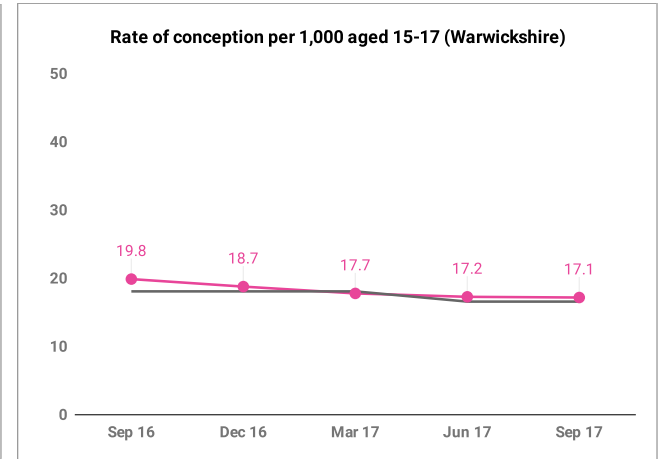
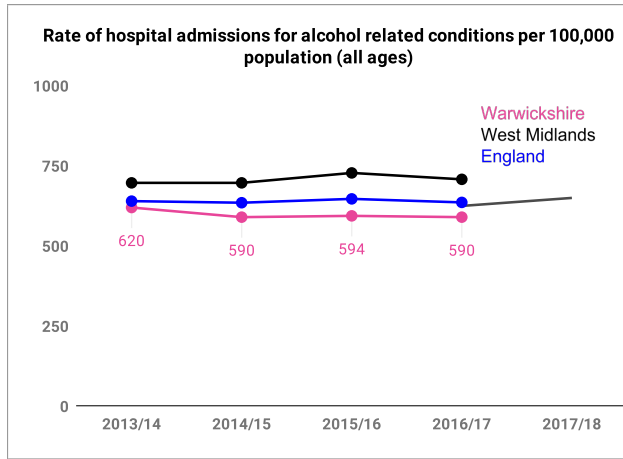
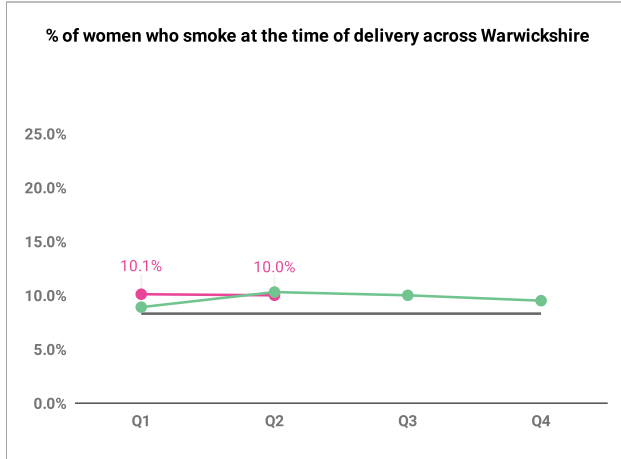
Quarterly OOP Progress Report Adult Health and Social Care





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

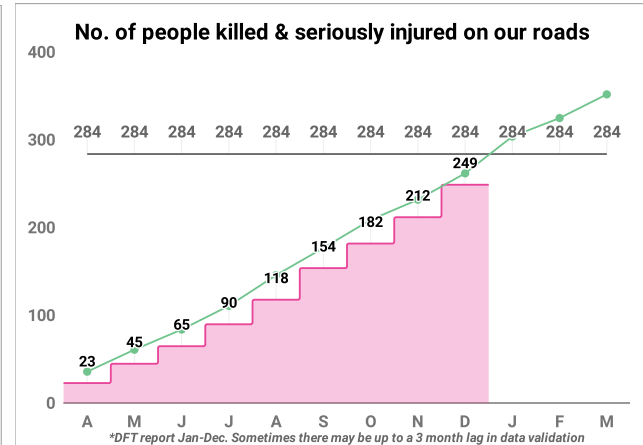
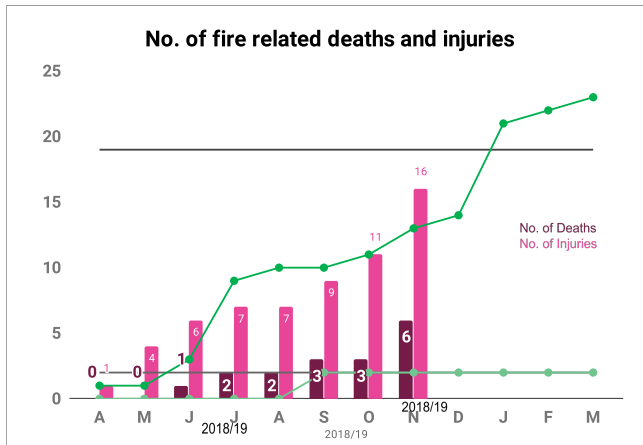
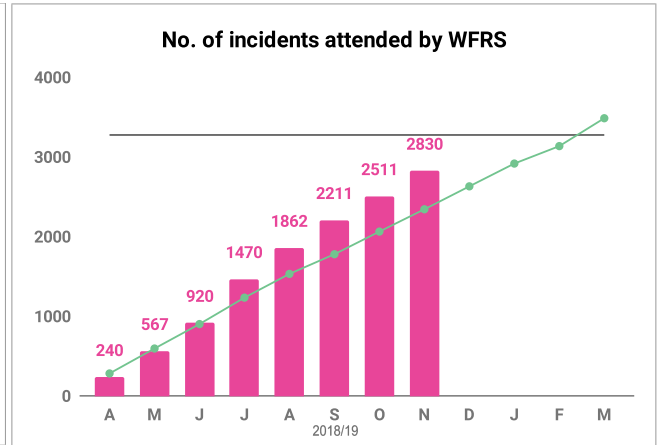
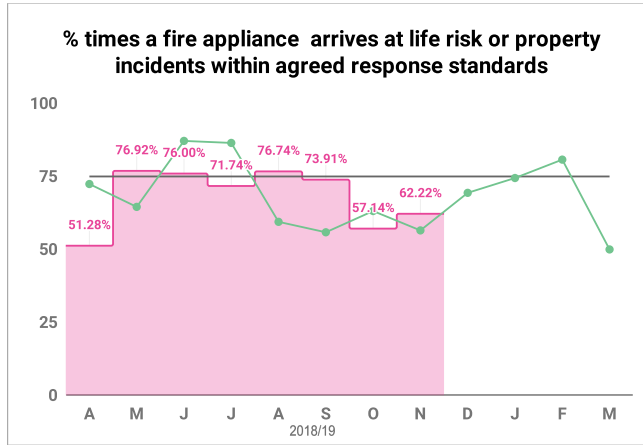
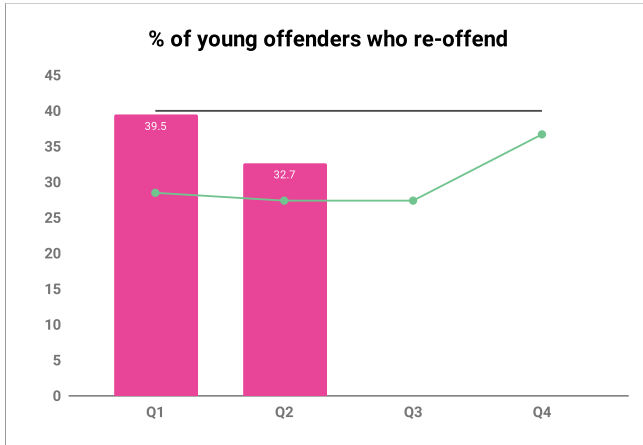
Quarterly OOP Progress Report Health and Wellbeing





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

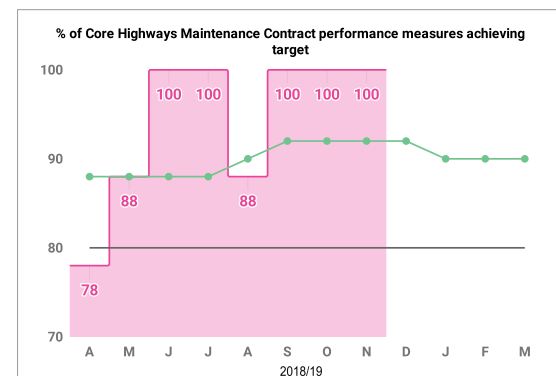
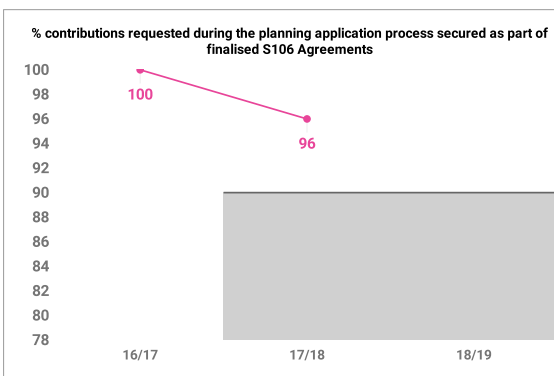
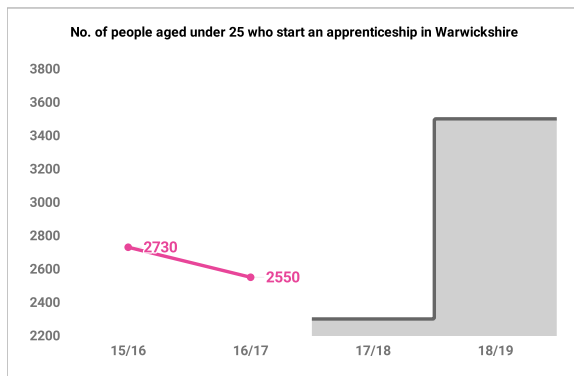
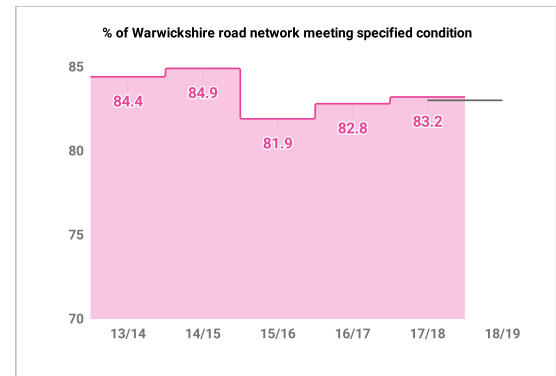
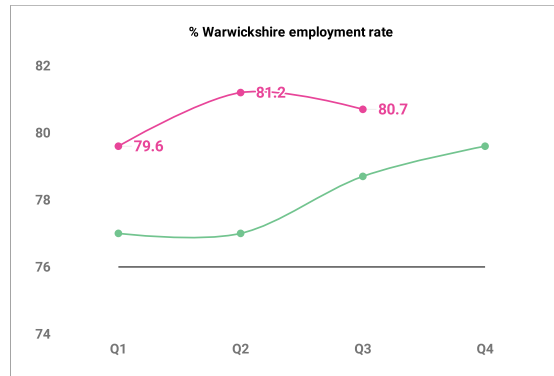
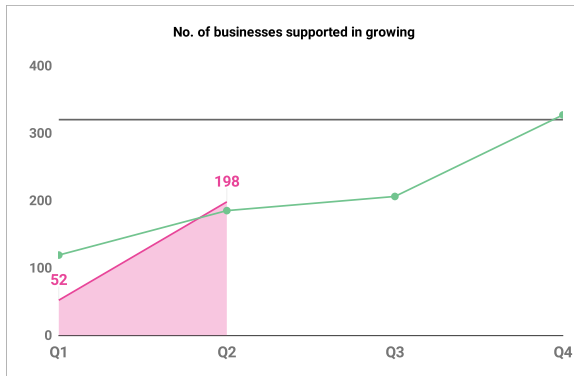
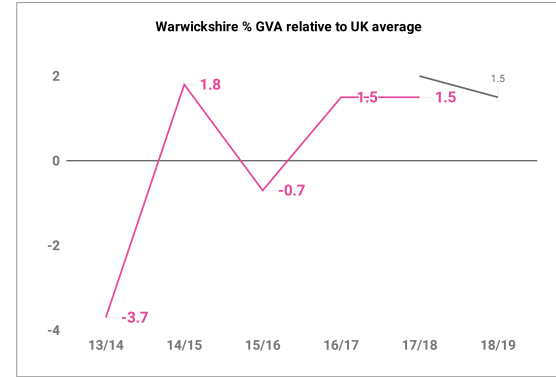
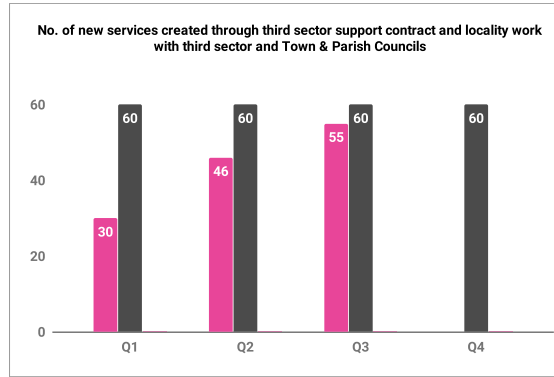
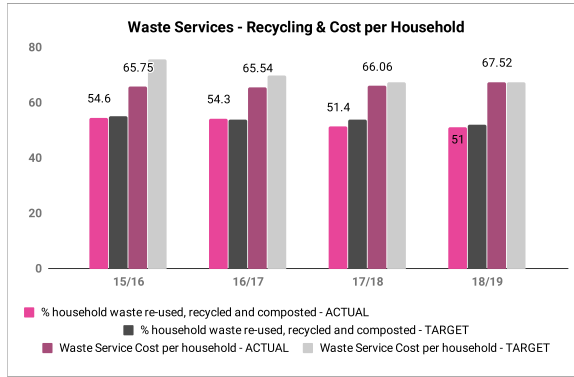
Quarterly OOP Progress Report
 Community Safety and Fire





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

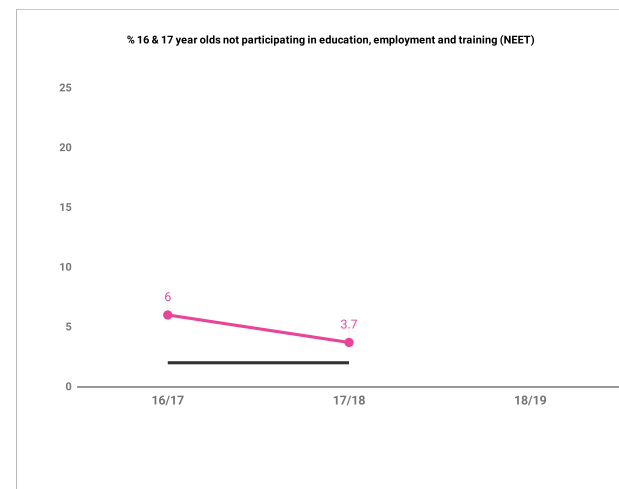
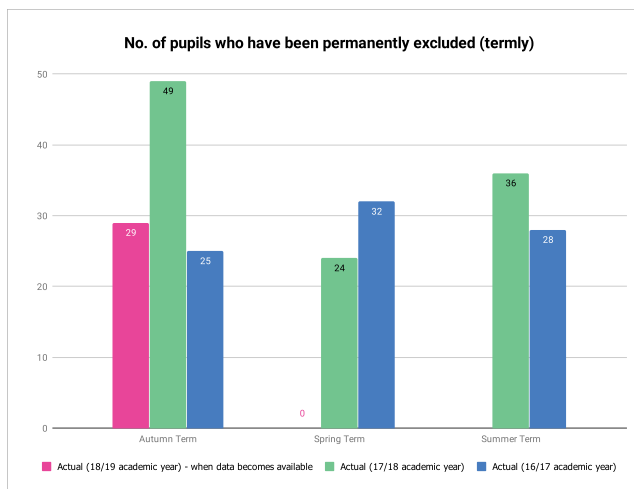
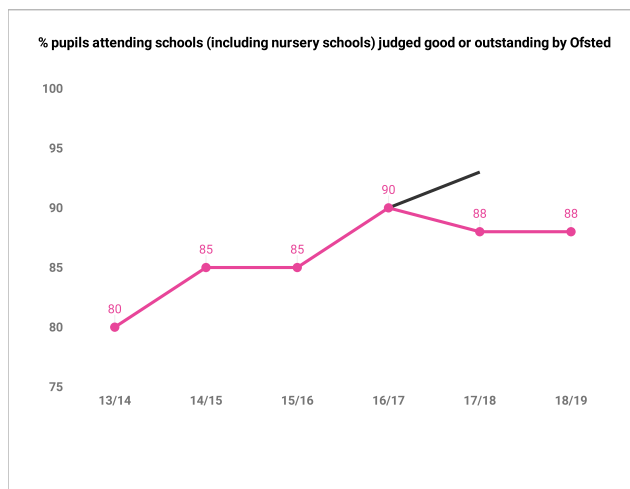
Quarterly OOP Progress Report
 Economy and Infrastructure





