

# Cabinet

## Agenda

Tuesday 11 June 2019

**The Cabinet will meet at SHIRE HALL, WARWICK on Tuesday 11 June 2019 at 13.45.**

Please note that this meeting will be filmed for live broadcast on the internet and can be viewed on line at [warwickshire.public-i.tv](http://warwickshire.public-i.tv). By entering the meeting room and using the public seating area you are consenting to being filmed. All recording will be undertaken in accordance with the Council's Standing Orders.

The agenda will be:

### **1. General**

#### **1) Apologies for Absence**

#### **2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests**

Members are required to register their disclosable pecuniary interests within 28 days of their election or appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with.
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the Code of Conduct. These should be declared at the commencement of the meeting.

#### **3) Minutes of the meeting held on the 16 May 2019**

To approve the minutes of the meeting held on 16 May 2019.

#### **4) Public Speaking**

To note any requests to speak in accordance with the Council's Public Speaking Scheme (see footnote to this agenda).

**2. One Organisational Plan Quarterly Progress Report - Period under review: April 2018 to March 2019**

This report updates Cabinet on progress against targets set out in the Council's One Organisational Plan.

Cabinet Portfolio Holders: Councillor Peter Butlin and Councillor Kam Kaur

**3. Early Intervention, Prevention and Community Capacity Fund 2019/20 – Tranche 1 Allocations**

This report recommends that Cabinet approve that two projects, Enhanced Time Banking and Good Gym, be funded from the Early Intervention, Prevention and Community Capacity Fund at a cost of £148,000.

Cabinet Portfolio Holder: Councillor Peter Butlin

**4. Warwickshire Major Road Network (MRN) – Proposed Scheme Programme and Priorities**

This report seeks Cabinet approval of the proposed Warwickshire Major Road Network (MRN) programme and priorities and to the submission of a Strategic Outline Business Case (SOBC) for the proposed A426/A4071 Avon Mill/Hunters Lane Improvement scheme in Rugby.

Cabinet Portfolio Holder: Councillor Jeff Clarke

**5. Consultation on the Draft Warwickshire Careers Strategy**

This report seeks Cabinet approval to the undertaking of a public consultation on the draft Warwickshire Careers Strategy to run from 24 June-26 July 2019

Cabinet Portfolio Holder: Councillor Colin Hayfield

**6. Any Urgent Items**

Any other items the Chair considers are urgent

**7. Reports Containing Confidential or Exempt Information**

To consider passing the following resolution:

'That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972'.

**8. Exempt Minutes of the meeting of the 16 May 2019**

To approve the exempt minutes of the meeting held on 16 May 2019.

**9. ICT Operating System**

This report seeks Cabinet approval to the adoption of a new ICT operating system.

Cabinet Portfolio Holder: Councillor Kam Kaur

**10. Employment of Staff in Adoption Central England (ACE) Proposed TUPE Arrangement**

This report concerns the workforce for Adoption Central England

Cabinet Portfolio Holders: Councillor Jeff Morgan

**11. Tender for Accommodation Based Housing Related Support for Young People aged 16-25**

This report requests approval to procure and enter into arrangements for a new Accommodation Based Housing Related Support Service for Young People aged 16-25.

Cabinet Portfolio Holders: Councillor Les Caborn and Jeff Morgan

**Monica Fogarty  
Chief Executive  
Warwickshire County Council  
June 2019**

## **Cabinet Membership and Portfolio Responsibilities**

Councillor Izzi Seccombe OBE (**Leader of the Council and Chair of Cabinet**)  
[cllrmsseccombe@warwickshire.gov.uk](mailto:cllrmsseccombe@warwickshire.gov.uk)

Councillor Peter Butlin (**Deputy Leader, Finance and Property**)  
[cllrbutlin@warwickshire.gov.uk](mailto:cllrbutlin@warwickshire.gov.uk)

Councillor Les Caborn (**Adult Social Care and Health**)  
[cllrcaborn@warwickshire.gov.uk](mailto:cllrcaborn@warwickshire.gov.uk)

Councillor Jeff Clarke (**Transport & Planning**)  
[cllrclarke@warwickshire.gov.uk](mailto:cllrclarke@warwickshire.gov.uk)

Councillor Andy Crump (**Fire & Rescue and Community Safety**)  
[cllrcrump@warwickshire.gov.uk](mailto:cllrcrump@warwickshire.gov.uk)

Councillor Colin Hayfield (**Education and Learning**)  
[cllrhayfield@warwickshire.gov.uk](mailto:cllrhayfield@warwickshire.gov.uk)

Councillor Kam Kaur (**Customer and Transformation**)  
[cllrkaur@warwickshire.gov.uk](mailto:cllrkaur@warwickshire.gov.uk)

Councillor Jeff Morgan (**Children's Services**)  
[cllrmorgan@warwickshire.gov.uk](mailto:cllrmorgan@warwickshire.gov.uk)

Councillor Heather Timms (**Environment and Heritage & Culture**)  
[cllrtimms@warwickshire.gov.uk](mailto:cllrtimms@warwickshire.gov.uk)

### **Non-voting Invitees -**

Councillor Jerry Roodhouse (**Leader of the Liberal Democrat Group**),  
[cllrroodhouse@warwickshire.gov.uk](mailto:cllrroodhouse@warwickshire.gov.uk)

Councillor Richard Chattaway (**Leader of the Labour Group**)  
[cllrchattaway@warwickshire.gov.uk](mailto:cllrchattaway@warwickshire.gov.uk)

or their representatives.

### **Public Speaking**

Any member of the public who is resident or who works in Warwickshire may speak at the meeting for up to three minutes on any item on the agenda for this meeting. This can be in the form of a statement or a question. If you wish to speak please notify Paul Williams (see below) in writing at least two clear working days before the meeting. You should give your name and address and the subject upon which you wish to speak. Full details of the public speaking scheme are set out in the Council's Standing Orders (Standing Order 34).

**General Enquiries:** Please contact Paul Williams, Democratic Services Team Leader

Tel 01926 418196 or email: [paulwilliamscl@warwickshire.gov.uk](mailto:paulwilliamscl@warwickshire.gov.uk)

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All public papers are available at [www.warwickshire.gov.uk/cmis](http://www.warwickshire.gov.uk/cmis)

**Minutes of the meeting of the Cabinet  
held on 16 May 2019**

**Present:**

**Cabinet Members:**

Councillors	Izzi Seccombe OBE	Leader of Council and Chair of Cabinet
	Peter Butlin	Deputy Leader (Finance and Property)
	Les Caborn	Adult Social Care & Health
	Jeff Clarke	Transport & Planning
	Andy Crump	Fire & Rescue and Community Safety
	Colin Hayfield	Education and Learning
	Kam Kaur	Customer & Transformation
	Jeff Morgan	Children's Services
	Dave Reilly	Environment and Heritage & Culture

**Non-Voting Invitees:**

Councillor Richard Chattaway	Leader of the Labour Group
Councillor Jerry Roodhouse	Leader of the Liberal Democrat Group

**Other Councillors:**

Councillors Sarah Boad, Jenny Fradgley, Keith Kondakor, Bill Olnier and Alan Webb

**Public attendance:**

None

**1. General**

**(1) Apologies for absence**

None

**(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests**

Two declarations of interest were made concerning agenda item 6, "Land at Stratford Park and Ride".

Councillor Jenny Fradgley declared an interest as her daughter is employed by a company that may have a commercial interest in the site.

Councillor Andy Crump declared an interest as a member of Stratford on Avon District Council.

Both Councillors left the meeting and took no part in discussion regarding item 6.

**(3) Minutes of the meeting held on 11 April 2019 and Matters Arising**

The minutes of the meeting held on 11 April 2019 were agreed as an accurate record and signed by the Chair.

#### **(4) Public Speaking**

None

## **2. Warwickshire Children and Adult Safeguarding – New Partnership Arrangements**

Councillor Jeff Morgan (Portfolio Holder for Children's Services) introduced the item summarising the basis of the proposal as set out in the published report. It was explained that the 2017 Children and Social Work Act requires local authorities, the Police and Health Service (CCGs) to work in partnership to secure the safeguarding of children and adults. Partners are required to publish the new working arrangements and the report before Cabinet set these out. Councillor Morgan stated that a major challenge in Warwickshire had been the large number of representatives attending meetings of the Safeguarding Boards. Some meetings had been attended by up to 40 officers. This brought about practical challenges and also served to make it difficult to identify monitoring arrangements as it was sometimes unclear where responsibility lay. Councillor Morgan concluded by acknowledging the work of partners.

Councillor Les Caborn (Portfolio Holder for Adult Social Care and Health) welcomed the closer working between Adult and Children's Safeguarding adding that this would sit well with the work of the MASH.

Councillor Jerry Roodhouse (Leader of the Liberal Democrat Group) sought clarification over the terms of reference of the new partnership and the basis on which the Chair would be appointed. In response he was informed that the terms of reference would be circulated when they had been drafted. The Chair will be appointed by a panel. The appointment will be for a fixed term. It was agreed that the length of that term should be specified within the terms of reference.

Members welcomed the joining up of partnership arrangements acknowledging that this should bring about a greater degree of certainty.

In summing up Councillor Morgan reminded Cabinet that success is not reliant on structures but on the people working within them.

### **Resolved**

That Cabinet:

- 1) Notes that the County Council, the relevant Clinical Commissioning Groups and Warwickshire Police have acknowledged their shared responsibilities for safeguarding within the new arrangements outlined within the appendix of the report;
- 2) Endorses and supports the proposed new safeguarding partnership arrangements developed by the partnership and notes the transitional period; and
- 3) Approves the arrangements, as set out in the appendix of the report, for submission to the Department for Education.

**3. Any Urgent Items**

None

**4. Reports Containing Confidential or Exempt Information**

**Resolved**

That members of the public be excluded from the meeting for the items mentioned below on the grounds that their presence would involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**EXEMPT ITEMS FOR DISCUSSION IN PRIVATE (PURPLE PAPERS)**

**5. Exempt Minutes of the meeting held on 11 April 2019**

The exempt minutes of the meeting held on 11 April 2019 were agreed as an accurate record and signed by the Chair.

**6. Land at Stratford Park and Ride**

**Resolved**

Cabinet agreed the recommendations as set out in the exempt minutes.

The meeting rose at 14.12.

.....  
Chair

## Cabinet

11 June 2019

### One Organisational Plan Quarterly Progress Report Period under review: April 2018 to March 2019

#### Recommendations

Cabinet are 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) Consider explanations for business unit spending variances in Appendix A.
- c) Consider the 2018-19 revenue and capital outturn position and the cumulative performance against the savings plan (Background Annexes A to O).
- d) Consider the level of reserves held by the Authority in Appendix B.
- e) Note the total movements in the revenue budget throughout the year as reported in quarterly OOP progress reports in Appendix C.
- f) Approve the use of £2.595 million of reserves to support spending in 2019/20 as outlined in Table 2 of the Financial Commentary.
- g) Approve the approach to funding business unit overspends in 2018/19 as outlined in section 3.1.

#### 1. Report Summary

- 1.1. This report presents the Council's performance and financial position for year end.
- 1.2. Key human resources performance is outlined and high level risks to the Council are highlighted within the report.

#### 2. Performance Commentary

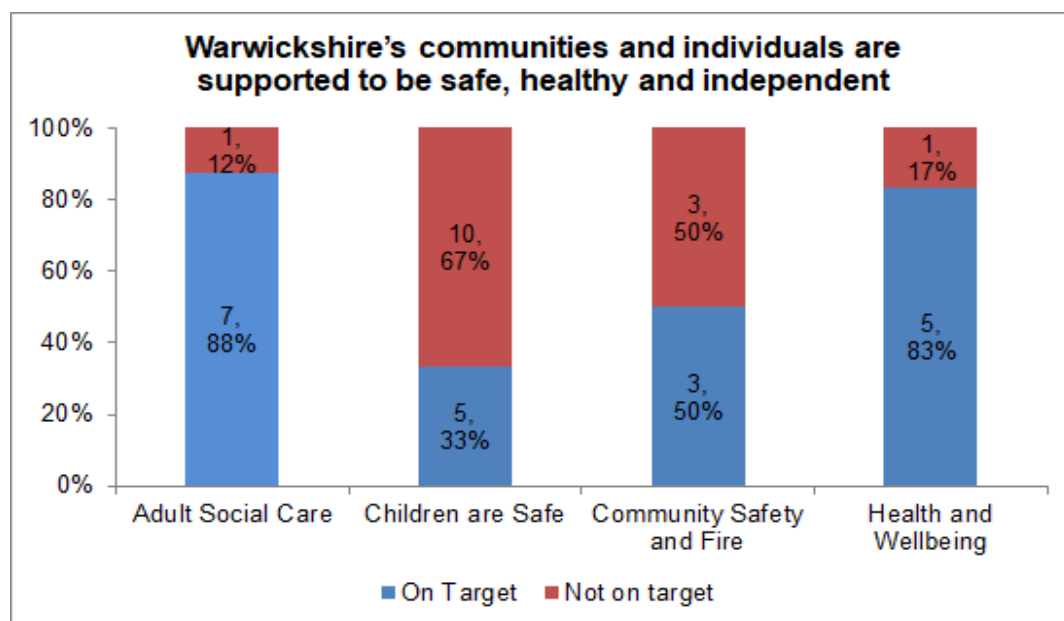
- 2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:
  - **Warwickshire's communities and individuals are supported to be safe, healthy and independent;** and,
  - **Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure.**



Performance is assessed against 62 Key Business Measures (KBM)s, 48 of which are grouped under, and reported against, the agreed policy areas.

Outcome	Policy Area	No. of KBMs
<b>Warwickshire’s communities and individuals are supported to be safe, healthy and independent</b>	Adult Social Care	8
	Children are Safe	15
	Community Safety and Fire	6
	Health and Wellbeing	6
<b>Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure</b>	Economy, Infrastructure and Environment	10
	Education & Learning	3

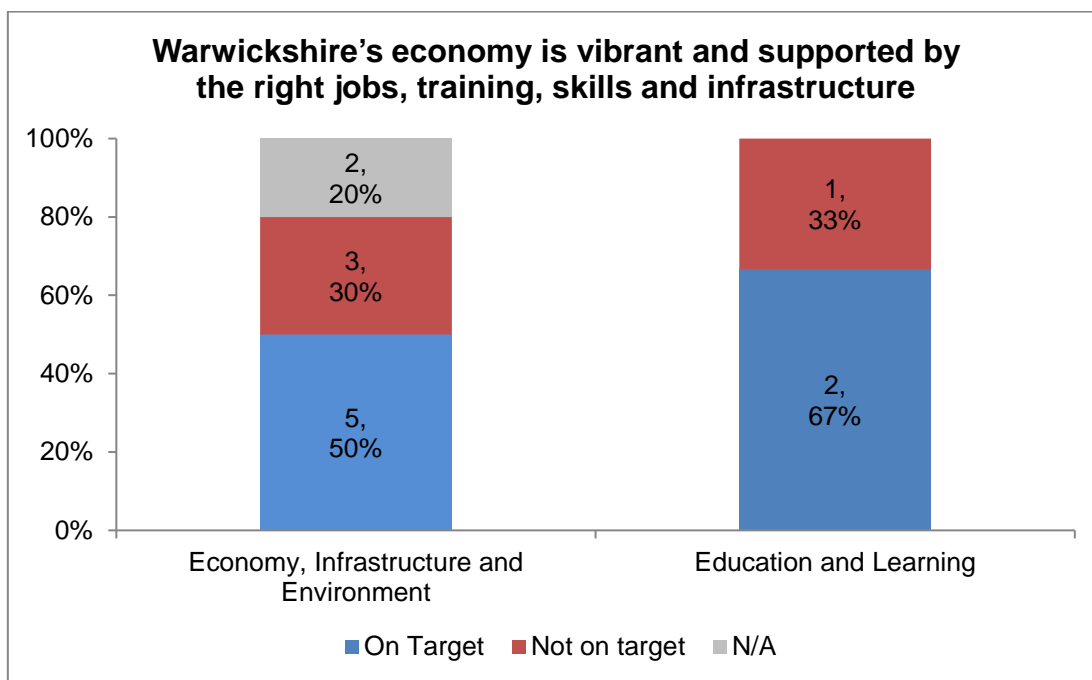
2.2 At the year end position, 56% (35) of KBMs are currently achieving target while 37% (23) of KBMs are behind target. 4 KBMs are either not targeted or reported in arrears. The three charts below show the number and percentage of KBMs which have achieved or are behind target by each outcome.



For the Children are Safe policy area there are 10 measures that are areas for attention. The areas for attention have been highlighted across the year and predominantly relate to the demand the Service is currently experiencing with the number of Looked After Children and Children in Care. In addition average caseloads for the Children and Families social workers remain over target.

For the Community Safety and Fire policy area the areas for attention are three Fire related measures;

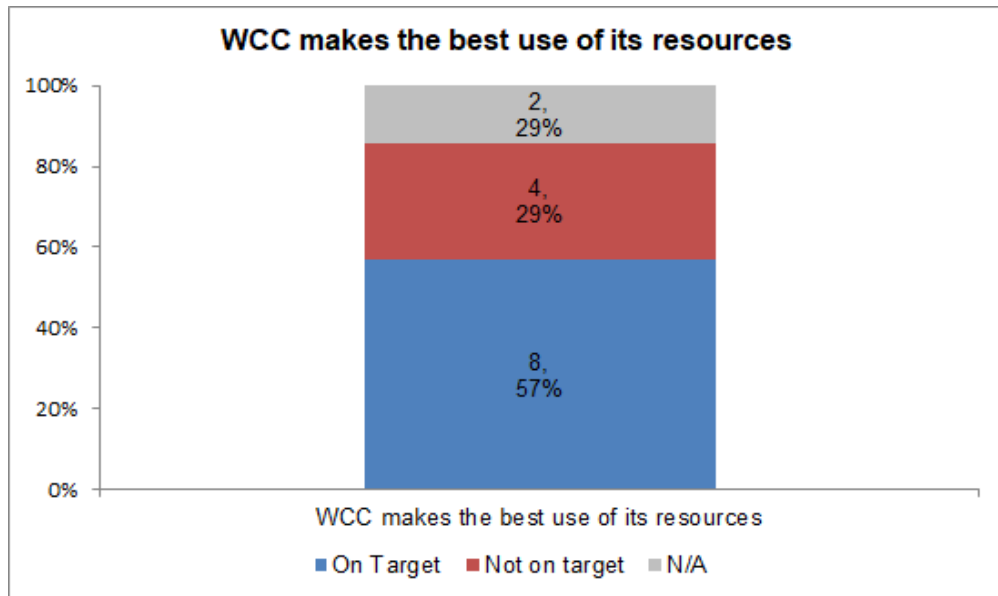
- % times a fire appliance arrives at life risk or property incidents within agreed response standards.
- No. of incidents attended by WFRS, the levels have significantly increased due to the extended period of hot, dry weather during July last year.
- No. of fire related deaths, there were 6 fire related deaths last year which is an exceptional level for Warwickshire and triple the number recorded in 17/18, however when compared nationally levels remain at the lower threshold.



For the Education and Learning policy area there is 1 measure out of 3 where performance is off target;

- % pupils attending schools (including nursery schools) judged good or outstanding by Ofsted, this is due to 4 primary schools falling into the Requires Improvement category recently, thus achieving 87.1% compared to the 90% target.

In addition, 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.



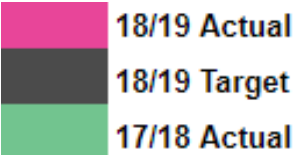



For WCC makes the best use of its resources 4 measures are not achieving target;

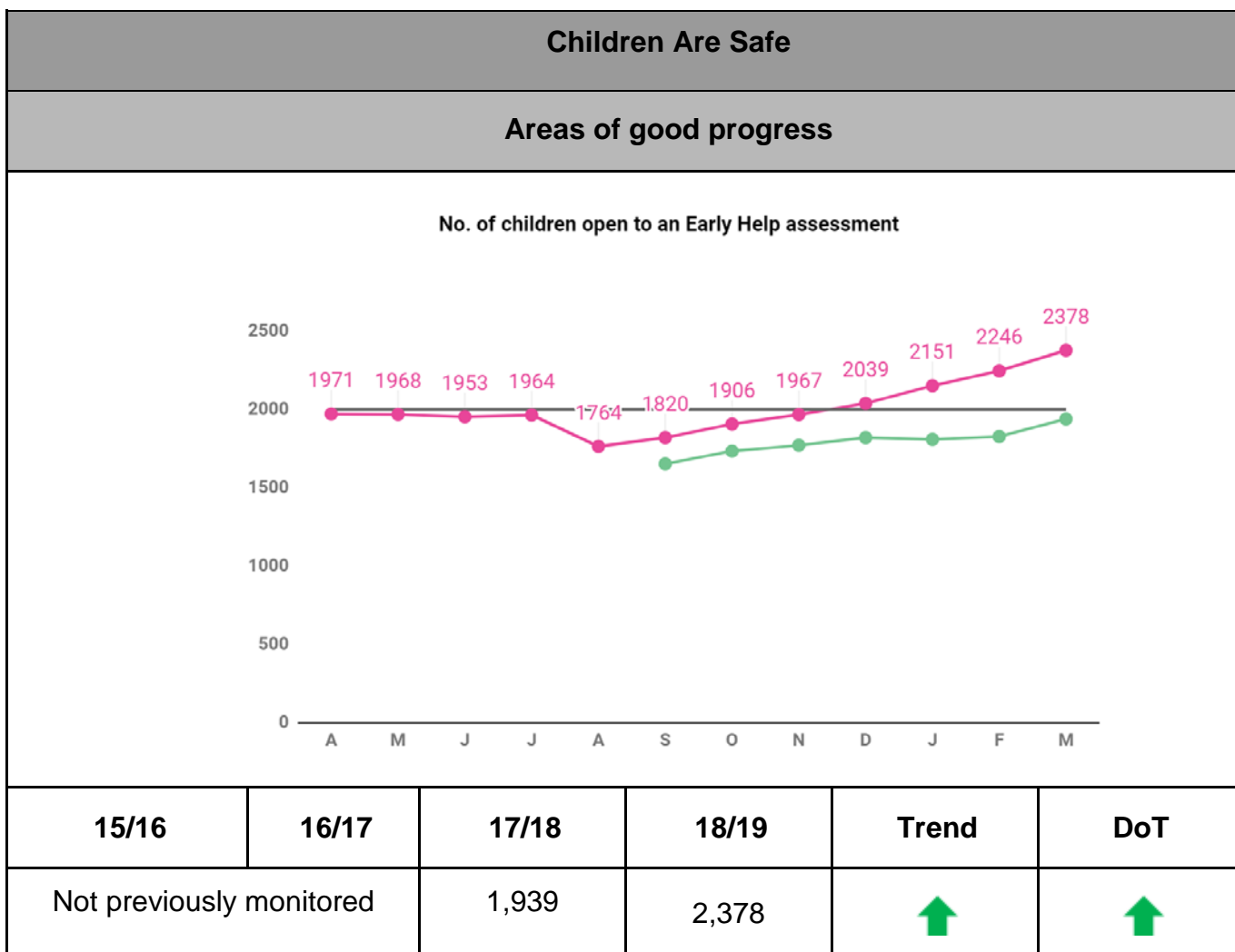
- No. of Local Government & Social Care Ombudsman, Judicial Review Cases and Information Commissioner adverse decisions for WCC, 15 such cases last year has resulted in the target and the level for last year both being exceeded
- No. of days sickness per FTE marginally missed target by 0.1, however the overall long and short term trajectories remain on a decline.
- Value of sales received has not achieved the expected target due to some expected receipts not yet achieved.
- No. of critical and key programmes with financial benefits, good progress has been made across the year to ensure that all of the agreed critical and key programmes have financial benefits there are still a small number that haven't and this is being addressed.

Full exception reported commentary regarding performance can be found in section 2.3.

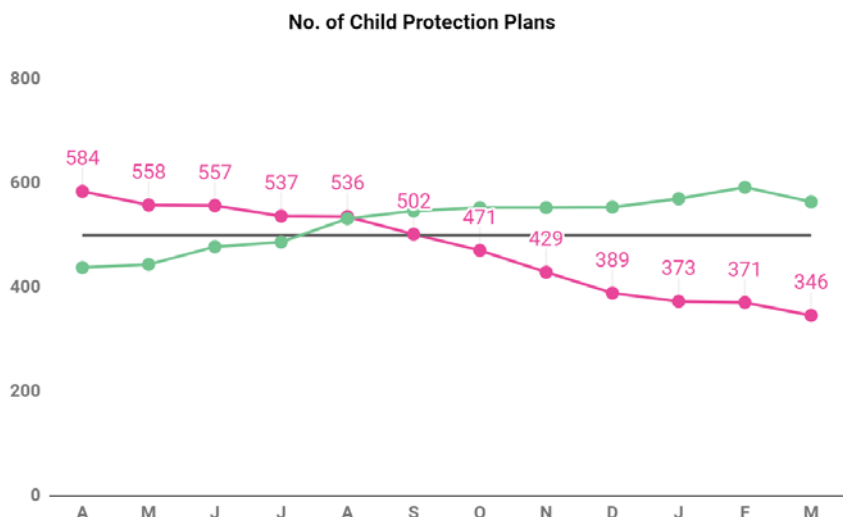
2.3 This section presents KBMs where significant good performance or areas for attention need to be highlighted. The full set of Policy Area Performance Dashboards are included in Appendix A.

### One Organisational Plan Key Business Measures Scorecard

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



The number of children open to an Early Help Assessment has increased in comparison to quarter three, is above the 2018/19 target and last year's actual (March 2018). This demonstrates that multi-agency participation in the Early Help process is still strong. This will be further strengthened by the agreed Early Help Strategy and the accompanying Early Help action plan that has been finalised in April 2019.



15/16	16/17	17/18	18/19	Trend	DoT
473	439	564	346	↓	↓

Warwickshire should have approximately 394 children subject to child protection plans to be in line with statistical neighbours

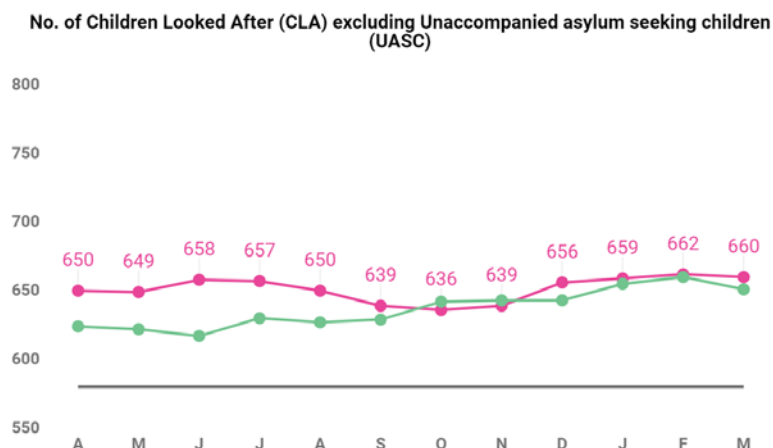
The year began with 584 plans, the Children and Families Service completed two audits and put in place a programme to learn from these audits.

The result has been changes in practice that have resulted in meeting the target for reducing child protection numbers. Families are now being supported with more appropriate child in need plans in many cases and children in Warwickshire remain appropriately safeguarded.

The length of time children are on Children Protection Plans has also reduced.

Please note this data is provisional, until 31 July 2019.

### Areas for attention and remedial action



15/16	16/17	17/18	18/19	Trend	DoT
677	620	651	660	↑	↑

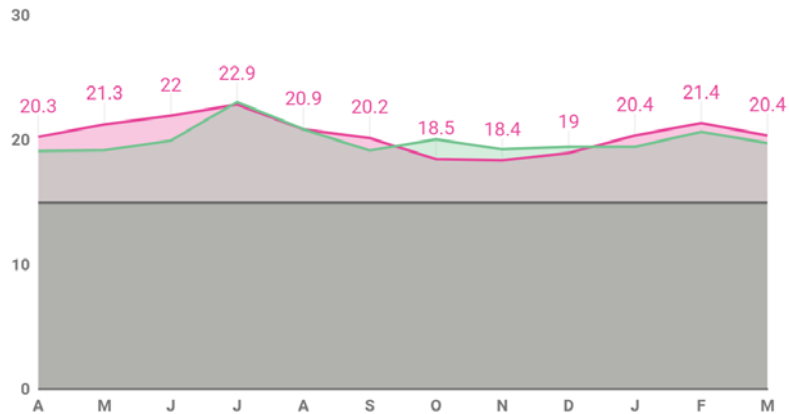
The year began with 650 children looked after, excluding unaccompanied asylum seekers and a target of 580. As at March 2019, the number of children looked after excluding unaccompanied asylum seekers stands at 660, an increase of 10 in comparison to the start of the year.

Warwickshire's rate of children looked per 10,000 as at March 2019 is 63.2, which is now in line with the 2017/18 national average of 64 per 10,000.

The Children and Families Service have continued to set a target of 580 for 2019/20 because the Service believe that there are children and young people who can be supported to return home or to be with extended family members and carers under Special Guardianship or Child Arrangement Orders.

The Children and Families Service have recently restructured support services and implemented new edge of care services now called Keeping Families Together. This provides additional support to families, in a more integrated approach. The Service believe this restructure will help contribute to fewer children and young people becoming looked after and supporting children to return home or to family members.

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



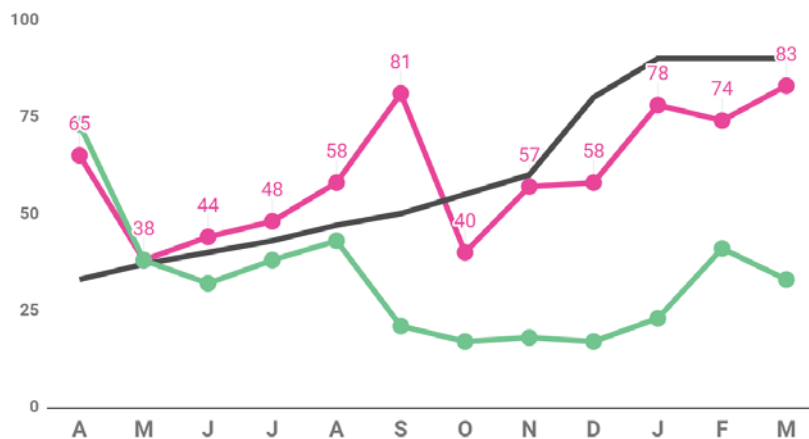
15/16	16/17	17/18	18/19	Trend	DoT
16.8	19.2	19.8	20.4	↑	↑

The year began with an average caseloads of 20.3 and as at March 2019 the average stands at 20.4. During the past 12 months, improved performance was achieved on occasions, with an average of 18.4 cases in November 2019.

The fluctuations in caseload over the year has been the result of two factors, relatively small changes in the total number of cases open and the vacancy rate in teams, for example the number of social workers, excluding managers in these 7 front line teams in November 2018 was 131, as at the end of March 2019 the number was 114. While the service is managing to recruit staff, retention remains an issue.

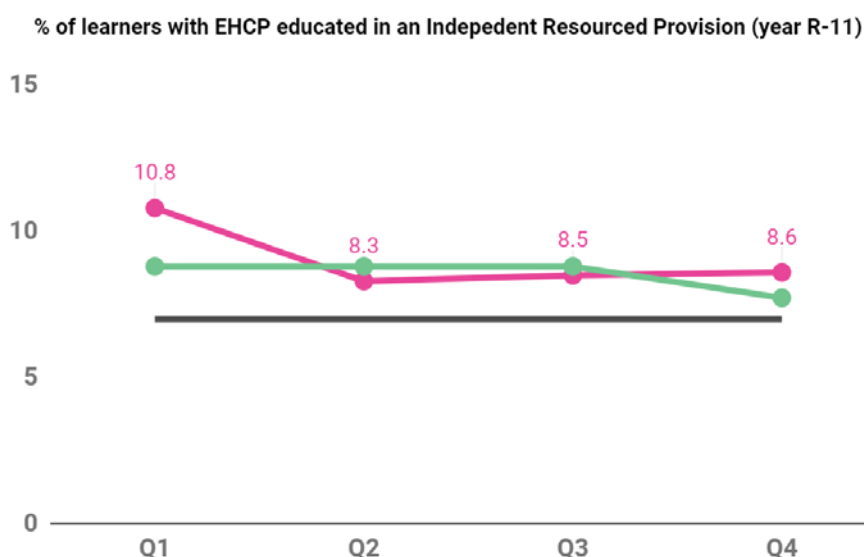
Positively, managers are now only holding cases in exceptional circumstances which addresses a concern raised by Ofsted. Caseloads remain safe and manageable, albeit higher than the Service would like, to enable staff to work more with families.

% EHC Assessments including exception cases issued within 20 weeks



15/16	16/17	17/18	18/19	Trend	DoT
N/A	36.2%	30%	60%	↑	↑

Performance has improved significantly to 60% of agreed plans issued within 20 weeks for the 2018/19 financial year, compared to 29% in 2017/18. Whilst this is below the target of 90% it is a significant improvement on the 29% in 2017/18. For the final quarter of the year, performance was 78%, above the average of statistical neighbours (67%). Progressive targets were set for the service throughout the 2018/19 year. As a result, performance has improved significantly from 38% in May 2018 to 83% in March 2019. This is despite increased demand, with requests increasing from 671 to 778 during this time period (418 new EHC plans being issued). Moreover, more EHC plans are being reviewed on an annual basis, as per statutory guidance. Parents and carers are reporting improved communication, and staff morale has improved.



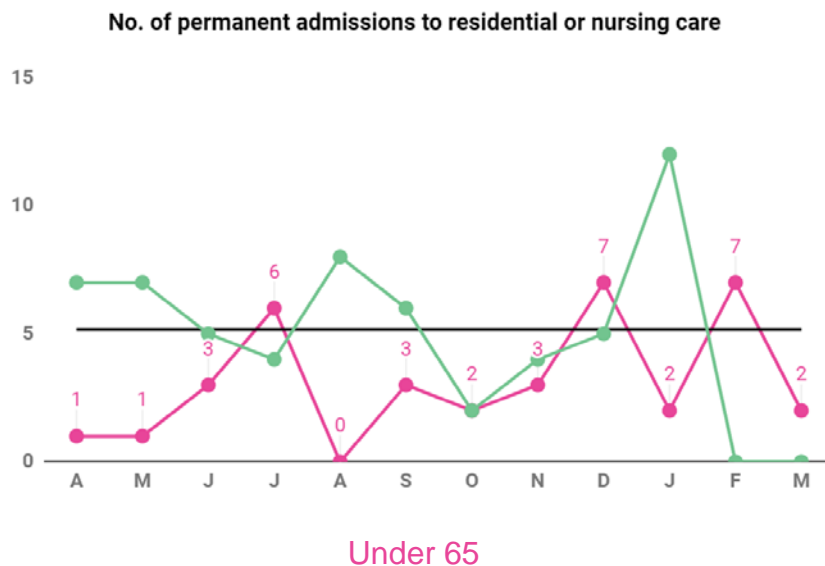
15/16	16/17	17/18	18/19	Trend	DoT
9.6%	8.6%	7.4%	8.6%	↑	↔

The percentage of school age learners with Education, Health and Care (EHC) plans in independent specialist provision (ISP) is now 8.6% (222 learners). This remains above national average (4.9%) and has a significant impact on spend in the High Needs Block. The creation of more state-funded specialist places in the county has led to a reduction on previous years (eg. over 10% in 2017) and the rate of increase has slowed (a net of only 4 more placements since Quarter 3). A task and finish group has been set up with headteachers to explore other alternatives to ISP. Promoting inclusion in mainstream schools is the first priority of the Special Educational Needs and Disabilities (SEND) & Inclusion Strategy being presented to Cabinet in April.



## Adult Social Care

### Areas of good progress



15/16	16/17	17/18	18/19	Trend	DoT
46	33	60	37	↔	↓

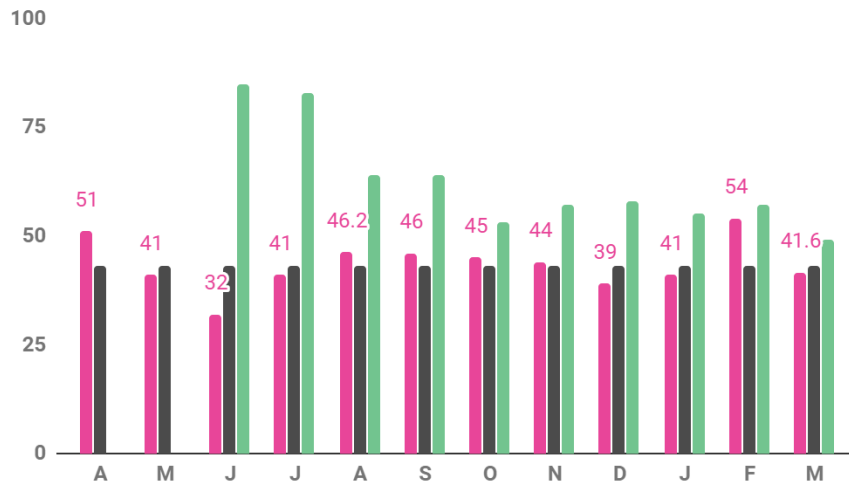
As at March 2019 the number of permanent admissions for people aged between 18-64 is below the 2018/19 target and lower than the 2017/18 actual.

Support planning for individuals will continue to ensure that community support is considered for all customers and residential and nursing care provision is the last option.

An increase in this cohort has arisen over the last year due to individuals transferring funding streams from health to social care; practitioners will apply Continuing Healthcare (CHC) criteria robustly to ensure individuals are in receipt of the most appropriate support to meet their needs.

Please note Performance Dashboards are updated within 9 days following month end. By the end of the month a number of packages which were implemented during the month may still have to be confirmed and recorded. As such monthly performance figures are amended retrospectively.