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

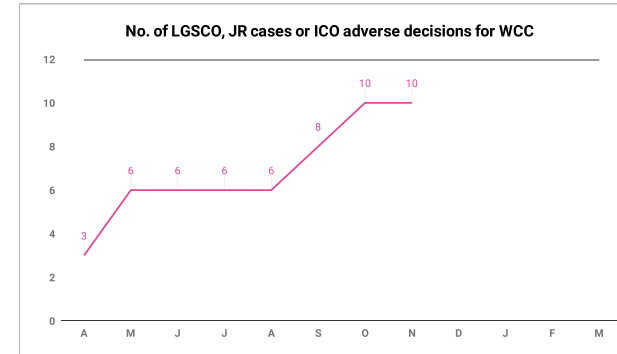
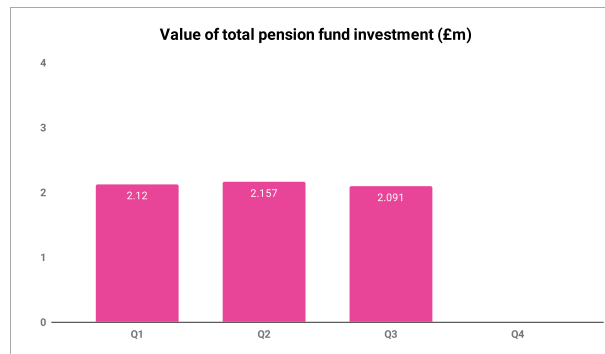
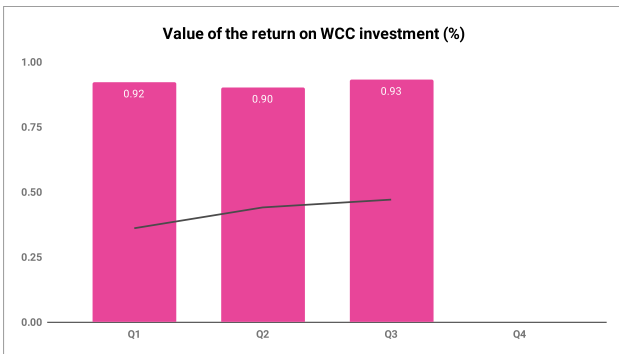
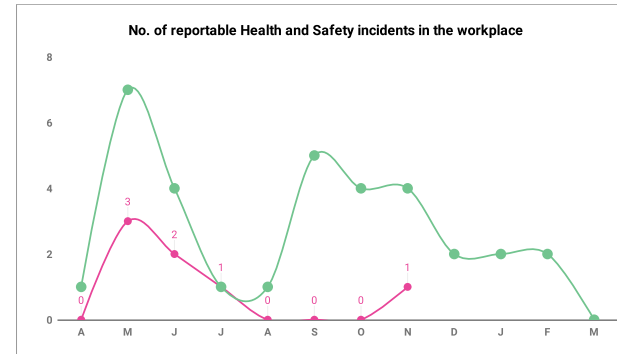
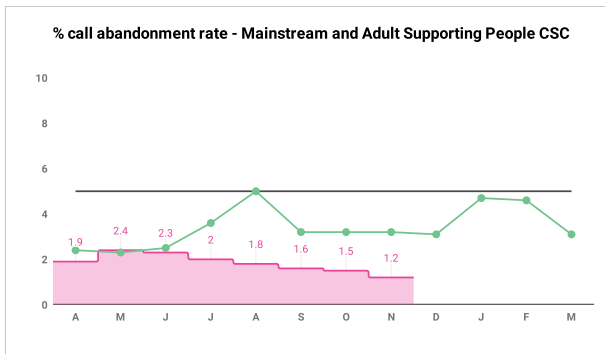
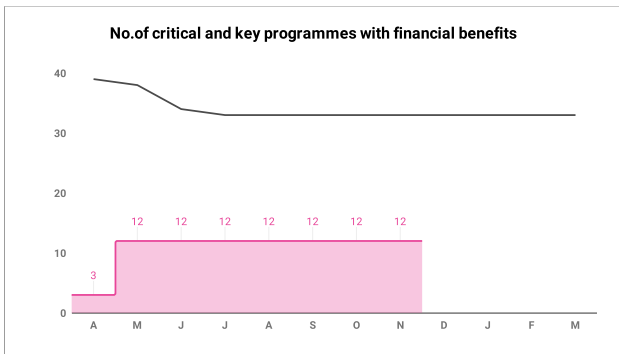
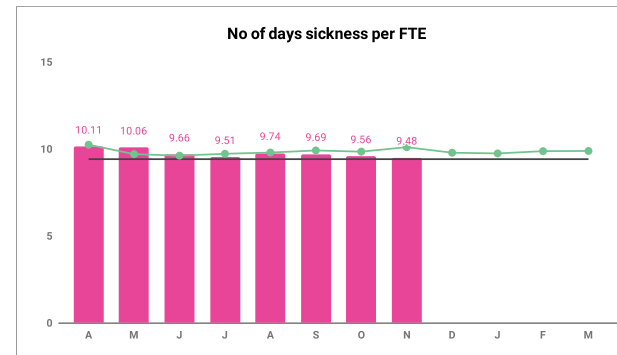
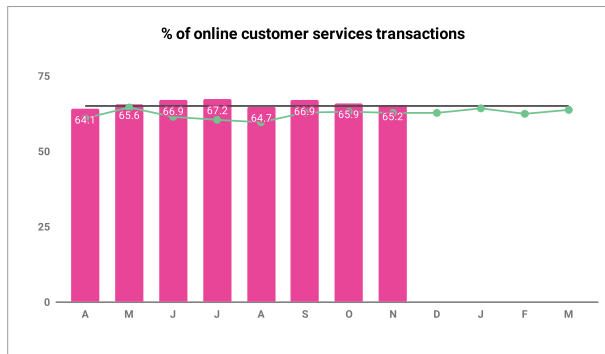
Quarterly OOP Progress Report Education and Learning



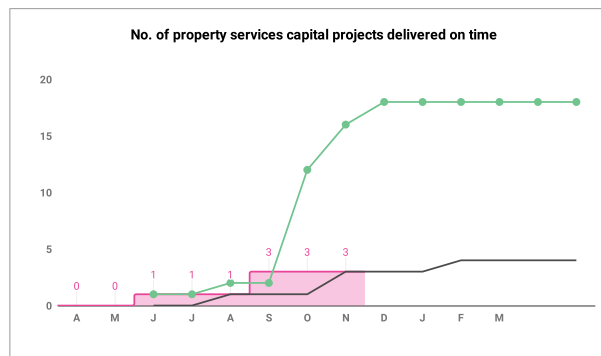
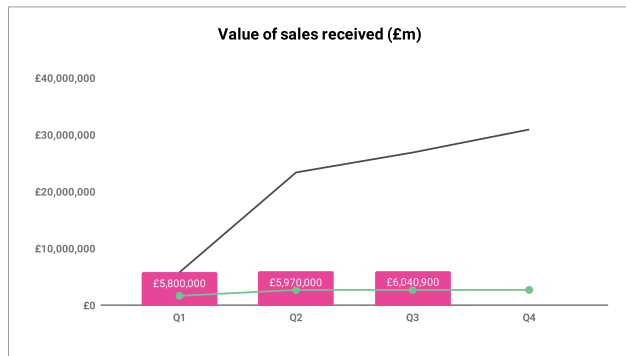
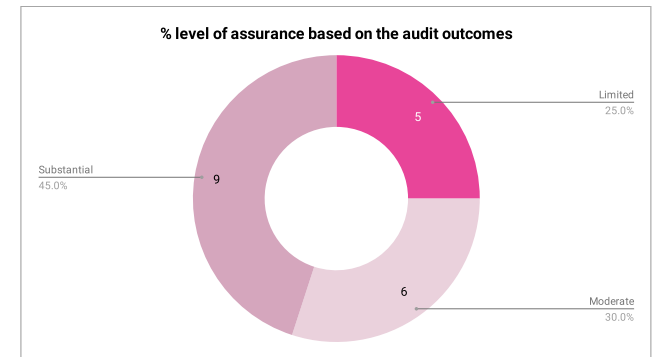
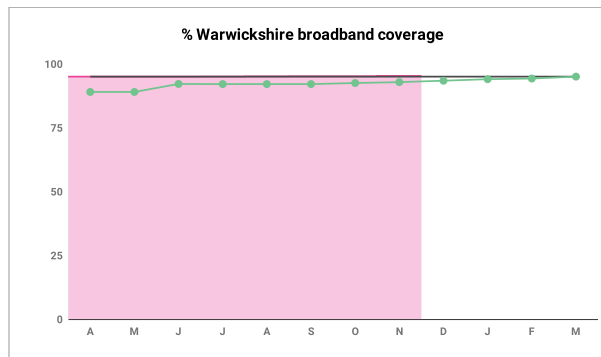
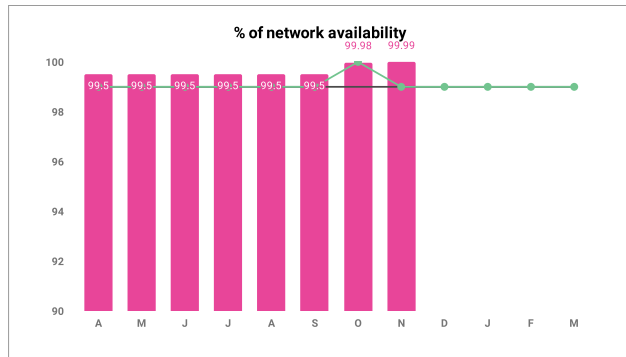


18/19 Target
 17/18 Actual
 18/19 Actual
 19-Dec-2018
 Data relates to the year 2018/19

Quarterly OOP Progress Report
 Our resources are effectively and efficiently targeted



Quarterly OOP Progress Report
Our resources are effectively and efficiently targeted





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	26,004	27,120	1,116 4.29%	(1,221)	(105)
Cabinet	Overspend in Community Services is primarily as a result of known previously reported pressures in Waste Management. This is being considered as part of the Council's budget setting process in February.				
Corporate Board	Overspend in Community Services is primarily as a result of known previously reported pressures in Waste Management. This is being considered as part of the Council's budget setting process in February. Other overspends will be offset by underspends and Departmental reserves.				
Education & Learning	100,112	105,424	5,312 5.31%	(185)	5,127
Cabinet	Cost centres are being now scrutinised more closely and the Education Services Senior Team with monthly budget challenge sessions set up for the high risk cost centres, which have been tasked with developing three year forecast and recovery plans. The AD and SLT is meeting regularly as a group with finance colleagues. The Education secretary's recent SEND investment announcement means an additional £1.2m in - year for Warwickshire and also another one off payment for the same amount for the 19/20 financial year. As a result of the new measures 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.				
Corporate Board	The recent Education secretary announcement regarding SEND has bought an additional £1.2m in- year investment for 18/19 and again for 19/20. The budget challenge sessions for high risk business units which are now required to develop 3 year forecasts and recovery plans are creating an additional level of discipline and ensuring relevant managers are being more rigorous in their financial management. The additional development of an overarching single recovery plan for the work of Education will bring coherency to this focus and be shared with relevant forums to shed light on the challenges being faced and the need for a collective responsibility solution. The DSG Review, and several Demand Management Reviews including SEND and Home to School Transport are assisting in moving towards a balanced budget in future years. Corporate Board has been presented with options, recommendations and the risks of each.				
Fire & Rescue	19,838	19,314	(524) -2.64%	(1,516)	(2,040)
Cabinet	There is an underspend at quarter 3 of £524k, the reasons for the majority of this underspend; £151k relates to FF Pensions and is a result on no ill-health retirements, £164k is against the FF pay award which was awarded at 1% less than budgeted for, £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At quarter 3 the Service will request to transfer a net £440k of this £524k into earmarked reserves to support a number of anticipated pressures in 2019/20 including the replacement of ICT equipment and to provide breathing apparatus training for 2019/20 while confirming the collaboration arrangements with West Midlands Fire Service. Based on the current forecast, following the quarter 3 transfers to and from reserves the service would end the year with an underspend of £84k.				
Corporate Board	There is an underspend at quarter 3 of £524k, the reasons for the majority of this underspend; £151k relates to FF Pensions and is a result on no ill-health retirements, £164k is against the FF pay award which was awarded at 1% less than budgeted for, £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At quarter 3 the Service will request to transfer a net £440k of this £524k into earmarked reserves to support a number of anticipated pressures in 2019/20 including the replacement of ICT equipment and to provide breathing apparatus training for 2019/20 while confirming the collaboration arrangements with West Midlands Fire Service. Based on the current forecast, following the quarter 3 transfers to and from reserves the service would end the year with an underspend of £84k.				
Transport & Economy	27,409	26,095	(1,314) -4.79%	(2,617)	(3,931)
Cabinet	Current £1.3m forecast underspend is likely to significantly reduce, due to proposed movements to reserves i.e. £500k Kenilworth Station; £350,000 concessionary travel for new subsidised bus routes and £250,000 flood risk management, due to contract risk				
Corporate Board	Winter maintenance and the flood risk issue with the property level protection contract are known risks as are further drops in concessionary travel expenditure and demand led income levels.				
TOTAL COMMUNITIES DIRECTORATE	173,363	177,953	4,590 2.65%	(5,539)	(949)



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
Children & Families	60,030	64,071	4,041 6.73%	(1,712)	2,329
Cabinet	<p>The Children & Families Service continues to review all budgets and spending in significant detail. A corrective actions log has been established and is monitored closely. The biggest overspends relate to children looked after, this is due to the number of children in care and savings not being achieved to date. The number of children entering care to leaving care is slowing down and monthly targets are being met but there are pressures in locating foster placements for some complex children.</p> <p>Weekly demand management and quarterly residential review meetings continue to be overseen by the Assistant Director.</p> <p>A fortnightly QA panel is in place to manage vacancies and agree recruitment which is also enabling reduction in staff and costs to enable revised savings that have been identified to be achieved. To date £1.3m of staff reductions will be implemented by 31.03.2019 which will enable saving to be realised in 2019-2020.</p>				
Corporate Board	<p>The Children & Families Service continues to review all budgets and spending in significant detail. A corrective actions log has been established and is monitored closely. The biggest overspends relate to children looked after, this is due to the number of children in care and savings not being achieved to date. The number of children entering care to leaving care is slowing down and monthly targets are being met but there are pressures in locating foster placements for some complex children.</p> <p>Weekly demand management and quarterly residential review meetings continue to be overseen by the Assistant Director.</p> <p>A fortnightly QA panel is in place to manage vacancies and agree recruitment which is also enabling reduction in staff and costs to enable revised savings that have been identified to be achieved. To date £1.3m of staff reductions will be implemented by 31.03.2019 which will enable saving to be realised in 2019-2020.</p>				
Social Care & Support	141,929	139,704	(2,225) -1.57%	(11,959)	(14,184)
Cabinet	<p>Underspends in Reablement staffing, assistive technology takeup and Assistant Director project funds are allowing the service to mitigate the growing pressures in packages of care for younger adults. Underspend will be used to fund expenditure in other People Directorate business units which supports adults with social care needs, rather than increasing reserves. The key assumption in the figures is that the recording of Residential Care packages for Older People is up to date during the busy winter period: The impact of a delay in recording will be a large increase in the forecast - this is being closely monitored by finance and the service.</p>				
Corporate Board	<p>Forecast increase this month due to three clients whose funding source was anticipated to be external. Two NHS and one self funding. All three have now been decided as Social Care funded, which was not what was being forecast. Alongside this there is a £250k pressure recognised this period from disabilities payments relating to previous year. Through early achievement of demand savings, Business Unit remains underspent as planned to enable building of contingency for future years</p>				
Strategic Commissioning & Public Health	35,802	33,518	(2,284) -6.38%	(5,184)	(7,468)
Cabinet					
Corporate Board					
TOTAL PEOPLE DIRECTORATE	237,761	237,293	(468) -0.20%	(23,284)	(23,752)



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	9,090	(16) -0.18%	(654)	(670)
Cabinet	No financial issues to highlight				
Corporate Board	The Registration Service continues to explore further opportunities to generate income				
Finance	3,746	3,589	(157) -4.19%	(880)	(1,037)
Cabinet	Overall there is a small underspend being forecast. This may reduce if investments in improvements to financial systems (which were originally to be funded from reserves) can be implemented before the end of the financial year.				
Corporate Board	Overall there is a small underspend being forecast. This is primarily the result of ongoing problems in recruitment at certain levels (eg at principal accountant), some posts are being held vacant pending implementation of the target operating model. The underspend may reduce if investments in improvements to financial systems (which were originally to be funded from reserves) can be implemented before the end of the financial year.				
Human Resources & Organisational Development	4,914	4,926	12 0.24%	(335)	(323)
Cabinet	The overall position for HROD once the corrections have been made would result in an underspend of c£134k. Staffing vacancies/gaps pending recruitment continue to result in underspends in advisory and HSW. However these are offset by costs associated with implementation of Your HR				
Corporate Board	The overall position for HROD once the corrections have been made would result in an underspend of c£134k. Staffing vacancies/gaps pending recruitment continue to result in underspends in advisory and HSW. However these are offset by costs associated with implementation of Your HR				
ICT Services	8,920	8,664	(256) -2.87%	(220)	(476)
Cabinet	The impact on subscriptions target due to withdrawal of a Multi Academy Trust in the Schools Traded Services has been partly addressed through reduction in expenditure. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends. The Project Connect underspend will be required to fund the contract going forward. The forecast for Production Services is dependent on estimates of contract costs which are under negotiation.				
Corporate Board	The impact on subscriptions target due to withdrawal of a Multi Academy Trust in the Schools Traded Services has been partly addressed through reduction in expenditure. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends. The Project Connect underspend will be required to fund the contract going forward. The forecast for Production Services is dependent on estimates of contract costs which are under negotiation.				
Law & Governance	1,000	507	(493) -49.30%	(213)	(706)
Cabinet	The assumption for the remainder of 2018/19 is that trading activity will remain healthy. New external income has been generated for legal services this financial year and internal demand remains high. Underspends in Democratic Services are as result of staffing vacancies.				
Corporate Board	The assumption for the remainder of 2018/19 is that trading activity will remain healthy. New external income has been generated for legal services this financial year and internal demand remains high. Underspends in Democratic Services are as result of staffing vacancies.				



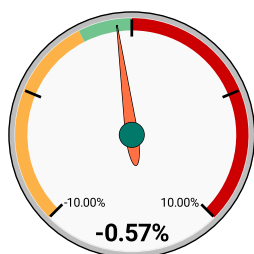
Appendix A

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
Performance	5,303	5,602	299 5.64%	(25)	274
Cabinet	The forecast overspend reflects the significant progress on various transformation projects, the funding for which was always planned to be funded from specific reserves held for this purpose. The affect of this proposed action will be to restore the Business Unit to an underspend position, as was always the case excluding transformation.				
Corporate Board	The forecast overspend reflects the significant progress on various transformation projects, the funding for which was always planned to be funded from specific reserves held for this purpose. The affect of this proposed action will be to restore the Business Unit to an underspend position as was always the case excluding transformation. In the main, cost centre underspends reflect vacancies held pending finalising the structural design of the Commissioning Support Unit.				
Property Services	10,635	10,495	(140) -1.32%	(501)	(641)
Cabinet	Increased trading activity within Enabling Services has improved the overall budget position. The Eastborough Way capital receipt is a risk which would impact on savings targets and negotiations are ongoing with the developer				
Corporate Board	Increased trading activity within Enabling Services has improved the overall budget position. The Eastborough Way capital receipt is a risk which would impact on savings targets and negotiations are ongoing with the developer				
TOTAL RESOURCES DIRECTORATE	43,624	42,873	(751) -1.72%	(5,446)	(6,197)
Other Services	-165,923	-170,945	(5,022) -3.03%	(98,933)	(103,955)
Cabinet	The majority of this underspend is the revenue effect of the declared slippage in the capital programme and full use of all resources in the capital investment fund, which have caused capital financing costs to be lower than budgeted. Cabinet should note that it is proposed that this underspend is used to meet the overspends in Waste Management and overspends in Dedicated Schools Grant funded services in Education & Learning.				
Corporate Board	The majority of this underspend is the revenue effect of the declared slippage in the capital programme and full use of all resources in the capital investment fund, which have caused capital financing costs to be lower than budgeted. Cabinet should note that it is proposed that this underspend is used to meet the overspends in Waste Management and overspends in Dedicated Schools Grant funded services in Education & Learning.				
TOTAL WHOLE AUTHORITY	288,825	287,174	(1,651) -0.57%	(133,202)	(134,853)

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	Apart from Waste Management, the current savings requirement will be delivered through a combination of underspend on related services and the use of Community Services reserves. Waste Management is overspent because of the increase in residual waste arising from housing growth and charging for green waste. It will be considered by the Council as part of the budget process when the overall out turn position is known.	R
Education & Learning	733	727	727		G
Fire & Rescue	0	0	0	Savings options for 2019/20 are being considered and as such there is uncertainty on how these might be delivered, as a result the RAG rating remains Amber.	A
Transport & Economy	689	689	689	Savings are on track for 18/19. The delivery of the delayed 17/18 saving in regeneration has now been resolved	G
TOTAL COMMUNITIES DIRECTORATE	2,169	2,133	2,133		
Children & Families	2,985	862	862	The current savings plan will not be met with the exception of the Children & Family Centre's.	R
Social Care & Support	2,562	2,203	2,500	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 (adult social care element specifically – dilnot etc).	G
Strategic Commissioning & Public Health	406	406	406	All in year savings for the unit will be met. Work is ongoing to realise the final element of the savings required for 19/20. These will be delivered from reserves initially but a draft plan is being discussed to ensure full delivery by 2020.	G
TOTAL PEOPLE DIRECTORATE	5,953	3,471	3,768		
Customer Service	10	10	10		G
Finance	65	65	65	The savings for 2018/19 have already been delivered. There is still an additional £95k to identify for 2019/20, but the service is confident that this is deliverable and it will form part of the Finance functional operating model considerations.	G
Human Resources & Organisational Development	75	75	75	The savings for 2018/19 have already been delivered. Plans are in place to achieve the 2019/20 savings linked in part to the implementation of Your HR	G
ICT Services	363	363	363	2018/19 savings have already been delivered. Delivery of the 2019/20 savings is subject to clarity in relation to approach for new operating model and end user computing strategy.	G
Law & Governance	49	49	49	Savings in Legal due to be delivered via external legal income.	G
Performance	55	55	55		G
Property Services	1,583	1,432	1,475	Strategic Sites - Savings of £732,432 have been secured for 2018/19 against the target of £854,048. It is anticipated that £746,346 will be received in 18/19. The remaining £107,702 was planned to be delivered from the receipt at Eastborough Way. The RAG status for Eastborough Way has however been amended to red to reflect the current uncertainty regarding phased payments as a result of the planning requirement for a toucan crossing. 2019/20 savings of c£576k for Top Farm are currently at risk due to underestimated infrastructure charges via S.106. The impact has yet to be fully assessed and mitigation measures exhausted.	R
TOTAL RESOURCES DIRECTORATE	2,200	2,049	2,092		
Other Services	100	100	100		G
TOTAL WHOLE AUTHORITY	10,422	7,753	8,093		

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.



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Part 4: Use of Financial Resources

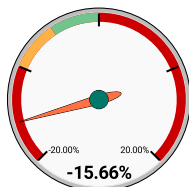
Capital spend position and slippage by Business Unit

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	(49)	-54%	85	0	459	Review of currently agreed children and family property adaptations has meant the budget has moved from 18-19 into later years.
Community Services	835	(158)	-33%	0	12	847	Household Waste Recycling Centres maintenance has been reprofiled based on planned schemes which has reallocated funding to 2019/20. Countryside Services has carried forward funding for planned maintenance requirements in 2019/20.
Customer Service	2,518	0	0%	0	0	2,518	
Education & Learning	38,267	(1,027)	-6%	(378)	352	38,241	Long Lawford Primary £0.300 million, due to delays resulting from additional works necessary for a car park drop off. Welford on Avon Primary School £0.200 million, because of ongoing changes to design works arising from the planning process. Welcombe Hills £0.442 million, delays due to planning and Sport England objections. There are also other smaller schemes where additional spend or movements between years has increased the slippage figure, please see the annex for details.
Fire & Rescue	9,585	(9)	0%	0	27	9,612	Slippage caused by minor amendments to the timing of payments on schemes.
Information Assets	23,734	(4,348)	-45%	32	14	23,780	Slippage has occurred on BDUK due to civil engineering complications, this has resulted in the need for a revised delivery programme.
Property Services	29,221	(2,109)	-14%	419	0	29,640	£0.473 million relates to Rationalisation of County Storage / Montague Road project, due to the requirement of re-scope work at Budbrooke to meet the service requirements of highways. Rural Services Capital Maintenance has slippage of £0.611 million as a result of staff changes and prioritisation of projects. There is also slippage on the strategic land sites of £1.024 million, due to the inaccurate forecast of contingency funds.
Social Care & Support (Adults)	3,350	(1,525)	-100%	0	0	3,350	Transfer of a site at Dunchurch depot for Extra Care Housing has been delayed, resulting in slippage of £1.350 million; this has been deferred until 2019/2020 due to decisions to be made in Property Services in relation to various parts of the site. The remainder of the slippage £0.175 million is due to money allocated to Adult Social Care technical developments which has not been spent as no new projects have currently been identified.
Strategic Commissioning	6,216	(116)	-2%	0	0	6,216	Recommendations to establish a formal grant model have delayed further payments on the Adult Social Care modernisation project.
Transport & Economy	154,231	(7,831)	-14%	3,077	300	157,608	Of the total slippage £3.954 million (51%) relates to delays with Developer funded schemes caused by technical design and contract negotiations with individual developers. Of the remaining slippage, £2.000 million is related to delays with the A46 Stoneleigh junction scheme caused by objections received to statutory orders, causing application for and final approval of DfT funding to be put back. This £2.000 million is now expected to be spent in 2019/20. Remaining slippage from delays caused by construction re-design and modelling work, planning issues and contract negotiations.

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



Q3 Total WCC	All Years Budget	New Schemes all years
Total WCC All Years Capital Programme (£'000)	268,331	3,235

Newly resourced spend included in slippage figures £'000	All Years Forecast
705	272,271

Q3 2018-19 Capital Programme	2018-19 Budget	18-19 Slippage (£000's)	18-19 Slippage %	New 18/19 Schemes (and changes to schemes not related to slippage)	New 18/19 Forecast
Total 2018/19 Capital Programme (£'000)	109,622	(17,172)	-16%	(273)	92,177

18-19 Capital Programme	Q1	Q2	Q3	Q4	Total
Slippage for 2018/19	(31,004)	(11,527)	(17,172)		(59,703)

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)
 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	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	Variation Over/ (Under)	Agreed Budget	Forecast Outturn	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Community Services Management	161	310	149	0	0	0	161	310	Overspend is due to the interim arrangements for the AD post
Community Services Support Costs	571	587	16	(11)	(28)	(17)	560	559	
Community Safety	1,796	1,910	114	(852)	(849)	3	944	1,061	£136,000 overspend on Gypsy and Travellers due to increase in Maintenance and rates but also reduced income. Some of the overspend is being offset by a salary saving (Community Safety Manager) and is being covered by underspends in Localities and Partnerships.
Localities & Partnership	2,597	2,543	(54)	0	(8)	(8)	2,597	2,535	Contract savings of £54,000 are being made in year alongside staff savings of £26,000 which are both helping to fund the Gypsy and Traveller overspend. There's a reduction of £9,676 in Councillor Grant payments but there is £28,590 being spent on Armed Forces Community Covenant which does not have a budget. For AFCC to continue, there needs to be budget provided to support the work.
Heritage and Environment	3,485	3,514	29	(2,549)	(2,502)	47	936	1,012	
Heritage and Environment - Traded Educational (LACE)	15	41	26	(28)	(35)	(7)	(13)	6	
Heritage and Environment - Traded Non-Educational (Archaeology, Forestry)	1,185	1,163	(22)	(1,392)	(1,430)	(38)	(207)	(267)	
Heritage and Environment - Total	4,685	4,718	33	(3,969)	(3,967)	2	716	751	£30,000 underachievement of the 2018/19 OOP savings target of £280,000. £68,000 is to be transferred to reserves and spent in 19/20 for the Digitising Heritage (Warwickshire Bytes) project which is a one off allocation of £100,000. Once this money is transferred to reserves, the true position of Heritage and Environment will be an overspend of £103,000. There is a £36,000 overspend in Archaeology due to the salary budget being set incorrectly. Across the whole of H&E, the forecast includes some areas being unable to meet their income targets for 18/19.
Waste Management	21,351	22,234	883	(3,244)	(3,201)	43	18,107	19,033	The £757,000 2017/18 deficit has been removed from the Waste Management budget in order to balance the Waste reserve to nil. Overspend for 18/19 is £169,000 which is due to increase in maintenance of vehicles/equipment and a reduction in some sales income across the Recycling centres and Transfer stations.
Youth Justice Service	2,202	2,169	(33)	(660)	(683)	(23)	1,542	1,486	Reduced spend on Banarods contract of £18,895 and staff savings which will be contributing towards the 19/20 £222,000 OOP savings.
Trading Standards	1,510	1,546	36	(438)	(462)	(24)	1,072	1,084	Increased staffing costs for agency worker who has been extended until end of the year. £15,000 of unallocated savings which are not being met.
Emergency Management	214	193	(21)	(53)	(32)	21	161	161	
Communities Group Resources	206	187	(19)	(62)	(47)	15	144	140	No longer recruiting for another part time employee.
Net Service Spending	35,293	36,397	1,104	(9,289)	(9,277)	12	26,004	27,120	
									1,116

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)
 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	Closing Balance 31.03.19 £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	-388	388	-926	-926	-926		
Museums Development Fund	111	112	-2	221	221	2	Draw down from reserves for the purchase of a golden ring
Museum Ethnographic Fund	19			19	19		
Records Purchase Fund	7			7	7		
Records Donation Fund	65	40		105	105		
Digitising County Records			68	68	68	-68	Member's have allocated £100,000 to spend on the digitalisation of County Records. £68,000 to be moved into reserves and spent in 19/20.
Community Services - Savings	0	191	-247	-56	-56		
Community Services - Trading	0	60	-9	51	51	9	A request to draw down £9,000 from the Ecology & Archaeology Information and Advice Reserve to help achieve income target.
Proceeds of Crime	146			146	146		
Domestic Homicide Reviews	0	83		83	83		
Secure Remand Reserve	387			387	387		
Total	347	874	(1,116)	105	105	(57)	

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)
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 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	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		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	
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	
CG-CS-13	Waste Management - a reduction in 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	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	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	360	360	An element of savings appears unlikely to be delivered in the current year. Remedial action is being discussed.
Total		747	717	1,713	1,713	
	Target		747		1,713	
	Remaining Shortfall/(Over Achievement)		30		0	

Q3 Annex A - Community Services - OOP 2018/19

Community Services - Stuart Jackson (Interim)
 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	Earlier Years			Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19	2019/20	2020/21 and later	2018/19	2019/20	2020/21 and later	2019/20	2020/21 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Waste Management													
10207000	Waste Strategy - Waste Treatment & Transfer F	1,520	0	0	1,563	1,520	43	0	0	1,563	0	0	0
10454000	Lower House Farm	5,646	0	0	5,646	5,646	0	0	0	5,646	0	0	0
11303000	HWRC Maintenance 2016/17	48	0	0	48	48	0	0	0	48	0	0	0
11304000	HWRC Maintenance 2017/18	54	77	0	130	54	0	0	0	54	-77	-77	£77k reallocated to 19/20 capital block (project 11535000)
11450000	HWRC Maintenance 2018/19	0	80	0	80	0	0	0	0	37	-43	-43	£43k reallocated to the 19/20 capital block (project 11535000)
11535000	HWRC Maintenance 2019/20	0	0	80	80	0	0	200	0	200	0	120	£120k reallocated from 17/18 & 18/19 capital blocks (project 11450000 & 11304000)
Countryside													
10260000	Learn. To Rugby Disused Railway Line - 2002/C	73	0	27	100	73	0	27	0	100	0	0	0
11022000	Countryside Maintenance - Base Programme 2	606	0	0	606	606	0	0	0	606	0	0	0
11218000	Countryside Rural Services Capital Maintenance	432	4	0	436	432	8	0	0	440	4	4	Correction to the forecast for retention - funded from 18/19 block (11449000)
11301000	Countryside Rural Services Capital Maintenance	362	0	0	362	362	0	0	0	362	0	0	0
11302000	Countryside Rural Services Capital Maintenance	200	26	0	226	200	26	0	0	226	0	0	0
11449000	Countryside Rural Services Capital Maintenance	0	220	0	220	0	177	0	0	177	-42	-42	Forecast updated to reallocate £50,000 of the maintenance funding to spend in 19/20
11536000	Countryside Rural Services Capital Maintenance	0	0	220	220	0	0	270	0	270	0	50	Moved from project 11449000
Trading Standards													
11642000	Calibration Fuels	32	0	0	32	32	0	0	0	32	0	0	0
11670000	Mettler Toledo XPE 1003KMC Mass comparator	0	35	0	35	0	35	0	0	35	0	0	0
Heritage													
10623000	County Records Office Services - Digital Asset M	95	0	6	101	95	0	6	0	101	0	0	0
11415000	Market Hall Museum - 'Our Warwickshire'	913	0	18	932	913	0	18	0	932	0	0	0
11534000	Healey collection	97	0	0	97	97	0	0	0	97	0	0	0
Community Safety													
11524000	Emergency Stopping Places	81	0	0	81	81	0	0	0	81	0	0	0
		10,159	484	351	10,995	10,159	326	521	0	11,006	-158	12	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 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	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	117	201	84	0	0	0	117	201	84	
Business Unit	1,339	1,385	46	(193)	(314)	(121)	1,146	1,071	(75)	
Business Unit - Traded Educational (Warwickshire Music, Marte Hall)	3,129	2,950	(179)	(3,304)	(3,121)	183	(175)	(171)	4	
Business Unit - DSG	69	69	0	0	0	0	69	69	0	
Head of Service - Total	4,655	4,606	(49)	(3,497)	(3,436)	62	1,157	1,170	13	
Education, Access & Sufficiency	17,407	19,229	1,822	(1,390)	(1,092)	298	16,017	18,137	2,120	There is a forecast overspend on SEN transport of £1,527m, £0.721m on Mainstream transport, and £0.066m on Transport Admin. This is being offset against a underspend of £0,104m 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 has been vired to SEN transport budget.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	313	2	(330)	(430)	(100)	(19)	(117)	(98)	Underspend is a result of an over achievement of income in Admissions services.
Education, Access & Sufficiency - DSG	32,167	30,343	(1,824)	(3)	0	3	32,164	30,343	(1,821)	There is an underspend on the Early Years DSG block (EYB) of £1.711m, this is offset against £1.708m budget balance line in Schools Residual, funding will be reduced by the ESFA in 2019/20 to remove any surplus funding on the EYB. Part of the DSG review was to review Admissions services this has resulted in a forecast underspend of £0.120m, the DSG Schools block is forecasting to overspend on the growth fund by £0.09m due to commitments to schools to fund bulge classes.
Education, Access & Sufficiency - Total	49,884	49,885	0	(1,722)	(1,522)	201	48,162	48,363	201	
SEND and Inclusion	4,020	3,681	(339)	(1,051)	(936)	115	2,969	2,745	(224)	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	2,217	(166)	(2,778)	(2,477)	301	(395)	(260)	135	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	46,280	47,793	1,513	(1,516)	(1,733)	(217)	44,764	46,060	1,296	The overspend on the DSG High Needs block (HNB) is due to increase demand on top up budgets, there is a £2.072m over spend on Special School, Independent, Area Behaviour Partnerships, & Post 16 budgets this is being offset against a underspend of £0.588m from the Specialist Teacher Service and the Integrated Disability Team. The total forecast overspend on the Education Services HNB is £4,293m, if you take into account the deficit budget balance set at budget setting, this overspend budget is shown within Schools Residual - DSG. It is a national situation as well as local, and the new SEND Board will also be focusing on addressing the overspends in the HNB.
SEND and Inclusion - Total	52,684	53,691	1,008	(5,344)	(5,146)	199	47,338	48,545	1,207	
Learning and Performance	2,472	2,988	516	(1,396)	(1,982)	(586)	1,076	1,006	(70)	
Learning and Performance - Traded Educational (Sch Gov)	403	389	(14)	(462)	(521)	(59)	(59)	(132)	(73)	The underspend is due to a growth in Governor Services, resulting in additional income, the service has also increased its trading surplus by making staff savings.
Learning and Performance - DSG	3,154	3,376	222	(62)	(144)	(82)	3,092	3,232	140	The overspend is due to increasing costs in funding provisions for pupils excluded, this has resulted in a forecast overspend in the Area Behaviour Partnership service of £165k, there is a small underspend offsetting this of £0.043m from Child Protection.
Learning and Performance - Total	6,028	6,752	724	(1,919)	(2,646)	(727)	4,109	4,106	(3)	
Adult Community Learning	1,650	1,741	91	(1,731)	(1,824)	(93)	(81)	(83)	(2)	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	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 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	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	
Schools Residual - DSG	(2,617)	1,279	3,896	(72)	(72)	0	(2,689)	1,207	3,896	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 £2.797m 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, this is reflected in the forecast. Since Q3 report the DfE has announced additional funding of £1.196m for High Needs, this is not reflected therefore the forecast is overstated by £1.196m.
Schools Residual - Total	(501)	3,396	3,896	(72)	(72)	0	(573)	3,323	3,896	
Net Service Spending	114,400	120,071	5,670	(14,285)	(14,646)	(358)	100,112	105,424	5,312	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Education and Learning - Savings	-260	260	-1,889	-1,889		
SEND Earmarked Reserve	427	-242	51	236		
School Improvement Monitoring & Brokering Reserve	0		0	0		
Education MIS Project	71	-71	0	0		
Virtual Schools for LAC			42	42		
Early Years Delivery Support Fund (30 hrs)	60	-60	0	0		
DSG Reserve	0		-3,516	-3,516		
Total	298	(113)	(5,312)	(5,127)	0	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
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	133	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	Home to School and SEN transport budget is forecasting to overspend by £2.248m, in order to meet the OOPs savings core budget from School Improvement (SI) has been 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	727	889	240
	Target		733	733		889
	Remaining Shortfall/(Over Achievement)		6	6		649