**Average Daily Beds Occupied by Delayed Warwickshire Patients**



15/16	16/17	17/18	18/19	Trend	DoT
33	42	49	41.6	↑	↓

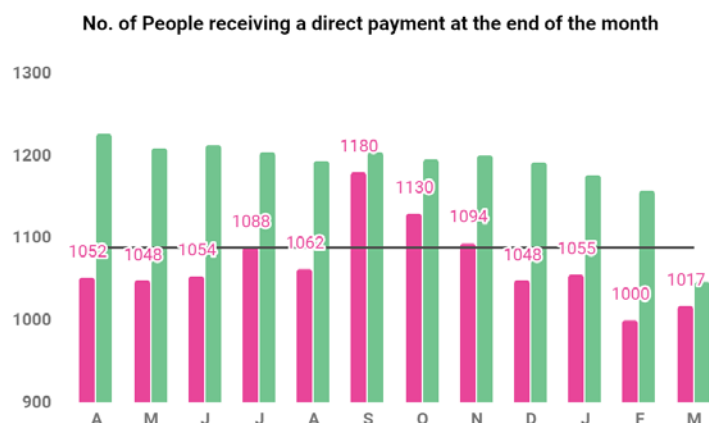
Delayed Transfer of Care (DTOC) performance at year end has met target and has reduced in comparison to the same time last year. Recently, delays peaked in February 2019 (54 vs a target of 43).

Half-term and the end of the leave year will have impacted DTOC performance in this month due to lower levels of staffing within all services. However, the majority of the increase in delays in February 2019 was attributed to Health. Health delays were significantly over target (35 vs a target of 23) whereas Social Care delays increased but did not exceed their target of 19. The peak in Health delays was contributed to by Coventry and Warwickshire Partnership Trust (CWPT), whose delays remain high and by delays of Warwickshire residents at out of county hospitals. There were also increases at Warwickshire's 3 main providers, particularly at George Eliot Hospital (GEH) due to blockages in their Discharge to Assess (D2A) service. South Warwickshire Foundation Trust (SWFT) also had higher levels of delay due to blockages in their D2A beds over this period.

As at March 2019, Social Care delays are also below target (15 vs a target of 19) while Health delays are marginally above target (25 vs a target of 23).

Further investigation into the CWPT and out of area delays is being conducted, in addition to identifying possible process improvements for Health and Social Care.

## Areas for attention and remedial action



15/16	16/17	17/18	18/19	Trend	DoT
1,074	1,212	1,046	1,017	↔	↓

As at March 2019 the number of people receiving a Direct Payment at the end of the month has decreased in comparison to quarter three and it does not appear that the Service have met the 2018/19 target. However, the final quarter performance is likely to have been influenced by the pending introduction of the Pre-Payment cards, some people were holding back from starting the new process rather than the old.

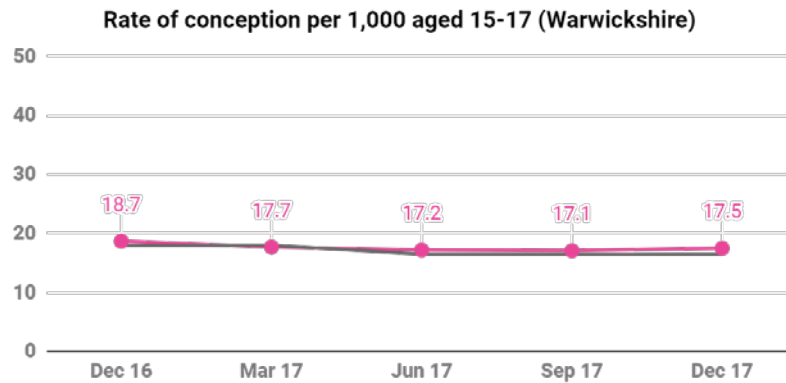
In comparison to the same period last year, the number of Direct Payments has reduced marginally by 3%.

To increase the uptake of Direct Payments over the year, key areas of development have included:

- Independent Living Team Officers co-located with social care and support teams, to support social care practitioners with their knowledge and understanding of Direct Payments
- Pre-payment cards for new customers introduced at the end of March 2019. Work is continuing to rollout pre-payment cards for existing customers.
- Process mapping of the customer journey completed to identify hot spots and areas of improvement. Work is underway to streamline the process for customers accessing Direct Payments
- Managers (Operations Managers and Team Leaders) completing 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.

## Health and Wellbeing

### Areas of good progress



Dec 2016	Dec 2017	Dec 2018	Dec 2019	Trend	DoT
18.7	17.5	Awaiting data		↓	N/A

2017/18 Quarter three data (December 2017) was published on 15 April together with the annual 2017 data.

The 2017 annual figures for teenage conceptions show the rate in Warwickshire was 17.5 conceptions per thousand women (156 conceptions) aged 15 to 17, compared with 18.7 in 2016 and 41.4 in 1998. The England rate in 2017 was 17.8 per thousand.

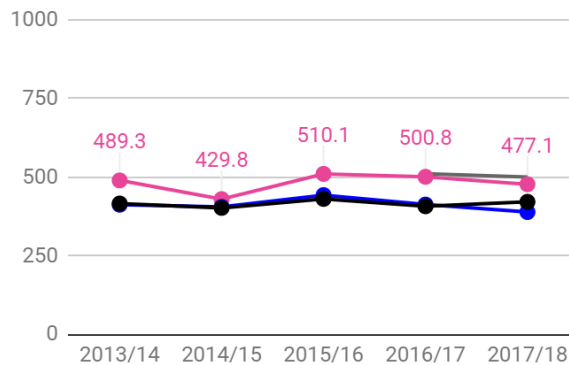
There has been a downward trend in conception rate in women aged 15-17 in all districts and boroughs in Warwickshire between 1998 and 2017. However, between 2016 and 2017 there were increases in the under 18 conception rate in North Warwickshire and Rugby Boroughs, whereas there were small decreases in Stratford and Warwick and a larger decrease in Nuneaton & Bedworth but it still had the highest rate in the county,

- North Warwickshire 18.6 per 1,000 (actual number =19)
- Nuneaton & Bedworth 22.0 per 1,000 (actual number =47)
- Rugby 21.8 per 1,000 (actual number = 40)
- Stratford-on-Avon 11.1 per 1,000 (actual number =22)
- Warwick 14.2 per 1,000 (actual number =28)

Partnership work continues in Nuneaton & Bedworth to address teenage conceptions.

### Areas for attention 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	18/19	Trend	DoT
510.1	500.8	477.1	Awaiting Data	↓	N/A

Annual 2018/19 year end data is due March 2020.

Following evidence from a Joint Strategic Needs Assessment (JSNA) which highlighted that Warwickshire has above average rates of self-harm a working group was set up address the issue.

Colleagues from Coventry City Council were invited to ensure joined up working across the Sustainability and Transformation Partnership (STP) geography. The group is reviewing the JSNA recommendations, engaging local stakeholders to improve prevention and early intervention approaches and ensuring that consistent messages and signposting (of services and self-help resources) are shared.

Work across the year has included:

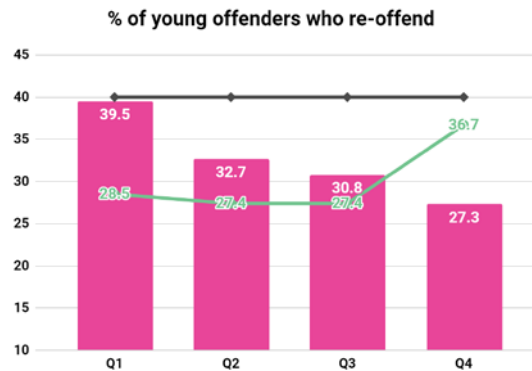
- developing an action plan with areas of priority identified
- reviewing and updating the pathways to care for self-harm
- collating information about available support including online and training resources
- engaging with the Educational Psychology Team
- communications activity around self-harm awareness day (1st March 2019)
- carrying out a self-assessment against National Institute for Health and Care Excellence (NICE) quality guidelines for self-harm.
- drafting an initial logic model to guide the work programme
- developing a Tier 3.5 (level of support) service for children and young people in crisis
- reviewing the Warwickshire County Council self-harm Joint Strategic Needs Assessment (JSNA)

In addition, the group has carried out engagement with the care leavers team in Warwickshire (including care leavers themselves) to increase understanding of self-harm and the support available. The group is also beginning to look at self-harm amongst people with Autistic

Spectrum Disorder (ASD) including linking with the Transforming Care Programme to understand current challenges and where earlier support could be put in place.

### Community Safety and Fire

#### Areas of good progress



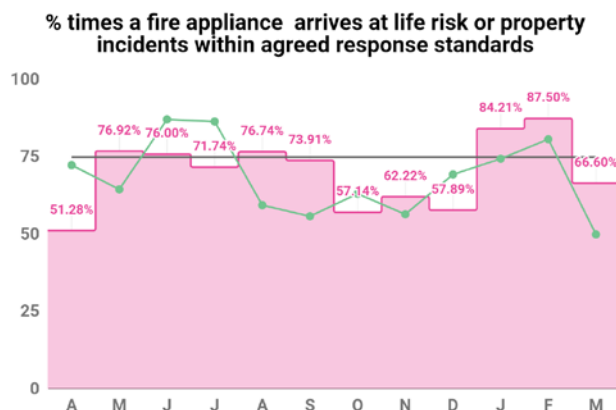
15/16	16/17	17/18	18/19	Trend	DoT
33	27.9	36.7	27.3	↓	↓

The percentage of young offenders who reoffend has reduced further for the latest cohort (Jan 17-Mar 17) this is taken from the Youth Offending Team Data Summary and currently stands at 27.3%.

This is the lowest reoffending percentage there has been for a number of years when compared to previous cohorts eg Oct 16-Dec 16 and also compared to Jul 16-Sept 16 cohort.

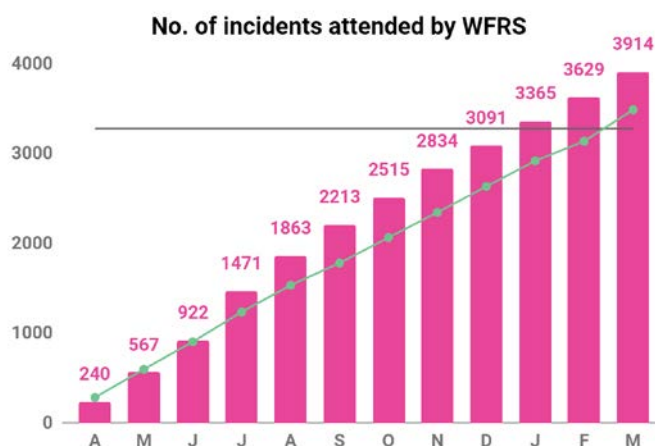
Positively the change in the Ministry of Justice cohort methodology-from 12 month to a 3 month cohort has not impacted on Warwickshire percentage figure as anticipated-it was expected that the change would result in a 4% increase. The previous 12 month cohort (Apr 16-Mar 17) produced a reoffending percentage of 33%.

#### Areas for attention and remedial action



15/16	16/17	17/18	18/19	Trend	DoT
75%	72.8%	68.36%	66.60%	↓	↓

At year end the % first appliance attending life risk incidents within the agreed response standard of 10 minutes was at an average of 70.18% which is below the expected target of 75%. However this is a slight increase in performance since 2017/18, where the Service performed at 68.36%. 64% of the incidents which failed the response standard (for the first attending appliance) was to a primary fire. Overall for 2018/19 there was a total of 132 life risk incidents which failed to attend within the 10 minutes set for this measure. Response standards are monitored continuously by the local District Commanders and by Senior Managers on a monthly basis, where trends for unsuccessful incidents investigated with an aim to provide targeted prevention activity in those harder to reach areas. The Service Asset Management Plan provides an overall aspiration to relocate some of the response points across the County to improve response to emergency incidents.



15/16	16/17	17/18	18/19	Trend	DoT
3306	3076	3491	3914	↑	↑

Comparing 2018/19 to the previous year there has been an increase in the number of incidents attended of 12% (423 incidents) and over target by 29.9% (901 incidents). The extended period of hot, dry weather during July accounts for the overall increase as during that period 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 1.6% (11 incidents), fires not involving property or vehicles 21.5% (133 incidents), false alarms 19% (249 incidents), road traffic collisions 4.1% (14 incidents) and special services, incidents of this type include assistance to other agencies, animal rescues and affecting entry, 2.9% (16 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	18/19	Trend	DoT
0	3	2	6	↑	↑

There have been 4 confirmed fire related deaths recorded during this year 3 were as a result of accidental fires in the home and the other was as a result of a vehicle fire. There are a further 2 deaths in accidental fires in the home that are suspected to be fire related but the Coroner's official verdict is awaited. 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**

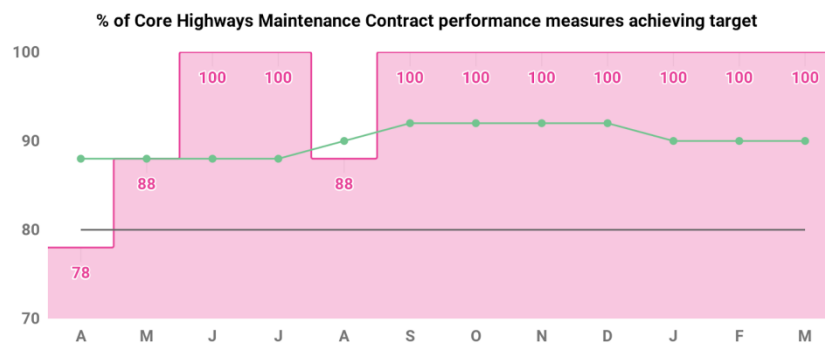


15/16	16/17	17/18	18/19	Trend	DoT
65.7	65.54	66.06	63.26	↑	↓

The service has been working hard to control in budget pressures and deliver efficiencies wherever possible. The budget has also benefited from the dry summer which has lead to a reduction in green waste. Contracts have been successfully renegotiated to decrease spend where possible eg agreeing a lower rate for tonnages delivered in excess of the minimum tonnage. Some expensive waste management practices have been stopped. Waste is also being redirected to maximised diversion from landfill and value for money where these are

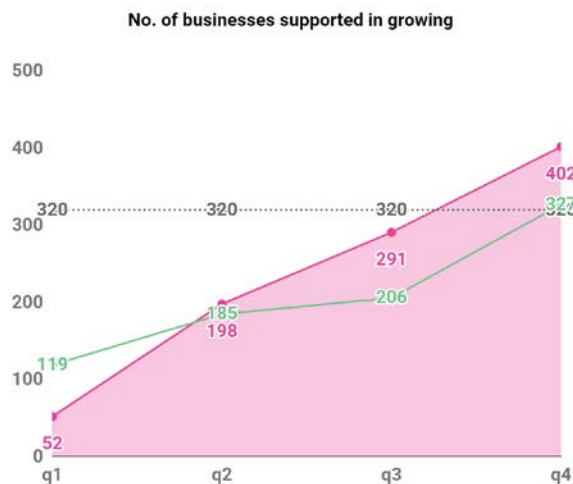


complementary. This has been done in partnership with district and borough council colleagues. Latest projections show that the budget outturn figure has been successfully managed to be a lower overspend than originally anticipated.



15/16	16/17	17/18	18/19	Trend	DoT
N/A	N/A	90	TBC	N/A	↑

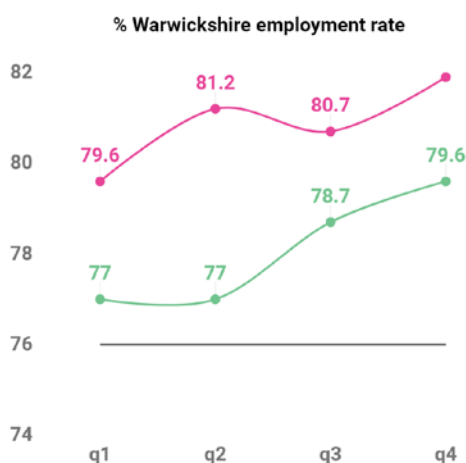
Contract Year 3 is now complete, however, there are still one annual measure to be calculated (Core Performance Measure 6 'Variance from Creditor'). Performance has improved from 2017/18 to 2018/19, with the biggest improvement in Core Performance Measure (CPM) 8 'Task Orders responded to within agreed timescales' - going from 87% to 93%. Since the start of the contract this CPM has been the poorest performing, and has been the focus for the contract team. The improvements put in place have had a significant positive impact.



15/16	16/17	17/18	18/19	Trend	DoT
N/A	N/A	327	402	↑	↑

The Economy & Skills Team have worked with a wide range of businesses over the past year, helping them to start, grow and invest within the county. A large proportion of this support has come through Phase 1 of WCC European part-funded Warwickshire Business Support Programme, which helps fund a range of business start-up and growth support activity across

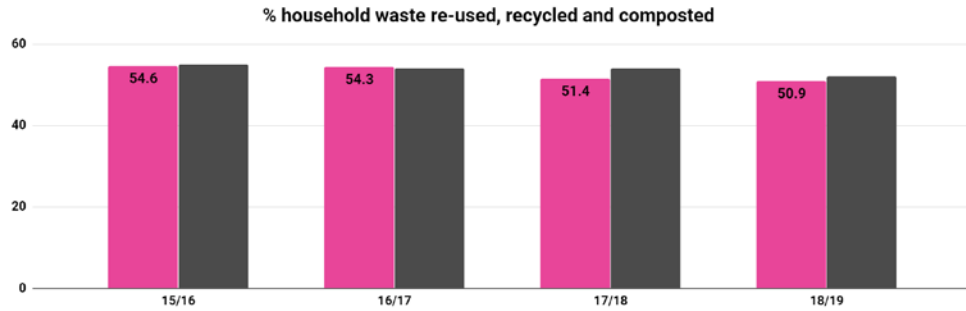
the county. Phase 1 of this programme finished at the end of December 2018, and over the three year period that it ran for, the Programme over-achieved on all target outputs. WCC applied for further funding for a Phase 2 to continue the programme for a further three years, and this was approved and grant offer made in March. Other key areas of support have been around skills that include a WCC Business Skills Advisor who worked with a large number of companies to help them train and develop their staff. Additionally, they were able to help them with taking on apprentices, access to finance support and helping businesses access a range of grants and funding streams. Due to the range of support provision available, WCC have exceeded target for this year, and also generated a range of positive stories and case studies, which WCC promote through press-releases and through WCC business publication, Warwickshire Means Business.



15/16	16/17	17/18	18/19	Trend	DoT
78.6	76	79.6	81.9	↑	↑

Warwickshire continues to have strong economic and employment growth, and an increasing proportion of WCC working age residents are in employment. The latest data shows that the employment rate in the county was 81.9%, which is the highest it has ever been. The unemployment rate for the county is also unsurprisingly at record low levels as well, and indeed, currently (as of March 2019), Warwickshire has the lowest unemployment rate in the country when compared to all other upper tier authorities. While apprenticeship numbers continue to fall due to the changes in the national system, which are still being worked through, overall job demand levels are high (job vacancies per 1000 population in Warwickshire are double those of the national average) and businesses are facing difficulties in recruiting. Building links between WCC business community and WCC education providers therefore remains critical, and a key focus of WCC work. WCC are also working with employers to encourage them to consider a wider range of potential employees, particularly young people with special educational needs and disabilities, residents with health and mental health issues, and the older workforce (which have the highest rates of unemployment at the moment).

## Areas for attention and remedial action



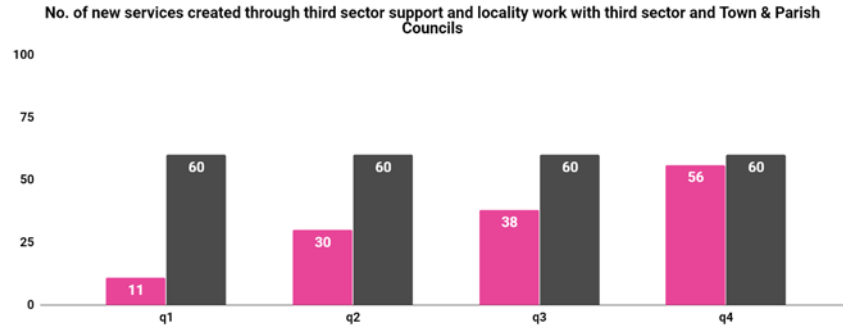
15/16	16/17	17/18	18/19	Trend	DoT
54.6	54.3	51.4	50.9	↓	↓

The local recycling target for 2018/19 is 52% and currently projections predict that just under 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 as 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. Nuneaton & Bedworth Borough Council have recently decided to charge for the collection of green waste. This is expected to have a similar effect to that seen in Rugby Borough Council 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.

WCC continues to invest to save in award winning communication campaigns.

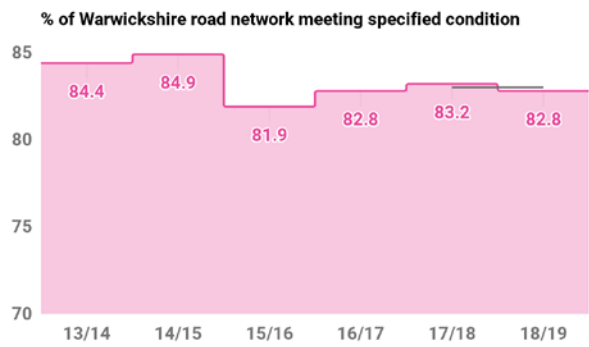
The annual composition analysis has just been completed and the results reported to the Warwickshire Waste Partnership to inform future action. This survey shows that over half of kerbside collected residual waste can be recycled or composted using WCC current kerbside collection systems. It also shows that the majority of this (a third of total residual waste) is food waste.

Government is consulting on its new resources and waste strategy and WCC are managing the joint response on behalf of the Warwickshire Waste Partnership. Contract inflation pressures are a risk to this but are being managed.



15/16	16/17	17/18	18/19	Trend	DoT
N/A	N/A	N/A	56	N/A	↑

Work is underway to develop a third, community and voluntary sector strategy for Warwickshire. The document will set out how WCC intends to create strong and vibrant communities which are more resilient and self-supporting. The strategy will look at how WCC can support third sector organisations and what WCC will need from a third sector infrastructure provider going forward. A draft strategy will be presented to Corporate Board in July.



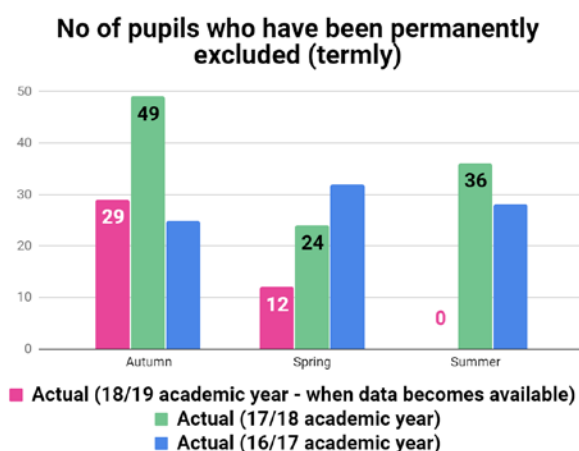
15/16	16/17	17/18	18/19	Trend	DoT
81.9	82.8	83.2	82.8	↓	↓

This is an annual measure. The data for this measure is from the Coarse Visual Inspection (CVI) survey which is carried out annually on WCC network. The survey is undertaken from a slow moving vehicle, with an inspector recording specific defects along the length of the network. CVI is intended to allow rapid assessment of the network.

The figure for % Warwickshire road network meeting specified condition is 82.8% (from 83.2% last year). This change represents an additional 14km of the network not meeting the specified condition, bringing the total length to 645km.

## Education and Learning

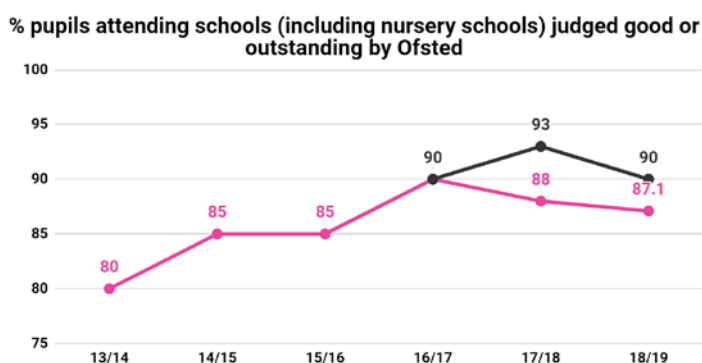
### Areas of good progress



15/16	16/17	17/18	18/19	Trend	DoT
N/A	85	109	41	↑	↓

Currently there have been 41 permanent exclusions since September. When we compare current data to April 2018 there are 37 fewer permanent exclusions this academic year which is encouraging. Schools are increasingly using managed moves as an alternative to exclusion, which is a positive step. The Education Entitlement Team produces a weekly scorecard which allows WCC to track the most vulnerable learners and ensure that children are in receipt of their education.

### Areas for attention and remedial action



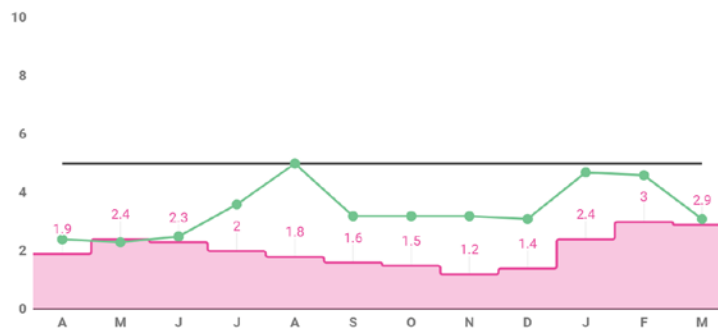
15/16	16/17	17/18	18/19	Trend	DoT
N/A	90	88	87.1	↓	↓

This figure has dropped to 87.1% as four primary schools have fallen into Requires Improvement (RI) over recent weeks. Two of these schools are academies. Conversely, two maintained primary schools which were twice RI have now improved to be judged as securely good. This compares favourably to the national figure of 83.2% and WCC are placed 2nd in the West Midlands region. Breakdown by outcome= 24.7% outstanding (21.7% national), which is an improvement from the previous quarter, 62.5% good (61.5% national), 10.2% RI (12.7% national) and 2.6% inadequate (4.1% national).

**Warwickshire makes the best use of its resources**

**Areas of good progress**

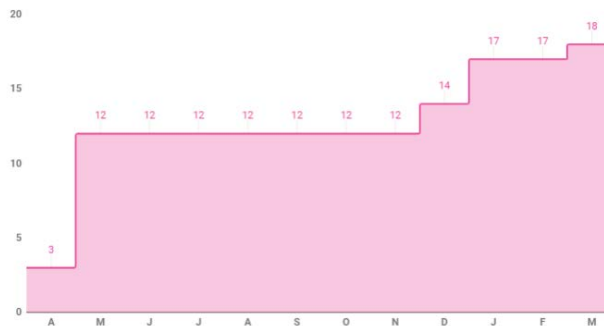
% call abandonment rate - Mainstream and Adult Supporting People CSC




15/16	16/17	17/18	18/19	Trend	DoT
6.32	2.9	3.5	2.9	↔	↔

The average abandonment rate throughout 2018/19 has been 2% against a target of 5%. The average for 2017/18 was 3.4%. The service continues to closely monitor this measure. The Service has also taken on additional services including non-safeguarding calls for MASH (multi-agency safeguarding hub).

No. of critical & key programmes with financial benefits

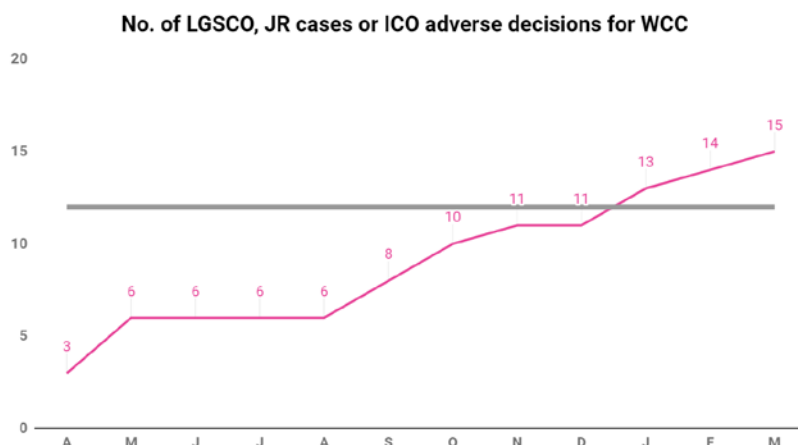




15/16	16/17	17/18	18/19	Trend	DoT

New measure	18	N/A	
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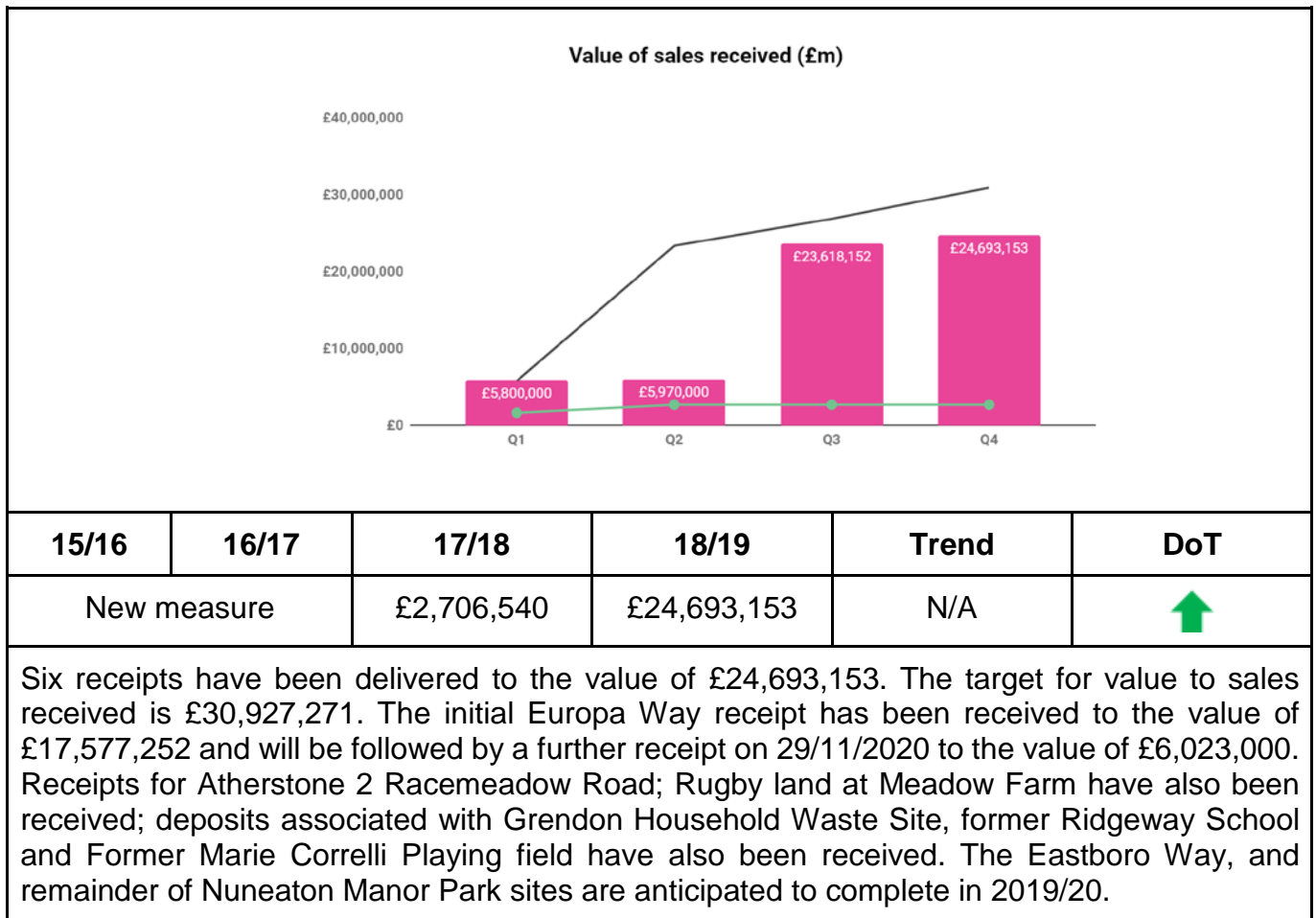
The overall number of critical/ key projects has reduced to 24 at year end as projects have closed and resources have been redirected to other priority areas where applicable. 18 of these have clear financial benefits identified, which is a significant improvement from the initial 3 projects at the start of the year. It is anticipated that with the introduction of the new project management software Verto from the 1st April 2019, and the implementation of the change management framework that performance in this area will continue to improve.

### Areas for attention and remedial action



15/16	16/17	17/18	18/19	Trend	DoT
		13	15		

At the end of the 2018/19 year 15 adverse decisions had been made against WCC; by the Local Government & Social Care Ombudsman (12) the Information Commissioner's Office (2) and the First Tier Tribunal (1). There were no successful Judicial Reviews against the Council. The target for all adverse decisions was 12 so the target has been exceeded by 3. In terms of the LGSCO adverse decisions 7 of the upheld decisions related to the People Directorate (Adult Social Care = 5; Blue Badge = 1; Children's Safeguarding = 1) and 5 related to the Communities Directorate (Education & Learning = 3; Transport & Economy = 2). Service areas are kept up to date in relation to relevant Ombudsman cases and the Ombudsman produces a regular case digest which is shared with relevant officers. Learning from cases (whether WCC cases or otherwise) is also shared across the organisation through Assistant Directors and more locally with other relevant officers, based on the nature of the case concerned.



## 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 1 net red risk which is the adequate safeguarding of Children and vulnerable adults which is set permanently at red because of the nature of the risk.

The full details for Risk can be found in Appendix A.

- **Absence:** The annual figure for absence is 9.51. This shows a reduction in absence levels for the last three consecutive years. There needs to be continuing focus on absence management across the organisation. The health and wellbeing strategy approved by Corporate Board will support the delivery of further wellbeing initiatives and programmes and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term).
- **Headcount** at the end of 2018-19 stands at 4501 which is the same figure as March 2018.
- **Age Profile** remains stable with an average age of 44.74. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme



having supported 207 apprentice placements since the programme commenced in September 2012 and a 73% retention rate.

- HR headline figures are available in Appendix A.

### 3 Financial Commentary

#### 3.1 Revenue Spending

The total in-year underspend for 2018/19 is £17.560 million. After taking account of government grants and schools spending which are outside of the control of the council, the underspend is reduced to £14.213 million equivalent to 2.89% of the council's budget. This figure compares to the reported forecast underspend of £1.651 million at the end of January.

Within the overall underspend there are a number of areas that have overspent. These have been offset by underspends elsewhere in the budget to deliver an overall underspend for the year. The five main areas of overspend have previously been reported to Cabinet and include:

- Children and Families (£0.860 million)
- Education High Needs (£1.663 million)
- Home to School Transport (£1.537 million)
- Waste Management (£0.309 million)
- Warwickshire Fire and Rescue Service (£0.731 million) – the abortive costs as a result of the revised approach to meeting the Service's training needs.

Cabinet has previously agreed that overspends in all these areas, with the exception of home to school transport, will be funded from general reserves. Approval is now sought to also fund the home to school transport overspend (£1.537 million) from general reserves. This is to reflect the fact that the Directorate is facing continued demand for the service and has insufficient reserves to cover the overspend.

The overall underspend is largely as a result of reduced costs and extra income in many services as well the early delivery of some savings targets that have been built into future years. Explanations of overspends will be picked up and addressed as part of the development of the Council's new Medium Term Financial Strategy. A summary of the position for each Directorate is set out below:

#### Communities Directorate (Net Overspend £2.816 million)

Underspends:

- £0.466 million underspend on Schools Improvement & Monitoring grant plus £0.500 million additional income from trading with schools
- £0.952 million additional demand led income from the network management service
- Reduced winter maintenance costs as a result of a milder winter and vehicle maintenance costs of £0.698 million in the Highways service and £0.500 million reduction in reimbursement costs relating to the concessionary travel schemes

Overspends:

- £1.663 million of continuing pressures on Education High Needs to be funded from general reserves
- £2.059 million overspend on Home to School Transport services due to ongoing demand, of which £1.537 is to be funded from general reserves
- £0.309 million overspend in Waste Management to be funded from general reserves
- £0.731 million of fire service abortive costs associated with training projects to be funded from general reserves.
- £1.170 million of combined smaller overspends including trading standards (£0.205m), gypsy & traveller services (£0.288m) and traffic signal maintenance (£0.380m).

People Directorate (Net Underspend £7.172 million)

Underspends:

- £1.187 million staffing savings due to difficulties in recruitment for Integrated Care plus £0.705 million underspend in assistive technology equipment due to a delay in setting the scheme up and £0.565 million of vacancy underspends in adults services
- Underspend of £0.200 million on consultancy budgets
- £1.691 million underspend from reduced project and transformation expenditure
- £1.070 million early delivery of savings in Strategic Commissioning & Public Health, particularly in the Drugs & Alcohol service and contract management savings
- £0.598 million of lower expenditure in Strategic Commission & Public Health due to demand being lower than expected across numerous services
- £1.480 million of combined smaller underspends in Strategic Commissioning & Public Health as a result of vacancy savings, additional income and underspends on projects.
- £6.803 million additional client contributions for social care

Overspends:

- £0.860 million overspend in Children & Families as a result of continuing high demand for services, to be funded from reserves.
- £6.370 million additional demand in Physical Disabilities and Older People services, offset by additional income from client contributions

Resources Directorate (Net Underspend £3.081 million)

Underspends:

- £0.431 million staffing underspend from vacancies pending the outcome of the development of the Human Resources functional operating model
- £0.266 million additional income from traded services in Law & Governance
- £0.334 million underspend in IT Services due to delays in Project Connect
- £0.358 million underspend as a result of staffing vacancies in local finance teams
- £0.239 million resulting from reduced winter maintenance expenditure as a result of a milder winter
- £1.010 million of underspends due to other vacancies across the directorate
- £0.448 million underspend in Strategic Asset Management commissioned services due to lower demand

Other Services (Controllable Net Underspend £6.776 million)

- £0.489 million rebate from the Oxygen Finance Partnership contract that recently won the Public Finance Award for enabling early repayment of invoices to the Council's suppliers
- £5.084 million underspend on the capital financing costs budget as a result of lower than anticipated borrowing to support the capital programme
- £1.204 million of combined underspends in election costs, members' allowances and corporate funding for apprenticeship salaries

Non-Controllable Variances:

- £1.632 million underspend on schools delegated funds which are to be held in schools reserves
- £1.715 million additional business rates compensation as a result of the Government changing its compensation methodology to local authorities for business rates discounts

The following table provides a complete summary of the categories in which these net underspends fall into:

Subjective Analysis of Underspend		£'000
Additional income above budget (excluding grants)		-9,637
Capital financing costs		-5,084
Vacancy savings		-4,337
Late receipt of Government Grants		-2,515
Slippage in the delivery of investment/transformation projects		-2,457
Early delivery of savings		-1,386
Other		-855
Demand higher/(lower) than expected		3,611
<b>Total Net Underspend (excluding previously reported overspends)</b>		<b>-22,660</b>
	<b>Net overspends previously reported</b>	<b>5,100</b>
	<b>Net WCC Underspend</b>	<b>-17,560</b>

The overall position is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the approved budget. Further detail and narrative is provided at Appendix A.