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action			
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's
Learning - Devoled													
10554000	Devoled/School Level Budgets 2010/11 (Self-fund)	1,165	1520		0	2,685	1,165	1,520	0	0	2,685	0	0
Learning - Non Schools													
11389000	CMS Musical Instruments 2015/16-2017-18	80	11		0	91	80	11	0	0	91	0	0
11556000	Education MIS	426			0	426	426		0	0	426	0	0
11557000	Early Years Capital Fund / Knightlow Children's P	196			0	196	196		0	0	196	0	0
11558000	Early Years Capital Fund / Nic Nac Pre-School	174			0	174	174		0	0	174	0	0
11559000	Early Years Capital Fund / Acom Wood Day Nurs	195			0	195	195		0	0	195	0	0
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78		0	78	0	78	0	0	78	0	0
11563000	Early Years Capital Fund / Dunchurch Infants	132	54		0	186	132	54	0	0	186	0	0
Learning - Other													
10080000	Education - S106 Financing	1	0		0	1	1	0	0	0	1	0	0
11476000	Nursery & pre school provision minor works	13			0	13	13		0	0	13	0	0
11571000	Bridges Childcare	0	40		0	40	0	58	0	18	58	18	18
11573000	Planning & Development block header 17/18	10	190		0	200	10	190	0	200	200	0	0
11630000	Minor Works 18/19	16	284		0	300	16	284	0	300	300	0	0
11633000	Wedding Nursery Provision - demolition and re	0	388		0	388	0	10	0	10	-378	-378	-378
11678000	Seedlings Nursery HRI Wellesbourne - Modular B	0	120		0	120	0	120	0	120	0	0	0
11682000	Temporary Classroom Removal	0	150		0	150	0	150	0	150	0	0	0
11683000	Healthy Pupil Capital Fund	0	0		0	0	0	0	0	0	0	0	0
Primary - expansion													
11073000	All Saints Junior Extension (Pupil Places) Warwick	900	50		0	950	900	29	0	929	-21	-21	-21
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0		0	878	878	0	0	878	0	0	0
11249000	Bishopston School extension - targeted basic need	2,689	11		0	2,700	2,689	2	0	2,691	-9	-9	-9
11255000	Paddock School extension - targeted basic need	2,670	5		0	2,675	2,670	9	0	2,679	4	4	4
11262000	Cawston Grange extension (pupil places)	2,695	1		0	2,696	2,695	2	0	2,697	1	1	1
11263000	Long Lawford extension (pupil places)	771	104		0	875	771	2	0	773	-102	-102	-102
11270000	Shipston Primary extension	394	0		0	394	394	0	0	394	0	0	0
11322000	Whitnash primary basic need provision	648	2		0	650	648	0	0	648	-2	-2	-2
11351000	Former Bridgeway CSS Centre - New KS2 Annex	870	118		0	988	870	0	0	870	-118	-118	-118
11386000	Long Lawford Primary permanent expansion	255	2785		0	3,040	255	2,485	402	3,142	-300	-300	-300
11389000	All Saints Primary, Nuneaton, replace temporary c	581	169		0	750	581	119	0	700	-50	-50	-50
11392000	St Peters Barford, expansion	308	22		0	330	308	0	0	308	-22	-22	-22
11401000	Hillmorton Primary Permanent Expansion	3,022	20		0	3,042	3,022	20	0	3,042	0	0	0

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11403000	St Michael's CE Primary, Bedworth Permanent Ex	894	6	0	900	0	0	894	-6	Project complete. No further expenditure. Unspent funding £5,682 to be returned to Schools Capital Programme.
11468000	Oakfield Primary expansion (Academy)	473	97	0	570	0	0	473	-70	Variance due to completion of works except payment for outstanding works during deficit period. Unspent funding £70,000 to be returned to Schools Capital Programme.
11469000	Northlands Primary School - bulge class developm	52	11	0	63	0	0	52	0	
11470000	Nathaniel Newton Infants, extension re bulge clas	182	0	0	182	0	0	182	0	
11471000	The Ferncombe Primary School	100	50	0	150	0	50	100	-50	
11474000	Newdigate Primary School, Bedworth	111	0	0	111	0	0	111	0	
11483000	Coleshill Church of England Primary School - cont	270	5	0	275	0	0	270	0	Capital Slippage from 2018/19 to 2019/20. Works for temporary classroom to be removed from site in 2019/20.
11494000	Kingsway Primary - temporary classroom for bulge	110	40	0	150	0	0	110	-40	Project complete. No further expenditure. Unspent funding £40,263 to be returned to Schools Capital Programme.
11495000	Stockingford Primary School new SISG module bu	359	41	0	400	0	0	359	-34	Variance due to completion of works except final invoice. Unspent funding £34,214 to be returned to Schools Capital Programme.
11555000	Etlington Primary School	60	30	0	90	0	0	60	-30	Variance due to works complete except payment of final invoice. Unspent funding £30,168 to be returned to Schools Capital Programme.
11566000	The Ferncombe Primary School	20	49	331	400	0	331	400	0	
11569000	Predox Primary SISG	2	298	0	300	0	298	2	0	
11572000	Stratford upon Avon Primary toilet facility improve	0	29	0	29	0	0	29	0	
11497000	Acorns Primary School, Long Compton - new ten	33	227	0	260	0	0	33	0	
11620000	Newdigate Primary School - Expansion and Intern	7	357	700	1,064	0	0	7	0	
11627000	Wellesbourne Primary School - new small hall and	0	138	762	900	0	762	0	200	Variance due to tender price increase compared to budget cost estimate for the works.
11628000	Michael Drayton Primary - Expansion	0	500	1,500	2,000	0	1,126	0	266	Variance due to additional works for highways and car drop-off facility.
11646000	Barford St Peters Primary	0	230	0	230	0	0	252	22	Variance due to additional works for kitchen fit-out. Unspent funding £21,573 from other project 11392001 at Barford St Peters School to be transferred to this project 11646001 at Barford St Peters School.
11647000	Coleshill Primary	0	300	0	300	0	0	316	16	Variance due to additional works to classroom extension.
11677000	Hedbury Primary School - Internal Alterations	0	93	0	93	0	0	93	0	
11679000	Boughton Leigh & Brownsover - Feasibility S106	0	9	0	9	0	0	9	0	
Primary - new										
11330000	Aylesford Primary School - new primary provision	3,007	9	0	3,017	0	7	3,017	-7	Capital slippage from 2018/19 to 2019/20. Expenditure due to undertaking surveys for lightning protection system.
11384000	New School, The Gateway, Rugby	13	37	2,000	3,150	2,000	1,100	3,150	0	
11391000	New school, South Warwick (Heathcote Farm site)	3,411	142	0	3,553	0	142	3,411	0	
11480000	Water Orton Primary School (re HS2 Conditional)	111	2,888	3,028	6,027	0	3,028	111	0	
Primary - other										
11319000	Eastlands Primary Temporary Classroom	98	24	20	202	60	20	202	0	Capital Slippage from 2018/19 to 2019/20. Works to remove temporary classroom to now be 2019/20.
11321000	Long Lawford Pri temporary classroom	287	84	0	371	0	40	287	-40	
11331000	Newburgh Primary School - New Play Area	140	10	0	150	0	10	150	0	
11387000	Long Lawford temporary arrangements	4	0	0	4	0	0	4	0	
11411000	Race Lays Infant School - Universal Free School	230	0	0	230	0	0	230	0	
11413000	Hampton Lucy Code Primary - Universal Free Sch	234	13	0	247	0	13	247	0	
11489000	Barford Primary & Willow Tree Nursery separation	33	4	0	38	0	4	33	0	
11500000	Northlands Primary School - bulge class addition	74	0	0	74	0	0	74	0	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action			
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	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
11568000	Wellford on Avon Primary School	38	462	1,272	0	1,772	38	262	0	1,772	-200	0	Capital Slippage from 2018/19 to 2019/20. Design work and planning application process ongoing, so works will start later than previously forecast and more costs will move into 2019/20.
11570000	Chalen Elm Kitchen Extension	164	1	0	0	165	164	0	0	165	0	0	
11621000	High Meadow Infant School - New Classrooms, GI	6	244	1,400	0	1,650	6	244	0	1,650	0	0	
11626000	Goodyers End Primary School - demolition of farm	39	0	0	0	39	39	0	0	39	0	0	
Schools Access													
11267000	2013-14 Schools Disability Access block header	670	14	0	0	684	670	14	0	684	0	0	
11383000	Minor Works Block Header 2015/16	634	48	0	0	682	634	29	0	663	-19	0	Minors works projects complete s106 funding to be returned to pot.
11473000	Access works for SEN 16-17	168	131	0	0	299	168	131	0	299	0	0	
11629000	DDA Blockheader 18/19	87	313	0	0	400	87	313	0	400	0	0	
Secondary - expansion													
11472000	Kington High School	3,147	148	0	0	3,295	3,147	20	0	3,295	-128	0	Capital slippage from 2018/19 to 2019/20. Works for refurbishment of decanted rooms.
11473000	Shipton High School	2,222	28	0	0	2,250	2,222	94	0	2,316	66	66	Variance due to additional costs of works and final payments. Unspent funding £65,612 from other project at Shipton High School 11320001 to be transferred to project 11473001 which is also at Shipton High School.
11498000	Etone Secondary School grounds resurfacing & e	41	34	0	0	75	41	0	0	75	-34	0	Capital Slippage £33,532 from 2018/19 to 2019/20. Outstanding Works to now be done in 2019/20.
11619000	Campion Phase 1 (incl Sports Hall Refurb)	30	270	5,000	2,200	7,500	30	320	2,200	7,500	50	0	Current Year Variance due to design works progressing more than previously forecast for 2018/19.
11632000	Aylesford Secondary School - Conversion of Bund	12	0	0	0	12	12	0	0	12	0	0	
11645000	Coteshill Secondary School	0	500	1,580	0	2,080	0	500	0	2,080	0	0	
11681000	Polesworth School - PSBP2	0	200	0	0	200	0	200	0	200	0	0	
Secondary - other													
11320000	Shipton High temporary classroom	114	66	0	0	180	114	0	0	114	-66	0	Variance due to project completion. Under spend of £65,612 to be transferred to project 11473001 at Shipton High School.
SEN - other													
11160000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	0	450	-442	0	Capital Slippage from 2018/19 to 2019/20. Delays due to planning and Sport England objections. Carry-out works in 2019/20.
11406000	SEN Resource base provision - Primary schools	103	0	0	0	103	103	0	0	103	0	0	
11407000	SEN Resource base provision - Secondary School	44	16	0	0	60	44	16	0	60	0	0	
11496000	Middlemarch Junior School - SEN resource prov	64	36	0	0	100	64	0	0	64	-36	0	Variance due to project now complete. Unspent funding £36,204 to be returned to Schools Capital Programme.
11586000	SEND facilities block	1	249	0	0	250	1	249	0	250	0	0	
11625000	Arcen Fields Academy - creation of additional fac	30	36	0	0	66	30	36	0	66	0	0	
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	200	0	200	0	0	
11634000	Bilton School Refocus Unit - Expansion and refurb	254	0	0	0	254	254	0	0	254	0	0	
11641000	Keeping SEND children local	0	200	130	0	330	0	200	0	330	0	0	
SEN - expansion													
11257000	Welcombe Hills school extension Targeted E	1018	0	0	0	1,018	1,018	0	0	1,018	0	0	Project is now complete and has come in under budget. Unspent funding £116,914 to be returned to Schools Capital Programme.
11622000	Oakwood Special School - Conversion of music r	26	119	0	0	145	26	0	0	145	-119	-119	Capital slippage from 2018/19 to 2020/21 Delay due to reexamination of the entire project scope.
11623000	Ridgeway School - Reconfiguration of classrooms	0	60	0	0	60	0	60	0	60	-60	0	Capital slippage from 2018/19 to 2020/21 due to reexamination of the entire project scope.
11624000	Round Oak School - Reconfiguration of classroom	0	190	0	0	190	0	190	0	190	-190	0	Variance due to internal remodelling works, greater than originally envisaged, to Blocks 7, 8 & 9, inconjunction with fire risk assessment, fire alarm, heater replacement and unforeseen asbestos removal.
11680000	Esxall Grange - modular pod and internal remodel	0	210	280	0	490	0	514	0	848	304	356	

Q3 Annex B - Education & Learning - OOP 2018/19

Education & Learning - Paul Senior (Interim)
 Strategic Director - Monica Fogarty
 Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 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	
SEN - new												
11350000	New AEN School McIntyre Discovery Academy (F	196	0	0	6,000	243	0	0	6,047	47	47	Variance due to final costs upon completion of works to fire doors, landing and ceilings.
11644000	Water Orton Evergreen Unit	50	600	0	650	50	0	0	650	0	0	
		16,006	18,001	4,360	82,398	14,601	4,510	19,130	82,373	-1,404	-25	

Q3 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	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	10,361	10,278	(83)	(21)	(21)	0	10,340	10,257	This small underspend is primarily due to a number of retirements planned for the last quarter of the financial year. It is possible that these vacancies will need to be filled temporarily until a recruitment process is carried out. An updated position will be reported at P9.
Service Delivery - Planning and Protection	911	875	(36)	(1)	(2)	(1)	910	873	This variance is a result of staff turnover and a delay in recruitment.
Service Delivery - Fire Control	784	834	50	(32)	(32)	0	752	802	In order to maintain effective crewing levels the Fire Control team has incurred additional overtime to cover long term absence and staff seconded to projects.
Service Delivery - Prevention	724	759	35	(113)	(114)	(1)	611	645	This overspend is a result of providing additional capacity within Prevention to support the Health agenda. The cost of this additional capacity is being supported by the underspend within Response due to staff movements.
Service Support - Technical Support	2,271	2,293	22	0	(23)	(23)	2,271	2,270	
Service Support - Training & Development	1,620	1,690	70	(100)	(157)	(57)	1,520	1,533	Additional capacity has been built into the Training team to support the West Midlands MoU programme. A funding bid is currently being prepared against the Fire Transformation Fund.
Service Improvement - Business Transformation & Projects	579	704	125	0	(83)	(83)	579	621	This overspend primarily relates to the Joint Control Programme with Northamptonshire FRS. A request to draw down funding from the ring-fenced reserve will be made at Q3.
Brigade Management	574	590	16	0	0	0	574	590	This small overspend is a miscoding of expenditure and is being funded from the underspend within Business Support.
Service Support - HR, IT, Finance & Pensions	2,067	1,507	(560)	(3)	0	3	2,064	1,507	There are a number of reasons for this underspend: £151k relates to FF Pensions and is a result on no ill-health retirements. £164k is against the FF pay award which was awarded at 1% less than budgeted for. £108k is ring-fenced for the RDS FF pensionable pay issue and £85k relates to unallocated general inflation. At Q3 the Service will request to transfer these funds into ring-fenced reserves to support Service pressures in 2019/20.
WFRS Head of Service	217	216	(1)	0	0	0	217	216	
Net Service Spending	20,108	19,746	(362)	(270)	(432)	(162)	19,838	19,314	
									(524)