Table 1: Revenue Spending by Business Unit					
	Business Unit	Approved Budget	Net Outturn	Variance budget to actual	Variance budget to actual
		£'000	£'000	£'000	%
A	Community Services	26,034	26,421	388	1.50%
B	Education & Learning	101,353	104,004	2,650	2.60%
C	Fire & Rescue Service	19,427	19,892	465	2.40%
D	Transport & Economy	26,322	25,636	-686	-2.60%
	<b>Communities Directorate</b>	<b>173,137</b>	<b>175,953</b>	<b>2,816</b>	<b>0</b>
E	Adult Social Care	141,915	137,032	-4,883	-3.40%
F	Children & Families	60,950	61,810	860	1.40%
G	Strategic Commissioning/Public Health	35,316	32,168	-3,148	-8.90%
	<b>People Directorate</b>	<b>238,181</b>	<b>231,009</b>	<b>-7,172</b>	<b>-3.00%</b>
H	Customer Service	9,115	9,180	65	0.70%
I	Finance	3,768	3,578	-190	-5.00%
J	Human Resources	5,215	4,860	-355	-6.80%
K	IT Services	9,131	8,619	-513	-5.60%
L	Law & Governance	1,000	398	-602	-60.20%
M	Performance	5,842	5,702	-140	-2.40%
N	Property Services	10,797	9,450	-1,347	-12.50%
	<b>Resources Directorate</b>	<b>44,868</b>	<b>41,787</b>	<b>-3,081</b>	<b>-6.90%</b>
O	Other Services – Spending	35,673	28,897	-6,776	-19.00%
	<b>Total WCC Controllable Budget</b>	<b>491,859</b>	<b>477,646</b>	<b>-14,213</b>	<b>-2.89%</b>
	Government Funding and Schools	-217,939	-221,286	-3,347	1.54%
	<b>Total</b>	<b>273,920</b>	<b>256,360</b>	<b>-17,560</b>	<b>-6.41%</b>

### Revenue Underspend compared to Quarter 3 Forecast

In January, the last time the forecast outturn position was reported to Cabinet, the authority was forecasting an overall underspend of £1.651 million. This has increased by £14.578 million over the last quarter. This is clearly a significant change and further work will be undertaken with budget holders to ensure that monitoring is more accurate in future years. To support this, a new financial framework is being developed which will underpin budgetary control and management going forward. Further information will be provided on this as the development work progresses and will inform the development of the Medium Term Financial Strategy and Council Plan.

## 3.2 Reserves

In accordance with the Council's Reserves Strategy reserves are held as a contingency to fund unexpected spending, manage financial risks or to build-up funds to meet known or predicted future spending needs.

Any under or over spend at the end of the year falls into Corporate, Directorate or Business Unit reserves. At the start of 2018/19 the authority held reserves of £149.926 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased by £18.942 million to £168.868 million. **Appendix B** shows the level of reserves held by the authority as at 31 March 2019 and how this is forecast to change in 2019/20.

### **Use of Reserves to support 2019/20 activities**

As part of the 2019/20 budget resolution Members approved the use of £6.691 million of reserves to support spending in 2019/20 and a further £3.572 million in future years. The main reasons for these are:

- £3.700 million towards the DSG high needs overspend over the next two years whilst the plans to balance the budget and developed and implemented
- £1.000 million over four years for the City of Culture
- £1.500 million to the Early Intervention, Prevention and Community Capacity Fund
- £0.586 million to continue the transformation work
- £1.314 million of grant and project funding in Children's Services set aside in previous years
- £0.653 million in People Directorate Commissioning to support the delivery of the OOP 2020 savings plan
- up to £0.600 million over three years to support the development of a commercial operation in Old Shire Hall
- £0.384 million as the Council's share of the cost of the LEP Growth Hub
- £0.300 million for the continued investment in the joint homeless initiative

Business Units are also requesting approval to use £2.595 million of reserves to support services in 2019/20. These carry forward requests are summarised in Table 2. Cabinet are asked to approve these drawdown requests to be included in the 2019/20 budget.

Table 2: 2019/20 Carry Forward Requests			
Business Unit	Reserve	Reason for Request	£'000
<b>Use of Earmarked Reserves</b>			
Children & Families	House Project	Balance of earmarked underspend for House Project	16
Children & Families	Controlling Migration Fund	Ring fenced grants awarded March 2019 for use in future year.	495
Community Services	Local Resilience Forum - Brexit funding	Funding from government to fund additional full time post to help with Brexit work load	38
Other Services	Schools Absence Insurance Equalisation Account	To refund schools in respect of the Schools Absence Insurance Reserve in recognition of the fact that claims have been lower than premiums paid to date	475
Strategic Commissioning & Public Health	Public Health – Savings	Integrated Support project, Year of Wellbeing and SLA for child accident prevention	190
Transport & Economy	Development Group Realignment Costs	To support Minerals Plan Examination scheduled for 2019	75
Transport & Economy	Rural Growth Network	To provide match funding in 2019/20 for our ERDF Business Support Programme	110
Transport & Economy	Womens Cycle Race 2016	To host one Cycle Race in Warwickshire in 2019	200
<b>Total use of earmarked reserves</b>			<b>1,599</b>
<b>Use of Specific Investment Reserves</b>			
Community Services	Community Services - Savings	Councillor grants carry forward request.	17
Human Resources	Your HR Implementation	To cover additional costs of YourHR in 2019/20	175
Property Services	Community Energy Scheme	Further marketing and energy scheme promotion	39
Transport & Economy	Flood Management Reserve	Funding from EA to support capital works	50
Transport & Economy	European Match Funding	To provide match funding in 2019/20 for our ERDF Business Support Programme	110
Transport & Economy	Skills Delivery for Economic Growth	To provide match funding for ongoing ESF projects (Active Inclusion and Skills for Growth), and to fund final year of Digital Schoolhouse	110
<b>Total use of specific investment reserves</b>			<b>501</b>
<b>Use of Management of Financial Risk Reserves</b>			
IT Services	Information Assets - Savings	£200k Digital fibre optic network ring-fenced allocation to be utilised in 19/20. £120k required to support Digital /Enterprise Programme	200
Property Services	Property - Savings	To cover unbudgeted insurance for County Buildings	295
<b>Use of Management of Financial Risk Reserves</b>			<b>495</b>
<b>Total Carry Forwards</b>			<b>2,595</b>

Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2019/20 is estimated to be £156.010 million

Table 3 below shows the breakdown of this position. The figures do not take into account any forecast of over/underspending in 2019/20.

Table 3: Forecast Reserves as at 31 March 2020

	Balance 31/03/19 after outturn	Council resolution drawdown of reserves	Transfers between reserves	Carry forwards	Estimated final balance 31/03/20	Reserves with restricted use
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corporate</b>						
Capital Fund	1,360	0	0	0	1,360	1,360
General Reserves	34,461	-7,608	-4,240	0	22,613	18,500
Insurance Fund	8,942	0	0	0	8,942	8,942
Provision for Redundancy Costs	10,579	0	0	0	10,579	10,579
Medium Term Contingency	6,835	0	0	0	6,835	6,835
Schools	16,526	0	0	-475	16,051	16,051
<b>Directorate Reserves</b>						
Resources	1,040	0	0	0	1,040	0
People	4,429	0	2,800	0	7,229	0
<b>Service Reserves</b>						
Community Services	891	0	410	-55	1,246	553
Education & Learning	-2,464	0	3,200	0	736	643
Fire and Rescue	1,492	0	731	0	2,223	297
Transport & Economy	4,405	-185	-101	-655	3,464	1,331
Children & Families	890	-1,314	2,700	-511	1,765	1,765
Social Care & Support Services	16,803	0	-3,000	0	13,803	0
Strategic Commissioning & Public Health	8,833	-653	-2,500	-190	5,490	0
Customer Service	626	0	35	0	661	451
Finance	1,070	0	0	0	1,070	0
Human Resources	690	0	0	-175	515	245
IT Services	733	0	0	-200	533	0
Law & Governance	815	0	0	0	815	16
Performance	159	0	198	0	357	0
Property Services	1,855	0	-82	-334	1,439	168
Other Services	26,041	0	0	0	26,041	7,977
Transformation	21,858	-504	-151	0	21,203	7,655
<b>Total Reserves</b>	<b>168,869</b>	<b>-10,264</b>	<b>0</b>	<b>-2,595</b>	<b>156,010</b>	<b>83,368</b>

The use of £83.368 million of these reserves is restricted, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £72.642 million to support services, provide cover for financial risks facing the authority and support the service transformation needed to deliver the savings in the next Corporate Plan to be implemented from 2020/21.

### **General Reserves**

At the end of 2018/19 General Reserves are £34.461 million and forecast to be £26.185 million once funding is drawn down to cover 2018/19 overspends and 2019/20 budget pressures. After a further use of general reserves of £3.572 million in 2020/21 and future years was approved by Council as part of the 2019/20 budget setting, this will leave general reserves with £4.113 million available above the £18.500 million minimum specified by the Assistant Director - Finance in their risk assessment when the 2019/20 budget was set in February.

Announcements around fair funding and business rates retention have not been made and the potential of a one year only funding settlement cannot be discounted. There is therefore a significant amount of financial risk going forward, not least due to the uncertainty around future funding and changes to the funding mechanisms on which council's rely. With this level of uncertainty it is essential that the council remains focussed on delivering its financial plans, including savings, and maintains reserves at an appropriate level. A review of reserves and how they operate in future is currently underway as part of the development of a new financial framework and proposals will be presented to Cabinet later in the year for consideration.

### **3.3. Delivery of the 2017-20 Savings Plan**

All but two Business Units have met their 2018/19 year savings target included in the One Organisational Plan 2017-20.

Community Services had a 2018/19 savings target of £0.280 million in the Heritage and Culture Service to deliver a refocus of services on the Market Hall Museum, the County Records office and income generation. £0.250 million savings were delivered with a shortfall of £0.030 million. As part of the 2019/20 budget setting process, Members agreed to remove the remaining savings plan for this service.

The largest Children & Families savings target was to deliver £1.592 million of savings through a reduction in the need for children to become or remain looked after in Warwickshire. The service reported at Quarter 3 that this target was not deliverable as whilst a reduction in children entering care has been achieved the overall savings target had not been met. This saving has now been superseded with 2019/20 savings approved by Council in February 2019.

In February, Council agreed changes to the final year of the OOP2020 Savings Plan as part of the budget setting process. Monitoring of the delivery of the final year of the current 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.

### **3.4 Capital Programme**

Capital spend in 2018/19 was £84.077 million and there is a further £219.557 million of spend remaining in the approved capital programme over the medium term. This latter figure includes £55.008 million in the Capital Investment Fund pending individual projects coming forward to Members for approval.

The outturn spend of £84.077 million reflects that a further £10.718 million of the planned spend for 2018/19 has slipped into future years since the position was last reported to Members. This brings the total slippage for the year to £70.421 million. After taking into



account new schemes in 2018/19 of £31.708 million this results in a total slippage figure of 45%.

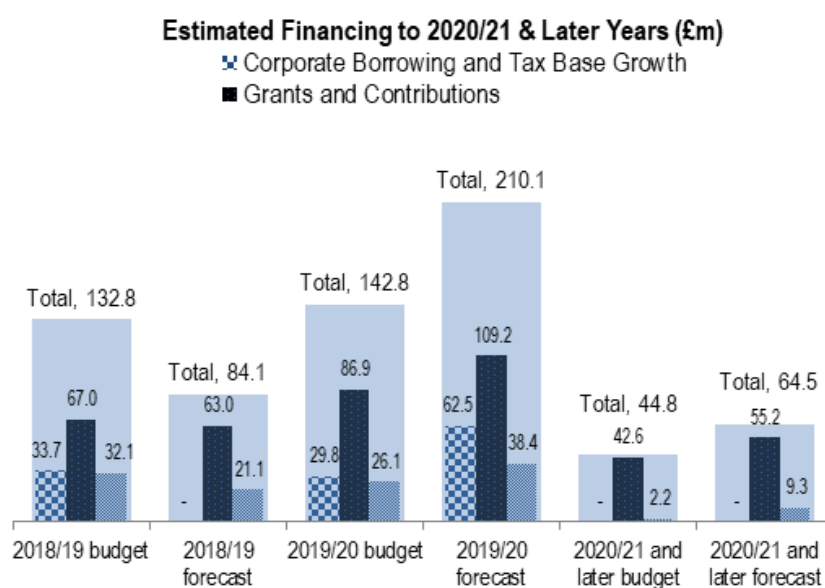
The main reasons for the additional £10.718 million slippage in the quarter compared to the approved budget are:

- Children & Families - £0.030 million. This relates to changes required in legal agreements and delays in receiving all required documentation before adaptation grants can be made.
- Community Services - £0.147 million. This relates to the re-profiling of annual maintenance schemes on Household Waste and Recycling Centres and Countryside projects.
- Customer Services - £0.161 million. This is due to the cost of a library refurbishment project being lower than anticipated.
- Education and Learning – The slippage of £1.738 million relates to delays over multiple projects including:
  - Polesworth School (£0.200 million) where our spend is a contribution to an ESFA managed project,
  - Long Lawford (£0.480 million) delayed due to the car park drop off being deferred until 2019/20, and
  - SEND and nurture provision (£0.600 million) where approved funding is awaiting allocation to specific schemes.
- Fire & Rescue – £0.785 million. This relates to the vehicle replacement programme where delivery of the aerial turntable ladder has been delayed until May 2019.
- Information Assets – There has been more spend on information assets (£0.614 million) than forecast due an upturn in build on the rural broadband project. This reduces the overall slippage figure.
- Property Services (£0.968 million). There have been a number of delays to schools and non-schools maintenance schemes, due to programme/access arrangements and economical use of contractor resource. Please see annexes for further details.
- Strategic Commissioning (£0.268 million). This relates to:
  - Delays on works to The Grange, Valley Road, due to the initial refurbishment deadline not being met. The project is now being reconfigured to enable delivery of a completed project during 2019/20.
  - Dementia Friendly Environments has been delayed as delivery to WCC will not commence until 2019/20.
  - The Client Information Systems Review has made slower than expected progress due to the departure of key staff.
  - Lower than expected asset purchases due to the changing IT strategy.
- Transport and Economy (£7.235 million).
  - Developer funded schemes (£1.044 million); delays have been caused by technical design and contract negotiations with individual developers
  - A46 Stoneleigh junction (£0.998 million); with delays caused by objections received to statutory orders, causing the application for and final approval of DfT funding to be put back.
  - A46 Stanks Island (£1.071 million); delays in progressing the construction contract due to the procurement exercise taking longer than expected.
  - Kenilworth Station (£0.905 million); due to ongoing negotiations over the final payments and maintenance works allocated to Balfour Beattie.

- There have also been delays on a number of other schemes, please see annexes for further information.

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 every six months and reported to the Resources and Fire and Rescue Overview and Scrutiny Committee.

As well as approving the revised spending profile of the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the actual and forecast capital expenditure is to be financed compared to the approved plans. These figures include the Capital Investment Fund allocation of £55.008 million.



	2018/19 budget	2018/19 actuals	2019/20 budget	2019/20 forecast	2020/21 and later budget	2020/21 and later forecast
	£000	£000	£000	£000	£000	£000
<b>Total</b>	<b>132,825</b>	<b>84,077</b>	<b>142,839</b>	<b>210,067</b>	<b>44,757</b>	<b>64,500</b>
Corporate Borrowing	33,691	-	29,771	62,507	-	-
Self Financed Borrowing	1,380	-	2,471	2,430	995	995
Grants and Contributions	66,972	63,008	86,894	109,205	42,597	55,182
Capital Receipts	27,946	17,615	28,018	39,058	-	6,993
Revenue	2,836	3,454	628	1,726	1,165	1,330

### **3.5 Looking Forward**

As part of the development of the new financial framework a review of the organisation's financial risks and consideration of any opportunities to use our reserves in a more proactive way whilst ensuring we do not undermine the financial sustainability of the organisation will be undertaken. Corporate Board will seek to implement a review of reserves which recognises volatility of local government funding and seeks to find balance between corporate risk and local service flexibility. Corporate Board will bring a proposal to Cabinet later in the year on a new reserves policy which addresses these issues.

The one-off underspend in 2018/19 does not override the need to deliver on our financial commitments in the One Organisational Plan 2017-2020, but rather is being taken to increase our reserves. This will help us manage through uncertainty and move at pace with our transformation plans.

Work has already begun on developing our 2020-2025 Council Plan so that commissioning strategies, key business measures and performance management requirements are all aligned and consistent with the available resources of the authority. As part of this process, options to identify further savings currently estimated as up to £45 million over the five years 2020/21 to 2024/25 will be brought forward for consideration. We recognise that anticipated future changes to the system of local government finance to include increasing self-sufficiency and further localisation of business rates mean our financial planning processes will need to change as our income from local sources will become increasingly important whilst remaining difficult to predict.

Given the level of savings we have already delivered over recent years the need for future savings will mean significant challenges for the organisation, including the changing way in which people want to access services. The Plan will consider how we deliver such a fundamental shift in the capacity of local government and of public services more generally and ensure all our resources are clearly directed towards the delivery of the organisation's key service objectives.

## 4. Background Papers

### 4.1 None

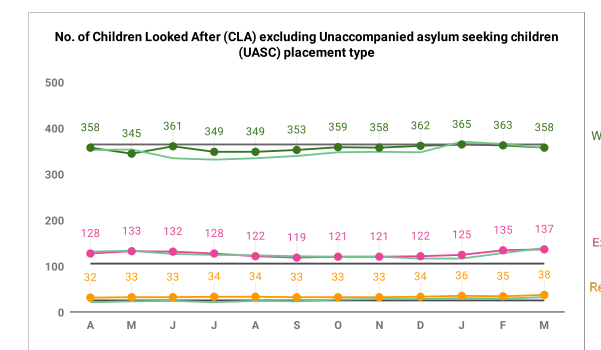
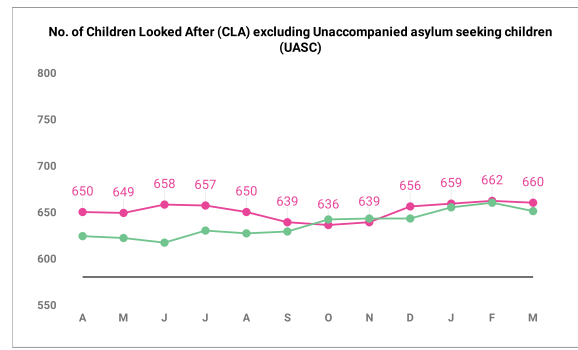
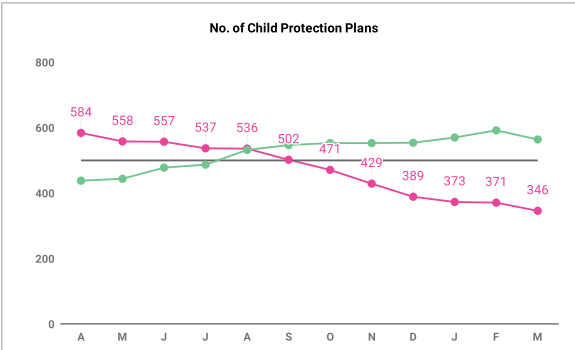
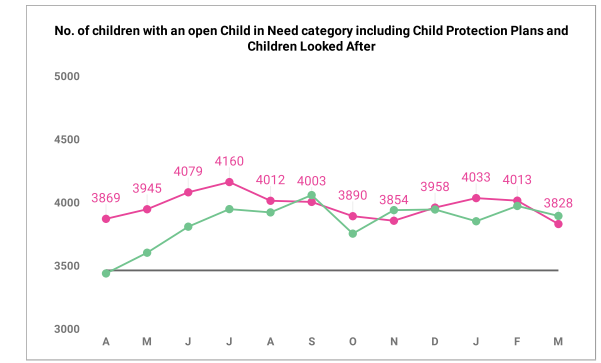
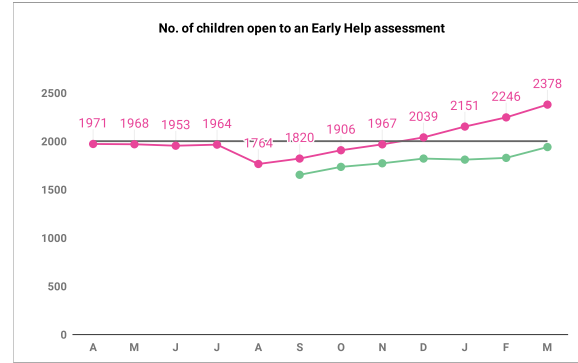
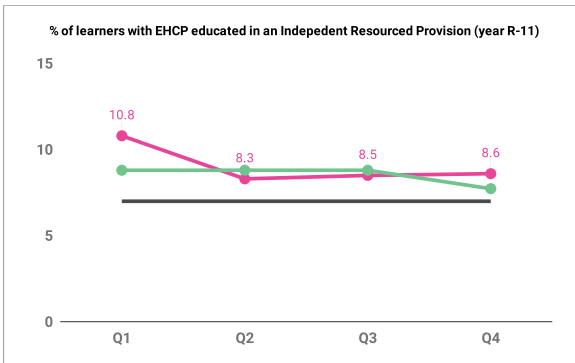
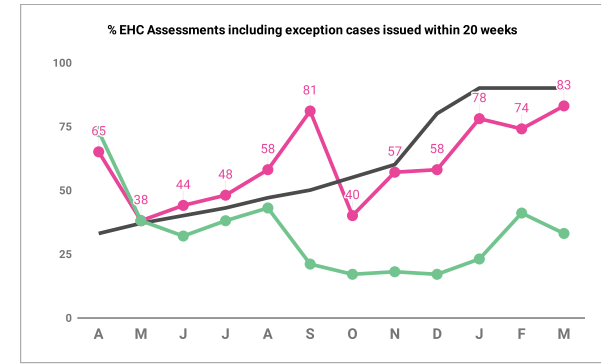
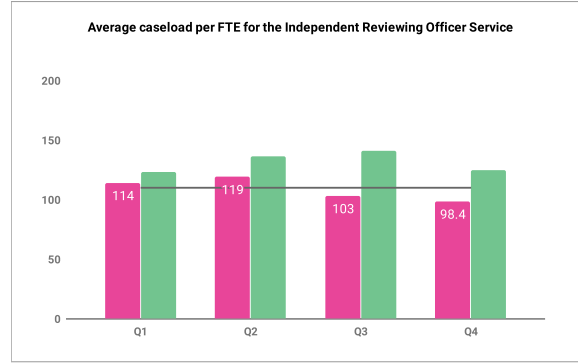
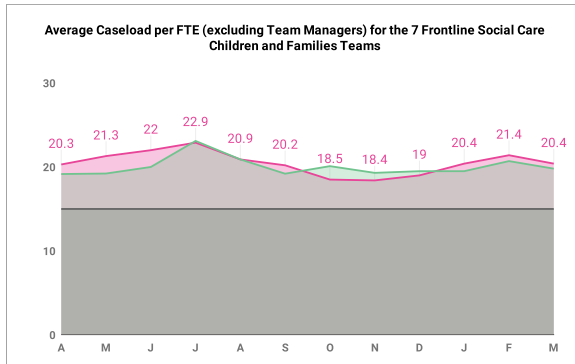
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This report was not circulated to elected members prior to publication.



18/19 Actual  
 18/19 Target  
 17/18 Actual  
 21-May-2019

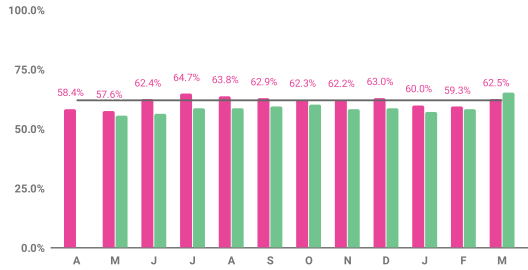
### Quarterly OOP Progress Report Children are Safe



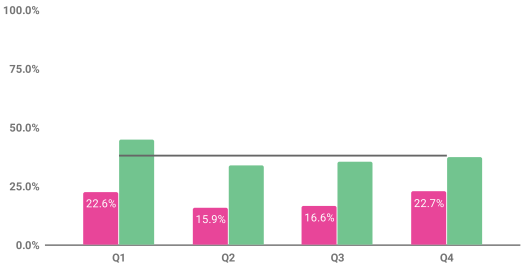
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 External Foster Carer  
 Residential Care

**Quarterly OOP Progress Report**  
Children are Safe

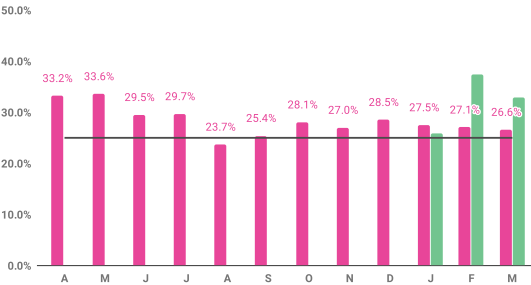
**% of Children Looked After (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption**



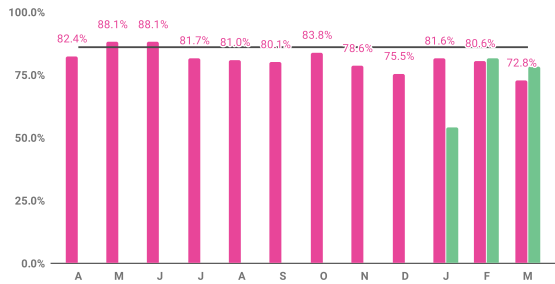
**% of Children Looked After (CLA) (excluding unaccompanied Asylum Seeking Children) that left care via an adoption order, Special Guardianship Order or Children Arrangement Order**



**% of Care Leavers (relevant and former relevant 16-21) who are Not in Education, Employment and Training (NEET)**



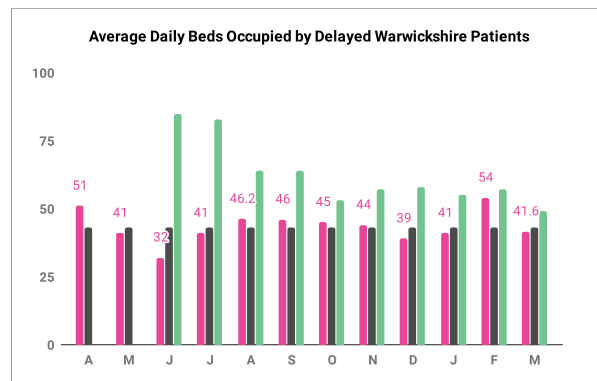
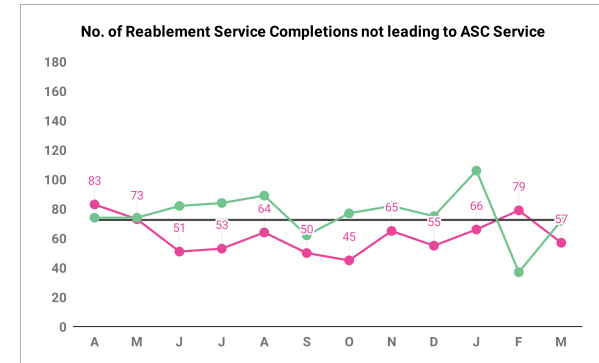
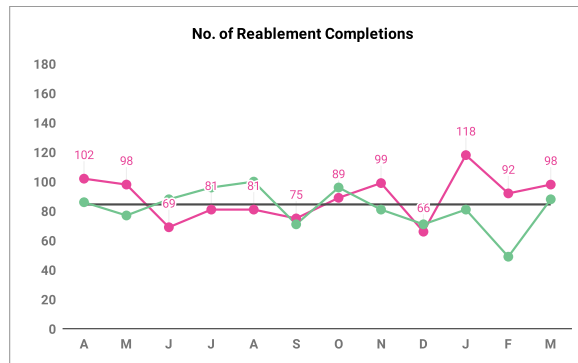
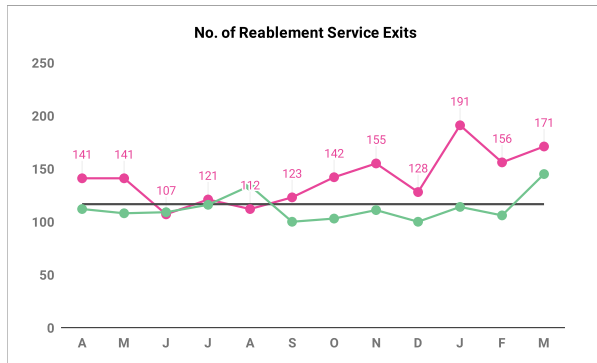
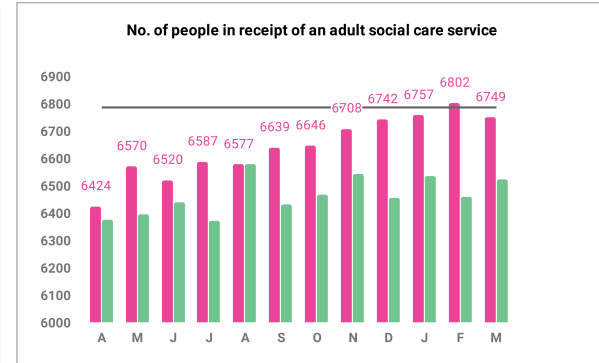
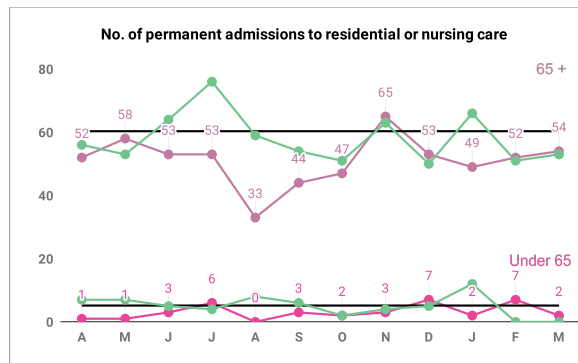
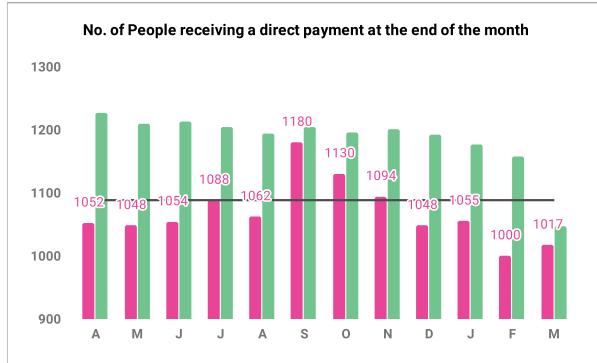
**% of Care Leavers (relevant and former relevant 16-21) in suitable accommodation**





18/19 Actual  
 18/19 Target  
 17/18 Actual  
 21 May 2019

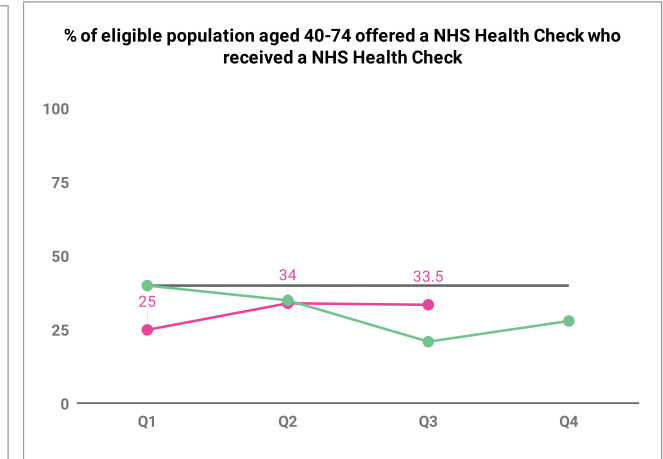
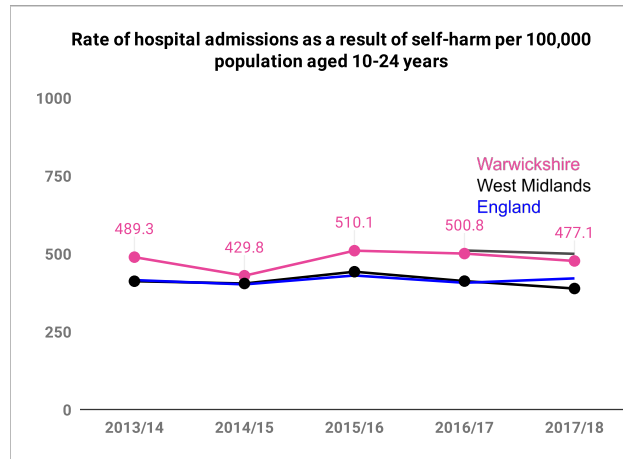
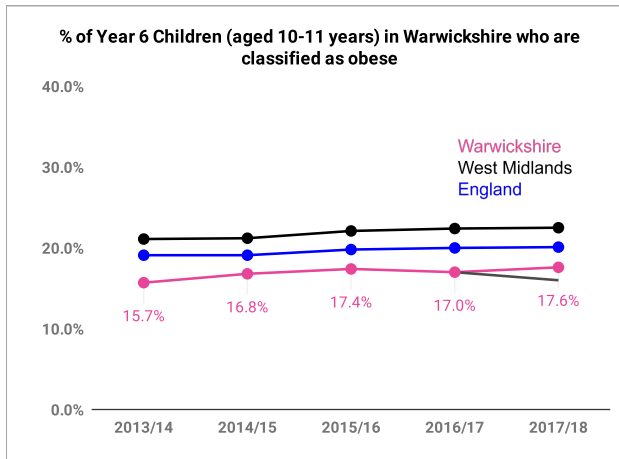
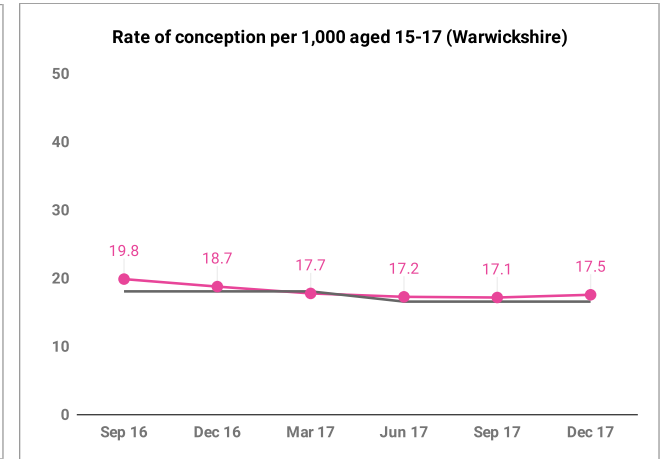
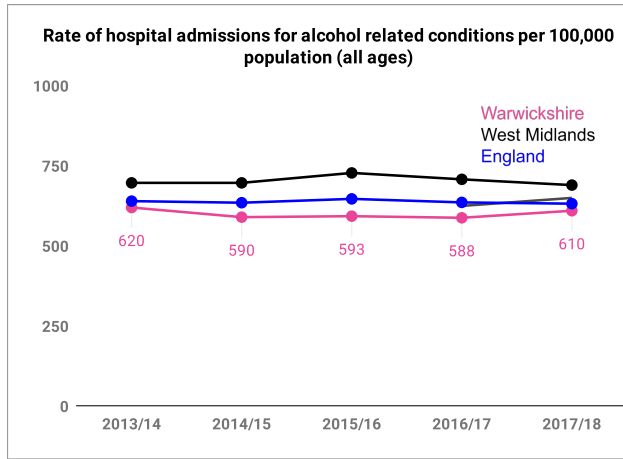
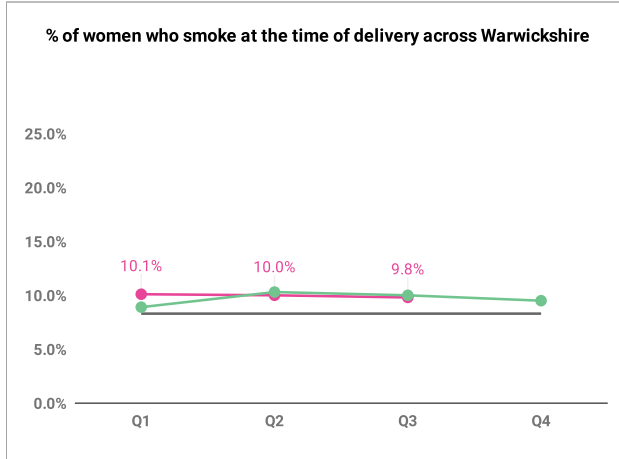
## Quarterly OOP Progress Report Adult Health and Social Care





18/19 Actual  
 18/19 Target  
 17/18 Actual  
 21-May-2019

## Quarterly OOP Progress Report Health and Wellbeing

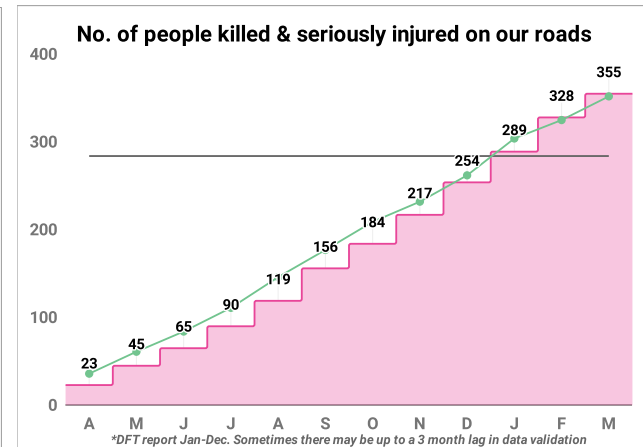
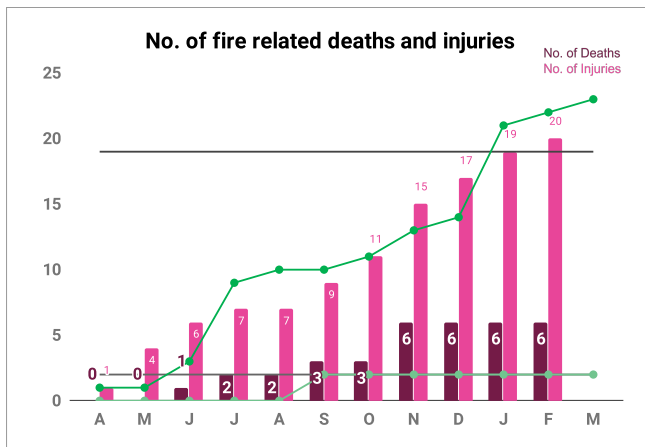
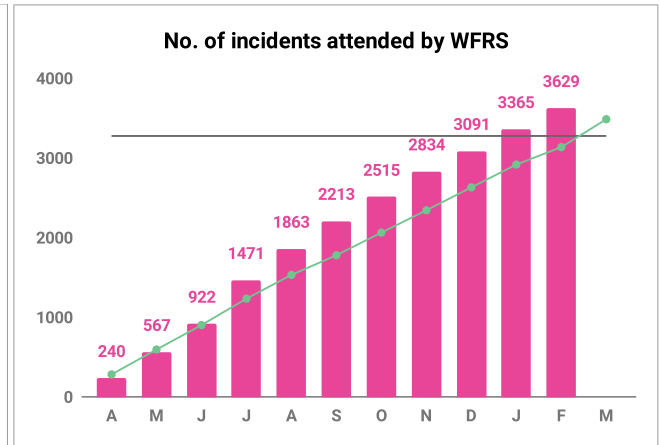
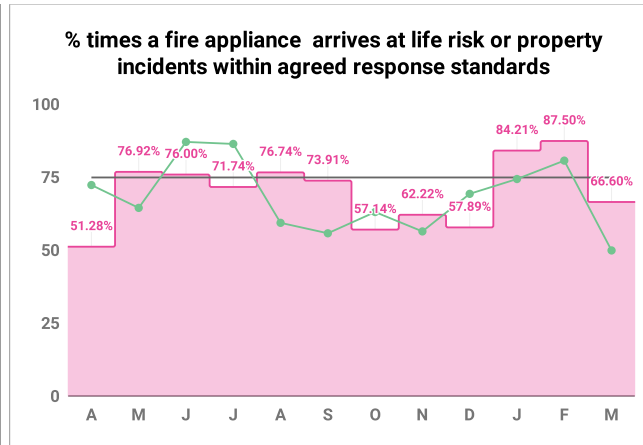
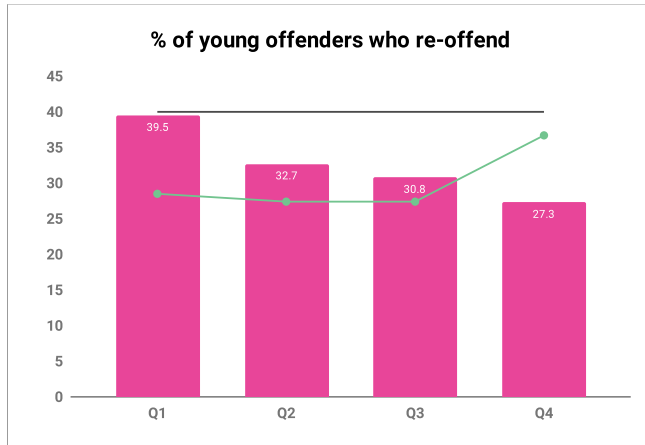






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 21-May-2019

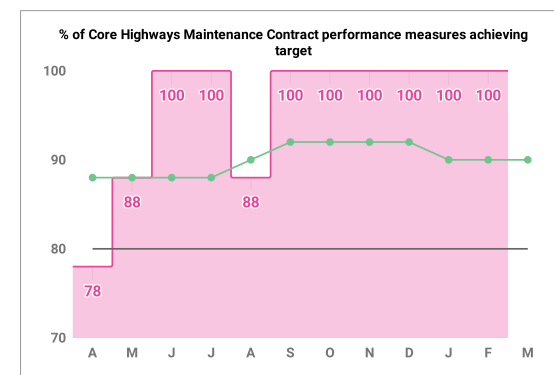
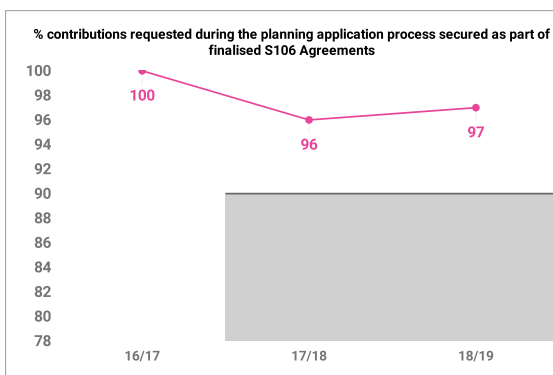
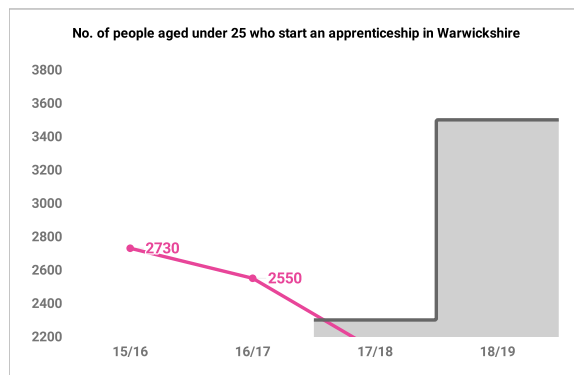
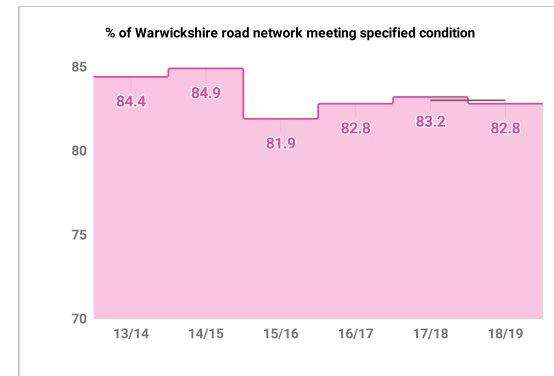
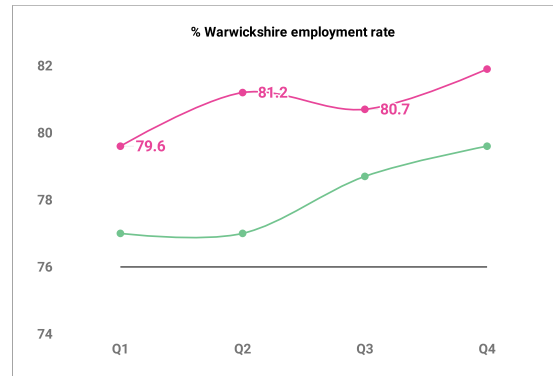
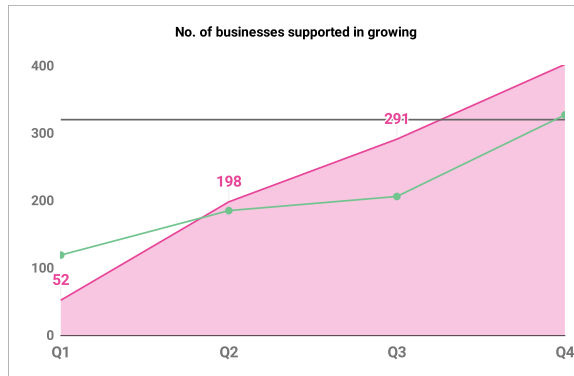
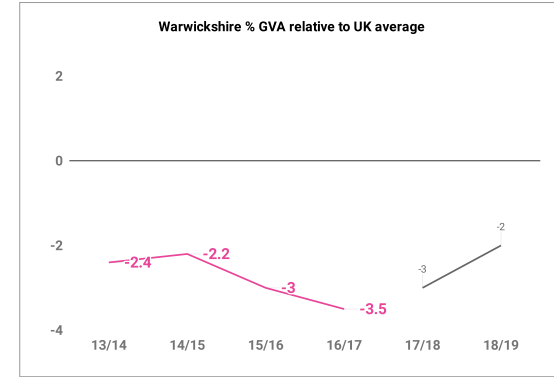
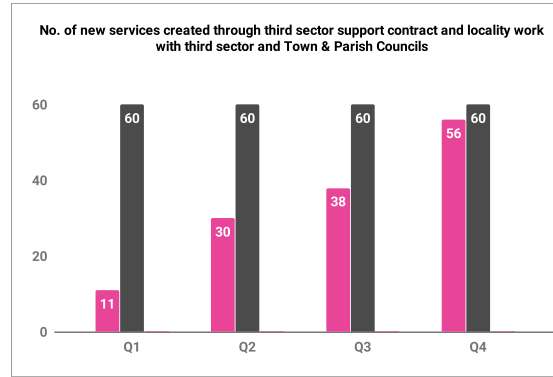
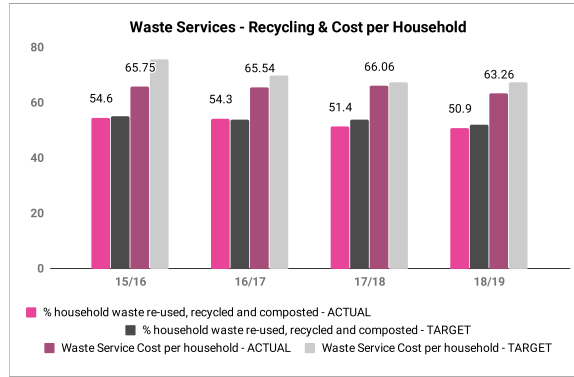
### Quarterly OOP Progress Report Community Safety and Fire





18/19 Target  
17/18 Actual  
18/19 Actual  
21-May-2019

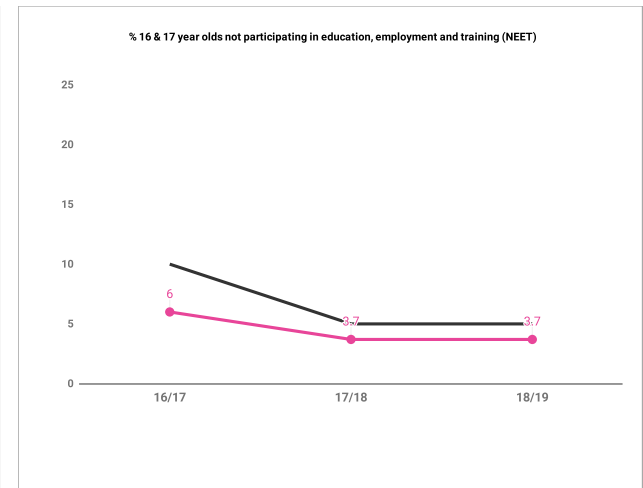
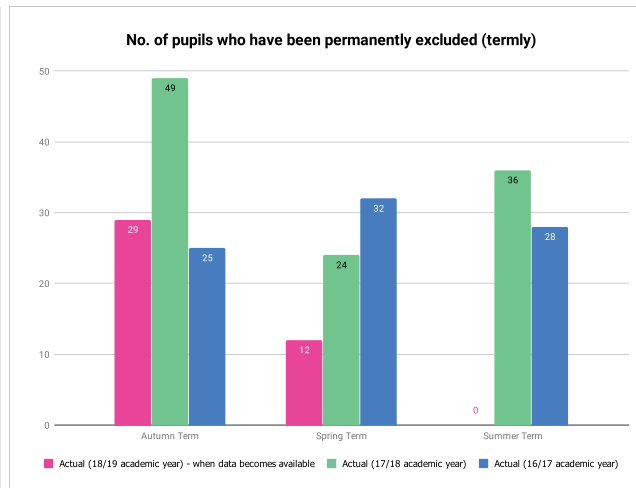
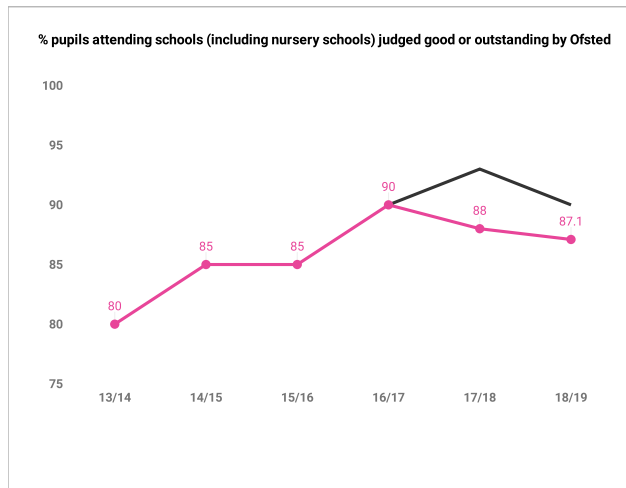
### Quarterly OOP Progress Report Economy and Infrastructure





18/19 Actual  
18/19 Target  
17/18 Actual  
21-May-2019

### Quarterly OOP Progress Report Education and Learning





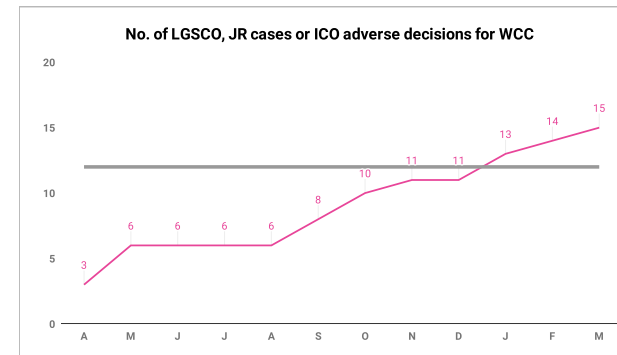
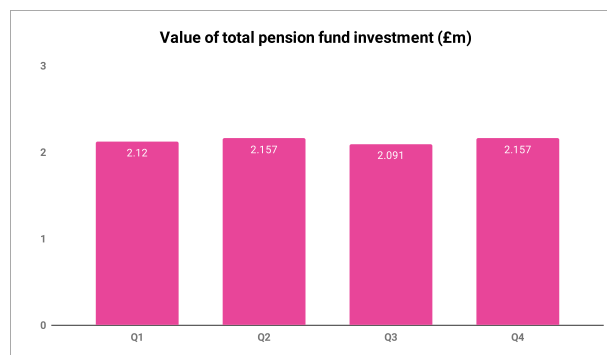
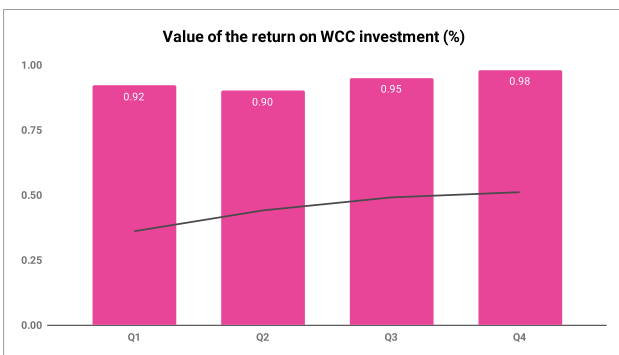
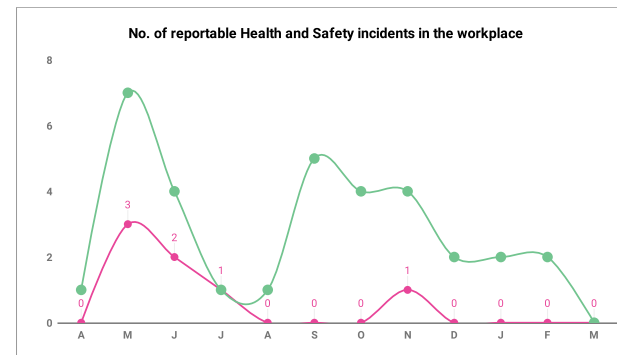
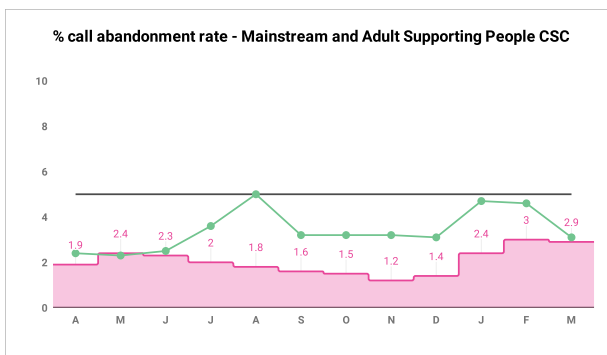
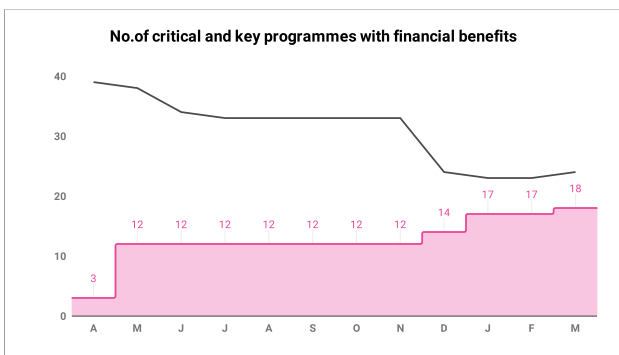
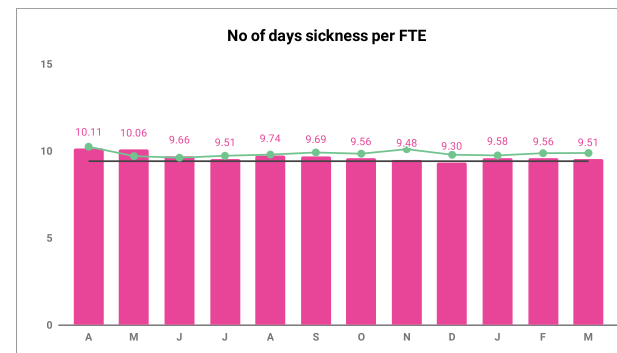
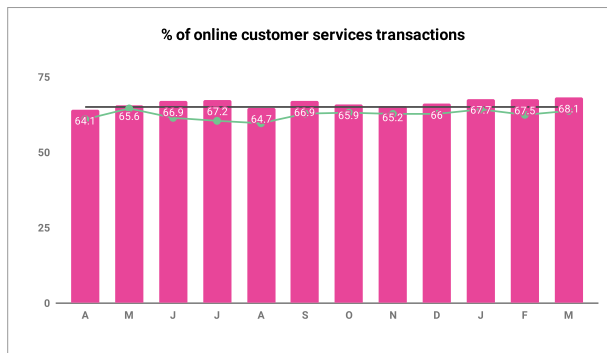
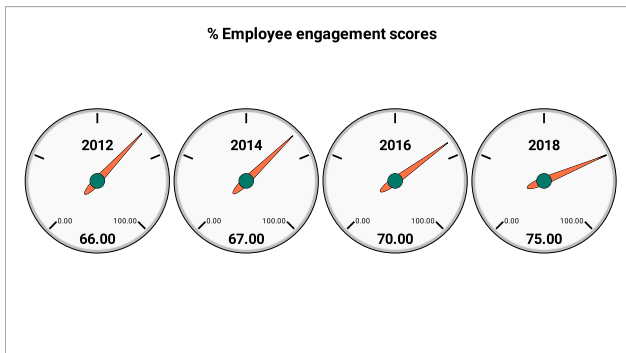
18/19 Target  
17/18 Actual  
18/19 Actual

21-May-2019

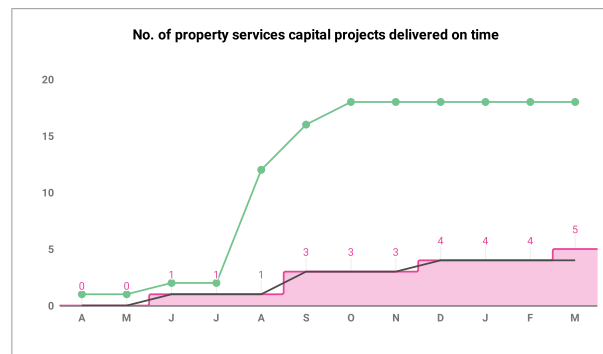
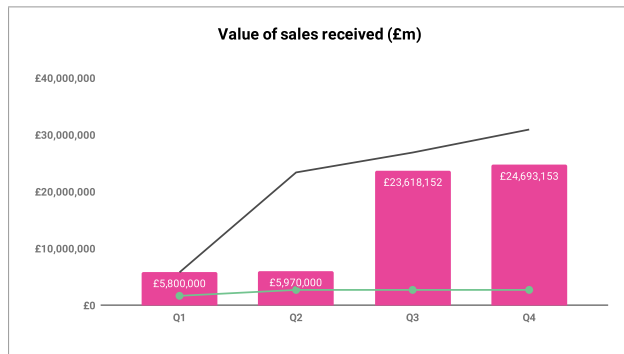
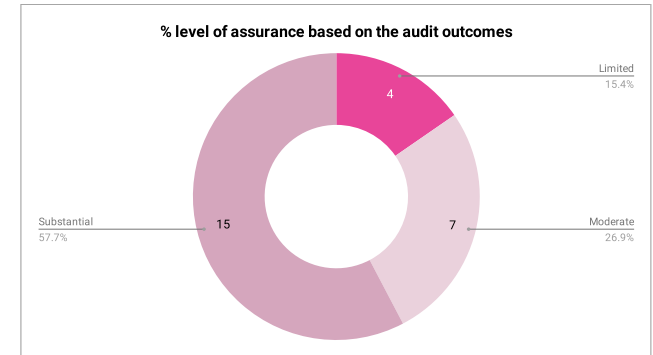
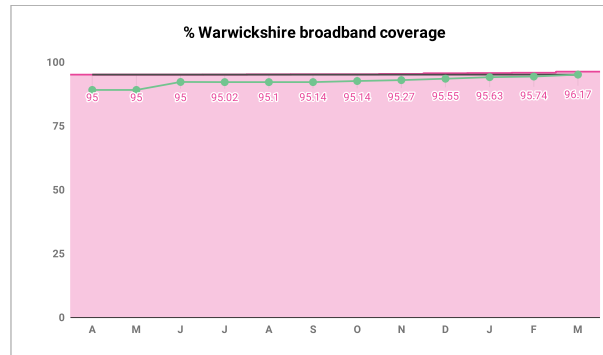
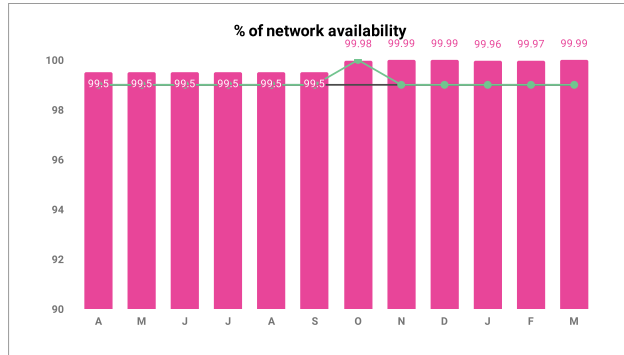
Data relates to the year 2018/19

### Quarterly OOP Progress Report

Our resources are effectively and efficiently targeted



**Quarterly OOP Progress Report**  
Our resources are effectively and efficiently targeted

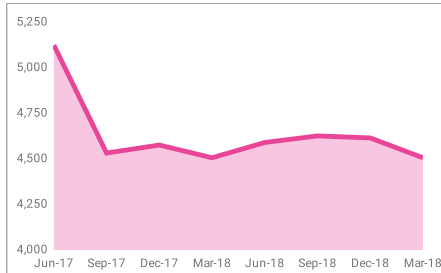




## Appendix A Part 2: Headline HR Information

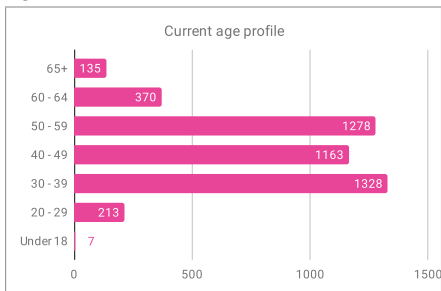
Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

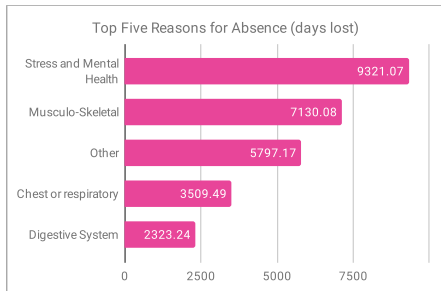


	Q1 17/18	Q2 17/18	Q3 17/18	Year End 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Year End 18/19
<b>Headcount</b>	<b>5,119</b>	<b>4,527</b>	<b>4,571</b>	<b>4,501</b>	<b>4,585</b>	<b>4,621</b>	<b>4,610</b>	<b>4,501</b>
Full-time Equivalents	4,023	3,750	3,789	3,751	3,799	3,866	3,859	3,774
Whole-time Equivalents	3,954	3,725	3,763	3,602	3,738	3,785	3,810	3,707
Number of Posts	5,382	4,761	4,813	4,745	5,424	5,450	5,494	5,376

### Age Profile of our Workforce

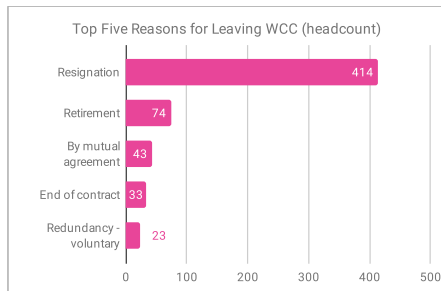


### Sickness Absence Statistics



	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
<b>Days lost through sickness</b>	<b>9,407</b>	<b>9,141</b>	<b>9,663</b>	<b>38,928</b>	<b>9,466</b>	<b>8,263</b>	<b>6,799</b>	<b>36,213</b>
... of which short-term	3,339	3,382	3,759	14,247	3,061	2,646	2,624	13,511
	35.5%	37.0%	38.9%	36.60%	32.4%	32.0%	38.6%	37.3%
... of which long-term	6,067	5,759	5,904	24,681	6,385	5,617	4,175	22,702
	64.5%	63.0%	61.1%	63.40%	67.6%	68.0%	61.4%	62.7%

### Staff Turnover (1st April 2018-31st March 2019)



	New Starters	Leavers	% Turnover	Target 18/19
<b>Headcount</b>	<b>554</b>	<b>626</b>	<b>13.91</b>	<b>10%-20%</b>
Full-time Equivalents	480.2	497.5		
Posts	575	650		

### Commentary:

**Absence:** The annual figure for absence is 9.51. This shows a reduction in absence levels for the last three consecutive years. We need to continue with our focus on absence management across the organisation. The health and wellbeing strategy approved by Corporate Board will support the delivery of further wellbeing initiatives and programmes and activities to encourage staff to take responsibility for their health and wellbeing with a view to promoting a good wellbeing culture and in turn reduce sickness absence levels. Managers in areas of high absence are being supported and encouraged by the HR&OD community to use the range of support available to enable them to effectively manage absence (long and short term). Headcount at the end of 2018-19 stands at 4501 which is the same figure as March 2018. Age Profile remains stable with an average age of 44.74. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme having supported 207 apprentice placements since the programme commenced in September 2012 and a 73% retention rate.



# Appendix A

## Part 3: Strategic Risk Information

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

### Risk Description

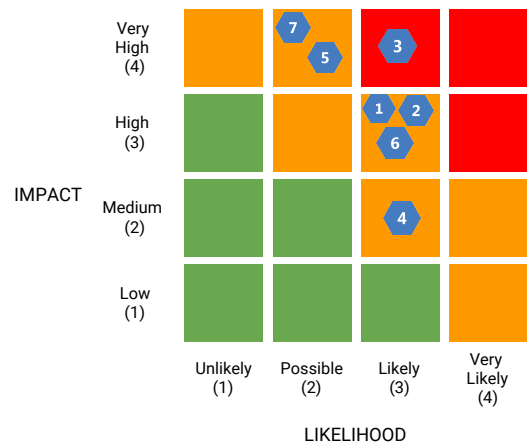
### Gross Risk level

### Net Risk Level

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

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

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





## Appendix A

### Part 4: Use of Financial Resources

#### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Community Services</b>	26,034	26,421	387 1.49%	(1,279)	(892)

All budget outturns have been reviewed with each Group manager and outturn variances discussed in detail. Specific attention has been paid to Q3 /Q4 variation in forecasting.

<b>Education &amp; Learning</b>	101,353	104,004	2,651 2.62%	(186)	2,465
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Cost centres are now being scrutinised more closely and the Education Services Senior Team are holding 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.

<b>Fire &amp; Rescue</b>	19,427	19,892	465 2.39%	(1,957)	(1,492)
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The final outturn position for the service is an overspend of £465,000. This does however include the abortive capital costs of £731,000 relating to the Southam training project. It has been approved that these costs will be funded from WCC general reserves which will therefore reduce the service outturn position to an underspend of £266,000.

<b>Transport &amp; Economy</b>	26,322	25,636	(686) -2.61%	(3,719)	(4,405)
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All budget outturns have been reviewed with each Group manager and the issues discussed in detail. Specific attention has been paid to Q3 /Q4 variation in forecasting.

<b>TOTAL COMMUNITIES DIRECTORATE</b>	173,136	175,953	2,817 1.63%	(7,141)	(4,324)
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<b>Children &amp; Families</b>	60,950	61,810	860 1.41%	(1,711)	(851)
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The C&F Service position is a headline over-spend of £860,000 . However once significant one-off under-spends and the under-spends on earmarked funds (e.g. Priority Families, House, ACE etc.) have been taken into account the effective/structural out-turn over-spend is increased to £5,801,000.

The overspend relates predominantly to children in care and the cost of placements as detailed under Safeguarding & Support. The main overspends relate to the cost of external foster care (£1,377,000 over budget) and residential care (£1,965,000 over budget). The residential care is attributed to a significant increase in demand for residential placements for children with disabilities.

There has also been an increase in internal foster care which is overspent by £926,000 but we have increased the number of children in care placed within Warwickshire foster care placements.

More children are also placed with family members or connected others through SGO or Child Arrangement Orders therefore these allowances are overspent by £208,000. More children with disabilities are being supported at home with their family through Direct Payments which is overspent by £248,000 and Section 17 payments used to support children at home is overspent by £78,000.





## Appendix A

### Part 4: Use of Financial Resources

#### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Social Care &amp; Support</b>	141,915	137,031	(4,884) -3.44%	(11,959)	(16,843)
<p>The service has underspent in 2018/19 due to early achievement of 19/20 OOP savings, increased income from client contributions outstripping the rise in demand for services, underspends in front line Integrated Care recruitment, and projects and transformation spend slippage. The pressure areas for the year have been Mental Health and Older People Residential Care and LD Supported Living</p>					
<b>Strategic Commissioning &amp; Public Health</b>	35,316	32,168	(3,148) -8.91%	(5,684)	(8,832)
<p>Throughout the financial year underspends were forecast and are largely due to the early delivery of savings through commissioning and procurement activity, injection of one off funding and staffing vacancies.</p>					
<b>TOTAL PEOPLE DIRECTORATE</b>	238,181	231,009	(7,172) -3.01%	(23,783)	(30,955)
<b>Customer Service</b>	9,115	9,180	65 0.71%	(654)	(589)
<p>No financial issues to report</p>					
<b>Finance</b>	3,768	3,578	(190) -5.04%	(880)	(1,070)
<p></p>					
<b>Human Resources &amp; Organisational Development</b>	5,215	4,860	(355) -6.81%	(335)	(690)
<p>Staffing fluctuations in HROD over the year have impacted on the end year financial position for the service. Implementation of the new operating model for HROD across Governance and Policy and Enabling will seek to address this</p>					
<b>ICT Services</b>	9,131	8,619	(512) -5.61%	(220)	(732)
<p>The Schools Traded Services met their surplus target despite significant pressures from changes in the customer base. The target was met through managing expenditure and a large shift in hardware turnover to schools. Delays in the contracts for Project Connect (telephony) and a number of other projects have resulted in underspends for Corporate ICT Development and Network Service. Vacant position held to assist with staffing pressures in 19/20.</p>					
<b>Law &amp; Governance</b>	1,000	398	(602) -60.20%	(213)	(815)
<p>Trading activity for 2018-19 has remained healthy. New external income has been generated for legal services as well as additional income from existing customers by Internal Income. Internal demand remains high. Underspends in Democratic Services and Audit are as a result of staffing vacancies.</p>					



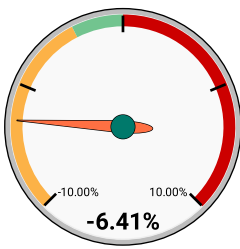
# Appendix A

## Part 4: Use of Financial Resources

### Revenue Position by Business Unit

Service	2018/19 Budget £'000	2018/19 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Performance</b>	5,842	5,702	(140) -2.40%	(25)	(165)
<b>Property Services</b>	10,797	9,450	(1,347) -12.48%	(508)	(1,855)
Outturn underspent position is largely as a result of a combination of reduced expenditure on maintenance (due to the mild winter), increased landlord income and trading activity.					
<b>TOTAL RESOURCES DIRECTORATE</b>	44,868	41,787	(3,081) -6.87%	(5,453)	(8,534)
<b>Other Services</b>	-182,266	-192,390	(10,124) -5.55%	(114,932)	(125,056)
<b>TOTAL WHOLE AUTHORITY</b>	273,919	256,359	(17,560) -6.41%	(151,309)	(168,869)

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 Outturn £'000	Comments
Community Services	747	717	Small underdelivery on Heritage and Culture savings. This savings requirement has been removed from the 2019/20 budget.
Education & Learning	733	733	
Fire & Rescue	0	0	
Transport & Economy	689	689	
<b>TOTAL COMMUNITIES DIRECTORATE</b>	2,169	2,139	
Children & Families	2,985	976	Significant savings to deliver a reduction in the need for children to become or remain looked after in Warwickshire has now been superseded with 2019/20 savings approved by Council.
Social Care & Support	2,562	2,562	
Strategic Commissioning & Public Health	406	406	
<b>TOTAL PEOPLE DIRECTORATE</b>	5,953	3,944	
Customer Service	10	10	
Finance	65	65	
Human Resources & Organisational Development	75	75	
ICT Services	363	363	
Law & Governance	49	49	
Performance	55	55	
Property Services	1,583	1,649	Additional saving delivered from the reduction in the Council's borrowing costs as a result of using capital receipts from the sale of land and buildings to reduce long term debt
<b>TOTAL RESOURCES DIRECTORATE</b>	2,200	2,266	
Other Services	100	100	
<b>TOTAL WHOLE AUTHORITY</b>	10,422	8,449	

**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.



## Appendix A

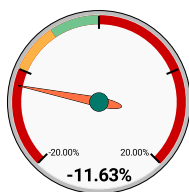
### Part 4: Use of Financial Resources

Capital spend position and slippage by Business Unit

Service	Approved budget for all current and future years (£'000)	Slippage from 2018/19 into Future Years £'000	Slippage from 2018/19 into Future Years (%)	Current quarter - new approved funding / schemes (£'000)	Newly resourced spend included in slippage figures (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	459	(30)	-24%	294	0	753	Slippage relates to changes required in legal agreements with prospective recipients of adaptation grants and also delays in receiving all required documentation before projects can proceed.
Community Services	847	(147)	-45%	566	22	1,435	Re-profiling of annual maintenance schemes on Household Waste and Recycling Centres and Countryside projects.
Customer Service	2,518	(161)	-25%	(38)	0	2,480	Overall cost of the library refurbishment project less than estimated
Education & Learning	38,148	(1,738)	-12%	2,118	0	40,266	Polesworth School £0.200 million spend has been delayed due to issues with ESFA who are running the project (our spend is a contribution to their works), Long Lawford £0.480 million spend has been delayed due to the car park drop off being deferred until 2019/20, this is because highways required a re-design of the layout, and planning permission is now pending, £0.600 million relates to SEND and nurture provision where spend is awaiting allocation to specific schemes. There have also been delays on a number of other schemes, please see annexes for details.
Fire & Rescue	9,612	(785)	-17%	(3,491)	(277)	5,844	Slippage relates to the vehicle replacement programme where delivery of the aerial turntable ladder has been delayed until May 2019.
Information Assets	23,780	614	12%	(13)	0	23,767	There has been a greater amount of expenditure on information assets of £0.614 million, this reduces the overall slippage figure. This relates to the development of rural broadband project, there has been an upturn in build in Q4.
Property Services	29,640	(968)	-7%	4,562	3	34,205	There have been a number of delays to project dates. These delays mostly relate to schools and non-schools maintenance schemes, due to programme / access arrangements and economical use of contractor resource. Please see annexes for further details.
Social Care & Support (Adults)	3,350	0	0%	313	0	3,663	
Strategic Commissioning	6,216	(268)	-6%	0	0	6,216	This relates to two Adult Social Care Modernisation projects. There have been delays on works to The Grange, Valley Road, due to the initial refurbishment deadline not being met by Property Services. The project is now being reviewed and reconfigured to enable delivery of a completed project during 2019/20. The second project, Dementia Friendly Environments has been delayed as delivery to WCC will not commence until 2019/20. In addition to this the Client Information Systems Review has made slower than expected progress due to the departure of key staff, which has caused a delay in development activity. In addition to this there have been lower than expected asset purchases due to changing IT strategy.
Transport & Economy	157,608	(7,235)	-12%	27,397	0	185,005	Of the total slippage £1.044 million relates to developer funded schemes schemes; delays have been caused by technical design and contract negotiations with individual developers. Of the remaining slippage, the majority of the slippage relates to A46 Stoneleigh junction scheme £0.998 million, delays caused by objections received to statutory orders, causing the application for and final approval of DfT funding to be put back. A46 Stanks Island £1.071 million, delays in progressing the construction contract due to the procurement exercise taking longer than expected. Kenilworth Station £0.905 million, due to ongoing negotiations over the final payments and maintenance work allocated to Balfour Beatty £2.300 million has slipped into 2019/20. There have also been delays on a number of other schemes, please see annex for further information.