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	268	0	0	268		
Fire Control Project	233	(41)	(46)	146	46	To support the final stages of the Joint Control Project with Northamptonshire FRS.
Service Savings Reserve	600	(303)	107	404	(23)	The Service is requesting a small transfer to Service Savings to support spending pressures in 2019/20.
Fire Services - ESMCP	765	(46)	(137)	582	137	This reserve includes £150k of service savings that are not ring-fenced for this project. The Service would like to transfer £150k from this reserve in to the RSFRS reserves to support IT replacement projects in 2019/20. £137k is the net effect of a small underspend of £13k against ESMCP.
RSFRS Project	116	(76)	414	454	(414)	The Service has two major pieces of IT equipment due for replacement in 2019/20, Station End equipment and Mobile Data Terminals. This transfer will go towards supporting these spending pressures in 2019/20.
Vulnerable People	45	(45)	0	0		
Training	0	0	186	186	(186)	The Service is currently considering options for the provision of future training facilities. Once plans have been finalised there will be an interim period whereby the Service will have to outsource some of the operational training. Transferring this funding into the training reserve will provide support for funding the interim arrangements.
Total	2,027	(511)	524	2,040	(440)	

Fire & 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			1,520	1,520	
	Total	0	0	0	1,520	1,520	
	Target		0	0		1,520	
	Remaining Shortfall/(Over Achievement)		0	0		0	

Q3 Annex C - Fire & Rescue - OOP 2018/19

Fire and Rescue Andy Hickmott
 Chief Fire Officer - Andy Hickmott
 Portfolio Holders - Councillor Crump (Fire and Community Safety)
 2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action				
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's		2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's
11660000	Vehicle Replacement Programme 2018/19	0	640	0	0	640	0	666	0	0	666	26	26	Increase in expenditure due to the delivery of vehicles being made earlier than previously forecast - funded from Self-Financed Borrowing
Sub Total - F&R Self Financing Projects		0	640	0	0	640	0	666	0	0	666	26	26	
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 Resources		100	160	146	0	405	100	160	146	0	405	0	0	Reduction in contractors fees due to previous overpayment.
11229000	New Fire & Rescue Centre Leamington Spa	3,183	53	0	0	3,236	3,183	21	0	0	3,204	-32	-32	
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	
11600000	WFRS Water Training Facility	0	500	0	0	500	0	500	0	0	500	0	0	
11601000	Fire & Rescue HQ Leamington Spa	4	287	1,908	0	2,198	4	283	1,944	0	2,230	-4	32	The underspend against project 11229000 Phase 1 of Leamington Refurbishment, is being used to support the overspend on this project Phase 2.
Sub Total - F&R Future Estate Project		5,256	2,648	5,908	0	13,812	5,256	2,613	5,944	0	13,812	-36	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	3,532	6,054	0	15,790	6,205	3,522	6,090	0	15,616	-10	26	

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	
Transport & Economy Management	186	257	71	0	0	0	186	257	71	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	562	10	0	0	0	552	562	10	
Economy & Skills	2,100	2,153	53	(969)	(998)	(29)	1,131	1,155	24	Higher levels of occupancy than budgeted.
Economy & Skills - Business Centres	1,176	1,211	35	(1,576)	(1,662)	(86)	(400)	(451)	(51)	
Planning and Development & Flood Risk	2,058	2,555	497	(973)	(1,119)	(146)	1,085	1,436	351	Preparatory work on Minerals Plan £26k. Decision not to draw down more S38 reserves at this stage to fund in year S38 works. This will be reviewed in Q4
Infrastructure & Regeneration	1,277	1,554	277	(122)	(196)	(74)	1,155	1,358	203	
Design Services	5,084	6,178	1,094	(4,621)	(5,641)	(1,020)	463	537	74	Early indications show that there should be some additional surplus achieved and this position is being continuously reviewed and updated. Use of committed sums, as appropriate, will also bring this budget line closer to balance at out-turn. 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.
County Fleet Management - Traded Educational	92	74	(18)	(112)	(93)	19	(20)	(19)	1	
County Fleet Management - Traded Non-Educational	3,186	2,846	(340)	(3,596)	(3,194)	402	(410)	(348)	62	Reduced levels of income from two of our key customers: Warwickshire Police and County Highways. Income from both customers is reduced, due to the purchase of a large number of new vehicles
County Highways	16,408	16,624	216	(1,400)	(1,611)	(211)	15,008	15,013	5	
Network Management	1,927	2,138	211	(2,234)	(3,009)	(775)	(307)	(871)	(564)	This forecast is based on an average winter - it could be compromised if we experience a harder winter as in 2017/18.
Transport Operations	31,672	31,928	256	(22,741)	(23,886)	(1,145)	8,931	8,042	(889)	Additional income forecast based on current levels of work.
Transport Planning	2,188	1,998	(190)	(473)	(472)	1	1,715	1,526	(189)	Additional S106 income directly offset by corresponding expenditure on S106 schemes. One off salary savings through vacant posts, a variable reduction in spend on Local Bus services based on current level of activity and a reduced activity on Concessionary Travel. Planning to place £350k into reserves to deal with bus services now being funded by WCC, not Stagecoach. This would cover an initial 2 years of service. The underspend would then reduce by £350k and affect the final out-turn forecast of T&E.
Road Safety and Traffic Projects	5,257	4,749	(508)	(6,937)	(6,851)	86	(1,680)	(2,102)	(422)	Overspend of £336k is largely attributable to large scheme development costs, offset by underspend on Kenilworth Station re DJT agreement. £500k needs to be placed into reserves to deal with this issue in 2019/20 when it will hopefully be settled. This will mean the forecast out-turn will be £311k overspend.
Net Service Spending	73,163	74,827	1,664	(45,754)	(48,732)	(2,978)	27,409	26,095	(1,314)	Income levels are forecast to be higher than previously thought than at Q2 and a thorough overhaul of expenditure has resulted in a forecast underspend across the Group.

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	150			150		
Speed Workshops	694			694		
Transport & Economy - Savings	654	-170	564	1048	-350	To deal with 3 bus routes for 2 years following Stagecoach changes
Kenilworth Station	0		500	500	-500	Agreement with DfT - not going to be paid out in 2018/19
S38 Developer Funding	650	-300		350		
Flood Management Reserve	480	-301	250	429	-250	To deal with FBUK situation - remediation work
European Match Funding	276			276		
Skills Delivery for Economic Growth	399	-193		206		
Rural Growth Network	367	-89		278		
Total	3,670	(1,053)	1,314	3,931	(1,100)	

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		2019/20		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	
	2017/18 Underachievement of savings	180	0	0	0	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	50	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	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	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	44	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	This is on target to be delivered.
CG-TE-14	Commissioning of the cycle training service to an external provider.	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	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	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 Elliot 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	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	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MIBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	25	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	0	0	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	0	0	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	0	0	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	0	0	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	689	689	2,221	2,221
	Remaining Shortfall/(Over Achievement)					2,221
			0	0	0	0

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total	
Area Delegated Funded Schemes										
10491000	Hwyas Main/Road Safety 2013/14 Rugby Area Com	541	19	0	561	19	0	0	0	0
11275000	Nuneaton and Bedworth Area Committee	479	0	0	479	479	0	0	0	0
11276000	Rugby Area Committee	416	0	36	452	416	36	0	0	0
11278000	Warwick Area Committee	439	0	0	439	439	0	0	0	0
11354000	Area Delegated Funding 17-18	0	7	376	383	0	2	376	-5	-4
11394000	Transport & Roads Area Delegated Funding	514	31	0	544	514	11	0	0	0
11395000	Street Lights Area Delegated Funding	162	0	0	162	162	0	0	0	0
11396000	County Highways Area Delegated Funding	275	39	0	314	275	39	0	0	0
11398000	Design Services Area Delegated Funding	148	12	0	160	148	12	0	0	0
11452000	Area Delegated Funding 18-19	0	0	3,012	3,012	0	0	2,469	0	-543
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	12	0	96	84	13	0	97	1
11485000	Delegated Budget 2016-17 Road Safety	496	87	0	583	496	77	0	573	-10
11487000	Delegated Budget 2016-17 Transport Planning	98	30	0	128	98	30	0	128	0
11488000	Delegated Budget 2016-17 Casualty reduction	23	114	47	184	23	111	82	216	-3
11489000	Delegated Budget 2016-17 Street Lighting	17	4	0	21	17	0	0	17	-4
11490000	Delegated Budget 2016-17 Programmes	414	133	0	547	414	133	0	547	0
11547000	Area Delegated Funding 19-20	0	0	2,000	2,000	0	0	2,000	0	0
11588000	Delegated Budget For Traffic Signals Gar Din 2017/2018	1	5	0	6	1	5	0	6	0
11590000	Delegated Budget 2017-18 Road Safety	145	542	0	687	145	586	0	711	24
11592000	Delegated 17-18 County Highways	326	312	0	638	326	318	0	643	5
11593000	Delegated Budget 2017-18 Transport Planning	34	17	0	51	34	17	0	51	0
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	16	0	16	0	16	0
11652000	Jo Edwards Delegated Schemes 2018 2019	0	299	0	299	0	602	0	602	303
11653000	John Grant Delegated Schemes 2018 2019	0	549	0	549	0	719	0	719	170
11654000	Gar Din Delegated Schemes 2018 2019	0	0	0	0	0	29	0	29	29
11655000	Mike Cunningham Delegated Schemes 2018 2019	0	7	0	7	0	7	0	7	0
11656000	Nigel Whye Delegated Schemes 2018 2019	0	51	6	57	0	68	6	74	17
Economic Development										
10154000	Centenary Business Centre Phase 3	1,883	7	0	1,890	1,883	7	0	1,890	0
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	598	43	79	720	598	43	79	720	0
11425000	Capital Growth Fund Business Loans and Grants	1,439	443	208	2,229	1,439	368	343	150	-75
11549000	Vicarage Street Site Investigations	30	10	0	40	30	10	0	40	0
11586000	Elion Park Innovation Centre - improvements to the car park	437	35	0	472	437	35	0	472	0
11611000	Transforming Nuneaton	0	555	3,700	7,555	0	555	3,700	7,555	0
11612000	Capital Investment Fund/ Duplex Fund	0	380	600	2,000	0	288	692	1,020	-92
11613000	Capital Investment Fund/ Small Business Grants	0	183	118	300	0	150	250	600	-33
11688000	Business Centre Strategy	0	80	70	150	0	80	70	150	0
Flood Management										
11424000	Snitterfield Flood Alleviation	2,791	72	0	2,863	2,791	6	0	2,797	-66

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19	2019/20	20/21 and later	2018/19	2019/20	20/21 and later	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11427000	Ladbroke Flood Alleviation	34	21	24	0	45	0	79	24	Completion expected this financial year so budget brought forward. No change to overall project budget.
11514000	Grendon Property Level Protection	8	0	0	0	8	0	8	0	Additional costs and associated income due to an increase in project scope due to joint working with Environment Agency.
11550000	Flood modelling	69	16	0	0	69	34	103	19	Completion expected this financial year so budget brought forward. No change to overall project budget.
11574000	Kites Hardwick flood alleviation	62	8	0	0	70	8	70	0	Revenue contribution (£10.8k) no longer required due to reduction in project scope. Some work to be completed next financial year.
11599000	Cherrington Flood Risk Management Scheme	29	24	12	0	65	36	65	12	Portobello funds carried forward to 2019/20 to allow for delayed delivery
11686000	Whiteacre Health Flood alleviation	0	58	0	0	58	43	47	-15	11453004 and 11453005 adjusted to cover 2018/19 consultancy fees and allow construction work in 2019/20
Integrated Transport - Casualty Reduction Schemes										
11355000	Casualty Reduction Schemes 15/16	391	398	0	0	789	61	789	-338	0
11356000	Casualty Reduction Schemes 16/17	251	27	0	0	277	251	277	0	0
11357000	Casualty Reduction Schemes 17/18	12	5	0	0	17	12	17	0	0
11453000	Casualty Reduction Schemes 18-19	0	109	280	0	389	0	389	-10	0
11546000	Casualty Reduction Schemes 19-20	0	0	350	0	350	0	350	0	0
Integrated Transport - Cycle Schemes										
10324000	Lawford Road Cycle Route	498	17	0	0	515	488	515	-17	0
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	27	123	0	0	150	27	150	-5	0
10434000	North West Warwick Cycle Scheme	778	3	0	0	781	778	781	0	0
Integrated Transport - Other Schemes										
11330000	Fillingley Crossroads realigning crossroad junction	229	0	0	0	229	229	229	0	0
11456000	Stratford Park & Ride site alterations	86	14	0	0	100	86	100	-14	0
11650000	Electric Vehicle Charging Points	0	0	0	0	0	10	10	10	10
Integrated Transport - Public Transport										
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	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	1	157	0	193	36	193	0	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	81	0	0
11635000	Home to School Routes 17-18	0	0	1716	0	1,716	0	1,716	485	0
Integrated Transport - Safety Camera Schemes										
10192000	Safety Camera Funded Schemes	1,576	20	0	0	1,596	1,576	1,596	-20	0
Integrated Transport - School safety zones										
11356000	School Safety Zones 15/16	299	0	0	0	299	299	299	0	0
11359000	School Safety Zones 16/17	1,553	387	0	0	1,950	1,553	1,982	-73	32
11564000	School Safety Zones 17/18 A	354	601	16	0	971	354	971	-6	0
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	14	0	0
11585000	School Safety Zones 18/19	0	500	115	0	615	0	615	-50	0
11586000	School Safety Zones 19/20	0	0	151	0	151	0	119	2	-32
Major Transport Projects										
10203000	Rugby Western Relief Road	59,087	349	300	0	59,746	59,087	59,246	-300	-500
10362000	Kenilworth Station	13,663	245	0	0	13,908	13,663	13,908	0	0
10421000	Portobello Bridge	523	5	66	1,466	2,060	523	2,060	0	0