**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



Q4 Total WCC	All Years Budget	New Schemes all years
Total WCC All Years Capital Programme (£'000)	272,178	31,708

Newly resourced spend included in slippage figures £000	All Years Forecast
(252)	303,634

Q4 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)	92,177	(10,718)	-12%	2,618	84,077

18-19 Capital Programme	Q1	Q2	Q3	Q4	Total
Slippage for 2018/19	(31,004)	(11,527)	(17,172)	(10,718)	(70,421)

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Community Services</b>							
Museums Development Fund	222	(34)	188			188	These funds are held for the purchase of key records or artefacts as and when the opportunity arises, for the benefit of the people of Warwickshire. Obtained through collections in the two museums.
Museum Ethnographic Fund	19	0	19			19	Trust fund from the sale of a previous museums collection dating back to 1982, approved by the Charities Commission (Charity commission scheme produced detailing the aims and administration of the fund). Items sold were inherited from Warwick Natural History & Archaeological Society Utilised for acquisitions to further the collection
Records Purchase Fund	7	0	7			7	Fund for the purchase of records from legacies utilised for the acquisition of archival collections and documents (as match funding).
Records Donation Fund	105	2	107			107	Donations from the Public via donations tin (at CRO), on-line via CRO webpages on WCC website and Friends of the Warks County Record office, that must be spent on acquisition of key documents / collections
Community Services - Savings	191	(174)	17		(17)	0	Deficit reserve resulting from net position of business unit services. To be funded from a transfer from Transport & Economy general savings reserve.
Community Services - Trading	51	0	51			51	
Proceeds of Crime	146	1	147			147	Confiscation awards to be spent in pursuit of the reduction of future criminal activities
Domestic Homicide Reviews	83	17	100			100	Held to fund costs associated with statutory domestic homicide reviews - costs of which can be very high but are not part of business as usual activity
Secure Remand Reserve	387	155	542			542	Held to fund costs associated with secure remand - costs of which can be very high but can not be planned for or easily mitigated against
Digitisation of County Records	68	17	85			85	Grant allocation for a specific piece of work to be completed in 2019-20
Local Resilience Forum - Brexit funding	0	38	38		(38)	0	
<b>Community Services Sub-Total</b>	<b>1,279</b>	<b>22</b>	<b>1,301</b>	<b>0</b>	<b>(55)</b>	<b>1,246</b>	
<b>Education and Learning</b>							
Education and Learning - Savings	1	(1)	0			0	
SEND Earmarked Reserve	185	38	223			223	Delivery of SEND reforms - academic year grant funding direct from DfE
School Improvement Monitoring & Brokering Reserve	0	420	420			420	Delivery of School Improvement activity - academic year grant funding direct from DfE
Education MIS Project	0	50	50			50	Ongoing project to be completed in 2019-20
Virtual School for LAC	0	43	43			43	Grant allocation for a specific piece of work to be completed in 2019-20
<b>Education and Learning Sub-Total</b>	<b>186</b>	<b>550</b>	<b>736</b>	<b>0</b>	<b>0</b>	<b>736</b>	
<b>Transport and Economy</b>							
Business Centres	150	0	150			150	Remainder being held as a sink fund for unforeseen maintenance and as a requirement from original funding body.

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
Speed Workshops	695	118	813			813	A joint owned reserve with the Warwickshire Road Safety Partnership covered by an SLA.
Kenilworth Station	500	0	500			500	Potential payment to be made to DfT still under negotiation
Development Group Realignment Costs	0	75	75		(75)	0	
Transport & Highways - Savings	835	(74)	761			761	£350k committed to deal with bus routes following Stagecoach changes. Contingency for effects of extreme weather conditions - emergency and ongoing maintenance. £101k request to transfer to offset the Community Services general savings deficit.
S38 Developer Funding	350	0	350			350	To manage the timescale of schemes completion
Flood Management Reserve	429	266	695	(185)	(50)	460	£250k to deal with potential remediation work surrounding the FBUK situation. Balance to support schemes which protect and alleviate flood risk.
European Match Funding	276	0	276		(110)	166	Remainder being held for match funding for future years of ERDF Business Support Programme
Skills Delivery for Economic Growth	206	0	206		(110)	96	Remainder being held for match funding on skills projects that go beyond timescales of the current Skills for Employment project
Rural Growth Network	278	0	278		(110)	168	Remainder being held for match funding for future years of ERDF Business Support Programme
Womens Cycle Race 2016	0	200	200		(200)	0	
<b>Transport &amp; Economy Sub-Total</b>	<b>3,719</b>	<b>585</b>	<b>4,304</b>	<b>(185)</b>	<b>(655)</b>	<b>3,464</b>	
<b>Fire &amp; Rescue</b>							
Pensions Reserve	268	0	268			268	Potential Pensions costs that cannot be predicted.
Fire Control Project	146	7	153			153	Specific project funded through Home Office grant due to be completed in 2016/17 and delayed by Capita - funding therefore committed to complete project
Service Savings Reserve	320	205	525			525	Overspend of £731k relating to abortive capital costs associated with the Southam Training project to be funded from corporate reserves as agreed at Full Council 07/02/2019. Balance of reserve to be programmed against existing capacity issues including HMIC and IRMP action plan.
Fire Services - ESMCP (prev Fire Control Project)	582	1	583			583	Specific project funded through one off grant from the Home Office in advance of expenditure being incurred in future years. Committed to completion of requirements under the national project and will require reporting to the Home Office
Operational Training in Future Years	186	9	195			195	Transitional arrangements for moving to new Training Provision
RSFRS Project	455	15	470			470	Funding set aside to cover required upgrades/replacements of various IT systems necessary to the delivery of the Fire & Rescue service
Vulnerable People	0	29	29			29	Balance of partnership funding of Hospital to Home scheme which will be utilised in 2019-20
<b>Total Fire &amp; Rescue</b>	<b>1,957</b>	<b>266</b>	<b>2,223</b>	<b>0</b>	<b>0</b>	<b>2,223</b>	
<b>Total Communities Directorate</b>	<b>7,141</b>	<b>1,423</b>	<b>8,564</b>	<b>(185)</b>	<b>(710)</b>	<b>7,669</b>	

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Children &amp; Families</b>							
0-5 Strategy for Children	1,032	385	1,417	(601)		816	These reserves are committed to planned initiatives over the life time of the OOP2020 and beyond with individual allocations having been approved by the governance arrangements approved by Members as well as the planned medium term transformation of the Business Unit.
Priority Families Reserve	579	328	907	(430)		477	The balance of government funding for the Priority Families initiative to support the delivery of phase 2 of the programme.
House Project	0	156	156	(140)	(16)	0	
ACE	100	372	472			472	This reserve is held to fund the multi year costs of this partnership where costs are uneven over financial years and the nature of adoption cases span financial years.
Controlling Migration Fund	0	638	638	(143)	(495)	0	
<b>Children &amp; Families Sub-Total</b>	<b>1,711</b>	<b>1,879</b>	<b>3,590</b>	<b>(1,314)</b>	<b>(511)</b>	<b>1,765</b>	
<b>Social Care and Support</b>							
Social Care and Support - Savings	11,959	1,844	13,803			13,803	<p>Client Funding - There will be radical changes to funding and the way in which people contribute to the cost of their care. Any changes are highly unlikely to be fully funded by central government.</p> <p>Health and Social Care Transformation - It is possible that structural integration options may be pursued in the next 3-5 years. These may carry significant one-off costs in scoping, developing and establishing new arrangements and the management of risks during this process as budgets are potentially pooled.</p> <p>Cost Volatility - National initiatives and research are ongoing to determine the true cost of care and whether providers are using income from self-funders to cover the unfunded cost of local authority care. While recent tenders have incorporated provider costings into fees contracted, the outcome of national policy may affect future and historic rates locally.</p> <p>Demand Volatility - The reserve also addresses the future service risks recognising the scale, volatility and overall risks associated with adult social care services including unpredictable elements (severe winters, flu epidemic). This also protects the wider council from the impact of these as a small percentage change to adult social care expenditure is a large financial figure. (e.g. a 5% annual increase to purchased care through demand or inflation equates to £7m additional expenditure, a 5% decrease in the annual amount existing customers can contribute for their care equates to £1.5m less income)</p>
<b>Social Care Sub-Total</b>	<b>11,959</b>	<b>1,844</b>	<b>13,803</b>	<b>0</b>	<b>0</b>	<b>13,803</b>	
<b>Strategic Commissioning &amp; Public Health</b>							

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
Strategic Commissioning - Savings	4,535	(985)	3,550	(531)		3,019	Redesign and transformation of market to achieve OOPs savings - This mitigates risks associated with service redesign and transformation e.g.; legal challenge, delay in achieving defined savings targets within given year(s), risks linked to market changes for example; planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned. Market failure support - Mitigate risks of provider failure in light of duties in the Care Act: Indemnity for transfer of staff to a new provider in the case of a company going into administration (Southern Cross experience) that is not managed nationally and has to be coped with locally under new legislation. To cover costs associated with a provider going into administration to enable the service to continue uninterrupted e.g.; staff wages, overheads. And to mitigate the risk of judicial review in negotiating and securing a fair price for care from the market. Impact of costs associated with outsourcing e.g.; costs of repairs to buildings, pension liabilities. - To mitigate the risk of liability for a number of legacy and current issues with outsourcing services e.g.; significant and historical pension liabilities of small/medium community and voluntary sector organisations within the local authority pension fund, building costs associated to any buildings transferred that require ongoing maintenance, funding deficits linked to outsourcing services. Potential impact on health integration e.g.; cost shunting, exit strategy costs - To mitigate the risk of health service changes that may shunt costs towards social care e.g. reduction in admissions to acute care through the Better Care Fund and the increased pressures on social care provision (market shape).
Public Health - Savings	1,149	1,634	2,783	(122)	(190)	2,471	To utilise the ring fenced Public Health Grant funding not spent in previous years on development of PH services e.g. one -off funding of projects and research, and to support delivery of savings targets.
<b>Strategic Comm. &amp; Public Health Sub-Total</b>	<b>5,684</b>	<b>649</b>	<b>6,333</b>	<b>(653)</b>	<b>(190)</b>	<b>5,490</b>	
<b>People Directorate</b>							
People Directorate Reserve	4,429	2,800	7,229			7,229	Reserves are held to cover transformation of Peoples Directorate Services as set out in the OOP2020 and future plans as well as slippage on such plans.
<b>People Directorate Sub-Total</b>	<b>4,429</b>	<b>2,800</b>	<b>7,229</b>	<b>0</b>	<b>0</b>	<b>7,229</b>	
<b>People Directorate Total</b>	<b>23,783</b>	<b>7,172</b>	<b>30,955</b>	<b>(1,967)</b>	<b>(701)</b>	<b>28,287</b>	
<b>Customer Service</b>							
Customer Services - Savings	0	0	0			0	
Warwickshire Local Welfare Scheme	441	7	448			448	The spend is for projects that meet the criteria agreed by members.
Phasing of Library Sunday Opening Hours	0	0	0			0	
Corporate Customer Journey Programme	210	0	210			210	The budget is to progress the work on the customer 'front door' including digital by design work, the one stop shop service offer, business and customer support functional operating model.
Customer Services Library Bequests	3	0	3			3	
<b>Customer Service Total</b>	<b>654</b>	<b>7</b>	<b>661</b>	<b>0</b>	<b>0</b>	<b>661</b>	
<b>Finance</b>							
Finance - Savings	432	188	620			620	The risk of requiring interim support whilst there are vacant posts.



## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
Finance - Training	79	2	81			81	
Finance - Service Improvement Projects	369	0	369			369	The Finance Target Operating Model is currently being implemented and is highly likely to require investment in service improvements, but there is uncertainty over specifically what those improvements will entail.
<b>Finance Sub-Total</b>	<b>880</b>	<b>190</b>	<b>1,070</b>	<b>0</b>	<b>0</b>	<b>1,070</b>	
<b>Human Resources</b>							
HR&OD - Savings	7	301	308		(98)	210	
Going for Growth Apprenticeship Scheme	212	33	245			245	Going for Growth Apprenticeship Scheme
HR Service Improvement Projects	60	0	60			60	
Your HR Implementation	56	21	77		(77)	0	
<b>Human Resources Sub-Total</b>	<b>335</b>	<b>355</b>	<b>690</b>	<b>0</b>	<b>(175)</b>	<b>515</b>	
<b>IT Services</b>							
Information Assets - Savings	220	513	733		(200)	533	Contingency for redundancy costs for savings programme, IT FOM transition and change in licensing on Microsoft programme
<b>IT Services sub-total</b>	<b>220</b>	<b>513</b>	<b>733</b>	<b>0</b>	<b>(200)</b>	<b>533</b>	
<b>Law and Governance</b>							
Savings	213	586	799			799	
LA Counter Fraud Fund Grant	0	16	16			16	
<b>Law and Governance sub-total</b>	<b>213</b>	<b>602</b>	<b>815</b>	<b>0</b>	<b>0</b>	<b>815</b>	
<b>Property Services</b>							
Property - Savings	364	1,202	1,566		(295)	1,271	To mitigate the risk of the disposal of sites not being achieved in time or to the value expected to deliver the service's savings plan (£1.6m over the next two years). In addition, to fund risk of the insurance claim for the damage at Hawkes Point being declined (up to £0.5m). One-off cost pressures in Facilities Management for 2019/20. As we move into acquisition, additional contingency for Property scheme overspends and overruns.
Community Energy Scheme	39	0	39		(39)	0	Further support to scheme in 2019/20
One Public Estate	105	63	168			168	Earmarked Grant if not spent must be returned to Government
<b>Property Services Sub-Total</b>	<b>508</b>	<b>1,265</b>	<b>1,773</b>	<b>0</b>	<b>(334)</b>	<b>1,439</b>	
<b>Performance</b>							
Performance - Savings	25	332	357			357	
<b>Performance Sub-Total</b>	<b>25</b>	<b>332</b>	<b>357</b>	<b>0</b>	<b>0</b>	<b>357</b>	
<b>Resources Directorate Reserves</b>							
Service Savings	567	0	567			567	
Resources Transformation Fund	622	5	627			627	
Systems Replacement	956	(37)	919			919	
Resources Directorate Traded Services Reserve	225	0	225			225	

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
LATC Operational Reserve	248	0	248			248	
<b>Resources Directorate Sub-Total</b>	<b>2,618</b>	<b>(32)</b>	<b>2,586</b>	<b>0</b>	<b>0</b>	<b>2,586</b>	
<b>Total Resources Directorate</b>	<b>5,453</b>	<b>3,232</b>	<b>8,685</b>	<b>0</b>	<b>(709)</b>	<b>7,976</b>	
<b>Other Services</b>							
NNDR Pool Deficit Reserve	4,027	0	4,027			4,027	This reserve is the net surplus on the business rates pool held as an artificial safety net. The balance will be distributed across pool members at the end of the pool's life. It is held as part of the County Council's accounts because we are the lead authority.
Quadrennial Elections	188	234	422			422	Funding held to cover the cost of elections as recharged by districts/boroughs.
Corporate Transformation Fund	3,504	(151)	3,353	(504)		2,849	Funding to support the delivery of the authority's transformation agenda.
NNDR Appeals Reserve	5,024	1,715	6,739			6,739	There remains a significant backlog in business rates appeals that have yet to be settled and may go back several years. Looking forward towards 2020 there will be further increased volatility in business rates income as a result of moves towards increased localisation of business rates and the effect of the fair funding review where local authority funding baselines will be reset. This reserve provides some capacity to manage any impact but is unlikely to be sufficient.
Corporate Partnership Initiatives	2,155	0	2,155			2,155	Funding held to take forward initiatives with partners to support the delivery of the council's objectives e.g. CIL developments
Audit Fee Reserve	749	28	777			777	The external audit fee is variable between years depending on the auditors perceived level of financial risk, the number of additional grant claims to be audited and investigations into any issue that emerge during the audit or are reported to the auditors. This reserve of accumulated underspends ensures that in any one year there will be no impact on the revenue budget and will ensure sufficient funds are available to meet additional audit requirements.
Interest Rate Volatility Reserve	5,436	0	5,436			5,436	This reserve will allow fluctuations in interest rates, as they impact on both the interest we can earn and the interest we pay on any borrowing to be smoothed and avoid the need to allocate resources to fund capital financing costs whilst spend/borrowing is at the level set out in the OOP.
Adult Social Care (BCF) Reserve	4,637	0	4,637			4,637	Funds received in respect of Adult Social Care to be called upon as and when required by the service.
Pensions Deficit Reserve	466	0	466			466	To fund pension fund deficits in future years if required
Corporate Apprenticeship Fund	553	184	737			737	Apprentice salaries are not covered by the apprenticeship levy therefore, funding has been kept aside to pay for new apprenticeship post salaries as the organisation works towards achieving the government's apprenticeship target.
Local Resilience Forum - Brexit Funding	88	0	88			88	Funding received by MHCLG to cover additional costs to local authorities of Brexit
Fire Transformation Fund	972	0	972			972	Funding set aside to aid the transformation of the Fire & Rescue Service
Digital Transformation Fund	2,046	0	2,046			2,046	Funding set aside to support the various digital transformation schemes taking place around the authority
Corporate Systems Replacement Reserve	9,153	0	9,153			9,153	This fund will enable the replacement of systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.
Schools in Financial Difficulty	2,069	0	2,069			2,069	Funding held aside to fund costs of assisting schools in financial difficulty

## Analysis of Reserves as at 31 March 2019

Reserve	Balance on Reserves at 31 March 2019 In-hand (Overdrawn)	Outturn and movement	Reserves to be Retained in 2018/19	2019/20 Council Resolution Drawdown of Reserves	Additional Proposed Drawdown of Reserves in 2019/20	Revised Reserves In-hand (Overdrawn)	Explanation of what risks or expected spend this is being held for
	£'000	£'000	£'000	£'000	£'000	£'000	
Financial Instrument (General Fund) - Threadneedle Social Bond Fund	3,125	0	3,125			3,125	Threadneedle Social Bond Fund, has been re-classified as Fair Value Through Profit & Loss. However it does not meet the criteria of being a Pooled Investment Fund and hence we are not able to apply the statutory over-ride for changes in fair value not to fall against General Fund. This means that we have to show its effect including accumulated changes in fair value as at 1 April 2018 through the General Fund as an opening adjustment in the 2018-2019 accounts. This equates to a transfer to reserves, in the outturn for this year any change in value will also be reflected in the CIES to be appropriated to this reserve.
<b>Total Other Services</b>	<b>44,192</b>	<b>2,010</b>	<b>46,202</b>	<b>(504)</b>	<b>0</b>	<b>45,698</b>	
<b>Corporate Reserves</b>							
Capital Fund	1,275	85	1,360			1,360	Funding set aside from capital receipts to meet the sale expenses and any associated fees. A rolling fund is required as the costs of selling assets etc. are incurred before any receipt is received.
General Reserves	28,968	1,526	30,494	(7,608)		22,886	Funds set aside to meet corporate financial risks that are not covered elsewhere by business unit and directorate reserves. The Head of Finance specifies each year the minimum amount that must be held in General Reserves. For 2018/19 this is £18.5 million.
Insurance Fund	8,925	17	8,942			8,942	As an authority it is financially a better option to self-insure for some risks. We also have a number of excesses on the various corporate insurance policies. This Fund provides cover for both of these risks. Without this Fund individual services would be required to meet the cost of excesses or of any risks we self-insure for (e.g. ICT equipment) from their revenue budget as and when claims arise.
Provision for Redundancy Costs	10,579	0	10,579			10,579	Funding set aside to meet the costs of redundancies/early retirements that arise as a result of the reduction in staff numbers that forms part of the OOP. Without this funding any costs would have to be met from within service budgets, increasing the level of savings to be delivered.
Medium Term Contingency	6,835	0	6,835			6,835	Funding set aside to manage timing differences between the delivery of savings and spending need across the life of the One Organisation Plan. This will be reviewed as part of the new MTFS when there is more clarity about Government policy on local authority funding and services from the new national government.
Earmarked Reserves LMS	12,512	2,292	14,804			14,804	
Loans To Schools	-67	40	(27)			(27)	
Schools Absence Insurance Equalisation Account	1,440	36	1,476		(475)	1,001	This is the net level of school reserves. Any decisions about the use of this funding rest with individual schools or the Schools Forum.
DSG Reserve	273	(273)	0			0	
<b>Total Corporate</b>	<b>70,740</b>	<b>3,723</b>	<b>74,463</b>	<b>(7,608)</b>	<b>(475)</b>	<b>66,380</b>	
<b>TOTAL</b>	<b>151,309</b>	<b>17,560</b>	<b>168,869</b>	<b>(10,264)</b>	<b>(2,595)</b>	<b>156,010</b>	

Appendix C

2018/19 Budget Movements						
Service Unit	Original Budget	Budget Restructuring	Cabinet Decisions	Additional Funding	Budget Corrections and Technical Adjustments	Final Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Community Services	26,625	-2	-589	0	0	26,034
Education & Learning	95,741	3,816	471	1,874	-549	101,353
Transport & Economy	25,765	-2	562	0	-3	26,322
Fire and Rescue	19,216	104	46	0	61	19,427
Children & Families	59,378	-265	1,836	0	0	60,950
Social Care and Support	141,511	0	-3,000	3,404	0	141,915
Strategic Commissioning & Public Health	36,264	-448	-500	0	0	35,316
Customer Service	8,867	142	249	0	-143	9,115
Finance	3,680	22	64	0	3	3,768
Human Resources & OD	4,477	301	437	0	0	5,215
IT Services	8,722	4	405	0	0	9,131
Law & Governance	755	0	245	0	0	1,000
Performance	3,509	833	1,357	0	143	5,842
Property Services	9,618	0	393	0	785	10,797
Other Services	-154,791	-4,505	-603	-13,346	-9,021	-182,266
<b>Total</b>	<b>289,339</b>	<b>0</b>	<b>1,374</b>	<b>(8,068)</b>	<b>(8,725)</b>	<b>273,920</b>

Community Services - Scott Tompkins

Strategic Director - Mark Ryder

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	
Community Services Management	249	317	68	0	0	0	249	317	68	Overspend is due to the interim arrangements for the Assistant Director post
Community Services Support Costs	571	589	18	(11)	(32)	(21)	560	557	(3)	
Community Safety	1,796	2,023	227	(852)	(915)	(63)	944	1,108	164	£288k overspend on Gypsy and Travellers due to increase in maintenance and rates but also reduced income. Overspend is being offset by the underspend in Localities and Partnerships and also by a salary saving (Community Safety Manager) plus reduction in Domestic abuse contract payments. Of the £1,108 k actuals, a surplus of £17k relates to Domestic Homicide Reviews and will be moved into an earmarked reserve.
Localities & Partnership	2,597	2,386	(211)	0	(39)	(39)	2,597	2,347	(250)	Contract savings of £184k are being made in year alongside staff savings of £32k which are both helping to fund the Gypsy and Traveller overspend. There's a reduction of £30k in Councillor Grant payments but of this £17k is to be requested as a carry forward. There is £29k being spent on Armed Forces Community Covenant which does not have a budget. The rest of the underspend is due to reductions in Supplies and Services across the service.
Heritage and Environment	3,419	3,542	123	(2,540)	(2,573)	(33)	879	969	90	
Heritage and Environment - Traded Educational (LACE)	15	52	37	(28)	(34)	(6)	(13)	18	31	
Heritage and Environment - Traded Non-Educational (Archaeology, Forestry)	1,185	1,329	144	(1,392)	(1,522)	(130)	(207)	(193)	14	
Heritage and Environment - Total	4,619	4,923	304	(3,960)	(4,130)	(170)	659	794	135	£30k underachievement of the 2018/19 OOP savings target of £280k. £32k is to be drawn down from reserves in connection with the Our Warwickshire project as too much was requested at Q3. Once this money is drawn down, the true position of Heritage and Environment will be an overspend of £102k. There is a £36k 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	21,616	265	(3,244)	(3,200)	44	18,107	18,416	309	Overspend in Waste Management is to be funded as agreed by Corporate Board in November as a result of unachievable savings target in 2018/19 and additional pressure on contract costs due to housing growth.
Youth Justice Service	2,202	2,029	(173)	(660)	(682)	(22)	1,542	1,347	(195)	Savings have been made mostly from staff vacancies. These staff vacancies were going to help achieve some of the £222k OOP saving in 2019/20 which was removed during the 2019/20 budget setting process.
Trading Standards	1,510	2,123	613	(438)	(846)	(408)	1,072	1,277	205	£138k redundancy and pension strain payments which are not funded by the corporate redundancy funding. The rest of the overspend has been identified as £40k overspend on staff (agency worker was covering a vacant post) and £27k of year end adjustments.
Emergency Management	214	190	(24)	(53)	(73)	(20)	161	117	(44)	£38k of this underspend is to be carried forward and drawn down in Q1 of 2019/20 to fund a full time 12 month post.
Communities Group Resources	206	229	23	(62)	(86)	(24)	144	143	(1)	
<b>Net Service Spending</b>	<b>35,315</b>	<b>36,425</b>	<b>1,110</b>	<b>(9,280)</b>	<b>(10,003)</b>	<b>(723)</b>	<b>26,035</b>	<b>26,423</b>	<b>388</b>	

Community Services - Scott Tompkins

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	
Waste Management	-388	388	-309	-309	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Museums Development Fund	111	111	-34	188	
Museum Ethnographic Fund	19			19	
Records Purchase Fund	7			7	
Records Donation Fund	65	40	2	107	
Digitising County Records		68	17	85	
Community Services - Savings	0	191	-275	-84	
Community Services - Trading	0	51		51	
Local Resilience Forum - Brexit Funding	0	0	38	38	
Proceeds of Crime	146		1	147	
Domestic Homicide Reviews	0	83	17	100	
Secure Remand Reserve	387		155	542	
<b>Total</b>	<b>347</b>	<b>932</b>	<b>(388)</b>	<b>891</b>	

Community Services - Scott Tompkins

Strategic Director - Monica Fogarty

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Outturn £'000	
CG-CS-06	Youth Justice Service - a service redesign focussed on reactive court ordered activity with a reduction in staffing and management costs as a result	0	0	
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	
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	
CG-CS-13	Waste Management - a reduction waste tonnage to landfill, an increase in trade waste and third party income, an increase in recycling and a change in the allocation of recycling credits for green waste and food waste	36	36	
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	
CG-CS-15	Heritage and Culture - a refocus of services on the Market Hall Museum, the County Records office and income generation	280	250	
	<b>Total</b>	<b>747</b>	<b>717</b>	
	<b>Target</b>		747	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>30</b>	



Community Services - Scott Tompkins

Strategic Director - Mark Ryder

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 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	
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer F	1,520	43	0	0	1,563	1,520	9	34	0	1,563	-34	0	Project completion delayed until 2019/20.
10454000	Lower House Farm	5,646	0	0	0	5,646	5,646	-50	0	0	5,596	-50	-50	Balance of funding allocated to 11535000
11303000	HWRC Maintenance 2016/17	48	0	0	0	48	48	-2	0	0	46	-2	-2	Balance of funding allocated to 11535000
11304000	HWRC Maintenance 2017/18	54	0	0	0	54	54	0	0	0	54	0	0	
11450000	HWRC Maintenance 2018/19	0	37	0	0	37	0	25	0	0	25	-12	-12	Balance of funding allocated to 11535000
11535000	HWRC Maintenance 2019/20	0	0	200	0	200	0	0	104	0	104	0	-96	£160k corporate resource transferred to 11714000 to contribute to Waste Equipment purchase
11714000	Waste Handling and compaction equipment HW	0	0	0	0	0	0	0	726	0	726	0	726	£526k from CIF + £160k funded from capital maintenance allocation (11535000) + £40k from sale of vehicles.
<b>Countryside</b>														
10260000	Leam. To Rugby Disused Railway Line - 2002/0	73	0	27	0	100	73	0	27	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2	606	0	0	0	606	606	0	0	0	606	0	0	
11218000	Countryside Rural Services Capital Maintenan	432	8	0	0	440	432	3	0	0	435	-4	-4	Unused Creditor balance transferred to 11536000
11301000	Countryside Rural Services Capital Maintenan	362	0	0	0	362	362	0	0	0	362	0	0	
11302000	Countryside Rural Services Capital Maintenan	200	26	0	0	226	200	26	0	0	226	0	0	
11449000	Countryside Rural Services Capital Maintenan	0	177	0	0	177	0	106	0	0	106	-71	-71	Balance moved to the 2019/20 maintenance code (project 11536000)
11536000	Countryside Rural Services Capital Maintenan	0	0	270	0	270	0	0	293	0	293	0	23	Balance transferred to Gypsy & Travellers due to restructure (11712000)
<b>Trading Standards</b>														
11642000	Calibration Fuels	32	0	0	0	32	32	0	0	0	32	0	0	
11670000	Mettler Toledo XPE 1003KMC Mass comparato	0	35	0	0	35	0	35	0	0	35	-1	-1	
<b>Heritage</b>														
10623000	County Records Office Service - Digital Asset M	95	0	6	0	101	95	0	0	0	95	0	-6	
11415000	Market Hall Museum - "Our Warwickshire"	913	0	18	0	932	913	28	18	0	960	28	28	Additional spend on project for installation of automated doors
11534000	Healey collection	97	0	0	0	97	97	0	0	0	97	0	0	
<b>Community Safety</b>														
11524000	Emergency Stopping Places	81	0	0	0	81	81	0	0	0	81	0	0	
11712000	Gypsy & Traveller Countryside Rural Services 2	0	0	0	0	0	0	0	53	0	53	0	53	Maintenance project code set up for Gypsy and Travellers due to restructure. Balance split from 11449000 and 11536000.
		<b>10,159</b>	<b>326</b>	<b>521</b>	<b>0</b>	<b>11,006</b>	<b>10,159</b>	<b>179</b>	<b>1,255</b>	<b>0</b>	<b>11,594</b>	<b>-146</b>	<b>587</b>	



Education & Learning - Ian Budd  
Strategic Director - Mark Ryder  
Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	117	132	15	0	0	0	117	132	15	
Business Unit	1,339	1,325	(14)	(193)	(382)	(189)	1,145	943	(202)	Education's surplus generated from trading with schools (excluding SEND) was £208k. This budget was not committed in year, and was set aside to support over spends within the service.
Business Unit - Traded Educational (Warwickshire Music, Marle Hall)	3,129	2,940	(189)	(3,304)	(3,120)	184	(175)	(181)	(6)	
Business Unit - DSG	69	48	(21)	0	0	0	69	48	(21)	
<b>Head of Service - Total</b>	<b>4,655</b>	<b>4,445</b>	<b>(209)</b>	<b>(3,497)</b>	<b>(3,502)</b>	<b>(5)</b>	<b>1,157</b>	<b>943</b>	<b>(214)</b>	
Education, Access & Sufficiency	17,406	19,685	2,279	(1,390)	(1,610)	(221)	16,017	18,075	2,059	There is a £2,117k over spend on Home to School Transport, resulting from ongoing increases in demand. Of this £1,640k relates to SEND transport, and £477k on Mainstream.
Education, Access & Sufficiency - Traded Educational (Admissions)	311	278	(33)	(330)	(381)	(51)	(19)	(102)	(84)	
Education, Access & Sufficiency - DSG	32,185	30,067	(2,118)	(2)	(177)	(175)	32,184	29,890	(2,293)	This underspend relates to Early Years, and needs to be offset against the DSG deficit held in "Schools Residual DSG" (see below). The net out-turn position for the DSG Early Years block is £0.130m overspend (excluding DSG budgets held within Resources Directorate).
<b>Education, Access &amp; Sufficiency - Total</b>	<b>49,903</b>	<b>50,031</b>	<b>129</b>	<b>(1,721)</b>	<b>(2,168)</b>	<b>(447)</b>	<b>48,182</b>	<b>47,863</b>	<b>(318)</b>	
SEND and Inclusion	4,024	3,707	(316)	(1,051)	(1,001)	50	2,973	2,707	(266)	
SEND and Inclusion - Traded Educational (ACE, Ed Psych, EMTAS, STS)	2,383	2,190	(193)	(2,778)	(2,451)	327	(395)	(260)	135	
SEND and Inclusion - DSG	46,280	47,580	1,300	(1,516)	(1,806)	(290)	44,765	45,775	1,010	The overspend on the DSG High Needs block is due to the increased demand on top up budgets, with Special School, Independent, & Post 16 top ups overspending by £1.532m. This is offset by earlier than planned delivery of DSG savings of £0.460m from the Specialist Teaching Service and Integrated Disability Team. The total overspend on the DSG High Needs Block is £2.457m, when the deficit in "Schools Residual - DSG" is also taken into account. The pressure on High Needs is a national issue, and the new SEND Board and High Needs working group are focussed on addressing this problem.
<b>SEND and Inclusion - Total</b>	<b>52,687</b>	<b>53,478</b>	<b>791</b>	<b>(5,344)</b>	<b>(5,257)</b>	<b>87</b>	<b>47,342</b>	<b>48,221</b>	<b>878</b>	
Learning and Performance	2,503	2,660	157	(1,360)	(1,983)	(623)	1,143	677	(466)	There is a planned underspend of £420k on the School Improvement & Monitoring grant for the academic year 2018/19, and Cabinet is requested to approve the transfer of this grant to reserves to pay for School Improvement activity in 2019/20.
Learning and Performance - Traded Educational (Sch Gov)	403	410	8	(456)	(554)	(99)	(53)	(144)	(91)	£50k of this surplus has been achieved by Governor Services.
Learning and Performance - DSG	3,154	3,003	(151)	(62)	(186)	(125)	3,092	2,817	(275)	Of this underspend a £171k is a saving made by Area Behaviour Partnership, the service has implemented changes to support pupils at risk of exclusion, which has resulted in an increase in school to school managed moves and therefore reducing the need for expensive Alternative Provision.
<b>Learning and Performance - Total</b>	<b>6,060</b>	<b>6,073</b>	<b>14</b>	<b>(1,877)</b>	<b>(2,723)</b>	<b>(846)</b>	<b>4,183</b>	<b>3,350</b>	<b>(833)</b>	
Adult Community Learning	1,650	1,523	(127)	(1,731)	(1,604)	127	(81)	(81)	(0)	
Schools Residual Pensions	2,116	2,917	800	0	(907)	(907)	2,116	2,010	(106)	Underspend in teachers historical pension contributions and occupational therapy services.
Schools Residual - DSG	(1,474)	1,787	3,260	(72)	(89)	(17)	(1,545)	1,698	3,243	This overspend reflects the known deficit on the DSG budget at the start of 2018/19 and further increases in the deficit as demand for services, particularly High Needs, has grown during the year.
<b>Schools Residual - Total</b>	<b>642</b>	<b>4,703</b>	<b>4,061</b>	<b>(72)</b>	<b>(996)</b>	<b>(924)</b>	<b>571</b>	<b>3,708</b>	<b>3,137</b>	
<b>Net Service Spending</b>	<b>115,596</b>	<b>120,254</b>	<b>4,657</b>	<b>(14,243)</b>	<b>(16,250)</b>	<b>(2,007)</b>	<b>101,353</b>	<b>104,004</b>	<b>2,650</b>	

Education & Learning - Ian Budd

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Hayfield (Education & Learning)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Outturn £'000	
CG-EL-03	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention, effective use of funding from the priority families programme, increase trading with academy schools outside Warwickshire and reductions in the service.	139	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	
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	
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	
CG-EL-08	Stop funding redundancy costs for schools and only provide for existing commitments	100	100	
CG-EL-09	Reduction in the Home to School Transport Budget:	248	248	
	<b>Total</b>	<b>733</b>	<b>733</b>	
			733	
	<b>Target</b>			
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

Education & Learning - Ian Budd

Strategic Director - Mark Ryder

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	
Education and Learning - Savings	-260	260	-1,538	-1,538	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
SEND Earmarked Reserve	427	-242	38	223	
School Improvement Monitoring & Brokering Reserve	0		420	420	
Education MIS Project	71	-71	50	50	
Virtual Schools for LAC			43	43	
Early Years Delivery Support Fund (30 hrs)	60	-60		0	
DSG Reserve	273		-1,663	-1,390	
<b>Total</b>	<b>571</b>	<b>(113)</b>	<b>(2,650)</b>	<b>(2,192)</b>	

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		
<b>Learning - Devolved</b>															
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	1,165	1520	0	0	2,685	1,165	2,099	1,520	0	4,784	579	2,099	Devolved actual spend varies year on year and is under the control of individual schools.	
<b>Learning - Non Schools</b>															
11399000	CMS Musical Instruments 2015/16-2017-18	80	11	0	0	91	80	0	0	0	80	-11	-11	2018-19 expenditure was less than £6k (de minimis) and recharged to revenue	
11556000	Education MIS	426	0	0	0	426	426	0	0	0	426	0	0		
11557000	Early Years Capital Fund / Knightlow Children's Partnership	196	0	0	0	196	196	0	0	0	196	0	0		
11558000	Early Years Capital Fund / Nic Nac Pre-School	174	0	0	0	174	174	0	0	0	174	0	0		
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	195	0	0	0	195	195	0	0	0	195	0	0		
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	78	0	0	78	0	0	0	0	0	-78	-78	2018-19 DfE grant received - no expenditure to date and future plans for use of the funding need to be reassessed.	
11583000	Early Years Capital Fund / Dunchurch Infants	132	54	0	0	186	132	0	54	0	186	-54	0	Expenditure now expected in 2019-20	
<b>Learning - Other</b>															
10008000	Education - S106 Financing	1	0	0	0	1	1	0	0	0	1	0	0		
11476000	Nursery & pre school provision minor works	13	0	0	0	13	13	0	0	0	13	0	0		
11571000	Bridges Childcare	0	58	0	0	58	0	58	0	0	58	0	0		
11573000	Planning & Development block header 17/18	10	190	0	0	200	10	14	176	0	200	-176	0	Funding to still be given to specific projects	
11630000	Minor Works 18/19	16	284	0	0	300	16	142	130	0	289	-141	-11	Funding to still be given to projects	
11633000	Weddington Nursery Provision - demolition and new build	0	10	0	0	10	0	6	0	0	6	-4	-4	Return of £4,034 to Basic Need Pot	
11678000	Seedlings Nusery HRI Wellesbourne - Modular Building	0	120	0	0	120	0	0	120	0	120	-120	0	Delayed Project start on going talks with Nursery Provider	
11682000	Temporary Classroom Removal	0	150	0	0	150	0	54	96	0	150	-96	0	Remaining Funding to still be given to projects	
11683000	Healthy Pupil Capital Fund	0	0	0	0	0	0	0	0	0	0	0	0		
11715000	Marle Hall refurbishment works	0	0	0	0	0	0	35	0	0	35	35	35	Building Refurbishment works charged to capital and funded by a Revenue Contribution	
<b>Primary - expansion</b>															
11073000	All Saints Junior Extension (Pupil Places) Warwick	900	29	0	0	929	900	32	1	0	933	4	4	Increase in funding from Basic Need Pot of £4341	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	0	0	0	878	878	0	0	0	878	0	0		
11249000	Bishopton School extension - targeted basic need	2,689	2	0	0	2,691	2,689	3	0	0	2,691	1	1	Increase in Project funding from Basic Need Pot £706	
11255000	Paddox School extension - targeted basic need	2,670	9	0	0	2,679	2,670	18	0	0	2,688	9	9	Increase in Project Funding from basic need pot £8980	
11262000	Cawston Grange extension (pupil places)	2,695	2	0	0	2,697	2,695	2	0	0	2,697	0	0		
11263000	Long Lawford extension (pupil places)	771	2	0	0	773	771	2	0	0	773	0	0		
11270000	Shipston Primary extension	394	0	0	0	394	394	12	0	0	405	12	12	Increase in Project Funding from basic need pot £11,881	
11322000	Whitnash primary basic need provision	648	0	0	0	648	648	0	0	0	648	0	0		
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	870	0	0	0	870	870	0	0	0	870	0	0		
11386000	Long Lawford Primary permanent expansion	255	2485	402	0	3,142	255	2,004	882	0	3,142	-480	0	Additional works for car park drop out delayed till 19/20	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	581	119	0	0	700	581	171	0	0	752	52	52	Increase in Project funding from Basic Need Pot £52,072	
11392000	St Peters Barford, expansion	308	0	0	0	308	308	0	0	0	308	0	0		
11401000	Hillmorton Primary Permanent Expansion	3,022	20	0	0	3,042	3,022	19	1	0	3,042	-1	0		
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	894	0	0	0	894	894	0	0	0	894	0	0		
11468000	Oakfield Primary expansion (Academy)	473	27	0	0	500	473	57	0	0	530	30	30	Increase in Project funding from Basic Need Pot £30,404	
11469000	Northlands Primary School - bulge class developer contribution	52	11	0	0	63	52	11	0	0	63	0	0		
11470000	Nathaniel Newton Infants, extension re bulge class	182	0	0	0	182	182	0	4	0	186	0	4	Increase in Project funding from Basic Need Pot £4,167	
11471000	The Ferncumbe Primary School	100	0	50	0	150	100	0	50	0	150	0	0		
11474000	Newdigate Primary School Bedworth	111	0	0	0	111	111	0	0	0	111	0	0		

Education & Learning - Ian Budd

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Hayfield (Education & Learning)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	270	5	0	0	275	270	1	5	0	275	-5	0	
11494000	Kingsway Primary - temporary classroom for bulge class	110	0	0	0	110	110	0	0	0	110	0	0	
11495000	Stockingford Primary School new SISG module building	359	6	0	0	366	359	-1	7	0	366	-7	0	Project spend less than expected in year
11565000	Ettington Primary School	60	0	0	0	60	60	0	0	0	60	0	0	
11566000	The Ferncumbe Primary School	20	49	331	0	400	20	39	340	0	400	-9	0	Project spend less than expected in year
11569000	Paddox Primary SISG	2	0	298	0	300	2	6	291	0	300	6	0	Project spend more than expected in year
11572000	Stratford upon Avon Primary toilet facility improvements	0	29	0	0	29	0	31	0	0	31	2	2	Small increase in S106 payment due to indexation
11497000	Acorns Primary School, Long Compton - new temporary classroom	33	227	0	0	260	33	6	221	0	260	-221	0	Delayed start to project?
11620000	Newdigate Primary School - Expansion and Internal referb	7	357	900	0	1,264	7	297	960	0	1,264	-60	0	Project spend less than expected in year
11627000	Wellesbourne Primary School - new small hall and servery to the annex site	0	138	762	0	900	0	131	769	0	900	-7	0	Project spend less than expected in year
11628000	Michael Drayton Primary - Expansion	0	1,140	1,126	0	2,266	0	1,250	1,017	0	2,266	110	0	Project spend more than expected in year
11646000	Barford St Peters Primary	0	252	0	0	252	0	234	17	0	252	-17	0	Project spend less than expected in year
11647000	Coleshill Primary	0	316	0	0	316	0	291	25	0	316	-25	0	Project spend less than expected in year
11679000	Boughton Leigh & Brownsover - Feasibility S106	0	9	0	0	9	0	12	0	0	12	3	3	Increase in funding from Basic Need Pot £2,975
<b>Primary - new</b>														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,007	2	7	0	3,017	3,007	-1	10	0	3,017	-3	0	
11384000	New School, The Gateway, Rugby	13	37	1100	2,000	3,150	13	37	1,100	2,000	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	3,411	142	0	0	3,553	3,411	158	0	0	3,569	16	16	Increase in funding from Basic Need Pot £15,722
11480000	Water Orton Primary School (re HS2 Conditional)	111	2,888	3,028	0	6,027	111	4,696	1,220	0	6,027	1,808	0	Project spend greater in year than expected
<b>Primary - other</b>														
11319000	Eastlands Primary Temporary Classroom	98	24	20	60	202	98	9	35	60	202	-15	0	Project in year less than anticipated
11321000	Long Lawford Pri temporary classroom	287	44	40	0	371	287	77	6	0	371	34	0	Project spend in year more than anticipated
11331000	Newburgh Primary School - New Play Area	140	10	0	0	150	140	4	0	0	144	-6	-6	Return of funding to Basic Need Pot £5,917
11387000	Long Lawford temporary arrangements	4	0	0	0	4	4	0	0	0	4	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	230	0	0	0	230	230	0	0	0	230	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	234	13	0	0	247	234	0	0	0	234	-13	-13	Return of £12,697 back to Basic Need Pot
11499000	Bidford Primary & Willow Tree Nursery separation works	33	4	0	0	38	33	0	4	0	38	-4	0	Project spend in year less than anticipated
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	74	0	0	0	74	74	-1	1	0	74	-1	0	Increase in funding from Basic Need Pot £476
11568000	Welford on Avon Primary School	38	262	1,472	0	1,772	38	155	1,579	0	1,772	-107	0	Project spend in year less than anticipated
11570000	Coten End Kitchen Extension	164	1	0	0	165	164	4	3	0	171	3	6	Increase in funding of £6,449 from basic need pot
11621000	High Meadow Infant School - New Classrooms, group rooms and Toilets	6	244	1,400	0	1,650	6	251	1,393	0	1,650	7	0	
11626000	Goodyers End Primary School - demolition of temporary classroom	39	0	0	0	39	39	0	0	0	39	0	0	
<b>Schools Access</b>														
11267000	2013-14 Schools Disability Access block header	670	14	0	0	684	670	1	0	0	671	-13	-13	Transfer of £13,147 to 11629000
11393000	Minor Works Block Header 2015/16	634	29	0	0	663	634	29	0	0	663	0	0	
11479000	Access works for SEN 16-17	168	131	0	0	299	168	1	0	0	169	-130	-130	Transfer of £129,845 to project 11629000
11629000	DDA Blockheader 18/19	87	313	0	0	400	87	588	8	0	683	276	283	Transfer in of £13,347 from 11267000 and £129,845 from 11479000 and £140,000 from 11641000
<b>Secondary - expansion</b>														
11472000	Kineton High School	3,147	20	128	0	3,295	3,147	20	125	0	3,292	0	-3	
11473000	Shipston High School	2,222	94	0	0	2,316	2,222	82	0	0	2,304	-11	-11	Return of Funding to £11,375 to Basic Need Pot
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	41	0	34	0	75	41	0	34	0	75	0	0	
11619000	Campion Phase 1 (incl Sports Hall Refurb)	30	320	4,950	2,200	7,500	30	542	4,728	2,200	7,500	222	0	Project Ahead of expected timescales

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	
11632000	Aylesford Secondary School - Conversion of Bungalow	12	0	0	0	12	12	0	0	0	12	0	0	
11645000	Coleshill Secondary School	0	500	1,580	0	2,080	0	459	1,621	0	2,080	-41	0	Project spend lower from expected in year
11681000	Polesworth School - PSBP2	0	200	0	0	200	0	0	200	0	200	-200	0	Delay in project start due to ESFA
<b>Secondary - other</b>														
11320000	Shipston High temporary classroom	114	0	0	0	114	114	0	0	0	114	0	0	
<b>SEN - other</b>														
11180000	Welcombe Hills vehicle access alterations	8	0	442	0	450	8	0	442	0	450	0	0	
11406000	SEN Resource base provision - Primary schools	103	0	0	0	103	103	0	0	0	103	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	44	16	0	0	60	44	0	0	0	44	-16	-16	Increase in funding from Basic Need Pot £13,784 due to grant payment
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	0	0	0	0	0	0	11	0	0	11	11	11	Increase in project cost funded from Basic Need Pot £10,811
11496000	Middlemarch Junior School - SEN resourced provision facilities	64	0	0	0	64	64	0	0	0	64	0	0	
11589000	SEND facilities block	1	249	0	0	250	1	47	203	0	250	-203	0	Funding still to allocated to specific projects
11625000	Arden Fields Academy - creation of additional facilities	30	36	0	0	66	30	25	0	0	55	-11	-11	Return of £11,471 to Basic Need Pot?
11631000	Specialist Nurture Provision at Special School	0	200	0	0	200	0	0	200	0	200	-200	0	Funding still to given to specific projects
11634000	Bilton School Refocus Unit - Expansion and refurbishment	254	0	0	0	254	254	0	0	0	254	0	0	
11641000	Keeping SEND children local	0	200	130	0	330	0	0	190	0	190	-200	-140	Transfer of £140,000 11629000 of projects setup under incorrect block and remaining Funding still to given to specific projects
<b>SEN - expansion</b>														
11257000	Welcombe Hills school extension Targeted Basic Need	1018	0	0	0	1,018	1,018	0	0	0	1,018	0	0	
11622000	Oakwood Special School - Conversion of music room to specialist teaching room	26	0	0	0	26	26	0	0	0	26	0	0	
11623000	Ridgeway School - Reconfiguration of classrooms	0	0	0	60	60	0	0	0	60	60	0	0	
11624000	Round Oak School - Reconfiguration of classrooms	0	0	0	190	190	0	0	0	190	190	0	0	
11680000	Exhall Grange - modular pod and internal remodelling	0	514	332	0	846	0	536	310	0	846	21	0	DfE Special Provision fund included in Corporate Funding
<b>SEN - new</b>														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,804	243	0	0	6,047	5,804	203	40	0	6,047	-40	0	Project spend in year less than anticipated
11644000	Water Orton Evergreen Unit	0	50	600	0	650	0	10	640	0	650	-40	0	Project spend in year less than anticipated
		<b>44,131</b>	<b>14,508</b>	<b>19,130</b>	<b>4,510</b>	<b>82,280</b>	<b>44,131</b>	<b>14,981</b>	<b>20,776</b>	<b>4,510</b>	<b>84,399</b>	<b>472</b>	<b>2,119</b>	

Chief Fire Officer - Kieran Amos  
 Strategic Director - Mark Ryder  
 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	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Delivery - Operational Response	10,361	10,293	(68)	(20)	(17)	3	10,341	10,276	(65)	This small variation of less than 1% against the largest budget area does not reflect the resource implications required throughout the year. The Service has been running under establishment within wholetime response and in order to maintain operational availability has had to employ a number of measures utilising both On-Call and Wholetime crews to maintain response standards.
Service Delivery - Planning and Protection	911	897	(14)	(1)	(5)	(4)	910	892	(18)	Staff turnover has resulted in a small underspend.
Service Delivery - Fire Control	784	832	48	(32)	(70)	(38)	752	762	10	Additional overtime has been required in order to maintain crewing levels within the Control Room during periods of absence.
Service Delivery - Prevention	724	724	0	(114)	(190)	(76)	610	534	(76)	The underspend in Community Fire Safety is made up of a number of smaller variances across this service area, these include; a reduction in the use of the Small Fires Unit, staff vacancies and a late allocation of income for the Hospital to Home initiative.
Service Support - Technical Support	2,271	2,336	65	0	(41)	(41)	2,271	2,295	24	An element of maintenance was required in order to extend the useful life of existing equipment. There was also the need to cover some long term sickness absence.
Service Support - Training & Development	1,620	1,671	51	(100)	(160)	(60)	1,520	1,510	(10)	Over achievement of income from the delivery of training courses has resulted in a small underspend.
Service Improvement - Business Transformation & Projects	641	664	23	0	(34)	(34)	641	630	(11)	A number of small variances across various projects.
Brigade Management	574	593	19	0	0	0	574	593	19	Incorrect coding of expenditure within this service area has resulted in an overspend. This has been off-set against the corresponding underspend within Business Support.
Service Support - HR, IT, Finance & Pensions	1,594	2,171	577	(3)	19	22	1,591	2,190	599	The abortive costs associated with the original capital training project at Southam have been allocated within this service area. It has been agreed that these costs will be funded from general reserves. Once reserves have been allocated the revised variance within this service area is £132k underspend. This variation is made up of a number of variances across services, these include; staff vacancies, reduction in legal costs, firefighter pensions and reduced IT systems costs.
WFRS Head of Service	217	210	(7)	0	0	0	217	210	(7)	Minor variations across various expenditure.
<b>Net Service Spending</b>	<b>19,697</b>	<b>20,391</b>	<b>694</b>	<b>(270)</b>	<b>(498)</b>	<b>(228)</b>	<b>19,427</b>	<b>19,892</b>	<b>465</b>	

Chief Fire Officer · Kieran Amos  
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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	
Pensions Reserve	268	0	0	268	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Fire Control Project	233	(87)	7	153	
Service Savings Reserve	600	(280)	(526)	(206)	
Fire Services - ESMCP	765	(183)	1	583	
RSFRS Project	116	338	15	469	
Vulnerable People	45	(45)	29	29	
Training	0	186	9	195	
<b>Total</b>	<b>2,027</b>	<b>(71)</b>	<b>(465)</b>	<b>1,491</b>	



Chief Fire Officer Kieran Amos  
 Strategic Director - Mark Ryder  
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2018-20 Savings

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

Chief Fire Office Kieran Amos  
Strategic Director - Mark Ryder  
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	666	0	0	666	0	55	0	0	55	-611	-611	Due to a delay in production the service will not take delivery of the Aerial Turntable Ladder until May 2019.
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>666</b>	<b>0</b>	<b>0</b>	<b>666</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>-611</b>	<b>-611</b>	
11300000	Equipment for new Fire Appliances 2017/18	100	66	0	0	165	100	39	27	0	165	-27	0	The purchase of equipment has been temporarily paused whilst a review of the fleet provision has taken place. The procurement of replacement fire appliances will commence during 2019/20.
11448000	Equipment for new Fire Appliances 2018/19	0	94	26	0	120	0	31	89	0	120	-63	0	The purchase of equipment has been temporarily paused whilst a review of the fleet provision has taken place. The procurement of replacement fire appliances will commence during 2019/20.
11544000	Equipment for new Fire Appliances 2019/20	0	0	120	0	120	0	0	120	0	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>100</b>	<b>160</b>	<b>146</b>	<b>0</b>	<b>405</b>	<b>100</b>	<b>70</b>	<b>236</b>	<b>0</b>	<b>405</b>	<b>-90</b>	<b>0</b>	
11229000	New Fire & Rescue Centre Leamington Spa	3,183	21	0	0	3,204	3,183	-42	0	0	3,142	-62	-62	Reduction in contractors fees due to previous overpayment. Remaining Corporate Resource moved to 11601000 for Fire HQ refurbishment
11374000	Training Centre - New Build	2,069	1,809	4,000	0	7,878	2,069	-657	1,149	0	2,560	-2,466	-5,318	This project formed part of the original training provision which is now abortive and has been superseded by new projects agreed as part of the 2019/20 budget resolution.
11600000	WFRS Water Training Facility	0	500	0	0	500	0	0	0	0	0	-500	-500	This project formed part of the original training provision with project 11374000; both of these projects have now been superseded by new projects agreed as part of the 2019/20 budget resolution.
11601000	Fire & Rescue HQ Leamington Spa	4	283	1,944	0	2,230	4	11	0	2,278	2,293	-272	62	Work has been paused on this project whilst work continues on the WCC Modern Working transformation programme. Corporate Resource balance transferred from 11229000 as these projects are linked
11700000	F&R Training Programme: Radford Road	0	0	0	560	560	0	0	0	560	560	0	0	
11701000	F&R Training Programme: Stratford	0	0	450	0	450	0	0	450	0	450	0	0	
11702000	F&R Training Programme: Kingsbury	0	0	501	150	651	0	0	501	150	651	0	0	
11703000	F&R Training Programme: EA Water site	0	0	350	650	1,000	0	0	350	650	1,000	0	0	
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>5,256</b>	<b>2,613</b>	<b>7,245</b>	<b>1,360</b>	<b>16,473</b>	<b>5,256</b>	<b>-688</b>	<b>2,450</b>	<b>3,638</b>	<b>10,656</b>	<b>-3,300</b>	<b>-5,818</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	849	83	0	0	932	849	0	83	0	932	-83	0	Issues arising from the final stages of testing has resulted in a delay of the final stage payments.
<b>Sub Total - Fire Control Project</b>		<b>849</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>932</b>	<b>849</b>	<b>0</b>	<b>83</b>	<b>0</b>	<b>932</b>	<b>-83</b>	<b>0</b>	
<b>Grand Total</b>		<b>6,205</b>	<b>3,522</b>	<b>7,391</b>	<b>1,360</b>	<b>18,477</b>	<b>6,205</b>	<b>-563</b>	<b>2,769</b>	<b>3,638</b>	<b>12,049</b>	<b>-4,085</b>	<b>-6,429</b>	

Transport & Economy - Stuart Jackson (Interim)

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Transport & Economy Management	186	248	63	0	0	0	186	248	63	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	596	44	0	(4)	(4)	552	592	40	Payment to Midlands Engine for 2017/18 and 2018/19 at end of March 19.
Economy & Skills	2,100	1,991	(110)	(970)	(799)	171	1,131	1,192	61	WCC attendance at MIPIM was an unbudgeted cost, and while other spend was reduced, this did lead to an overspend situation of c/ £20k. Additional investment in C&W Inward Investment activity has been secured for future years as part of the budget setting process, so this situation should not re-occur. The remaining overspend was a result of not drawing down from reserves for our ERDF and ESF projects.
Economy & Skills - Business Centres	1,175	1,229	53	(1,576)	(1,631)	(55)	(400)	(402)	(2)	
Planning and Development & Flood Risk	1,808	2,607	799	(973)	(1,552)	(578)	835	1,055	220	Preparatory work on Minerals Plan £28k. Decision taken after Qtr 2 reporting not to draw down more S38 reserves to fund in year S38 works which inevitably meant an overspend. Some of this was balanced by an underspend in Flood Risk.
Infrastructure & Regeneration	1,290	1,526	236	(122)	(210)	(88)	1,168	1,316	147	£40k not spent on St Nicks Church Hall demolition due to delay with planning permission, remaining overspend agreed & approved with Mark R. prior to budget being agreed.
Design Services	5,084	7,797	2,712	(4,621)	(7,019)	(2,399)	464	777	314	Correction of £288k was applied in accounts relating to prior years income from developers for s278 schemes. Overspend of £297k from Traffic Signal Maintenance the result of cost of UTMC upgrade having to be met in 2018/19. This was partially offset by additional surpluses of £258k from Design Services' main business.
County Fleet Management - Traded Educational	92	173	81	(112)	(189)	(77)	(20)	(15)	5	
County Fleet Management - Traded Non-Educational	3,186	2,816	(370)	(3,596)	(2,926)	670	(410)	(110)	300	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. £40k on vehicles which will, in future years are to be leased out, so costs will be recouped. Pool car income was also below budget this year.
County Highways	16,408	17,353	945	(1,400)	(3,042)	(1,642)	15,008	14,311	(698)	A variety of variances linked to reduced Winter Maintenance costs and vehicle maintenance.
Network Management	1,927	2,714	787	(2,234)	(3,972)	(1,739)	(307)	(1,258)	(952)	Additional income received throughout the year which is demand led.
Transport Operations	31,322	32,453	1,131	(22,741)	(24,353)	(1,611)	8,581	8,100	(481)	Reduced reimbursement payments on ENCTS and salary underspend
Transport Planning	1,688	2,516	828	(473)	(825)	(352)	1,215	1,692	477	Additional costs of legal and SLC advice for Kenilworth Station final payment settlement. Additional scheme development within the TDF to support infrastructure
Road Safety and Traffic Projects	5,257	5,119	(138)	(6,937)	(6,980)	(43)	(1,680)	(1,861)	(181)	Speed Awareness Workshops exceeded the income target and there were other savings made across the Group following scrutiny of the budget.
<b>Net Service Spending</b>	<b>72,076</b>	<b>79,138</b>	<b>7,061</b>	<b>(45,754)</b>	<b>(53,502)</b>	<b>(7,748)</b>	<b>26,322</b>	<b>25,636</b>	<b>(686)</b>	

Transport & Economy - Stuart Jackson (Interim)

Strategic Director - Mark Ryder

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	Closing Balance 31.03.19 £'000	
Business Centres	150			150	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Speed Workshops	694		118	812	
Development Group Realignment	0		75	75	
Transport & Economy - Savings	655	180	27	862	
Kenilworth Station	0	500		500	
S38 Developer Funding	650	-300		350	
Flood Management Reserve	480	-51	266	695	
European Match Funding	276			276	
Skills Delivery for Economic Growth	399	-193		206	
Women's Cycle Race	0		200	200	
Rural Growth Network	367	-89		278	
<b>Total</b>	<b>3,671</b>	<b>47</b>	<b>686</b>	<b>4,404</b>	

Transport & Economy - Stuart Jackson (Interim)

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport & Environment)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Forecast Outturn £'000	
	2017/18 Underachievement of savings	180	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	
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	
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	
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	
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	
CG-TE-14	Commissioning of the cycle training service to an external provider.	5	5	
CG-TE-15	Energy savings as a result of the capital investment into LED technology within our street lighting stock.	400	400	
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	
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	
CG-TE-18	Develop the market for pre application advice, with the introduction of the pre-application charges in Flood Risk	20	20	
CG-TE-19	Generate new income from the implementation and operation of a highway permit scheme for Solihull MBC. The County Council currently manages a similar permit scheme for Coventry City Council.	25	25	
CG-TE-20	Winter gritting route optimisation as a result of rationalising depots to a single south depot.	0		
CG-TE-21	Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.	0		
CG-TE-22	Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.	0		
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		
	<b>Total</b>	<b>869</b>	<b>689</b>	

Transport & Economy - Stuart Jackson (Interim)

Strategic Director - Mark Ryder

Portfolio Holders - Councillor Clarke (Transport & Environment)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Forecast Outturn £'000	
	Target		869	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>180</b>	

Transport & Economy - Stuart Jackson (Interim)  
 Strategic Director - Mark Ryder  
 Portfolio Holders - Councillor Clarke (Transport & Environment)

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
<b>Area Delegated Funded Schemes</b>														
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	541	19	0	0	561	541	18	0	0	559	-1	-1	Reallocation of budgets based on updated estimates
11275000	Nuneaton and Bedworth Area Committee	479	0	0	0	479	479	-3	0	0	476	-3	-3	Reallocation of budgets based on updated estimates
11276000	Rugby Area Committee	416	0	36	0	452	416	0	36	0	452	0	0	
11278000	Warwick Area Committee	439	0	0	0	439	439	-9	0	0	430	-9	-9	Reallocation of budgets based on updated estimates
11354000	Area Delegated Funding 17-18	0	2	376	0	378	0	29	0	297	327	27	-52	Reallocation of budgets based on updated estimates
11394000	Transport & Roads Area Delegated Funding	514	11	0	0	524	514	2	8	0	524	-8	0	Reallocation of budgets based on updated estimates
11395000	Street Lights Area Delegated Funding	162	0	0	0	162	162	0	0	0	162	0	0	
11396000	County Highways Area Delegated Funding	275	39	0	0	314	275	0	39	0	314	-39	0	Reallocation of budgets based on updated estimates
11398000	Design Services Area Delegated Funding	148	12	0	0	160	148	1	11	0	160	-11	0	Reallocation of budgets based on updated estimates
11452000	Area Delegated Funding 18-19	0	0	2,469	0	2,469	0	0	0	2,049	2,049	0	-420	Reallocation of budgets based on updated estimates
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	84	13	0	0	97	84	13	0	0	98	0	0	
11485000	Delegated Budget 2016-17 Road Safety	496	77	0	0	573	496	5	66	0	567	-72	-6	Reallocation of budgets based on updated estimates
11487000	Delegated Budget 2016-17 Transport Planning	98	30	0	0	128	98	14	16	0	128	-16	0	Reallocation of budgets based on updated estimates
11488000	Delegated Budget 2016-17 Casualty reduction	23	111	82	0	216	23	135	103	0	261	24	45	Developer Funding added £45,246
11489000	Delegated Budget 2016-17 Street Lighting	17	0	0	0	17	17	0	0	0	17	0	0	
11490000	Delegated Budget 2016-17 Programmes	414	133	0	0	547	414	-4	137	0	547	-137	0	Reallocation of budgets based on updated estimates
11547000	Area Delegated Funding 19-20	0	0	2,000	0	2,000	0	0	0	2,000	2,000	0	0	
11588000	Delegated Budget For Traffic Signals Gaf Din 2017 /2018	1	5	0	0	6	1	0	5	0	6	-5	0	Reallocation of budgets based on updated estimates
11590000	Delegated Budget 2017-18 Road Safety	145	566	0	0	711	145	467	139	0	751	-99	40	Parish Council contribution £2k
11592000	Delegated 17-18 County Highways	326	318	0	0	643	326	190	140	0	656	-128	13	Parish Council contribution £3,468
11593000	Delegated Budget 2017-18 Transport Planning	34	17	0	0	51	34	7	10	0	50	-10	0	Reallocation of budgets based on updated estimates
11594000	Delegated Budget 2017-18 Street Lighting	0	16	0	0	16	0	14	2	0	16	-2	0	Reallocation of budgets based on updated estimates
11652000	Jo Edwards Delegated Schemes 2018 2019	0	602	0	0	602	0	301	666	0	967	-302	365	Developer Funding added £17,428
11653000	John Grant Delegated Schemes 2018 2019	0	719	0	0	719	0	645	170	0	815	-73	96	Reallocation of budgets based on updated estimates
11654000	Gaf Din Delegated Schemes 2018 2019	0	29	0	0	29	0	0	29	0	29	-29	0	Reallocation of budgets based on updated estimates
11655000	Mike Cunningham Delegated Schemes 2018 2019	0	7	0	0	7	0	7	0	0	7	0	0	
11656000	Nigel Whyte Delegated Schemes 2018 2019	0	68	6	0	74	0	75	12	0	86	7	13	Developer Funding added £11,500
<b>Economic Development</b>														
10154000	Centenary Business Centre Phase 3	1,883	7	0	0	1,890	1,883	0	7	0	1,890	-7	0	Floor installation now planned for 19/20
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	598	43	79	0	720	598	36	86	0	720	-7	0	Slower take up for Spacehive
11425000	Capital Growth Fund Business Loans and Grants	1,439	368	343	150	2,300	1,439	224	371	150	2,184	-144	-116	Funding for small business loans in 2018/19 could not be released until the contract and security for Duplex were in place, funding reduced where future repayments had been forecast
11549000	Vicarage Street Site Investigations	30	10	0	0	40	30	0	0	0	30	-10	-10	No further costs expected
11596000	Eliot Park Innovation Centre - improvements to the car park	437	35	0	0	472	437	25	10	0	472	-10	0	Final account still to be settled
11611000	Transforming Nuneaton	0	555	3,700	3,300	7,555	0	165	4,220	3,170	7,555	-390	0	Delay in the signing of the LEP agreement has led to limited spend to date. Key spend for 18/19 was the purchase of a building with exchange of contracts taking place at the end of March 2019 resulting in only a payment of 10% of the cost rather than the full cost
11612000	Capital Investment Fund/ Duplex Fund	0	288	692	1,020	2,000	0	0	980	1,020	2,000	-288	0	Complex contracting took longer than expected. The fund is now expected to be launched in 2019/20 Q1 on completion of the external due diligence
11613000	Capital Investment Fund/ Small Business Grants	0	150	250	600	1,000	0	169	231	600	1,000	19	0	Business reporting delays in Autumn 2018 were eventually able to deliver their investment projects and claim their grant before the end of 2018-19
11668000	Business Centre Strategy	0	80	70	0	150	0	91	59	0	150	11	0	Spend planned for 19/20 was able to be delivered in 18/19
<b>Flood Management</b>														
11424000	Snitterfield Flood Alleviation	2,791	6	0	0	2,797	2,791	2	0	0	2,793	-4	-4	Environment Agency funding reallocated across schemes
11427000	Ladbrooke Flood Alleviation	34	45	0	0	79	34	26	2	0	61	-19	-17	Environment Agency funding reallocated across schemes
11514000	Grendon Property Level Protection	8	0	0	0	8	8	0	0	0	8	0	0	Environment Agency funding reallocated across schemes
11550000	Flood modelling	69	34	0	0	103	69	23	11	0	103	-11	0	Environment Agency funding reallocated across schemes
11574000	Kites Hardwick flood alleviation	62	8	0	0	70	62	14	0	0	76	6	6	Environment Agency funding reallocated across schemes
11599000	Cherrington Flood Risk Management Scheme	29	36	0	0	65	29	28	8	0	65	-8	0	Environment Agency funding reallocated across schemes
11686000	Whiteacre Health Flood alleviation	0	43	4	0	47	0	36	13	0	49	-7	2	Environment Agency funding reallocated across schemes
<b>Integrated Transport - Casualty Reduction Schemes</b>														

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2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	Earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total		
11355000	Casualty Reduction Schemes 15/16	391	61	337,861	0	789	391	96	1,194	0	1,681	35	891	£350k moved from 11546000 Cas Red 19/20 allocation to this scheme; awaiting CIF bid for additional £541k funding, currently underwritten as RCCO	
11356000	Casualty Reduction Schemes 16/17	251	27	0	0	277	251	-20	47	0	277	-47	0	Delays in design work	
11357000	Casualty Reduction Schemes 17/18	12	5	0	0	17	12	5	0	0	18	0	0		
11453000	Casualty Reduction Schemes 18-19	0	99	290	0	389	0	21	367	0	388	-78	-1	Delays in design work	
11546000	Casualty Reduction Schemes 19-20	0	0	350	0	350	0	0	0	0	0	0	-350	Funding switch to Portobello Crossroads 11355002	
11711000	Temple Hill / Lutterworth Road Wolvey Casualty Reduction Scheme	0	0	0	0	0	0	0	1,601	0	1,601	0	1,601	New project added ( CIF allocation )	
<b>Integrated Transport - Cycle Schemes</b>															
10324000	Lawford Road Cycle Route	498	0	17	0	515	498	0	19	0	518	0	3	Small amount of additional developer funding	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	27	119	5	0	150	27	124	0	0	151	6	1	Small amount of additional developer funding	
10434000	North West Warwick Cycle Scheme	778	3	0	0	781	778	3	0	0	781	0	0		
<b>Integrated Transport - Other Schemes</b>															
11330000	Fillongley Crossroads realigning crossroad junction	229	0	0	0	229	229	2	0	0	231	2	2		
11456000	Stratford Park & Ride site alterations	86	-	13,645	0	100	86	1	12	0	100	1	0	Preliminary work in 1819	
11650000	Electric Vehicle Charging Points	0	10	0	0	10	0	15	0	0	15	4	4	Installation costs estimate higher than expected	
11710000	Land at Crick Road Rugby	0	-	0	0	0	0	0	2,637	0	2,637	0	2,637	New Capital Project - CIF funding approved	
<b>Integrated Transport - Public Transport</b>															
11325000	Stratford Town Station Upgrade	17	110	110	0	237	17	110	110	0	237	0	0		
<b>Integrated Transport - Safer Routes to Schools</b>															
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	36	1	157	0	193	36	1	157	0	193	0	0		
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	73	-	8,496	0	81	73	0	8	0	81	0	0		
11635000	Home to School Routes 17-18	0	485	1231	0	1,716	0	46	1,670	0	1,716	-439	0	Schemes in development but not able to be completed by contractors before year end; works now expected in 2019-20	
<b>Integrated Transport - Safety Camera Schemes</b>															
10192000	Safety Camera Funded Schemes	1,576	0	20	0	1,596	1,576	0	20	0	1,596	0	0		
<b>Integrated Transport - School safety zones</b>															
11358000	School Safety Zones 15/16	299	0	0	0	299	299	0	0	0	299	0	0		
11359000	School Safety Zones 16/17	1,553	324	105	0	1,982	1,553	346	82	0	1,982	23	0	Slightly higher costs than expected	
11564000	School Safety Zones 17/18 A	354	595	22	0	971	354	289	328	0	971	-306	0	Schemes in development but not able to be completed by contractors before year end; works now expected in 2019-20	
11525000	School Safety Zones 17/18 B	14	0	0	0	14	14	0	0	0	14	0	0		
11585000	School Safety Zones 18/19	0	450	165	0	615	0	367	248	0	615	-83	0	Schemes in development but not able to be completed by contractors before year end; works now expected in 2019-20	
11586000	School Safety Zones 19/20	0	2	118	0	119	0	9	110	0	119	8	0	Slightly higher fees than expected	
<b>Major Transport Projects</b>															
10203000	Rugby Western Relief Road	59,097	49	100	0	59,246	59,097	1	148	0	59,246	-48	0	No legal challenge or claims for land compensation received in this period	
10362000	Kenilworth Station	13,663	245	0	0	13,908	13,663	-660	905	0	13,908	-905	0	Final account is still under negotiation with the Contractor and is likely to be settled in 2019/20	
10421000	Portobello Bridge	523	5	66	1,466	2,060	523	1	70	1,466	2,060	-4	0	Further programme delays mean scheme is now expected to commence in 2019-20	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,565	32	0	0	5,597	5,565	32	0	0	5,597	0	0		
10981000	NUCKLE	1,897	0	0	0	1,897	1,897	0	0	0	1,897	0	0		
11221000	M40 Junction 12	11,491	364	157	60	12,072	11,491	365	177	557	12,591	1	519	Additional Developer Funding received for 2018-19 and 2019-20 expenditure	
11272000	Rugby Gyrotory Improvements	1,553	10	15	0	1,578	1,553	10	25	0	1,587	0	10	Additional Developer funding utilised in 18-19; remaining corporate funding for ongoing maintenance	
11339000	Bermuda Connectivity	1,317	351	4,221	3,011	8,900	1,317	306	4,267	3,011	8,900	-45	0	Programme delayed, detailed design and land acquisition still to be finalised	
11509000	A444 Colton Arches, Nuneaton	355	2,915	450	0	3,720	355	3,119	246	0	3,720	204	0	Completion date was February 19 rather than December 18 which incurred additional construction and staff costs	
11510000	A46 Stanks Island, Warwick	481	1,210	4,899	0	6,590	481	139	5,970	0	6,590	-1,071	0	Second procurement exercise was not successful; currently out to tender.	
11604000	A444 Corridor Improvements - Phase 2	4	50	1,017	3,528	4,600	4	57	1,010	3,528	4,600	7	0	Additional surveys were commissioned to provide up to date data	
11605000	A3400 Bham Road Stratford Corridor Improvements	7	175	3,318	0	3,500	7	58	2,960	500	3,525	-117	25	Slippage in 1819 due to survey work taking longer than expected. Scheme cost increase fully funded from developer.	
11636000	A452 Myton Road And Shire Park Roundabouts	19	0	3,781	3,800	3,800	19	9	0	3,773	3,800	9	0	Design parameters work carried out in 1819	
11638000	A452 M40 spur west of Banbury Road	0	0	1,600	6,000	7,600	0	9	0	7,591	7,600	9	0	Design parameters work carried out in 1819	