2018/19 to 2021/22 Capital Programme

Aggresso 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 Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total		Variance in Year	Total
10386000	Stratford-upon-Avon Local Sustainable Transport Project	5,565	32	0	0	5,596	5,565	32	0	5,597	1	1		
10981000	NUCKLE	1,897	0	0	0	1,897	1,897	0	0	1,897	0	0	Future years spend adjusted to account for landscaping, monitoring and land compensation costs	
11221000	M40 Junction 12	11,491	230	350	0	12,072	11,491	364	157	12,072	134	0		
11272000	Rugby Gytratory Improvements	1,553	10	15	0	1,578	1,553	10	15	1,578	0	0		
11339000	Bermuda Connectivity	1,317	740	5,343	1,500	8,900	1,317	351	4,221	3,011	-389	0	Forecasted underspend in 2018-19 due to delays in achieving certain milestones, e.g. completing detailed design. Consequently, substantial spend on procurement and the construction will not materialise until 2019-20. Accordingly, the £500k CWLEP grant contribution in one lump sum is being negotiated for delay until 2019-20 due to insufficient spend.	
11509000	A444 Cotton Aches, Nuneaton	355	3,265	100	0	3,720	355	2,915	450	3,720	-350	0	During Construction there have been fewer compensation events than expected, however the scheme is still under construction and the defects period will follow completion.	
11510000	A46 Stanks Island, Warwick	481	160	4,849	0	5,490	481	1,210	4,899	6,590	1,050	1,100	Additional CIF funding approved in November 2018 to meet expected tender prices	
11604000	A44 Corridor Improvements - Phase 2	4	266	1,017	3,313	4,600	4	50	1,017	3,528	-216	0	Further modelling work has been required to progress to design stage.	
11605000	A3400 Bham Road Stratford Corridor Improvements	7	175	3,318	0	3,500	7	175	3,318	3,500	0	0		
11636000	A452 Myton Road And Shire Park Roundabouts	19	0	0	3,781	3,800	19	0	3,781	3,800	0	0		
11638000	A452 M40 spur west of Banbury Road	0	0	1,600	6,000	7,600	0	0	1,600	6,000	7,600	0	0	
11649000	A46 Stoneleigh Junction Improvements	145	4,886	5,000	0	10,031	145	2,886	7,000	10,031	-2,000	0	A46 Stoneleigh Junction 18/19 re-profile to reflect the expectation for land and construction costs to be spent in the 19/20 year onwards. This is as a result of further work being required on the statutory orders, the application to DfT for funding has been delayed and this in turn delays the receipt of full funding and the completion of land acquisition.	
11659000	Lawford Road / Addison Road Casualty Reduction	0	648	199	0	846	0	150	696	846	-498	0	Funds pushed forward into 19/20 for construction phase	
11125000	Street Lighting Column Replacement 2014/2015	1,239	0	0	0	1,239	1,239	0	0	1,239	0	0		
11220000	Street Lighting Column Replacement 2015/2016	1,057	2	0	0	1,060	1,057	2	0	1,060	0	0		
11279000	Pump Priming allocation for LED street lighting	2,434	1,525	1,000	0	4,959	2,434	796	2,000	5,190	-769	231	Revenue contribution increased to £755,713. Allocation of £1m to be transferred into 2019/20 for plans to be developed	
11360000	LED Street Lights March Funding	8,179	0	0	0	8,179	8,179	0	0	8,179	0	0		
11459000	Street Lighting Column Replacement 2016-17	1,108	0	0	0	1,108	1,108	0	0	1,108	0	0		
11563000	Street Lighting base budget 17-18	568	0	0	0	568	568	0	0	568	0	0		
11651000	Street Lighting base budget 18-19	0	873	0	0	873	0	873	0	873	0	0		
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	0	0	1,395	0	0		
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	0	0	0	1,014	1,014	0	0	1,014	0	0		
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,341	5	0	0	2,347	2,341	5	0	2,347	0	0		
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	175	0	0	477	302	151	0	453	-24	-24	Works estimated to be less than expected. Funding reallocated to other years	
11308000	Minor Bridge Maintenance Schemes 2014/2015	860	0	0	0	860	860	0	0	860	0	0		
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	393	0	0	1,710	1,317	327	0	1,643	-67	-67	Scheme deferred till 19/20 and funding reallocated to this year.	
11457000	Minor Bridge Maintenance schemes 2016/2017	469	111	0	0	581	469	111	0	581	0	0		
11587000	Minor Bridge Maintenance schemes 2017/2018	710	1,373	0	0	2,084	710	1,214	0	1,924	-159	-159	Funding reallocated to this year. Scope of work at Milverton Culvert decreased. Westgate works have increased	
11656000	Minor Bridge Maintenance schemes 2018/2019	0	261	0	0	261	0	511	0	511	250	250	Funding allocated to individual projects and also from other schemes	
Structural Maintenance of Roads														
11361000	Highways Maintenance 16-17	15,114	0	0	0	15,114	15,114	0	0	15,114	0	0		
11362000	Highways Maintenance 17-18	15,532	13	0	0	15,545	15,532	13	0	15,545	0	0		
11451000	Highways Maintenance 18-19	0	15,704	0	0	15,704	0	15,730	0	15,730	26	26	Addition of the purchase of van via a revenue contribution	
11454000	Highways Maintenance Additional Funding 16-17	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		
11545000	Highways Maintenance 19-20	0	0	12,708	0	12,708	0	0	12,708	12,708	0	0		
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0		

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years		Approved Budget		Forecast		Variation		Total	Reasons for Variation and Management Action
		2018/19 £ 000's	2021 and later £ 000's	2019/20 £ 000's	20/21 and later £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Variance in Year		
Traffic Signals											
11389000	Traffic Signals 2014-15	232	0	0	0	232	0	0	0	232	0
11381000	Traffic Signals 2015-16	181	13	0	0	194	13	0	0	194	0
11458000	Traffic Signals 2016-17	202	0	0	0	202	0	0	0	202	0
11591000	Traffic Signals Base Budget 2017-18	235	59	0	0	294	235	0	-59	235	Transferred to Block Header 11657000
11657000	Traffic Signals Base Budget 2018-19	0	254	0	0	254	0	59	0	313	59 Transferred from Block Header 11591000 (2017-18)
Total Transport & Economy (excluding funded developer schemes)		168,788	38,319	49,056	20,519	276,683	35,195	22,916	-3,124	278,263	1,580
Developer Funded Transport - s106 schemes											
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	0	391	0
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	0	0	148	0
11194002	New Bus Shelter on Tachbrook Park Drive near Learnington	12	0	0	0	12	12	0	0	12	0
11194004	Install CCTV on Enscote Road Warwick (Tesco Stores)	0	9	0	0	9	0	0	-9	0	0 Scheme delayed due to further development works
11194005	Install MOVA operation on traffic signal junctions Enscote Road Warwick (Tesco Stores)	0	75	0	0	75	0	0	-75	0	0 Scheme delayed due to further development works.
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	0	0	82	0
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	0	45	0	0	45	0	0	0	45	0
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	0	0	6	0
11194010	Install bollards & associated traffic management - historic spine Stratford	9	41	0	0	50	9	41	0	50	0
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	0	0	6	0
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	51	0	0	0	51	51	0	0	51	0
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	19	0	26	0	45	19	0	0	45	0
11195008	Shakespeare Avenue / Pedestrian Facilities	112	0	0	0	112	112	0	0	112	0
11195009	40/50MPH Speed limit and minor kerbing works Long Marston Road, Welford on Avon	21	0	0	0	21	21	0	0	21	0
11196004	Minor wks Colon Park Drive & Stonechat Rd Rht. A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	53	3	0	0	56	53	0	-2	53	Reduced scope - adjustment of previous years costs has reduced the overall cost of the Scheme
11417000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	344	0	273	0	617	344	0	0	617	0
11418000	Weddington Road , Nuneaton implement Toucan Crossing	19	14	224	0	257	19	10	-5	257	0
11441004	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	83	100	0	183	0	183	-83	183	0
11441007	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	0	20	0	0	20	0	0	0	20	0
11441009	Birmingham Road Cycle Route enhancements	16	2	0	0	18	16	2	0	18	0
11441010	Heathcote Primary School Puffin Crossing Harbury Lane Nr Nightingale Avenue Leamington Spa	5	11	0	0	16	5	0	-11	16	0
11441011	Heathcote Primary School Puffin Crossing Harbury Lane Nr Garrett Drive Leamington Spa	68	0	0	0	68	68	0	0	68	0
11441012	Enhance Existing Bus Stops Lane Adj to the Gaydon Inn Banbury Road Gaydon S106	72	0	0	0	72	72	0	0	72	0
11441013	Highways improvements to bus stops at land off the Longshoof S106	2	0	16	0	18	2	1	1	18	0
11441014	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	2	18	0	0	20	2	18	0	31	0
11441015	Development Group is in the process of drawing down the funding.	4	5	0	0	9	4	5	0	9	0

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Approved Budget			Forecast			Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19	2019/20	20/21 and later	2018/19	2019/20	20/21 and later	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	Variance in Year	Total	
11464000	Clifton on Dunsmore Traffic Calming S106	73	247	0	320	247	0	0	320	0
11607000	Southbound bus stop on A426 Leicester Road Rugby	11	69	0	79	11	64	-64	79	0
11614000	Bus Stop Enhancement Works in Alderminster Rd, Alcester	0	21	0	21	0	0	0	21	0
11615000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	2	13	0	15	2	13	0	15	0
11618000	Upgrading of existing bus stops infrastructure Alcester Road, Shroton in Stratford upon Avon	0	97	0	97	0	67	-67	97	0
11640000	Provision Of Bus Stops Etlington Road Wellesbourne	0	14	0	14	0	1	-1	14	0
11690000	Salford Rd Biford	0	0	0	0	0	20	1	21	0
11691000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	0	0	0	0	1	1	21	0
11692000	Transport - s278 schemes	0	0	0	0	0	2	2	23	0
10010000	Unallocated S278 developer funds	-41	0	1,487	0	-41	1,487	0	1,446	0
10257000	Leamington, Junction Alterations at Former Potterton Works	4	0	0	4	4	0	0	4	0
11079000	Former Cattle Market Site in Stratford	1225	0	0	1,225	1,225	0	0	1,225	0
11195010	S278 DE3034 Western Rd and Bham Rd Stratford (Midbonnats)	305	0	0	305	305	0	0	305	0
11195011	S278 Crabtree Medical Centre Biford - Bus Stops	27	0	0	27	27	0	0	27	0
11195013	S278 Wellesbourne Distribution Park Signs	34	0	0	34	34	0	0	34	0
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	77	77	0	0	77	0
11197000	Ford Foundry - Highway improvement works Nuneaton	4,711	0	0	4,711	4,711	0	0	4,711	0
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	871	621	250	0	871	0
11326000	Elliot's Field Retail Park	815	3	0	817	815	3	0	817	0
11327000	B4113 Gipsy Lane Junction	5	0	199	204	5	199	0	204	0
11328000	New Roundabout Southern Road Kineton	464	35	0	499	464	0	-35	464	-35
11336000	Ansty Business Park Phase 3	1,433	150	970	2,553	1,433	150	970	2,553	0
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	334	329	6	0	334	0
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	431	431	0	0	431	0
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	505	0	0	505	505	0	0	505	0
11423000	A423 Coventry Road, Southam - New Priority Junction S278	508	0	0	508	508	0	0	508	0
11428000	B5000 Grandon Road Polesworth New Roundabout Section 278	902	63	0	965	902	63	0	965	0
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	30	0	275	245	0	-30	245	-30
11430000	A426 Rugby Radio Station Mass Site S278 Highways Work	2,634	66	0	2,700	2,634	66	0	2,700	0
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	306	0	0	306	306	0	0	306	0
11436000	B4087 Oakley Wood Road Bishops Tachbrook	362	0	0	362	362	0	0	362	0
11437000	B4632 Campden Road / C47 Station Road	557	93	0	650	557	93	0	557	-93
11438000	B4642 Coventry Road / site access Cawston	598	0	0	598	598	0	0	598	0
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	1,412	38	0	1,450	1,412	38	0	1,412	-38

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years			Approved Budget			Forecast			Variation		Reasons for Variation and Management Action	
		2018/19 £ 000's	2019/20 £ 000's	2020/21 and 2021/22 £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and 2021/22 £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and 2021/22 £ 000's	Variance in Year	Total		
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	0	500	0	0	500	1	0	500	0	0	0	
11461000	A47 The Long Shoot Nuneaton	65	535	0	0	600	65	535	0	600	0	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	295	252	0	0	546	295	252	0	546	-198	-198	0	Tender price lower than estimated - reduced overall cost
11463000	B4451 Kineton Road, Southam - new roundabout	598	2	0	0	600	598	2	0	600	0	0	0	
11467000	C43 Traffic Junction for Country Park on Harbury Lane	550	0	0	0	550	550	91	0	641	91	91	0	Increased scope - higher than estimated tender value and additional works identified on site.
11505000	A422 Alcester Road, Stratford upon Avon	250	0	0	0	250	250	0	0	250	0	0	0	
11506000	A426 Southam Road, Southam	301	0	0	0	301	301	0	0	301	0	0	0	
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	450	0	450	0	0	0	
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	64	0	122	0	0	0	
11511000	A429 Ettington Road, Wellesbourne	878	322	0	0	1,200	878	322	0	1,200	0	0	0	
11515000	A4254 Eastbro Wray Nuneaton Traffic Signals at Junctions with Cambridge Drive S278	1,179	271	0	0	1,450	1,179	271	0	1,450	0	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	692	0	0	0	692	692	0	0	692	0	0	0	
11517000	A47 Hinckley Road Nuneaton Puffin Crossing	113	0	0	0	113	113	0	0	113	0	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	250	0	250	0	0	0	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	71	779	0	0	850	71	779	0	850	-500	-500	0	Scope of works reduced - reduced overall cost
11520000	B4642 Coventry Road, Cawston - new right turn lane	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	170	0	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	200	0	0	203	3	200	0	203	0	0	0	
11529000	B4642 Coventry Road, Cawston - new right turn lane. Itchington - new footway on Stockton Road and Sgrigade of Zepra crossing to Puffin crossing on Southern Road.	1	200	0	0	201	1	100	300	401	-100	-100	200	Technical Approval process has identified additional work which has increased the scheme estimate (£200k) and delayed the start of the construction works until Feb 2019
11530000	D7643 Park Road, Bedworth - new car park egress.	1	300	0	0	301	1	200	100	301	-100	-100	0	Start date for construction phase is now Jan 2019 due to delays in granting Technical Approval
11551000	A47 Long Shoot - relocation of a refuge island	8	75	0	0	82	8	82	0	90	7	7	0	Increased scope - delay and increased costs due to additional work diverting uncharted utility apparatus
11552000	Warwick Town Centre transport proposals	289	61	200	0	550	289	0	0	289	-61	-61	-261	Scheme costs have increased due to an extended area for scope of works and higher quality materials. The increased expenditure can be fully funded from available £106 monies.
11552002	Northgate Junction Improvements	0	0	0	0	0	0	75	536	611	75	75	611	
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	0	1,000	0	1,000	0	0	1,000	1,000	0	0	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	0	400	0	400	1	0	400	400	0	0	0	
11578000	C98 Lowley Road, Tiddington.	0	0	650	0	650	0	0	650	650	0	0	0	
11579000	D7050 Common Lane, Kenilworth.	359	2,041	0	0	2,400	359	2,041	0	2,400	0	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	3,500	0	0	0	
11581000	Bullers Leap Link Road, Rugby. Developer - Urban and Civic PLC.	0	1,000	1,700	0	2,700	0	1,000	1,700	2,700	0	0	0	
11582000	Sholney Link Road, Stratford-upon-Avon. Developers - U S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	1,000	1,000	0	2,000	0	0	3,500	1,500	-1,000	-1,000	1,500	Scope of the Scheme has increased (£1.5m) and is now expected to be delivered during 2019/20
11595000	A422 Banbury Road Ettington Ghost Island	99	101	0	0	200	99	161	161	280	60	60	60	Increased scope - additional works identified during construction phase.
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	750	0	0	750	0	300	650	950	-450	-450	200	Spend re-profiled to reflect increase in estimated cost due to a change in scope (£200k), and that scheme is now expected to start in Jan 2019
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	600	0	0	2,598	1,998	600	600	2,598	0	0	0	

2018/19 to 2021/22 Capital Programme

Aggresso Project Code	Description	Earlier Years		Approved Budget		Forecast		Variation		Reasons for Variation and Management Action			
		2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total		Variance in Year	Total	
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	2,500	1,500	4,004	0	4,004	0	4,004	0	4,004	0	Spend re-profiled to reflect current expenditure on site
11603000	B438 Salford Road Biford - Access And Puffin Crossing	1	150	0	150	0	150	0	150	0	150	0	
11608000	Highway Impt A446 Litchfield Road , Coleshill S278	0	150	0	150	0	150	0	150	0	150	0	
11609000	Highway Impt C104 Micolet Rd Welford On Avon S278	0	200	0	200	0	200	0	200	0	200	0	
11616000	A47 The Long Shoot (Callendar Farm) highway alterations S278	0	150	0	150	0	150	0	150	0	150	0	
11617000	C12 Plough Hill Road , Gailey Common - installation of Puffin crossing & associated fwy works	0	300	0	300	0	300	0	300	0	300	0	
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	7,500	0	7,500	0	7,500	0	7,500	0	
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	450	450	0	450	0	450	0	450	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	475	1,325	1,800	0	475	0	1,325	0	1,800	0	
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	500	1,000	1,500	0	300	0	1,200	0	1,500	0	Scheme now expected to start in Jan 2019 and spend re-profiled to reflect the new start date
11665000	D538 Station Road, Coleshill (A&J Stores)	0	150	0	150	0	150	0	150	0	150	0	
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	85	0	85	0	85	0	85	0	85	0	Scheme delayed due to workload pressures
11667000	B4455 Fosse Way / B4100 Banbury Rd (Jir) Highway Impt S278	0	0	400	400	0	400	0	400	0	400	0	
11671000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	400	0	400	0	400	0	400	0	400	0	Scheme now not expected to start until summer 2019
11672000	B4455 Fosse Way /C13 Harbury Lane Impt Crossroads S278 (CEG)	0	0	350	350	0	350	0	350	0	350	0	
11673000	B4100 Banbury Rd / Meadow Close Junction Impt S278 (CEG)	0	0	600	600	0	600	0	600	0	600	0	
11674000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 (CEG)	0	0	250	250	0	250	0	250	0	250	0	
11675000	B4100 Banbury Rd / Site Access Lighthouse Heath Highways Impt S278 (IM Properties)	0	0	400	400	0	400	0	400	0	400	0	
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	0	1,000	1,900	2,900	0	750	0	2,150	0	2,900	0	Spend reprofiled to reflect the Sept 18 start date
11688000	Highway improvements in connection with the development of the Rugby Free School.	0	100	450	550	0	100	0	450	0	550	0	
Total Funded Developer Schemes		28,463	18,890	19,946	74,798	7,500	28,463	26,462	76,596	-4,718	1,798	0	

Grand Total - All Transport & Economy	197,251	57,209	69,002	28,019	351,481	30,416	197,251	77,826	354,859	-7,843	3,378	0	
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2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net		
	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
Children & Families - Head of Service	6,110	4,623	(1,487)	0	0	0	6,110	4,623	(1,487)
Safeguarding Quality & Assurance	2,908	3,035	127	(163)	(157)	6	2,745	2,878	133
Early Help Service	6,718	6,709	(9)	(1,433)	(1,302)	131	5,285	5,407	122
Children's Safeguarding & Support	25,745	32,765	7,020	(302)	(2,537)	(2,235)	25,443	30,228	4,786
Corporate Parenting	13,303	14,546	1,243	(4,159)	(4,447)	(288)	9,144	10,099	955
Specialist Intervention	5,966	5,890	(76)	(1,819)	(1,636)	183	4,147	4,254	107
Initial Response	5,282	5,074	(208)	(184)	(189)	(5)	5,098	4,885	(213)
ACE	7,382	6,964	(418)	(7,382)	(7,044)	338	0	(80)	(80)
Innovation & Transformation	3,591	3,423	(168)	(1,533)	(1,646)	(113)	2,058	1,777	(281)
Net Service Spending	77,005	83,029	6,024	(16,975)	(18,958)	(1,983)	60,030	64,071	4,042

This relates to reserves funding held to cover (in part) the BU 2018/19 overall forecasted over-spend. 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.