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2018/19 to 2021/22 Capital Programme

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		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later	Total £ 000's	earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later	Total	Variance in Year	Total		
11649000	A46 Stoneleigh Junction Improvements	145	2,886	7,000	0	10,031	145	1,889	4,998	3,000	10,031	-998	0	Project has not achieved the expected contract terms for early contractor involvement and additional work to complete value engineering has resulted in delays	
11669000	Lawford Road / Addison Road Casualty Reduction	0	150	696	0	846	0	16	830	0	846	-134	0	Delays in design work resulting in works to be undertaken in 2019-20	
11694000	A47 Hinckley Road corridor scheme	0	0	0	0	0	0	95	3,390	0	3,485	95	3,485	New Capital Project funded from NPIF grant (£2.839m), CIF £596k and Highways England £50k	
<b>Street Lighting</b>															
11125000	Street Lighting Column Replacement 2014/2015	1,239	0	0	0	1,239	1,239	0	0	0	1,239	0	0		
11220000	Street Lighting Column Replacement 2015/2016	1,057	2	0	0	1,060	1,057	2	0	0	1,060	0	0		
11279000	Pump Priming allocation for LED street lighting	2,434	756	2,000	0	5,190	2,434	796	0	2,000	5,230	40	40	Reallocation of budgets based on updated estimates; small additional revenue contribution planned	
11360000	LED Street Lights March Funding	8,179	0	0	0	8,179	8,179	0	0	0	8,179	0	0		
11459000	Street Lighting Column Replacement 2016-17	1,108	0	0	0	1,108	1,108	0	0	0	1,108	0	0		
11563000	Street Lighting base budget 17-18	568	0	0	0	568	568	-1	0	0	567	-1	-1		
11651000	Street Lighting base budget 18-19	0	873	0	0	873	0	713	163	0	876	-160	3	Reallocation of budgets based on updated estimates; some delays to schemes by contractor completing less than expected	
<b>Structural Bridge Maintenance</b>															
10413000	Structural Maintenance of Bridges 2009/10	1,395	0	0	0	1,395	1,395	0	0	0	1,395	0	0		
10977000	Minor Bridge Maintenance Schemes 2011/2012	1,014	0	0	0	1,014	1,014	0	21	0	1,036	0	22	Reallocation of budgets based on updated estimates	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,341	5	0	0	2,347	2,341	-38	58	0	2,362	-43	15	Additional income from Network Rail	
11241000	Minor Bridge Maintenance Schemes 2013/2014	302	151	0	0	453	302	240	0	0	542	89	89	Additional DfT funding utilised	
11308000	Minor Bridge Maintenance schemes 2014/2015	860	0	0	0	860	860	0	0	0	860	0	0		
11382000	Minor Bridge Maintenance schemes 2015/2016	1,317	327	0	0	1,643	1,317	300	33	0	1,650	-26	7	Costs lower than expected in 18-19; additional DfT funding utilised	
11457000	Minor Bridge Maintenance schemes 2016/2017	469	111	0	0	581	469	27	67	0	563	-85	-18	Costs lower than expected	
11587000	Minor Bridge Maintenance schemes 2017/2018	710	1,214	0	0	1,924	710	1,187	181	0	2,078	-27	154	Additional DfT funding utilised	
11658000	Minor Bridge Maintenance schemes 2018/2019	0	511	0	0	511	0	724	585	0	1,308	213	797	Additional DfT funding (£1m) allocated from Highways/Bridges Maintenance funding of £5.741m. £400k is to be utilised on Bermuda Bridge in 19/20	
<b>Structural Maintenance of Roads</b>															
11361000	Highways Maintenance 16-17	15,114	0	0	0	15,114	15,114	-26	0	0	15,088	-26	-26	Reallocation of budgets based on updated estimates	
11362000	Highways Maintenance 17-18	15,532	13	0	0	15,545	15,532	-135	0	0	15,397	-148	-148	Reallocation of budgets based on updated estimates	
11451000	Highways Maintenance 18-19	0	15,730	0	0	15,730	0	17,412	0	0	17,412	1,682	1,682	Part of additional £4.741m DfT funding; additional revenue contribution £18k	
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0	0	0	0		
11455000	Highways Maintenance Additional Funding 17-18	0	0	0	0	0	0	0	0	0	0	0	0		
11545000	Highways Maintenance 19-20	0	0	12,708	0	12,708	0	0	16,677	0	16,677	0	3,969	Part of additional £4.741m DfT funding plus £718k DfT Pothole Grant notified 1/4/19	
11553000	National Productivity Investment Fund Money	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Traffic Signals</b>															
11309000	Traffic Signals 2014-15	232	0	0	0	232	232	0	0	0	232	0	0		
11381000	Traffic Signals 2015-16	181	13	0	0	194	181	0	13	0	194	-13	0	Costs of schemes lower than expected	
11458000	Traffic Signals 2016-17	202	0	0	0	202	202	0	0	0	202	0	0		
11591000	Traffic Signals Base Budget 2017-18	235	0	0	0	235	235	43	0	0	278	43	43	Ducting, access chambers and traffic signal poles were replaced as part of the upgrade works which was not initially planned	
11657000	Traffic Signals Base Budget 2018-19	0	254	59	0	313	0	235	35	0	270	-19	-43	Planned underspend to deal with pressure on block header 11591000	
<b>Total Transport &amp; Economy (excluding funded developer schemes)</b>		<b>168,788</b>	<b>35,195</b>	<b>51,364</b>	<b>22,916</b>	<b>278,263</b>	<b>168,788</b>	<b>31,088</b>	<b>59,028</b>	<b>34,712</b>	<b>293,617</b>	<b>-4,107</b>	<b>15,354</b>		
<b>Developer Funded Transport - s106 schemes</b>															
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	62	0	329	0	391	62	0	329	0	391	0	0		
11099000	Upgrade traffic signals Blackhorse Road	137	11	0	0	148	137	0	11	0	148	-11	0	Preliminary costs now in 19/20 due to construction delays	
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	0	0	0	12	12	0	1	0	13	0	1		
11194004	Install CCTV on Emscote Road Warwick ( Tesco Stores)	0	0	9	0	9	0	0	9	0	9	0	0		
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick ( Tesco Stores )	0	0	75	0	75	0	0	0	75	75	0	0		
11194006	Install Variable Message Signs A444 ( Prologis )	0	0	82	0	82	0	0	82	0	82	0	0		
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall ( David Wilson Homes )	0	0	45	0	45	0	0	45	0	0	0	0		
11194009	Bridleways Improvements Brownover Rugby	0	6	0	0	6	0	0	6	0	6	-6	0	Scheme still to be developed and now expected in 2019-20	

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11194010	Install bollards & associated traffic management - historic spine Stratford	9	41	0	0	50	9	3	39	0	50	-39	0	Scheme being re scoped and work expected in 2019-20	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	6	0	0	6	0	0	6	0	6	-6	0	Scheme still to be developed and now expected in 2019-20	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road, Coleshill	51	0	0	0	51	51	0	0	0	51	0	0		
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on-Avon bridge and Welford bridge	19	0	26	0	45	19	0	26	0	45	0	0		
11195008	Shakespeare Avenue / Pedestrian Facilities	112	0	0	0	112	112	0	0	0	112	0	0		
11195009	40/50MPH Speed limit and minor kerbing works Long Marston Road, Welford on Avon	21	0	0	0	21	21	0	9	0	30	0	9	Developer funding balance to be reviewed for final works costs	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	53	0	0	0	53	53	0	0	0	53	0	0		
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	344	0	273	0	617	344	1	1,363	0	1,708	1	1,091	Works increased, fully funded by contributions	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	19	10	229	0	257	19	4	285	0	307	-6	50	Costs assumed in 18/19 now in 19/20 and increased developer funding	
11441001	s278 Zebra upgrade on Tachrook Road Leamington Spa	65	0	0	0	65	65	-5	0	0	60	-5	-5	Refund of overpayment from prior years	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	0	183	0	183	0	1	181	0	183	1	0	Preliminary costs incurred early in 1819	
11441005	Section 106 Funded Bus Stop Enhancement wroks (Salford Rd Bidford)	25	0	0	0	25	25	-1	0	0	24	-1	-1	Refund of overpayment of fees from prior years	
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	0	20	0	20	0	0	20	0	20	0	0		
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	16	2	0	0	18	16	0	2	0	18	-2	0	Final account on individual project still to be finalised	
11441010	Birmingham Road Cycle Route enhancements	5	0	11	0	16	5	0	11	0	17	0	0		
11441011	Heathcote Primary School Puffin Crossing Harbury Lne Nr Nightingale Avenue Leamington Spa	68	0	0	0	68	68	0	0	0	68	0	0		
11441012	Heathcote Primary School Puffin Crossing Harbury Lne Nr Garrett Drive Leamington Spa	72	0	0	0	72	72	0	0	0	72	0	0		
11441013	Enhance Existing Bus Stops Land Adj to the Gaydon Inn Banbury Road Gaydon S106	2	1	15	0	18	2	3	13	0	18	3	0	Detailed design progressed faster than anticipated	
11441014	Highways improvements to bus stops at land off the Longshoot S106	2	18	11	0	31	2	6	23	0	31	-12	0	Delay caused by additional S278 works on site.	
11441015	Relocation of Northbound bus stop on Wellesbourne Rd in Barford	4	5	0	0	9	4	5	0	0	9	0	0		
11464000	Clifton on Dunsmore Traffic Calming S106	73	247	0	0	320	73	320	0	0	394	74	74	Scheme costs higher than expected funded through Section 106 contributions	
11607000	Southbound bus stop on A426 Leicester Road Rugby	11	5	64	0	79	11	4	65	0	79	-1	0	Detailed design identified significantly higher service diversion costs fully funded from contributions	
11614000	Bus Stop Enhancement Works In Alderminster	0	21	0	0	21	0	14	7	0	21	-7	0	Scheme complete, confirmation of final costs awaited	
11615000	Provision Of Replacement Bus Shelter On Kinwarton Rd,Alcester	2	13	0	0	15	2	8	6	0	15	-6	0	Scheme complete, confirmation of final costs awaited	
11618000	B4087 Oakley Wood Road - Raised Traffic Calming Scheme	0	30	67	0	97	0	140	0	0	140	110	43	Scheme costs higher than expected and funded by contributions; final account still to be confirmed	
11640000	Upgrading of existing bus stops infrastructure Alcester Road, Shotton in Stratford upon Aon	0	13	1	0	14	0	14	0	0	14	1	0	Scheme complete, confirmation of final costs awaited	
11690000	Provision Of Bus Stops Ettington Road Wellesbourne	0	1	20	0	21	0	3	18	0	21	2	0	Detailed design progressed faster than anticipated	
11691000	Provision Of Bus Stops & Upgrade Existing Infra Salford Rd Bidford	0	2	80	0	82	0	4	78	0	82	2	0	Detailed design progressed faster than anticipated	
11692000	Upgrade Existing Shared Ped / Cycle Path Bermuda	0	2	21	0	23	0	0	23	0	23	-2	0	Scheme development awaiting guidance from Cycling officers and Rights of Way team on priorities/outcomes	
11704000	Barford Junction	0	0	0	0	0	0	8	220	0	228	8	228	New scheme added Section 106 fully funded	
<b>Developer Funded Transport - other schemes</b>															
10332000	Rugby Mill Road	605	0	0	0	605	605	0	0	0	605	0	0		
<b>Developer Funded Transport - s278 schemes</b>															
10010000	Transport - Developer Funded Holding Code	0	0	0	0	0	0	0	0	0	0	0	0	0	
10010001	Unallocated S278 developer funds	-41	0	1,487	0	1,446	-41	1	0	1,656	1,616	1	170	Increased funding has been removed from specific projects where obligations have expired	
10257000	South west Warwickshire Fisher Brook Flood Alleviation	916	0	0	0	916	916	0	0	0	916	0	0		
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	0	0	4	4	0	26	0	30	0	26	Final account on individual project still to be finalised - any surplus funding to be repaid to developer	
11079000	Former Cattle Market Site in Stratford	1225	0	0	0	1,225	1,225	2	0	0	1,227	2	2	Scheme costs higher than expected, fully funded S278 contributions	
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	305	0	0	0	305	305	2	73	0	380	2	75	Final account on individual project still to be finalised - any surplus funding to be repaid to developer	
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0		

Transport & Economy - Stuart Jackson (Interim)  
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2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
11195013	S278 Wellesbourne Distribution Park Signs	34	0	0	0	34	34	2	26	0	61	2	27	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	
11197000	Ford Foundry - Highway improvement works	4,711	0	0	0	4,711	4,711	-14	0	0	4,697	-14	-14	Refund of overpayment from prior years
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	621	250	0	0	871	621	7	243	0	871	-243	0	Defect correction period; final account still to be finalised
11326000	Elliots Field Retail Park	815	3	0	0	817	815	0	0	0	815	-3	-3	Scheme complete, confirmation of final costs awaited
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	464	0	0	0	464	464	2	12	0	478	2	14	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11336000	Ansty Business Park Phase 3	1,433	150	970	0	2,553	1,433	19	1,559	0	3,011	-131	459	Scheme delays to do additional ecological works funded by Developer
11337000	A426 Leicester Road, Rugby - Toucan Crossing	329	6	0	0	334	329	0	6	0	334	-6	0	Scheme complete, confirmation of final costs awaited
11366000	B4087 Tachbrook Road Signals for Development at Woodside Farm Whitnash	431	0	0	0	431	431	0	0	0	431	0	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	505	0	0	0	505	505	0	0	0	505	0	0	
11423000	A423 Coventry Road, Southam - New Priority Junction S278	508	0	0	0	508	508	0	5	0	513	0	5	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11428000	B5000 Grendon Road Polesworth New Roundabout Section 278	902	63	0	0	965	902	-34	97	0	965	-97	0	Refund of overpayment from prior years in 18-19; Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	245	0	0	0	245	245	2	3	0	250	2	5	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	2,634	66	0	0	2,700	2,634	5	61	0	2,700	-61	0	Works on hold whilst agreement is reached with Northants CC
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	306	0	0	0	306	306	2	0	0	308	2	2	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11436000	B4087 Oakley Wood Road Bishops Tachbrook	362	0	0	0	362	362	2	140	0	504	2	142	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11437000	B4632 Campden Road / C47 Station Road	557	0	0	0	557	557	16	0	0	573	16	16	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11438000	B4642 Coventry Road / site access Cawston	598	0	0	0	598	598	3	0	0	601	3	3	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	1,412	0	0	0	1,412	1,412	-15	0	0	1,397	-15	-15	Refund of overpayment from prior years
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	1	0	500	0	500	1	0	500	0	500	0	0	
11461000	A47 The Long Shoot Nuneaton	65	535	0	0	600	65	1,023	0	0	1,088	488	488	Increase in scope of works fully funded by Developer
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	295	55	0	0	350	295	40	15	0	350	-15	0	Work now planned for 2019/20
11463000	B4451 Kineton Road, Southam - new roundabout	598	2	0	0	600	598	9	0	0	607	7	7	Additional staff time recharges fully funded
11467000	C43 Traffic Junction for Country Park on Harbury Lane	550	91	0	0	641	550	3	0	0	554	-87	-87	Scheme completed under original estimated budget
11505000	A422 Alcester Road, Stratford upon Avon	250	0	0	0	250	250	0	3	0	253	0	3	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11506000	A426 Southam Road, Southam	301	0	0	0	301	301	1	0	0	303	1	1	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	291	204	0	494	-159	44	Remainder of works to be undertaken in 2019/20
11508000	B4429 Ashlawn Road, Rugby	58	64	0	0	122	58	0	64	0	122	-64	0	Work now planned for 2019/20
11511000	A429 Ettington Road, Wellesbourne	878	322	0	0	1,200	878	341	16	0	1,236	19	36	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	1,179	271	0	0	1,450	1,179	796	0	0	1,975	525	525	Increased contract costs due to compensation events
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	692	0	0	0	692	692	7	0	0	699	7	7	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	113	0	0	0	113	113	3	33	0	149	3	36	Final account on individual project still to be finalised - any surplus funding to be repaid to developer
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	250	0	0	250	0	67	354	0	421	-183	171	Scheme delayed with the majority of work being carried out in 2019/20
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	71	279	0	0	350	71	365	0	0	436	86	86	Increased scope of works funded by Developer
11520000	B4642 Coventry Road, Site Access Cawston Roundabout improvement and toucan crossing	0	0	0	0	0	0	0	0	0	0	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	170	0	0	0	170	170	3	0	0	173	3	3	Increased scope of works funded by Developer
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	3	200	0	0	203	3	215	67	0	284	15	81	Increased scope of works funded by Developer
11529000	B4642 Coventry Road, Cawston - new right turn lane.	1	100	300	0	401	1	0	400	0	401	-100	0	Delays to start of scheme to Oct 2019 caused by design and contractual negotiation

Transport & Economy - Stuart Jackson (Interim)  
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2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	1	200	100	0	301	1	274	26	0	300	74	0	Works accelerated in 1819 with completion in 19-20 as planned
11531000	D1643 Park Road, Bedworth - new car park egress.	1	200	0	0	201	1	139	95	0	234	-61	34	Remainder of work to be undertaken in 2019/20
11551000	A47 Long Shoot - relocation of a refuge island	8	82	0	0	90	8	5	77	0	90	-77	0	Start of scheme delayed
11552000	Warwick Town Centre transport proposals	289	0	0	0	289	289	285	940	0	1,514	285	1,225	Final account on individual projects still to be finalised; if surplus S106 funding is not required it will be moved to alternative Warwick Town Centre projects
11552002	Northgate Junction Improvements	0	75	536	0	611	0	0	0	0	0	-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	0	1,000	0	0	
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	1	0	400	0	400	1	0	400	0	400	0	0	
11578000	C98 Loxley Road, Tiddington.	0	0	650	0	650	0	0	650	0	650	0	0	
11579000	D7050 Common Lane, Kenilworth.	359	2,041	0	0	2,400	359	2,595	0	0	2,954	554	554	Increased scope of works funded by Developer
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	1,800	1,700	0	3,500	0	1,747	1,753	0	3,500	-53	0	Remainder of work to be undertaken in 2019/20
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC	0	1,000	1,700	0	2,700	0	1,186	1,514	0	2,700	186	0	Work has progressed more quickly than expected
11582000	Sholtery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	0	3,500	0	3,500	0	8	3,492	0	3,500	8	0	Earlier than expected fees charged in 201819
11595000	A422 Banbury Road Ettington Ghost Island	99	161	0	0	260	99	187	12	0	298	26	38	Increased scope of works funded by Developer
11597000	B4451 Station Road Bishops Itchington Ghost Island Right Turn Lane S278	0	300	650	0	950	0	134	816	0	950	-166	0	Remainder of work to be carried out in 2019/20
11598000	A426 Leicester Road Rugby Highways Improvements S278	1,998	600	0	0	2,598	1,998	583	0	0	2,581	-17	-17	Remainder of work to be carried out in 2019/20
11602000	A452 Europa Way / Olympus Avenue Traffic Signal Controlled Junction S278	4	1,500	2,500	0	4,004	4	1,197	2,807	0	4,009	-303	4	Remainder of work to be carried out in 2019/20
11603000	B439 Safford Road Bidford - Access And Puffin Crossing	1	150	0	0	150	1	0	150	0	150	-150	0	Start of scheme delayed
11608000	Highway Impt A446 Lichfield Road , Coleshill S278	0	150	0	0	150	0	54	96	0	150	-96	0	Remainder of work to be undertaken in 2019/20
11609000	Highway Impt C104 Milcote Rd Welford On Avon S278	0	100	250	0	350	0	0	350	0	350	-100	0	Start of scheme delayed
11616000	A47 The Long Shoot ( Callendar Farm ) highway alterations S278	0	150	0	0	150	0	0	10	0	10	-150	-140	Scheme cancelled by developer - funds to be repaid
11617000	C12 Plough Hill Road , Galley Common - installation of Puffin crossing & associated fway works	0	300	0	0	300	0	111	189	0	300	-189	0	Remainder of work to be carried out in 2019/20
11637000	A452 Europa South of Olympus Avenue to Heathcote Lane Roundabout	0	0	0	7,500	7,500	0	19	0	7,481	7,500	19	0	Design parameters work carried out in 1819
11662000	A3400 London Road, Shipston on Stour (Orbit Homes)	0	0	450	0	450	0	0	450	0	450	0	0	
11663000	A425 Daventry Road, Southam (Taylor Wimpey)	0	475	1,325	0	1,800	0	413	1,387	0	1,800	-62	0	Remainder of work to be carried out in 2019/20
11664000	C8 Trinity Road, Kingsbury (St Modwen)	0	300	1,200	0	1,500	0	2	1,498	0	1,500	-298	0	Start of scheme delayed
11665000	D538 Station Road, Coleshill (Aldi Stores)	0	150	0	0	150	0	4	146	0	150	-146	0	Remainder of work to be carried out in 2019/20
11666000	CCTV/UTC integration scheme on A3400 Birmingham Road Stratford (Bellway Homes)	0	0	85	0	85	0	0	85	0	85	0	0	
11667000	B4642 Coventry Road, Cawston. Developer – Miller Homes. Approximate value £250k	0	0	400	0	400	0	0	400	0	400	0	0	
11671000	B4455 Fosse Way / B4100 Banbury Rd (Jlr) Highway Impt S278	0	0	400	0	400	0	0	400	0	400	0	0	
11672000	B4455 Fosse Way /A425 Southam Rd Roundabout Impt S278 (CEG)	0	0	350	0	350	0	0	350	0	350	0	0	
11673000	B4455 Fosse Way /C43 Harbury Lane Impt Crossroads S278 (CEG)	0	0	600	0	600	0	0	600	0	600	0	0	
11674000	B4100 Banbury Rd / Meadow Close Junction Impt S278 ( CEG )	0	0	400	0	400	0	0	400	0	400	0	0	
11675000	B4100 Banbury Rd / Kingston Grange Site Access Impt S278 ( CEG )	0	0	250	0	250	0	0	250	0	250	0	0	
11676000	B4100 Banbury Rd / Site Access Lighthome Heath Highways Impt S278 ( IM Properties )	0	0	400	0	400	0	0	400	0	400	0	0	
11684000	S278 Highway Impt C30 Hillmorton Lane To Houlton And The Kent Rugby	0	750	2,150	0	2,900	0	2,027	873	0	2,900	1,277	0	More work carried out in 2018/19 than expected
11688000	Highway improvements in connection with the development of the Rugby Free School.	0	100	450	0	550	0	114	436	0	550	14	0	Work has progressed more quickly than expected
11695000	A4023 Coventry Highway, Mappleborough Green.	0	0	0	0	0	0	1	2,499	0	2,500	1	2,500	New scheme added S278
11696000	A428 Crick Road, Rugby. Developers	0	0	0	0	0	0	11	489	0	500	11	500	New scheme added S278

Transport & Economy - Stuart Jackson (Interim)  
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2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total £ 000's	Earlier Year £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and later £ 000's	Total	Variance in Year	Total	
11697000	A428 Hillmorton Road / B4429 Ashlawn Road, Rugby. Developers	0	0	0	0	0	0	0	500	0	500	0	500	new scheme added S278
11698000	B4632 Campden Road, Clifford Chambers. Developer	0	0	0	0	0	0	0	300	0	300	0	300	New scheme added S278
11699000	B5000 Grendon Road, Polesworth. Developer	0	0	0	0	0	0	0	300	0	300	0	300	New scheme added S278
11705000	A425 Banbury Road Warwick Highway Improvement S278 work for independent schools	0	0	0	0	0	0	1	449	0	450	1	450	New scheme added S278
11706000	A452 Europa Way (North of Gallows Hill) Highway Improvement S278 - Galliford Try	0	0	0	0	0	0	0	450	0	450	0	450	New scheme added S278
11707000	A47 Long Shoot Nuneaton Highways Improvement S278 Jelson Ltd	0	0	0	0	0	0	0	750	0	750	0	750	New scheme added S278
11708000	B4035 Campden Road Shipston Highway Improvement S278 - Taylor Wimpey	0	0	0	0	0	0	0	750	0	750	0	750	New scheme added S278
11709000	C11 Highham Lane Nuneaton Highway Improvement S278 - Persimmon	0	0	0	0	0	0	0	650	0	650	0	650	New scheme added S278
<b>Total Funded Developer Schemes</b>		<b>29,158</b>	<b>14,171</b>	<b>26,462</b>	<b>7,500</b>	<b>77,291</b>	<b>29,158</b>	<b>14,795</b>	<b>36,169</b>	<b>9,212</b>	<b>89,334</b>	<b>624</b>	<b>12,043</b>	
<b>Grand Total - All Transport &amp; Economy</b>		<b>197,946</b>	<b>49,366</b>	<b>77,826</b>	<b>30,416</b>	<b>355,554</b>	<b>197,946</b>	<b>45,884</b>	<b>95,197</b>	<b>43,924</b>	<b>382,951</b>	<b>-3,483</b>	<b>27,397</b>	

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

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Net Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Children & Families - Assistant Director	7,031	3,726	(3,305)	0	0	0	7,031	3,726	(3,305)	This under-spend consists of a £400,000 over spend on demand led Internal and external legal fees. This overspend has been offset by early achievement of staff rationalisation savings on the revised 2019/20 OOP plan of £800,000. The Balance of this under-spend is one -off funding which has been held at the Service Unit level to cover the non-achievement of CLA placement savings which is reflected in the over-spends in Children's Social Care & Support and Corporate Parenting below.
Safeguarding Quality & Assurance	2,558	2,681	123	(163)	(432)	(269)	2,395	2,249	(146)	This under-spend predominantly relates to late grant award (March) from central government which is committed to 2019/20 for the purposes of the grant award.
Early Help & Specialist Intervention	12,684	12,254	(430)	(3,252)	(3,222)	30	9,432	9,032	(400)	This relates to late PBR notification of increased grant (approx £0.1m) for Priority families as well as staffing underspend (non recruitment decisions made late December) in services funded by the grant (£0.3m). The Children Centres transitional costs underspend is due to cost savings from property and estimation on costs from providers returns that have not been as high as expected, as well as some slippage. (£0.2m)
Children's Safeguarding & Support	25,744	33,297	7,553	(302)	(2,814)	(2,512)	25,442	30,483	5,041	Internal foster care has overspent by £926,000, FTEs for the year stands at 365.98 which is up on 2017/18 which was 354.27. The overspend on external foster care outturn at £1,377,000, 208.01 more weeks have been purchased in this financial year compared to 2017/18 with FTE numbers at 128.06. Residential Care has seen a large increase in children looked after from previous financial year. This number has increased from 19.01 FTE to 27.93 FTE all of which is ascribed to CwD. The spend resulted in being £1,965,000 over budget. Parent and baby placements has overspent by £298,000 with 16 families being accommodated. Total numbers of children currently being supported financially through orders is 516. Growth on SGO orders has exceeded the budgeted number and has therefore resulted in an overspend of £208,000. Residence Orders as expected has seen a decrease in numbers and a small underspend of £20,000. Adoption numbers remain virtually static but with an outturn overspend of £62,000. Child Arrangement Orders are slowly on the rise with 14 children currently placed on the order. There was one child within CwD in a supported accommodation placement which overspent by £250,000. Direct Payments have overspent by £248,000 although invoices totalling £39,000 have been raised to recoup overpayments. There is a loss of DSG income from Education and Learning for administration salaries for CwD of £171,000. Section 17 payments have overspent by £78,000. Salaries in total are showing an underspend of £745,000. This is attributed to Social Workers (£1,360,000), although this is offset by agency of £542,000.
Corporate Parenting	13,303	14,466	1,163	(4,159)	(4,429)	(270)	9,144	10,037	893	Residential Care is showing an overspend of £267,000 with only 4 current placements at outturn. Internal foster-care is £113,000 overspent with 59.1 FTE being accommodated. External foster care is £7,000 underspent compared to budget. Salaries in total (excl asylum) are £45,000 underspent with Social Worker and single status being £70,000 and £97,000 underspent respectively. Final costs of Agency workers was a £90,000 overspend. The final asylum seekers position resulted in a small underspend of £39,000. This underspend is due to the re-aligning of period 12 income from 2017/18. Leaving Care accommodation and allowances has a final position of being £898,000 overspent.
Initial Response	5,282	4,985	(297)	(184)	(199)	(15)	5,098	4,786	(312)	Both Internal foster care and external foster care has outturned at £29,000 and £75,000 underspent. Staffing is showing an underspend of £284,000, with the majority of this being Social Workers. Agency has overspent by £5,000.
ACE	7,382	4,147	(3,235)	(7,382)	(4,518)	2,864	0	(371)	(371)	This under-spend relates to the (of all 4 LA's) reduced need to purchase "Adoption" places from other 3rd party providers (£20,000 a place). The size and governance of the ACE reserves is documented and reported via a legal host agreement as well as an Executive Board.
Innovation & Transformation	3,941	3,619	(322)	(1,533)	(1,751)	(218)	2,408	1,868	(540)	This under-spend relates to (a) Ongoing grant funding for the House project of £156,000 in 2019/20. (b) £164,000 one-off funding to pump prime Warwickshires Boarding School CLA initiative which includes ongoing savings in CLA placements in 2019/20 onwards. - there has been some slippage in the roll out of the scheme with regarding matching children but this is being addressed for 2019/20. (c) Slippage / over-optimism within the programme of wholesale Social Care Staff Transformation Training Courses, these will be occurring in 2019/20
<b>Net Service Spending</b>	<b>77,925</b>	<b>79,175</b>	<b>1,250</b>	<b>(16,975)</b>	<b>(17,365)</b>	<b>(390)</b>	<b>60,950</b>	<b>61,810</b>	<b>860</b>	

Children & Families - John Coleman

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Morgan (Children's Services)

2018/19 Reserves

Reserve	Approved Opening Balance 01.04.18	Movement in Year	Effect of Outturn	Closing Balance 31.03.19	Please refer to Appendix B for a detailed analysis of the Service Unit's proposed use of reserves.
	£'000			£'000	
C&F - Savings	0		(2,700)	(2,700)	
0-5 Strategy for Children	1,032		385	1,417	
Priority Families Reserve	580		329	909	
Adoption Central England Partnership (ACE)	100		372	472	
S31 & Controlling Migration	0	0	638	638	
Traded	164	(164)	0	0	
House Project	0		156	156	
<b>Total</b>	<b>1,876</b>	<b>(164)</b>	<b>(820)</b>	<b>892</b>	

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Outturn £'000	
PG-CF-01	Reductions, savings and efficiencies in the operation of the Service 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 Service Unit	149	149	
PG-CF-04	Delivery of a reduction in the need for children to become or remain looked after in Warwickshire	1592	0	This saving has now been superseded with 2019/20 savings approved by Council. The number of children identified as potentially able to safely leave care (with risks and interdependencies) is (net)72. 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	
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	Individual reviews of children in residential care and new ideas are being explored by commissioning to be finalised. This includes use of independent and state boarding schools and improving capacity to step down from residential care.
PG-CF-07	Savings in the commissioning of services including a reduction in external residential placement costs through a move to more collaborative provision and the development of a framework agreement to reduce the cost of psychological assessments	215	15	A review of high cost spends, savings and strategic review has allowed a final financial recovery plan to be agreed and incorporated in the 2019/20 budget savings plans.
PG-CF-08	Increase the income generated from traded services including new income generation opportunities within the CAMHS contract	110	64	After further exploration it was accepted within the BU that the target of income generation from RISE (CAMHS) was not achievable and this has now been removed from the savings going forward and alternative savings are incorporated within the 2019/20 budget savings plan.
PG-PPA-07	Integration of the support services provided to the Adult and Children's Safeguarding Boards	31	0	
	Alternative savings proposals have been approved by Council ( Feb 2019) to recover fully the 18/19 total savings target in 2019/20.	0	0	
	<b>Total</b>	<b>2,985</b>	<b>976</b>	
	<b>Target</b>		<b>2,985</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>2,009</b>	



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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11295000	Children and Families property adaptations, purchases and vehicles	32	42	194	138	405	32	12	195	167	405	-30	0	Projects previously approved have slipped into 2019-20 due to changes required in Legal Agreements with prospective recipients of Adaptations Grants and also delays in receiving all required documentation before projects can proceed.
11693000	Adaptation of Sydenham Children's Centre	0	85	0	0	85	0	81	0	0	81	-4	-4	Actual spend on works less than original estimate of £85K from property at £81,126 remaining budget not transferred across from revenue in RCCO contributions
11713000	Adaptation of Children's Centres to Children and Family Centres	0	0	0	0	0	0	0	298	0	298	0	298	Newly approved CIF budget for 2019/20 and RCCO contribution to Kingsway project of £17,783 for new electronic gate to help partition staff car park from children centre visitors
		<b>32</b>	<b>127</b>	<b>194</b>	<b>138</b>	<b>490</b>	<b>32</b>	<b>93</b>	<b>493</b>	<b>167</b>	<b>784</b>	<b>-34</b>	<b>294</b>	

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	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director	11,138	9,481	(1,657)	0	(34)	(34)	11,138	9,447	(1,691)	Reduced project and transformation expenditure.
Disabilities	72,624	74,479	1,855	(6,614)	(9,294)	(2,680)	66,010	65,185	(825)	£227,000 under spend on care, £250,000 additional income and £386,000 under spent on block contracts
Mental Health	9,601	10,298	697	(529)	(658)	(129)	9,072	9,640	568	Overspends of £837,000 for residential/nursing and £138,000 for supported living, offset by underspends against SLA's and increased income
Care Act	197	128	(69)	(197)	(128)	69	0	0	0	
Service Development and Assurance (Adults)	355	397	42	(63)	(77)	(14)	292	320	28	
Older People	70,774	73,700	2,926	(25,671)	(29,589)	(3,918)	45,103	44,111	(992)	£3.1m overspend on care, £4.2m extra income £317,000 staffing overspend and £200,000 unspent consultancy
Integrated Care	10,465	8,570	(1,895)	(166)	(242)	(76)	10,299	8,328	(1,971)	The majority of the under spend relates to staffing due to difficulties in recruitment. Further under spend against AT equipment
<b>Net Service Spending</b>	<b>175,154</b>	<b>177,053</b>	<b>1,899</b>	<b>(33,240)</b>	<b>(40,022)</b>	<b>(6,782)</b>	<b>141,914</b>	<b>137,031</b>	<b>(4,883)</b>	

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	Closing Balance 31.03.19	
	£'000	£'000	£'000	£'000	
Social Care and Support - Savings	8,959	3,000	4,844	16,803	Please refer to Appendix B for a detailed analysis of the Service Unit's proposed use of reserves.
<b>Total</b>	<b>8,959</b>	<b>3,000</b>	<b>4,844</b>	<b>16,803</b>	

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		Reason for financial variation and any associated management action
		Target £'000	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	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	Transport cost is 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	
PG-SCS-16	Use alternative 24 hour care options e.g. extra care housing and supported living	669	669	
PG-SCS-17	Develop and shape community alternatives and improve social capital to reduce demand on statutory social care services	960	0	Work outside of the service has not commenced to allow this saving to be achieved 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	416	Money has been saved from under usage of Assistive technology budget, so the balance of savings in 18/19 is made from one-off underspend. 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 £600,000 saving in Domcare (already planned).
Untargeted savings	Reduction of demand through early intervention and prevention	0	1477	Saving recognised through demand increases being lower than expected/budgeted due to ongoing prevention and early intervention work
	<b>Total</b>	<b>2,562</b>	<b>2,562</b>	
	<b>Target</b>		2,562	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and lat £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	20/21 and lat £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	0	350	0	350	0	0	350	0	350	0	0	
11555000	Extra Care Housing	0	0	3,000	0	3,000	0	0	2,000	1,313	3,313	0	313	<p>Addition of £313k Conditional Section 106 funding i.e time limited, agreed in 2011 to be paid on the completion of the Limes Retirement Village in Dunchurch Rugby. This was originally £520k to be split 50:50 between WCC and RBC. Monies to be spent on Housing with Care in Rugby Borough in lieu of onsite affordable accommodation. Full paper to be presented to Cabinet in due course.</p> <p>£2m allocation to be used for Purchase of Internal site e.g. Fawsley House, Rugby and to potentially fund flood alleviation works on the WCC owned site at Moorfield Road, Alcester. Alternatively consideration is now being given to 1) a tender process for the full £3m allocation with contract award likely to be made to the partner(s) who can deliver quality scheme(s) whilst maximising efficiencies e.g. Older People Scheme for Kenilworth and 2) potential Capital contribution to purchase independently owned sites for wider Social Care Accommodation use e.g. Pears Centre.</p>
		0	0	3,350	0	3,350	0	0	2,350	1,313	3,663	0	313	