Placement forecasts are predicting a £4,421,000 over-spend. This is an increase of £483,000 since period 7. Internal foster-care saw a forecasted increase of £116,000 to a forecasted £990,000 over-spend. FTE numbers now stand at 298.18. Residential Care has increased by £185,000. Current forecast stands at £1,827,000 over-spend with 26.11 FTEs. 5 children are due to discharge before the end of the financial year although there is a child who is due to be accommodated in November. External foster-care has seen a small increase of £24,000 since period 7 with numbers at 102.64 FTEs. 8 are now due to be discharged before the end of the financial year. Current forecast is £1,268,000 over-spend. Parent and baby placements are forecast to over-spend by £336,000 over-spend with 15 families already being accommodated so far this year. Allowances are currently showing an over-spend of £164,000 with 487 children being financially supported. Budgets were uplifted to accommodate the expected rise in growth in this area although SGO and Adoption 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-spend by £270,000. Salaries in total are showing an under-spend of £751,000. This is mainly attributed to Social Workers (£1,218,000). With the successful recruitment campaign seeing many new social work starters this under-spend is a one off and also offset by agency staff where there is a £430,000 forecasted over-spend from spend earlier in the year. There are additional costs of staff with overtime being £66,000 over-spend and allowances being £22,000 over-spend. 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 £82,000. Direct Payments are predicting an over-spend of £236,000 although this is offset from invoices totalling £37,000 that have been raised to re-coup over-payments. Section 17 payments are currently £45,000 over-spend.

Residential Care is showing an over-spend of £152,000 which is a decrease of £99,000 since period 7. There has been 1 additional child which now makes 7 current placements although 2 of them are due to discharge before the end of the financial year. Internal foster-care is currently £181,000 over-spend with 60.09 FTEs. External foster-care is currently showing an over-spend of £70,000 compared to budget. Of the 22 current children 6 of them will turn 18 by the end of the financial year and therefore be discharged. Salaries in total (excl Asylum) are £19,000 over-spend at this point with the most significant over-spend being on agency of £83,000, although single status is under-spend by £92,000. At the moment the estimate for the asylum seekers grant is an overspend of £73,000 this is due to more new arrivals than anticipated coupled with revised placement end dates being more accurately reflected. Leaving care accommodation is currently showing a £810,000 over-spend which is an increase of £98,000. Accruals with packages being loaded onto mosaic therefore has created a better reflection of current activity levels.

There is a one-off Staffing underspend of £220,000. In addition to this and unfunded is overtime of £37,000 and allowances of £15,000. External Foster-care is £63,000 under-spend whilst Internal Foster-care is £15,000 under-spend.

The Local HOUSE is forecasting an underspend of £142,000 due to receiving grant income for achievement of milestone 2 on the project. This underspend will need putting into an earmarked reserve at year end and drawing down for use next year.

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 £'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
C&F - Savings	0		(4,451)	(4,451)		
Young Carers Contract	0		0	0		
0-5 Strategy for Children	1,032		140	1,172		
Priority Families Reserve	580		(101)	479		
Adoption Central England Partnership (ACE)	100		80	180		
Controlling Migration			148	148		
Traded	164	(164)	0	0		
House Project	0		142	142		
Total	1,876	(164)	(4,042)	(2,330)	0	

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	
PG-CF-01	Reductions, savings and efficiencies in the operation of the Business Unit including a refocus of council-led parenting training, efficiency savings from the establishment of a regional adoption agency and fully integrating the Priority Families team into the management and operational structures of the Business Unit	149	109	109	209	A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1592	0	0	4,792	This saving is currently being reviewed as whilst a reduction in children entering care has been achieved the overall target has not been met. This is being reviewed and additional actions taken to ensure that targets are met. The number of children identified as potentially able to safely leave care (with risks and interdependencies) is 144. Work is being undertaken to accelerate methods to prevent children entering care and small team being established to add additional capacity particularly for legal orders which need to return to court to be revoked.
PG-CF-05 & CF-OOP 14-18	Children's Centres - a redesign of the service to reflect targeting support on those with greatest need	748	748	748	1,120	The Children & Family Centres savings are on track to be achieved.
PG-CF-06	Changes to the placement mix of Children Looked After and improved management of placements, including building on best practice to improve the numbers of women that go on to successfully parent or make a positive choice not to have further children and delivery of a specialist single placement foster care scheme	140	0	0	860	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	0	0	215	A review of high cost spends, savings and strategic review will allow a final financial recovery plan to be agreed.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	5	5	160	After further exploration it is accepted within the BU that the target of income generation from RISE (CAMHS) is not achievable.
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	0	0	31	After further exploration it is accepted within the BU that the target will not be achieved.
	Alternative savings proposals are being drawn up to recover fully both the 18/19 and 19/20 total savings target.	0	0	0	6,053	The overall savings plan is being reviewed and remodelled.
	Total	2,985	862	862	7,387	
	Target		2,985	2,985		
	Remaining Shortfall/(Over Achievement)		2,123	2,123	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	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	91	169	114	405	42	194	138	405	-49	0	£49,000 moved to 2019/20 spend based on current agreed projects.
11693000	Adaptation of Sydenham Children's Centre	0	0	0	0	0	85	0	0	85	85	85	New Capital Project as agreed by Portfolio Holders 22/10/2018
		32	91	169	114	405	127	194	138	490	36	85	

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	11,138	9,547	(1,591)	0	389	389	11,138	9,936	(1,202)	Early achievement of 2019/20 savings. One-off project underspend offset by pressures from Disabilities: underaccrual from 17/18 and one 5 year income case now not to be received
Disabilities	72,624	74,532	1,908	(6,614)	(8,607)	(1,993)	66,010	65,925	(85)	Main budgets over spent are LD South £872k and PDSS North £346k. Main underspends are LD North (£613k), LD Staffing (£321k) and LD Countrywide contracts (£150k). Main areas of pressure are LD Supported Living and PD Residential/Nursing. Higher receipt of contributions above budget is helping to offset increased expenditure.
Mental Health	9,601	9,868	267	(529)	(465)	64	9,072	9,403	331	Overspend in MH budget due to pressure on Service Budget that is accountable to client expenditure for over 65s
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	73,781	3,007	(25,671)	(28,751)	(3,080)	45,103	45,030	(73)	The forecast underspend has reduce by £133k. This net position includes large overspends in the North East and underspends in the South.
Integrated Care	10,465	9,323	(1,142)	(166)	(220)	(54)	10,299	9,103	(1,196)	Underspends remain in reablement due to difficulties with recruitment and AT equipment as service is yet to see takeup at budgeted levels
Net Service Spending	175,169	177,619	2,450	(33,240)	(37,915)	(4,675)	141,929	139,704	(2,225)	

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	2,225	14,184		
Total	8,959	3,000	2,225	14,184	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	Target £'000	Forecast Outturn £'000	
	Prior year underachievement of savings	365	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	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	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	550	550	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	450	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	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	76	600	600	Money has been saved from underusage of Assistive technology budget, so the balance of savings in 18/19 will be made from this underspend so there is no financial problem in 18/19. But this is contrary to the saving plan, which expected Assistive Technology funds to be spent in order to reduce Domcare spend. 19/20 will require achievement of ongoing £600k saving in Domcare (already planned).
PG-SCS-20	Remodel direct payment employment support services	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	100	100	
Untargeted saving	Reduction of demand through early intervention and prevention	0	1,677		2,108	Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	Total	2,562	2,203	4,802	4,802	
	Target		2,562		4,802	
	Remaining Shortfall/(Over Achievement)		359		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	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	175	175	0	350	0	0	350	0	350	-175	0	Funding ringfenced to support People Group technical developments. No requirements have been identified for this year from this area of funding.
11555000	Extra Care Housing	0	1,350	1,650	0	3,000	0	0	3,000	0	3,000	-1,350	0	Purchase of WCC-owned site at Dunchurch deferred to 2019/2020. Due to the non-standard nature of the scheme for an independently-owned site at Britania Mill Works in Atherstone, further investigation is required before we can progress with this scheme, therefore formal agreement to progress is now unlikely to be achieved until May 2019. 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	1,525	1,825	0	3,350	0	0	3,350	0	3,350	-1,525	0	

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	
Head of Service	1,865	1,602	(263)	(431)	(564)	(133)	1,434	1,038	(396)	<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 of £208,000. Integrated commissioning is showing a reduction in the planned costs for this financial year. The remaining funding is to be carried forward to 2019/20.
Service Development and Assurance (Business and Systems)	1,893	1,208	(685)	(272)	(275)	(3)	1,621	933	(688)	<ul style="list-style-type: none"> Slippages in business cases for Mosaic Projects - Underspend of £500,000 to be transferred to reserves and crf to 2019/20 at Q3 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	5,954	33	(4,879)	(4,914)	(35)	1,042	1,040	(2)	
Integrated Elderly Care	2,802	2,836	34	(1,575)	(1,599)	(24)	1,227	1,237	10	
Market Management and Quality	1,345	1,494	149	(477)	(633)	(156)	868	861	(7)	
Children's Commissioning	10,791	10,540	(251)	(4,667)	(4,714)	(47)	6,124	5,826	(298)	<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 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 increased due to an extension on the Phoenix project up to December 2018.
Salaries and Service Overheads	2,433	2,321	(112)	(168)	(168)	0	2,265	2,153	(112)	<ul style="list-style-type: none"> The underspends on Public Health - Salaries and Administration is due to staff vacancies and maternity leave. The Public Health projects budget has only spent £31,500 on heartshield project to date. Child death review (HB504) moved into the business unit between periods 6 and 7. It is currently showing a healthy position.
Health Improvement, Commissioning and Performance	15,547	14,676	(871)	(65)	(31)	34	15,482	14,645	(837)	<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. The budget is currently being used to re tender. A Year of Wellbeing is showing an underspend this year due to the resource being for a two year period and being aligned to a similar budget in Coventry from which payments are being made. Rebalancing of these budgets will take place annually at year end. Any underspend will need to be taken to an earmarked reserve at year end and drawn down for use in 2019/20. Drugs and Alcohol has been updated to reflect the £387,000 of OOP savings achieved early and the latest position for the demand led services for prescribing and Inpatient.
Health Protection and Resilience	4,233	4,251	18	(3)	(13)	(10)	4,230	4,238	8	<ul style="list-style-type: none"> GD014 Healthwatch is showing underspends of £19,000 following the confirmation of the new re-tendered contract. These underspends are early OOP savings made due to the timing of the tender.
Population Health and Place	540	521	(19)	0	0	0	540	521	(19)	<ul style="list-style-type: none"> Spend for the Mental Wellbeing Development fund - payment to Springfield Mind Ltd for extended delivery of active monitoring in Bidford in June and July Increase in the forecast for Mental Health and Wellbeing of £20,000. This includes a £5,000 overspend on the current contract and £15,000 to be spent on the newly tendered contract. Increase in the Forecast of £30,000 for the 2nd year of funding for the Suicide Bereavement Service (agreement was given last year for this to be paid for from reserves). Due to the current planned underspend in the service it is advised that this is paid from the general in-year underspend of the Business Unit and that it therefore reduces the amount put into reserves at year end.
Mental Health and Wellbeing	1,259	1,316	57	(290)	(290)	0	989	1,026	57	
Net Service Spending	48,629	46,719	(1,910)	(12,827)	(13,201)	(374)	35,802	33,518	(2,284)	

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		1,381	5,416	(500)	£500,000 of the Mosaic project funding to be returned to reserves for use in 2019/20
Public Health - Savings	1,149		903	2,052		
Total	5,184	0	2,284	7,468	(500)	

Public Health & Strategic Commissioning - John Linname
 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	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	24
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	12	24	144
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
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	0
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 - re-tendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)	0	0	0	85	85
	Total	406	406	406	3,426	2,684
	Target		406	406		3,426
	Remaining Shortfall/(Over Achievement)		0	0		742

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		Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	50	36	0	216	130	10	76	216	-40	0	Possibility of only one successful tender in this Financial Year, therefore remaining funds to be carried over to fund bids in 2019/20. Slippage of Changing Places - Following recommendations from Sue Green, the following project shows a possible outcome. We are to move to carry forward this money to the next financial year. This money is not being spent on concerns from interested third parties, therefore until the new model is agreed there will be no further spend this financial year and remaining funds have been reprofiled. Surplus of funds (£302) from project 11021007 (Shire Hall facility) to be vired back to this sublock project.
11021000	Adult Social Care Modernisation & Capacity 2012-13	56	389	552	0	997	56	314	581	997	-75	0	
11420000	Disabled Facilities Capital Grant	9,284	4,186	0	0	13,470	9,284	4,186	0	13,470	0	0	
11310000	Client Information Systems Review	3,103	298	691	0	4,092	3,103	297	692	4,092	-1	0	
11492000	Urban Mile Markers	10	15	0	0	25	10	15	0	25	0	0	
		12,583	4,938	1,280	0	18,800	12,583	4,822	1,349	18,800	-116	0	

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 £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	
Marketing and Communications	960	1,093	133	(570)	(685)	(115)	390	408	18
Customer Service Centre	2,624	2,403	(221)	(262)	(193)	69	2,362	2,210	(152)
Customer Relations	247	279	32	0	0	0	247	279	32
Face to Face (including Libraries and Registration Service)	6,080	6,172	92	(1,851)	(1,871)	(20)	4,229	4,301	72
Head of Service and Business Unit Projects	722	833	111	(86)	(194)	(108)	636	639	3
E Services and Business Development	1,086	1,615	529	(68)	(602)	(534)	1,018	1,013	(5)
Family Information Service	291	364	73	(28)	(91)	(63)	263	273	10
Traded Services - Educational	172	167	(5)	(211)	(200)	11	(39)	(33)	6
Net Service Spending	12,182	12,926	744	(3,076)	(3,836)	(760)	9,106	9,090	(16)

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		16	226		
Total	654	0	16	670	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	Target £'000	Forecast Outturn £'000	
RG-CS-02	Increase income from the Registration Service	10	10	45	45	Although the Registration Service will not meet it's savings target, this will be met instead by the underspend in the Customer Service Centre
	Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services					
RG-CS-05		0	0	90	90	
	Total	10	10	135	135	
	Target		10		135	
	Remaining Shortfall/(Over Achievement)		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
10165000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	59	109	0	0	168	59	109	0	0	168	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	2	0	131	203	70	2	0	131	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	298	523	0	1,687	2,519	298	523	0	1,687	2,519	0	0	
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	641	0	1,878	3,387	869	641	0	1,878	3,387	0	0	

Q3 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	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Head of Service	194	285	91	0	(5)	(5)	194	280	86	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	
Treasury, Exchequers, Financial Systems & Pensions	2,352	2,162	(190)	(2,269)	(2,031)	237	84	131	47	This is an accumulation of minor over and underspends. The reduction in income is primarily for costs that cannot be recharged (to the local government pension fund), such as additional work on the other pension schemes (fire, teachers, health etc)
Communities Group Local Finance & Procurement	1,185	1,233	48	(556)	(661)	(105)	629	572	(57)	
People Group Local Finance, Financial Benefits and Advice	1,952	1,750	(202)	(76)	(76)	0	1,876	1,674	(202)	The increase in spend is primarily a result of planned, additional spend reviewing the Council's main contracts and contract monitoring. This is more than offset by additional contract rebate income generated through the Procurement team. 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	824	767	(57)	(1,022)	(1,011)	11	(198)	(244)	(46)	
Net Service Spending	7,740	7,457	(283)	(3,994)	(3,868)	126	3,746	3,589	(157)	The minor reduction in income (from fewer purchases from schools) is more than offset by a reduction in spend (mainly due to difficulties in recruiting).

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		157	589		
Finance - Training	79			79		
Finance - Service Improvement Projects	369			369		
Total	880	0	157	1,037	0	

Q3 Annex I - Finance - OOP Annex

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

2018-20 Savings

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

Q3 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	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000		
HR Advisory	1,543	1,350	(193)	(220)	(186)	34	1,323	1,164	(159)	Underspend is due to staffing underspend in HR Advisory and Health, Safety & Wellbeing.
Human Resources Service Centre	2,286	2,445	159	(629)	(613)	16	1,657	1,832	175	Overspend related to increased staffing to stabilise Your HR, increased software costs, anticipated write off of a school related debt.
Business Partners and Learning and Organisational Development	1,962	2,235	273	(2)	(256)	(254)	1,960	1,979	19	A correction is required in this area which will result in an underspend of c£63k
Human Resources Head of Service and Salary Sacrifice	998	72	(926)	(937)	(23)	914	61	49	(12)	A correction is required in this area which will result in an underspend of c£76k
Traded Services - Education	921	927	6	(1,046)	(1,039)	8	(125)	(111)	14	Overspend mainly due to reduced HR Advisory subscription and BAYN income
Traded Services - Non Education	171	187	16	(133)	(174)	(41)	38	13	(25)	Increased DBS customers
Net Service Spending	7,881	7,216	(665)	(2,967)	(2,290)	677	4,914	4,926	12	

Q3 Annex J - Human Resources - OOP Annex

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

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
HR&OD - Savings	7		(7)	0		
Your HR Implementation	359	(303)		56		
Going for Growth Apprenticeship Scheme	212			212		
HR Service Improvement Projects	60		(5)	55		
Total	638	(303)	(12)	323	0	

Q3 Annex J - Human Resources - OOP Annex

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	Target £'000	Forecast Outturn £'000	
RG-HR-05	Workforce Strategy and Organisational Development Service - Redesign the service reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.	27	27	76	76	Savings for 2018/2019 delivered and plans in place to deliver 2019/20.
RG-HR-06	Implement a new HR and payroll system to replace HRMS and restructure the HR Service Centre. This will include the review of charges for all external customers	0	0	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	31	31	Plans in place to deliver 2019/20 savings.
RG-HR-08	Employee welfare - Review the employee welfare service, including seeking a more cost effective provider of staff care and a reduction of support to managers in health and safety and well-being.	48	48	48	48	
	Total	75	75	384	384	
	Remaining Shortfall/(Over Achievement)				384	
	Target		0		0	

Q3 Annex K - IT Services - OOP Annex

ICT Services - John Betts
 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	£'000
Service Management	253	251	(2)	0	0	(1)	253	250	(3)	
Members Support	20	20	0	0	0	0	20	20	0	
Strategy and Programme and Innovation	1,213	1,240	27	(223)	(296)	(73)	990	944	(46)	Additional income from project funding, more expenditure on staff training and underspend from vacancies that have not been filled.
Corporate ICT Development	1,215	1,032	(183)	0	(5)	(5)	1,215	1,027	(188)	Underspend on Project Connect due to project delays. Funding no longer required for projects due to alternative sources and renegotiated contract prices (Google licensing)
Customer and Supplier Services	1,345	1,800	455	0	(466)	(466)	1,345	1,334	(11)	
Production Services	3,376	3,631	255	(317)	(436)	(119)	3,059	3,195	136	Increases in license costs e.g. Microsoft, firewall support
Systems Design and Architecture	1,525	1,596	71	(425)	(556)	(131)	1,100	1,040	(60)	Overspend due to delayed voluntary redundancy programme and extra licence costs is matched by compensating revenue income from Human Resources and Corporate ICT Development, but overspend also reduced by staff vacancies.
Network Services	1,965	1,755	(210)	(1,295)	(1,185)	110	670	570	(100)	Lower support contract costs due to delays on Project Connect.
Information Management	620	603	(17)	(104)	(105)	(1)	516	498	(18)	
Traded Services - Education	2,994	3,118	124	(3,242)	(3,332)	(90)	(248)	(214)	34	
Net Service Spending	14,526	15,046	520	(5,606)	(6,382)	(776)	8,920	8,664	(256)	

ICT Services - John Betts
 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	200	256	476		
Total	20	200	256	476	0	

Q3 Annex K - IT Services - OOP Annex

ICT Services - John Betts
 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	
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

Q3 Annex K - IT Services - OOP Annex

ICT Services - John Betts
 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		Variance in Year £ 000's	Total Variance £ 000's		
11121000	Development of Rural Broadband	15,043	9,046	7,966	5,594	37,649	15,043	4,588	12,424	5,606	37,661	-4,458	12	Due to delays in delivery caused by civil engineering complications in the early stages of the project, a revision to the programme for Contract 3 in Q3 & Q4 2018/19 has resulted in decreased build in the current financial year. The revised planning incorporates increased delivery in financial year 2019/20 with the aim to realign project outputs/expenditure and the release of claimable grant funding, which is contracted to support Phase 3. This has resulted in WCC funding being brought forward to complete Phase 2 delivery in 2018/19 as we originally used funding from partners to support the early programme stages. BDUK and spend on the remaining early stages to be completed in 2019/20 is expected that further change will be advised during Q4 2018/19.
11465000	WCC Information Assets Purchases (multiple years)	850	392	485	93	1,821	850	503	375	93	1,821	110	0	
11661000	2018-19 ICT Software Development	0	159	0	0	159	0	191	0	0	191	32	32	
		15,893	9,598	8,451	5,687	39,629	15,893	5,282	12,799	5,699	39,673	-4,316	44	

Q3 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	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	
Democratic Services	618	519	(99)	(56)	(56)	0	562	463	(99)	The underspend is largely due to unfilled vacancies which have proved difficult to fill. A further recruitment campaign will be undertaken in January. Staff vacancies largely accounts for the underspend Underspend relates to WES trading targets Reduced requirements for this area of legal work Increased internal demand for legal services (particularly from Children and Families) has resulted in extra income New DPO service accounts for the increase in income Focus has been on DPO service. Leads for new external income continue to be pursued
Insurance, Internal Audit and Risk Management	813	764	(49)	(245)	(251)	(6)	568	513	(55)	
Law & Governance Administration	257	178	(79)	0	0	0	257	178	(79)	
Legal Core	434	404	(30)	(17)	(10)	7	417	394	(23)	
Traded Services - Internal	2,994	3,184	190	(3,279)	(3,659)	(380)	(285)	(475)	(190)	
Traded Services - Education	258	310	52	(322)	(488)	(166)	(64)	(178)	(114)	
Traded Services - Non Education	1,678	1,899	221	(2,133)	(2,287)	(154)	(455)	(388)	67	
Net Service Spending	7,052	7,258	206	(6,052)	(6,751)	(699)	1,000	507	(493)	

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		477	690		
LA Counter Fraud Fund Grant	0		16	16		
Total	213	0	493	706	0	

Q3 Annex L - Law & Governance - OOP Annex

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

2018-20 Savings

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

Q3 Annex M - Performance - OOP Annex

Performance - Steve Smith
 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 £'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	
Insight	1,300	1,307	7	(79)	(90)	(11)	1,221	1,217	(4)	
Transformation Assurance & Performance	2,466	3,322	856	(155)	(646)	(491)	2,311	2,676	365	Forecast reflects the significant progress on the Council's new operating model and Assistant Director tier design and appointments. This will be addressed by drawing down from the Corporate Transformation Reserve.
Performance Administration	212	174	(38)			0	212	174	(38)	
Business Redesign and Improvement	521	365	(156)	0	0	0	521	365	(156)	
Business Improvement & Support	440	404	(36)	(28)	(28)	0	412	376	(36)	Underspend due to vacancies and early achievement of savings
Commercial Enterprise	249	194	(55)	0	0	0	249	194	(55)	
Resources Transformation	377	600	223	0	0	0	377	600	223	Forecast reflects the progress on the Finance functional operating model. This will be addressed by drawing down from the Resources Transformation Reserve.
Net Service Spending	5,565	6,366	578	(262)	(764)	(502)	5,303	5,602	299	

Performance - Steve Smith
 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		303	328		
Corporate Transformation Reserves			(379)	(379)	379	Reserve sits within Other Services
Resources Transformation Reserves			(223)	(223)	223	Reserve sits within Other Services
Total	25	0	(299)	(274)	602	

Q3 Annex M - Performance - OOP Annex

Performance - Steve Smith
 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	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		

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim)/ Sarah Duxbury
 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	504	32	52	52	0	524	556	32	Additional spend on staffing
Construction Services (Wholly Commissioned by SAM)	2,505	2,458	(47)	(2,450)	(2,446)	4	55	12	(43)	Reactive trend currently forecasting an underspend. Minor variances in operational cost centres
Facilities Management (Wholly Commissioned by SAM)	9,000	8,948	(52)	(9,022)	(9,031)	(9)	(22)	(83)	(61)	Continued review of expenditure with a view of achieving future years savings targets
Strategic Asset Management (SAM)	13,209	13,252	43	(2,591)	(2,623)	(32)	10,618	10,629	11	Additional spend on staffing
Property Rationalisation Savings	(122)	(14)	108	0	0	0	(122)	(14)	108	The sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. Mitigations are currently under review and a critical path to resolve issues will be established in January 2019.
Traded Services - Education	4,865	4,340	(525)	(5,091)	(4,631)	460	(226)	(291)	(65)	FM - Improved trading position in Cleaning balanced off deterioration in Safety & Premises. CS - improved traded position against budget with increase in planned work gained from successful CIF bids. The expenditure for this work is charged directly to the school by the contractor.
Traded Services - Non Education	1,677	2,109	432	(1,869)	(2,423)	(554)	(192)	(314)	(122)	FM - Improved trading position in Cleaning. CS - Devolved Capital programme increased work and fee recovery due to increase in projects requested and additional fee recovery
Net Service Spending	31,606	31,597	(9)	(20,971)	(21,102)	(131)	10,635	10,495	(140)	

Property Services - Craig Cusack (Interim) / Sarah Duxbury
 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	133	497		
One Public Estate	0	98	7	105	(7)	Delayed start in delivering One Public Estate. Grant funding to be spent in 2019/20 (Ring Fenced Grant)
Community Energy Scheme	0	39		39		
Total	0	501	140	641	(7)	

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury
 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	732	746	1,363	1,363	The sale of Eastboro Way has been delayed against target dates for the first phase receipt. An amendment to the planning condition and ongoing negotiations with the Developer is impacting on the timing and potential value of the receipt. The mitigations are currently under review and a critical path to resolve issues will be established in January 2019.
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	1,432	1,475	2,975	2,975	
	Target		1,583	1,583		2,975	
	Remaining Shortfall/(Over Achievement)		151	108		0	

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury
 Strategic Director - David Carter
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Approve. Project Code	Description	Approved Budget		Forecast		2020/21 and later		Variance		Reasons for Variation and Management Action				
		Earlier Years	2018/19	2019/20	2020/21 and later	Earlier Years	2018/19	2019/20	2020/21 and later		Variance in Year	Total Variance		
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
	Strategic Asset Management													
10972000	Planning Consent For Europa Way	662	200	0	0	861	662	150	0	811	-50	-50	-50	£50k contingency funds transferred to block header 11440000.
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	926	0	0	1,846	919	926	0	1,846	0	0	0	
11228000	Rural Services Capital Maintenance 2015/16	776	17	0	0	794	776	0	0	776	-17	-17	-17	All projects now completed £17k transferred to 11542000
11291000	Rural Services Capital Maintenance 2016/17	651	223	0	0	874	651	26	0	677	-197	-197	-197	All projects except one completed £197k transferred to 11542000
11292000	Rural Services Capital Maintenance 2017/18	233	244	0	0	476	233	15	0	248	-228	-228	-228	All projects except two completed £228k transferred to 11542000
11335000	Rationalisation of County Storage	2,891	820	4,648	0	8,359	2,891	347	0	8,779	-473	420	420	Project Time delays due to Budbrooke re-scoping to meet the service requirements of Highways and relocation of Woodworking at Henley. Budget correction for self finance borrowing repayment £50k funds transferred from 10972000 Current Contingency of £1,024k moved to 20/21
11440000	Strategic Site Planning applications	1,229	1,699	822	52	3,801	1,229	725	822	3,851	-974	50	50	£50k funds transferred from 10972000 Current Contingency of £1,024k moved to 20/21
11446000	Rural Services Capital Maintenance 2018/19	0	469	0	0	469	0	300	169	469	-169	0	0	Most of the projects will only commence 4th quarter 2018-19
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	43	0	80	0	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	496	0	496	0	0	939	939	0	443	443	Capital carried forward from prior years allocation £443k transferred from 11228000, 11291000 and 11292000
11689000	Maintaining the smallholdings land bank	0	0	0	0	0	0	0	0	0	0	0	0	
	Special Projects													
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	50	0	1,206	0	0	0	
11041000	Rationalisation Of The Council's Property	717	0	0	0	717	717	0	0	717	0	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	29	0	240	0	0	0	
11532000	Sallyway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	473	0	0	0	
	Structural Maintenance													
11037000	Non Schools Planned Capital Building Mech & Elec Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	2,618	0	0	0	
11038000	Schools - Capital Asbestos and Safe Water Remedials 2013/14	1,277	0	0	0	1,277	1,277	0	0	1,277	0	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6	0	0	6,006	6,000	6	0	6,006	0	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	6	0	0	219	213	6	0	219	0	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	15	0	0	1,341	1,326	15	0	1,341	0	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elec Backlog 2014/15	2,737	16	0	0	2,753	2,737	16	0	2,753	0	0	0	
11145000	Schools Planned Bldg, Mech & Elec Backlog 2014/15	5,796	50	0	0	5,846	5,796	50	0	5,846	0	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	1,220	0	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elec Backlog 2015/16	2,621	9	0	0	2,630	2,621	9	0	2,630	0	0	0	
11227000	Schools Planned Bldg, Mech & Elec Backlog 2015/16	5,694	18	0	0	5,712	5,694	18	0	5,712	0	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	3	0	0	310	307	3	0	310	0	0	0	

Q3 Annex N - Property Services - OOP Annex

Property Services - Craig Cusack (Interim) / Sarah Duxbury
 Strategic Director - David Carter
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Approve. Project Code	Description	Approved Budget			Forecast			2020/21 and later			Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19	2019/20	2020/21 and later	Total	Earlier Years	2018/19	2019/20	2020/21 and later	Total	Variance in Year	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
11284000	Non Schools. Asb & Safe Water Remedials 2017/18	308	0	0	0	308	308	0	0	308	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,007	0	0	0	2,007	2,007	-49	0	1,958	-49	-49	Final Accounts revised. £49k moved to 11443000
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	49	0	0	1,785	1,736	49	0	1,785	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,219	0	0	0	1,219	1,219	0	0	1,219	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	802	0	0	0	802	802	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	5,403	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,013	160	0	0	7,173	7,013	-12	0	7,001	-172	-172	Final forecasted accounts revised. £172k moved to 11445000
11442000	Non Schools. Asb & Safe Water Remedials 2018/19	0	383	0	0	383	0	383	0	383	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	2,157	0	0	2,157	0	2,206	0	2,206	49	49	Increase of £49k as a result of funding moved from 16.17 - 11285000
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	747	0	0	747	0	747	0	747	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	7,073	0	0	7,073	0	7,245	0	7,245	172	172	Increase in budget - £172k funding moved from 17.18 - 1129000 to 18.19 - 11445000
11538000	Non Schools. Asb & Safe Water Remedials 2019/20	0	0	325	0	325	0	0	325	325	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	2,122	0	2,122	0	0	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	731	0	731	0	0	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	3,431	0	3,431	0	0	3,431	3,431	0	0	
11685000	Veteran's Contact Point - Complete replacement of Chrysolite Pitched Roof	0	50	0	0	50	0	50	0	50	0	0	
Facilities													
10582000	Small Scale Reactive / Minor Improvements County-Wide	547	36	0	0	582	547	36	0	582	0	0	
11687000	The Salfway Centre & Stratford Family Centre - Refurbish Family Centre	0	102	0	0	102	0	102	0	102	0	0	
Energy													
10400000	Climate Change 2009/10	291	0	0	0	291	291	0	0	291	0	0	
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	995	1,235	0	0	
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	4	0	0	
		59,334	15,599	12,575	1,047	88,554	59,334	13,490	14,079	88,974	-2,108	420	

Mett - rounding error in M64 - pls correct for Q4

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	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn	Variation Over/ (Under) £'000	
Government Grants & Business Rates	0	0	0	(133,710)	(134,149)	(439)	(133,710)	(134,149)	(439)	Additional grant income received
Central Block DSG and other central grants to support schools and pupils			0	(80,556)	(80,556)	0	(80,556)	(80,556)	0	
Capital Financing Costs	41,382	37,336	(4,046)	(2,163)	(3,008)	(845)	39,219	34,328	(4,891)	Reduction in capital financing costs as a result of slippage in the capital programme.
Strategic Management Team	1,382	1,211	(170)	0	0	0	1,382	1,211	(170)	Underspend on staff budgets
County Coroner	523	503	(20)	(77)	(78)	(2)	447	425	(22)	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	210	32	0	0	0	179	210	32	
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	280	40	(220)	0	0	0	260	40	(220)	Annual contribution to cost of quadrennial elections. This will transfer to the ring-fenced elections reserve at the end of the year once the estimated costs of any by-elections are known.
Members Allowances and Expenses	1,085	886	(198)	(215)	(15)	200	1,085	886	(198)	There has been no increase in Members Allowances in 2018/19
Other Administrative Expenses and Income	732	719	(12)	(215)	(15)	200	517	704	188	
General Insurances	3,578	3,955	377	(3,578)	(3,256)	322	0	698	698	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	925	925	0	0	0	0	925	925	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	54,376	50,117	(4,259)	(220,299)	(221,062)	(764)	(165,923)	(170,945)	(5,022)	

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	Closing Balance 31.03.19 £'000	Transfer Request (To)/From Reserves £'000	Forecast Request Reason for Request
Corporate Reserves						
Capital Fund	1,275			1,275		
General Reserves	27,273		5,532	32,805		
Insurance Fund	8,925		-698	8,227		
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)	4,834	75,218	0	
Other Services Reserves						
Business Rates Pool Risk Reserve	2,209			2,209		
Quadrennial Elections	187		220	407		
Corporate Transformation Fund	2,722	983		3,705		
WCC Business Rates Appeals Reserve	2,673			2,673		
Corporate Partnership Initiatives	2,155			2,155		
Audit Fee Reserve	749		-32	717		
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	-175		2,098		
Corporate Systems Replacement Reserve	3,681			3,681		
Total Other Services Reserves	26,344	2,205	188	28,737	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	1,470	5,022	111,002	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	
OS-OS-01	Management Restructure	100	100	100	100	
	Total	100	100	100	100	
	Target		100	100		100
	Remaining Shortfall/(Over Achievement)		0	0		0