Public Health & Strategic Commissioning - Becky Hale  
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	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Assistant Director	1,880	1,429	(451)	(431)	(541)	(110)	1,449	888	(561)	<ul style="list-style-type: none"> <li>Reduction in Secretariat staffing expenditure.</li> <li>Early achievement of savings of £130,000 from Strategic Commissioning HoS budget plus underspends on budget for posts that were funded through iBCF of £208,000.</li> <li>Integrated commissioning has a reduction in the costs for this financial year. The remaining funding is to be carried forward to 2019/20 and is fully committed.</li> <li>Reduced spend on Learning and Development</li> </ul>
Service Development and Assurance (Business and Systems)	1,393	1,418	25	(272)	(397)	(125)	1,121	1,021	(100)	<ul style="list-style-type: none"> <li>Underspend on Peoples Group Wide Systems relating to reductions in staffing and agency costs.</li> </ul>
All Age Disabilities	5,921	6,358	437	(4,879)	(5,547)	(668)	1,042	811	(231)	<ul style="list-style-type: none"> <li>Over spend on the fixed management costs for the ICES contract due to a contract variation. This has been offset by carry forward funding from 2017/18 that was not utilised due to match funding not required by Health and underspends on internal support costs.</li> <li>Underspends on the Advocacy, Information and Support Services of £40,000</li> <li>Underspends of £163,000 due to staff vacancies, maternity leave and one off income for staffing contributions</li> </ul>
Integrated Elderly Care	2,802	2,392	(410)	(1,575)	(1,219)	356	1,227	1,173	(54)	<ul style="list-style-type: none"> <li>Savings on the dementia navigator provision due to increased iBCF funding allocated</li> </ul>
Market Management and Quality	1,345	810	(535)	(477)	(24)	453	868	786	(82)	<ul style="list-style-type: none"> <li>Decrease in staffing costs on Market Management Team due to vacant posts now recruited.</li> </ul>
Children's Commissioning	10,791	10,382	(409)	(4,667)	(4,745)	(78)	6,124	5,637	(487)	<ul style="list-style-type: none"> <li>The Supporting People budget has underspend of £689,000. This is made up of early achievement of savings, £314,000 savings from robust contract management with clawback from suppliers for under performance (under supply) on contracts and credits relating to duplicate payments made in 2017/18. These underspends have been offset by £200,000 awarded to Warwick District council for the Rough Sleepers Hostel and a £63,000 overspend on CAMHS with Children's Mental Health showing a slight overspend due to an extension on the Phoenix project up to December 2018.</li> </ul>
Salaries and Service Overheads	2,433	1,890	(543)	(168)	(119)	49	2,265	1,771	(494)	<ul style="list-style-type: none"> <li>The underspend on Public Health Salaries and Administration is due to staff vacancies, maternity leave, a £50,000 one off contribution to staff costs from Children's Health Budget and credits of £180,000 relating to 2017/18.</li> <li>Public health projects budget underspent due to their being reduced project work this financial year</li> </ul>
Health Improvement, Commissioning and Performance	15,547	14,708	(839)	(65)	(157)	(92)	15,482	14,551	(931)	<ul style="list-style-type: none"> <li>Underspends in NHS Health Check Programme of approximated £200,000 due to reduction in demand.</li> <li>The budget for fitter futures includes an amount for demand levels on the referrals for the service above the contract values in the budget. These have underspent this year</li> <li>The First Falls service was decommissioned on 31st March 2018. The budget was not used during 2018/19 due to a review on the re-tender for the service.</li> <li>The Resource for a Year of Wellbeing is for a two year period and aligned to a similar budget in Coventry from which payments are being made. Rebalancing of these budgets will take place at the end of the project. Underspends are to be drawn down for use in 2019/20.</li> <li>Drugs and alcohol £387,000 of OOP savings achieved early.</li> <li>Underspends of £170,000 due the number of smokers being supported to stop smoking through the Warwickshire Stop Smoking Service.</li> </ul>
Health Protection and Resilience	4,233	4,208	(25)	(3)	(14)	(11)	4,230	4,194	(36)	
Population Health and Place	540	380	(160)	0	(29)	(29)	540	351	(189)	<ul style="list-style-type: none"> <li>Healthwatch has under-spent by £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.</li> <li>Delay on the start of the contract for the integrated support project. £148,000 to be utilised in 2019/20</li> </ul>
Mental Health and Wellbeing	1,259	1,276	17	(290)	(290)	0	969	986	17	<ul style="list-style-type: none"> <li>Additional spend for the Mental Wellbeing Development fund – payment to the provider for extended delivery of active monitoring in Bidford in June and July of £8,000 and £30,000 for the 2nd year of funding for the Suicide Bereavement Service.</li> <li>Overspend on Mental Health and Wellbeing Big White Wall of £17,000. This includes a £5,000 overspend on the current contract and £12,000 to be spent on the newly tendered contract.</li> <li>Early achievement of OOP savings for Public Health Advocacy of £34,000</li> </ul>
<b>Net Service Spending</b>	<b>48,144</b>	<b>45,251</b>	<b>(2,893)</b>	<b>(12,827)</b>	<b>(13,082)</b>	<b>(255)</b>	<b>35,317</b>	<b>32,169</b>	<b>(3,148)</b>	

Public Health & Strategic Commissioning - Becky Hale

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	Closing Balance 31.03.19 £'000	
Strategic Commissioning - Savings	4,035	500	1,515	6,050	Please refer to Appendix B for a detailed analysis of the Service Unit's proposed use of reserves.
Public Health - Savings	1,149		1,633	2,782	
<b>Total</b>	<b>5,184</b>	<b>500</b>	<b>3,148</b>	<b>8,832</b>	

Public Health & Strategic Commissioning - Becky Hale

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		Reason for financial variation and any associated management action
		Target £'000	Outurn £'000	
PG-SCOM-04	Reduce and reshape the staffing structure within the Service Unit and a reduction in programme and management support	49	49	
PG-SCOM-05	All Age Disabilities - commission only statutory advocacy services and redesign appointee services	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	
PG-PPA-04	Reduction in historic pension costs that will decline naturally over time	12	12	
PG-PPA-05	Reduction in the contingency and projects budget of the Service Unit and the delivery of a rationalised Service Unit structure once the redesign and transformation work has been delivered.	22	22	
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	
PG-PPA-09	Redesign of the support function for Care Records ICT Systems	65	65	
PG-PPA-06	Reduction in the funding allocated to provide training for the Adults and Children's Safeguarding Boards	80	80	
	<b>Total</b>	<b>406</b>	<b>406</b>	
	<b>Target</b>		406	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	



Public Health & Strategic Commissioning - Becky Hale

Strategic Director - Nigel Minns

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

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	10	76	0	216	130	0	86	0	216	-10	0	The tender process for the new Safe Haven service incurred a delay, and as a result the funds cannot not be given to the successful provider until the 19-20 financial year.
11021000	Adult Social Care Modernisation & Capacity 2	56	314	581	46	997	56	138	757	46	997	-176	0	11021004 The Grange, Valley Road - Capital Investment, delay in project due to Property Services. Project now being reviewed. 11021011 Dementia Friendly Environments - Projectors & Games: This Project spend will now be incurred in 2019/20 provided that it is operationally complete.
11420000	Disabled Facilities Capital Grant	9,284	4,186	0	0	13,470	9,284	4,186	0	0	13,470	0	0	
11310000	Client Information Systems Review	3,103	297	692	0	4,092	3,103	221	768	0	4,092	-76	0	Early departure of contractors led to lower than forecast spend on development activity in addition to lower asset purchases due to changing IT strategy.
11492000	Urban Mile Markers	10	15	0	0	25	10	10	6	0	25	-6	0	Delay in project work into 2019/20
		<b>12,583</b>	<b>4,822</b>	<b>1,349</b>	<b>46</b>	<b>18,800</b>	<b>12,583</b>	<b>4,554</b>	<b>1,616</b>	<b>46</b>	<b>18,800</b>	<b>-267</b>	<b>0</b>	

Customer Service - Kushal Birla

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Marketing and Communications	960	1,167	207	(570)	(729)	(159)	390	438	48	The overspend relates to the print unit which has been decommissioned and a commissioning only approach has been implemented therefore this situation will not recur.
Customer Service Centre	2,624	2,397	(227)	(263)	(222)	41	2,361	2,175	(186)	Underspend due to unfilled vacancies - it has been difficult to recruit to the customer service advisor posts.
Customer Relations	248	287	39	0	0	0	248	287	39	Overspend due to increased number and complexity of investigation into customer complaints.
Face to Face (including Libraries and Registration Service)	6,080	6,282	202	(1,851)	(2,010)	(159)	4,229	4,272	43	Overspend due to increased staffing costs of the Registration Service as there is some double handling whilst new staff are trained. There was also a slight under achievement of income in the Library Service.
Head of Service and Business Unit Projects	721	866	145	(86)	(198)	(112)	635	668	33	Overspend is a result of the trading position on Old Shire Hall. The need for a provision to meet the expected trading deficit in the early years of the facility's operation was included as part of the 2019/20 budget.
E Services and Business Development	1,096	1,164	68	(68)	(91)	(23)	1,028	1,073	45	Costs of website transformation in line with the approved business case with the costs to be met from Transformation Reserves at year end
Family Information Service	291	361	70	(28)	(94)	(66)	263	267	4	
Traded Services - Educational	172	181	9	(211)	(181)	30	(39)	0	39	The overspend has been caused by the need to refresh bookstock based on the new national curriculum and increasingly difficult trading conditions as schools transfer to academy status.
<b>Net Service Spending</b>	<b>12,192</b>	<b>12,705</b>	<b>513</b>	<b>(3,077)</b>	<b>(3,525)</b>	<b>(448)</b>	<b>9,115</b>	<b>9,180</b>	<b>65</b>	

Customer Service - Kushal Birla

Strategic Director - Rob Powell

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	Closing Balance 31.03.19 £'000	
Warwickshire Local Welfare Scheme	441			441	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Library Bequests	3			3	
Corporate Customer Journey Programme	210		7	217	
Corporate Transformation Fund			(35)		
Corporate Systems Replacement Fund			(37)		
<b>Total</b>	<b>654</b>	<b>0</b>	<b>(65)</b>	<b>661</b>	

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

2018-20 Savings Plan

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

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

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	59	109	0	0	168	59	145	0	0	203	36	36	Transfer from Project 11040000 of £36k to cover overspend caused by additional works being required during the refurbishment of libraries.
10645000	One-Stop Shops Expansion Programme 2009/10	70	2	0	131	203	70	0	0	0	70	-2	-132	Transfer of remaining £132k to project 11040000.
11040000	Improving the Customer Experience/One Front Door Improvements	298	523	0	1,697	2,519	298	291	15	2,024	2,628	-232	109	Underspend caused by delays in the implementation of library projects. Net transfer of £147k from other Customer Services projects to consolidate Capital budgets. Transfer out of £38,000 to Property Services for Old Shire Hall as agreed.
11293000	Community Information Hubs	59	0	0	50	109	59	0	0	0	59	0	-50	Transfer of remaining £50k to project 11040000.
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	367	7	0	0	374	367	6	0	0	373	-1	-1	Transfer of remaining £1k to project 11040000.
11648000	Customer Services Vehicles & Equipment	16	0	0	0	16	16	0	0	0	16	0	0	
		<b>869</b>	<b>641</b>	<b>0</b>	<b>1,878</b>	<b>3,387</b>	<b>869</b>	<b>442</b>	<b>15</b>	<b>2,024</b>	<b>3,349</b>	<b>-199</b>	<b>-38</b>	

Finance - Lisa Kitto (Interim)

Strategic Director - Rob Powell

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	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Head of Service	194	376	182	0	(5)	(5)	194	371	177	Additional cost of interim arrangements and unallocated savings target pending decisions on which of the vacant posts will no longer be required once functional operating model is in place.
Corporate Finance & Advice and Resources Local Finance	1,233	1,250	17	(72)	(101)	(29)	1,161	1,149	(12)	
Treasury, Exchequers, Financial Systems & Pensions	2,352	1,970	(382)	(2,268)	(1,854)	414	84	116	32	
Communities Group Local Finance & Procurement	1,205	1,214	9	(557)	(688)	(131)	648	526	(122)	Staffing vacancies
People Group Local Finance, Financial Benefits and Advice	1,952	1,720	(232)	(76)	(80)	(4)	1,876	1,640	(236)	Staffing vacancies
Traded Services - Education	827	738	(89)	(1,022)	(962)	60	(195)	(224)	(29)	
<b>Net Service Spending</b>	<b>7,763</b>	<b>7,268</b>	<b>(495)</b>	<b>(3,995)</b>	<b>(3,690)</b>	<b>305</b>	<b>3,768</b>	<b>3,578</b>	<b>(190)</b>	

Finance - Lisa Kitto (Interim)

Strategic Director - Rob Powell

Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Closing Balance 31.03.19 £'000</b>	
Finance - Savings	432		188	620	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Finance - Training	79		2	81	
Finance - Service Improvement Projects	369			369	
<b>Total</b>	<b>880</b>	<b>0</b>	<b>190</b>	<b>1,070</b>	

Finance - Lisa Kitto (Interim)

Strategic Director - Rob Powell

Portfolio Holders - Councillor Butlin (Finance & Property)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	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	
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	
	<b>Total</b>	<b>65</b>	<b>65</b>	
	<b>Target</b>		65	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	



Human Resources - Sarah Duxbury

Strategic Director - Rob Powell

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	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
HR Advisory	1,543	1,282	(261)	(220)	(138)	82	1,323	1,144	(179)	Underspend due to vacancies
Human Resources Service Centre	2,286	2,392	106	(629)	(636)	(7)	1,657	1,756	99	Overspend due to additional investment needed to stabilise Your HR in the short term
Business Partners and Learning and Organisational Development	2,262	2,229	(33)	(1)	(117)	(116)	2,261	2,112	(149)	Underspend due to vacancies
Human Resources Head of Service and Salary Sacrifice	998	85	(913)	(937)	(127)	810	61	(42)	(103)	Underspend due to vacancies/pending HR & OD new functional operating model being introduced
Traded Services - Education	921	887	(34)	(1,046)	(1,029)	17	(125)	(142)	(17)	
Traded Services - Non Education	171	198	27	(133)	(166)	(33)	38	32	(6)	Additional DBS income
<b>Net Service Spending</b>	<b>8,181</b>	<b>7,073</b>	<b>(1,108)</b>	<b>(2,966)</b>	<b>(2,213)</b>	<b>753</b>	<b>5,215</b>	<b>4,860</b>	<b>(355)</b>	

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

2018/19 Reserves

<b>Reserve</b>	<b>Approved Opening Balance 01.04.18 £'000</b>	<b>Movement in Year £'000</b>	<b>Effect of Outturn £'000</b>	<b>Closing Balance 31.03.19 £'000</b>	
HR&OD - Savings	7		301	308	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Your HR Implementation	359	(303)	21	77	
Going for Growth Apprenticeship Scheme	212		33	245	
HR Service Improvement Projects	60			60	
<b>Total</b>	<b>638</b>	<b>(303)</b>	<b>355</b>	<b>690</b>	

Human Resources - Sarah Duxbury

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

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

ICT Services - Craig Cusack  
Strategic Director - Rob Powell  
Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Service Management	253	145	(108)		(12)	(12)	253	133	(120)	Underspend held to assist with staffing pressures in 19/20
Members Support	19	15	(4)	0	0	0	19	15	(4)	
Strategy and Programme and Innovation	1,213	1,239	26	(224)	(296)	(72)	989	943	(46)	
Corporate ICT Development	1,215	996	(219)	0	(6)	(6)	1,215	990	(225)	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	2,624	1,279	0	(1,265)	(1,265)	1,345	1,359	14	
Production Services	3,376	3,688	312	(317)	(539)	(222)	3,059	3,149	90	
Systems Design and Architecture	1,737	1,767	30	(425)	(558)	(133)	1,312	1,209	(103)	Vacant positions
Network Services	1,965	1,823	(142)	(1,295)	(1,262)	33	670	561	(109)	Lower support contract costs due to delays on Project Connect.
Information Management	620	602	(18)	(104)	(95)	9	516	507	(9)	
Traded Services - Education	2,993	3,495	502	(3,241)	(3,743)	(502)	(248)	(248)	0	
<b>Net Service Spending</b>	<b>14,736</b>	<b>16,394</b>	<b>1,658</b>	<b>(5,606)</b>	<b>(7,776)</b>	<b>(2,170)</b>	<b>9,130</b>	<b>8,618</b>	<b>(512)</b>	

ICT Services - Craig Cusack  
 Strategic Director - Rob Powell  
 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	Closing Balance 31.03.19 £'000	Reason for Request
Going for Growth	0		0	0	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
IT Services - Savings	20	200	512	732	
<b>Total</b>	<b>20</b>	<b>200</b>	<b>512</b>	<b>732</b>	

ICT Services - Craig Cusack

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Outturn £'000	
RG-IA-10	Savings in the costs associated with the management of the Information Assets Service. This includes options to rationalise the management structure associated with the refocused operational activity and a more commissioning style structure. It also includes an option to offer staff alternative working arrangements such as reduced hours.	58	58	
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	
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	
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	
	<b>Total</b>	<b>363</b>	<b>363</b>	
	<b>Target</b>		363	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

ICT Services - Craig Cusack  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018/19 to 2021/22 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11121000	Development of Rural Broadband	15,043	4,588	12,424	5,606	37,661	15,043	5,404	11,568	5,646	37,661	816	0	Delays in delivery caused by civil engineering complications resulted in a revised remediation plan for Contract 2 and revised delivery programme for Contract 3 in both Q3 & Q4 2018/19. The revised planning incorporated increased delivery in financial year 2019/20 with the aim to realign project outputs/expenditure and the release of claimable grant funding, contracted to support Contract 3. This planning has resulted in an upturn in build during Q4 18/19 for both Contract 2 and Contract 3, allowing additional grant funding to be brought forward for Contract 3 with an increase in WCC funding being brought forward to support Contract 2 delivery in 2018/19. BDUK and Openreach are now reviewing targets nationally for the Superfast Programme and it is expected that further changes will be advised during Q1 2019/20.
11465000	WCC Information Assets Purchases (multiple years)	850	503	375	93	1,821	850	301	577	93	1,821	-202	0	The delay to the Unified Comms Project has caused significant slippage in the last financial year. Over £200k of deferrals have been made, pending a decision on the Productivity platform for the authority.
11661000	2018-19 ICT Software Development	0	191	0	0	191	0	178	0	0	178	-13	-13	Sequencing of projects and lack of required resources has resulted in a decrease in capitalisable work.
		<b>15,893</b>	<b>5,282</b>	<b>12,799</b>	<b>5,699</b>	<b>39,673</b>	<b>15,893</b>	<b>5,883</b>	<b>12,145</b>	<b>5,739</b>	<b>39,660</b>	<b>602</b>	<b>-13</b>	

Law & Governance - Sarah Duxbury

Strategic Director - Rob Powell

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	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Democratic Services	618	474	(144)	(56)	(38)	18	562	436	(126)	Staff vacancies
Insurance, Internal Audit and Risk Management	813	719	(94)	(245)	(236)	9	568	483	(85)	Staff vacancies
Law & Governance Administration	257	189	(68)		(10)	(10)	257	179	(78)	Funding for additional solicitor post unspent.
Legal Core	434	380	(54)	(17)	(10)	7	417	370	(47)	Reduced requirements for this area of legal work
Traded Services - Internal	2,994	3,376	382	(3,279)	(3,725)	(446)	(285)	(349)	(64)	Increased internal demand for legal services (particularly from Children and Families and Communities) has resulted in extra income
Traded Services - Education	258	300	42	(322)	(469)	(147)	(64)	(169)	(105)	New income from Data Protection Officer service
Traded Services - Non Education	1,678	1,705	27	(2,133)	(2,257)	(124)	(455)	(552)	(97)	New and additional income from new and existing external customers. (Glous & Northampton CC, Whitnash, Lancaster, out of County Academies and Warwick District Council.)
<b>Net Service Spending</b>	<b>7,052</b>	<b>7,143</b>	<b>91</b>	<b>(6,052)</b>	<b>(6,745)</b>	<b>(693)</b>	<b>1,000</b>	<b>398</b>	<b>(602)</b>	



Law & Governance - Sarah Duxbury  
 Strategic Director - Rob Powell  
 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	Closing Balance 31.03.19 £'000	
Law and Governance - Savings	213		586	799	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
LA Counter Fraud Fund Grant	0		16	16	
<b>Total</b>	<b>213</b>	<b>0</b>	<b>602</b>	<b>815</b>	

Law & Governance - Sarah Duxbury

Strategic Director - Rob Powell

Portfolio Holders - Councillor Kaur (Customers & Transformation)

2018-20 Savings

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

Performance - Steve Smith

Strategic Director - Rob Powell

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	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insight	1,300	1,313	13	(79)	(91)	(12)	1,221	1,222	1	
Transformation Assurance & Performance	2,466	3,094	628	(155)	(594)	(439)	2,311	2,500	189	This net position is as a result of expenditure on the executive leadership review resulting in the appointment to new leadership roles, together with the recruitment of subject matter expertise to deliver on a range of activity to implement the Council's new operating model. This will be funded from the Corporate Transformation Fund.
Performance Administration	296	283	(13)	0	0	0	296	283	(13)	
Business Redesign and Improvement	521	394	(127)	0	(53)	(53)	521	341	(180)	Underspend due to vacancies and early achievement of savings
Business Improvement & Support	440	391	(49)	(28)	(28)	0	412	363	(49)	Underspend due to vacancies
Commercial Enterprise	703	635	(68)	0	(15)	(15)	703	620	(83)	Saving as a result of post held vacant following the Assistant Director recruitment. The post will be filled as part of restructuring the wider leadership team.
Resources Transformation	377	382	5	0	(10)	(10)	377	372	(5)	
<b>Net Service Spending</b>	<b>6,103</b>	<b>6,492</b>	<b>384</b>	<b>(262)</b>	<b>(791)</b>	<b>(519)</b>	<b>5,841</b>	<b>5,701</b>	<b>(140)</b>	

Performance - Steve Smith  
 Strategic Director - Rob Powell  
 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	Closing Balance 31.03.19 £'000	
Performance - Savings	25		332	357	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Corporate Transformation Reserves			(197)	(197)	
Resources Transformation Reserves			5	5	
<b>Total</b>	25	0	140	165	

Performance - Steve Smith  
 Strategic Director - Rob Powell  
 Portfolio Holders - Councillor Kaur (Customers and Transformation)

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	Outturn £'000	
RG-PE-01	Reduction in management and operational capacity through streamlining processes and redesigning the service.	45	45	
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	
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	
PG-PPA-10	Reduction in Business redesign & collaboration functions and funding for service specific learning & development activity.	0	0	
	<b>Total</b>	<b>55</b>	<b>55</b>	
	<b>Target</b>		55	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	

Property Services - Craig Cusack/ Sarah Duxbury

Strategic Director - Rob Powell

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	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	Agreed Budget	Outturn	Variation Over/ (Under)	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Property Services General	472	513	41	52	51	(1)	524	564	40	
Construction Services (Wholly Commissioned by SAM)	2,504	2,233	(271)	(2,449)	(2,472)	(23)	55	(239)	(294)	Maintenance expenditure reduced due to mild winter. Unspent alternative energy project allocation.
Facilities Management (Wholly Commissioned by SAM)	8,872	9,024	152	(9,013)	(9,298)	(285)	(141)	(274)	(133)	Reduced spend on postage and management of property risk
Strategic Asset Management (SAM)	13,302	13,055	(247)	(2,591)	(2,650)	(59)	10,711	10,405	(306)	Rent reviews in smallholdings has increased the income beyond that budgeted. Maintenance expenditure reduced due to mild winter. One Public Estate and Modern Working project budgets not spent in year
Property Rationalisation Savings	66	0	(66)	0	0	0	66	0	(66)	
Traded Services - Education	4,865	3,964	(901)	(5,091)	(4,471)	620	(226)	(507)	(281)	Trading position skewed by charging mechanisms and deadlines meaning some elements of the underspend relate to the overspend at 2017/18 year end.
Traded Services - Non Education	1,677	2,013	336	(1,869)	(2,513)	(644)	(192)	(500)	(308)	Trading position skewed by charging mechanisms and deadlines meaning some elements of the underspend relate to the overspend at 2017/18 year end. Income received in 2018/19 which relates to 2017/18.
<b>Net Service Spending</b>	<b>31,758</b>	<b>30,802</b>	<b>(956)</b>	<b>(20,961)</b>	<b>(21,353)</b>	<b>(392)</b>	<b>10,797</b>	<b>9,449</b>	<b>(1,348)</b>	

Property Services - Craig Cusack/ Sarah Duxbury

Strategic Director - Rob Powell

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	Closing Balance 31.03.19 £'000	
Catering Equalisation Reserve	0			0	Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.
Property Services - Savings	0	364	1,203	1,567	
One Public Estate	0	105	63	168	
Corporate Transformation Fund		0	82	82	
Community Energy Scheme	0	39		39	
<b>Total</b>	<b>0</b>	<b>508</b>	<b>1,348</b>	<b>1,856</b>	

Property Services - Craig Cusack / Sarah Duxbury

Strategic Director - Rob Powell

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

2018-20 Savings

OOP Reference as per Service Estimate Report	Savings Proposal Title	2018/19		Reason for financial variation and any associated management action
		Target £'000	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	920	Virement processed earlier in the year adjusted to ensure the earmarking of Meadow Farm is phased in accordance to the actuals. This has provided a saving against the cost of capital.
RG-PA-02	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings	50	50	
SP-PS-02	Release of contingency	393	393	
SP-PS-04	Repayment of Hawkes Point self-financed borrowing	5	5	
SP-PS-05	Rental income from Educaterers	29	29	
SP-PS-06	County buildings - reduced capacity for redecoration and improvement	200	200	
SP-PS-07	Reduced maintenance of the smallholdings estate	0	0	
SP-PS-8/10	Review of facilities management budgets and service specifications and Review of post room services	39	39	
SP-PS-9	Efficiency savings from a digital approach to the Agresso/Hotline interface	13	13	
SP-PS-12	Use of the SCAPE dividend	0	0	
SP-PS-13	Carry forward from previous years	0	0	
	<b>Total</b>	<b>1,583</b>	<b>1,649</b>	



		1,583
<b>Target</b>		
<b>Remaining Shortfall/(Over Achievement)</b>		<b>(66)</b>

Property Services - Craig Cusack / Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Strategic Asset Management															
10972000	Planning Consent For Europa Way	662	150	0	0	811	662	86	3	0	751	-63	-60	Transfer of £60,000 to 11440000 Strategic Site Planning	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	919	926	0	0	1,846	919	965	50	0	1,934	38	88	RCCO Contribution £50,000 as agreed by Previous AD and £38,000 Transfer in from Customer Services Capital	
11228000	Rural Services Capital Maintenance 2015/16	776	-	0	0	776	776	0	0	0	776	0	0		
11291000	Rural Services Capital Maintenance 2016/17	651	26	0	0	677	651	-8	0	0	643	-33	-33	Transfer of £33,000 to 11292000	
11292000	Rural Services Capital Maintenance 2017/18	233	15	0	0	248	233	394	0	0	627	378	378	Transfer £33,000 from 11291000 and Transfer £345,000 from 11542000	
11335000	Rationalisation of County Storage	2,891	347	5,541	0	8,779	2,891	314	5,574	0	8,779	-33	0		
11440000	Strategic Site Planning applications	1,229	725	822	1,076	3,851	1,229	749	634	1,300	3,912	24	60	Transfer of £60,000 from 10972000 Europa Way	
11446000	Rural Services Capital Maintenance 2018/19	0	300	169	0	469	0	110	100	0	210	-190	-258	Transfer of £258,000 to 11542000	
11503000	Planning Consent re the disposal of Dunchurch depot	37	43	0	0	80	37	26	17	0	80	-17	0		
11542000	Rural Services Capital Maintenance 2019/20	0	0	939	0	939	0	0	852	0	852	0	-87	Transfer £345,000 to 11292000 and Transfer in £258,000 from 11542000	
11689000	Maintaining the smallholdings land bank	0	0	0	0	0	0	0	0	844	844	0	844	5% Earmarked Receipt available for repurchase of smalhholdings land due to the sale of Europa Way	
Special Projects															
11318000	Universal Free School Meals Programme	1,156	50	0	0	1,206	1,156	0	0	0	1,156	-50	-50	Projects all finished return of funds	
11041000	Rationalisation Of The Council's Property	717	0	0	0	717	717	0	0	0	717	0	0		
11400000	Globe House Alcester - Remodelling of Globe House	211	29	0	0	240	211	9	0	0	221	-19	-19	Project Finished	
11532000	Saltway Centre Stratford upon Avon	473	0	0	0	473	473	0	0	0	473	0	0		
Structural Maintenance															
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,618	0	0	0	2,618	2,618	0	0	0	2,618	0	0		
11038000	Schools - Capital Asbestos and Safe Water Remedials 2013/14	1,277	0	0	0	1,277	1,277	0	0	0	1,277	0	0		
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,000	6	0	0	6,006	6,000	0	0	0	6,000	-6	-6	Transfer of £6,000 to 11541000	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	213	6	0	0	219	213	0	0	0	213	-6	-6	Transfer of £6,000 to 11538000	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,326	15	0	0	1,341	1,326	0	0	0	1,326	-15	-15	Transfer of £15,000 to 11540000	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,737	16	0	0	2,753	2,737	0	0	0	2,737	-16	-16	Transfer of £16,000 to 11539000	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,796	50	0	0	5,846	5,796	5	0	0	5,801	-45	-45	Transfer of £45,328 to 11541000	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,220	0	0	0	1,220	1,220	0	0	0	1,220	0	0		
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,621	9	0	0	2,630	2,621	0	0	0	2,621	-9	-9	Transfer of £7,000 to 11539000 and Transfer of £2,000 to 11285000	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,694	18	0	0	5,712	5,694	-1	0	0	5,694	-19	-19	Transfer of £5,000 to 11289000, £8,000 to 11290000 and £6,000 to 11541000	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	307	3	0	0	310	307	0	0	0	307	-3	-3	Transfer of £3,000 to 11538000	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	308	0	0	0	308	308	-15	0	0	292	-15	-15	Transfer of £15,000 to 11538000	

Property Services - Craig Cusack / Sarah Duxbury  
 Strategic Director - Rob Powell  
 Portfolio Holders - Portfolio Holders - Councillor Butlin (Finance & Property)

2018/19 to 2021/22 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2018/19 £ 000's	2019/20 £ 000's	2020/21 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	2,007	-49	0	0	1,958	2,007	-47	0	0	1,961	2	2	Transfer of £2,000 from 11226000	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	1,736	49	0	0	1,785	1,736	33	16	0	1,785	-16	0		
11287000	Schools Asbestos & Safe Water Remedials 2016/17	1,219	0	0	0	1,219	1,219	-7	0	0	1,211	-7	-7	Transfer of £7,000 to 11540000	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	802	0	0	0	802	802	-9	9	0	802	-9	0		
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	5,403	0	0	0	5,403	5,403	5	0	0	5,408	5	5	Transfer of £5,000 from 11227000	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	7,013	-12	0	0	7,001	7,013	-4	0	0	7,009	7	7	Transfer of £7,000 from 11227000	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	383	0	0	383	0	282	101	0	383	-101	0	Delay in projects due to programme / access arrangements and economical use of contractor resource.	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	2,206	0	0	2,206	0	1,852	354	0	2,206	-354	0	Delay in projects due to programme / access arrangements and economical use of contractor resource.	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	747	0	0	747	0	730	17	0	747	-17	0		
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	7,245	0	0	7,245	0	6,961	304	0	7,245	-284	20	Delay in projects due to programme / access arrangements and flattening workload.	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	325	0	325	0	0	349	0	350	0	25	Transfer of £6000 from 11142000 , £3,000 from 11283000 and £16,000 from 11284000	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	2,122	0	2,122	0	0	2,144	0	2,144	0	22	Transfer of £6,000 from 11226000 and £16,000 from 11444000	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	731	0	731	0	0	753	0	753	0	22	Transfer of £16,000 from 11443000 and £7,000 from 11287000	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	3,431	0	3,431	0	2	7,103	0	7,105	2	3,674	Increase of £3,616,000 as per DfE Allocations. Transfer of £6,000 from 11039000. £45,000 from 11145000 and £6,000 from 11227000	
11685000	Veteran's Contact Point - Complete replacement of Chrysolite Pitched Roof	0	50	0	0	50	0	53	0	0	53	3	3	Increase in RCCO Contribution to match fund project of £3,000	
Facilities															
10592000	Small Scale Reactive / Minor Improvements County-Wide	547	36	0	0	582	547	40	58	0	645	5	63	Increase due to RCCO contribution of £63,000 capitalise of Projects funded from Revenue	
11687000	The Saltway Centre & Stratford Family Centre - Refurbish Family Centre	0	102	0	0	102	0	99	3	0	102	-3	0		
Energy															
10400000	Climate Change 2009/10	291	0	0	0	291	291	0	0	0	291	0	0		
11136000	Various Properties - Renewable Energy	240	0	0	995	1,235	240	0	0	995	1,235	0	0		
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	4	0	0	0	4	4	0	0	0	4	0	0		
		<b>59,334</b>	<b>13,490</b>	<b>14,079</b>	<b>2,071</b>	<b>88,974</b>	<b>59,334</b>	<b>12,624</b>	<b>18,442</b>	<b>3,138</b>	<b>93,538</b>	<b>-866</b>	<b>4,564</b>		

Other Services - Virginia Rennie  
Strategic Director - Rob Powell

2018/19 Revenue Budget

Service	Gross Expenditure			Gross Income			Net			Reason for Variation and Management Action
	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	Agreed Budget £'000	Outturn £'000	Variation Over/ (Under) £'000	
Government Grants & Business Rates	0	0	0	(136,225)	(137,940)	(1,715)	(136,225)	(137,940)	(1,715)	Additional grant income received in respect of business rates and section 31 grant payments. £1.447 million of this variance is a result of WCC's share of the Coventry & Warwickshire Business Rates Pool
Central Block DSG and other central grants to support schools and pupils			0	(81,714)	(83,346)	(1,632)	(81,714)	(83,346)	(1,632)	This is the underspend on schools delegated funding and will form part of schools balances.
Capital Financing Costs	35,790	29,958	(5,832)	(3,733)	(2,985)	748	32,057	26,973	(5,084)	Reduction in capital financing costs as a result of slippage in the programme. It is this underspend that will be used to fund the overspends in high needs DSG, waste, fire training abortive costs and, if agreed, the home to school transport overspend
Strategic Management Team	1,382	1,199	(183)	0	0	0	1,382	1,199	(183)	Underspend on staff budgets as a result of having two joint MDs rather than a Chief Executive and 2 SDs during 2018/19
County Coroner	523	461	(62)	(77)	(79)	(2)	446	382	(64)	
Environment Agency (Flood Defence Levy)	238	238	0	0	0	0	238	238	0	
External Audit Fees	179	151	(28)	0	0	0	179	151	(28)	
Pensions deficit under-recovery	528	528	0	0	0	0	528	528	0	
County Council Elections	260	26	(234)	0	0	0	260	26	(234)	Annual contribution to cost of quadrennial elections. This will transfer to the ringfenced elections reserve at the year end
Members Allowances and Expenses	1,085	877	(208)	0	(2)	(2)	1,085	875	(210)	The claims from Members have been lower than expected and the decision not to uplift allowances in line with inflation was taken after the budget for 2018/19 had been set.
Other Administrative Expenses and Income	625	(11,006)	(11,631)	(215)	10,644	10,859	410	(362)	(772)	£489,000 relates to the rebate from Oxygen Finance. This figure is not yet final and may change as the final adjustments/corrections are made as the accounts are finalised.
General Insurances	3,578	3,282	(296)	(3,578)	(3,299)	279	0	(17)	(17)	
Subscriptions	138	137	(1)	0	0	0	138	137	(1)	
Apprenticeship Levy	769	585	(184)	0	0	0	769	585	(184)	Less apprentices recruited than estimated when the budget was set. The underspend will be transferred to an earmarked reserve and used to extend the corporate funding for apprentices salaries over a longer period.
<b>Net Service Spending</b>	<b>45,095</b>	<b>26,436</b>	<b>(18,659)</b>	<b>(225,542)</b>	<b>(217,007)</b>	<b>8,535</b>	<b>(180,447)</b>	<b>(190,571)</b>	<b>(10,124)</b>	

Other Services - Virginia Rennie  
Strategic Director - Rob Powell

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
<b>Corporate Reserves</b>				
Capital Fund	1,275		85	1,360
General Reserves	27,273	1,695	6,986	35,954
Insurance Fund	8,925		17	8,942
Provision for Redundancy Costs	11,917	-1,337		10,580
Medium Term Contingency	6,835			6,835
Schools and Centrally Managed Dedicated Schools Grant	14,840	-683	875	15,032
<b>Total Corporate Reserves</b>	<b>71,065</b>	<b>(325)</b>	<b>7,963</b>	<b>78,703</b>
<b>Other Services Reserves</b>				
Business Rates Pool Risk Reserve	2,208	1,819		4,027
Quadrennial Elections	188		234	422
Corporate Transformation Fund	2,722	782		3,504
WCC Business Rates Appeals Reserve	2,673	2,351	1,715	6,739
Corporate Partnership Initiatives	2,155			2,155
Audit Fee Reserve	749		28	777
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		184	737
Fire Transformation Fund	0	972		972
Local Resilience Forum - Brexit Funding	0	88		88
Digital Transformation Fund	0	2,046		2,046
Schools in Financial Difficulty	2,273	-204		2,069
Corporate Systems Replacement Reserve	3,681	5,472		9,153
Financial Instruments Earmarked Reserve	3,125			3,125
<b>Total Other Services Reserves</b>	<b>29,469</b>	<b>14,723</b>	<b>2,161</b>	<b>46,353</b>
<b>Directorate Reserves</b>				
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
<b>Total Directorate Reserves</b>	<b>7,099</b>	<b>(52)</b>	<b>0</b>	<b>7,047</b>
<b>Total</b>	<b>107,633</b>	<b>14,346</b>	<b>10,124</b>	<b>132,103</b>

Please refer to Appendix B for a detailed analysis of the Business Unit's proposed use of reserves.

Other Services - Virginia Rennie  
 Strategic Director - Rob Powell

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	Forecast	Target	Forecast	
		£'000	Outturn £'000	£'000	Outturn £'000	
OS-OS-01	Management Restructure	100	100	100	100	
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
	<b>Target</b>		100		100	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	

## **Cabinet**

**11 June 2019**

### **Early Intervention, Prevention and Community Capacity Fund 2019/20 – Tranche 1 Allocations**

#### **Recommendations**

It is recommended that Cabinet approve the Enhanced Time Banking and Good Gym proposals are funded from the Early Intervention, Prevention and Community Capacity Fund at a cost of £148,000.

#### **1.0 Background**

- 1.1 Cabinet approved the operational and governance process for the Early Intervention, Prevention and Community Capacity Fund (EIPCCF) at its meeting on 11 April 2019, with a view to receiving the first round of bids in early summer. The agreed process involves evaluation by a Panel and the Revenue Gateway Group before applications are considered by Corporate Board who then recommend projects to Cabinet for approval.
- 1.2 The first round of bids have been received and have been through the agreed governance process. The projects recommended for approval are set out in the report Section 2.

#### **2.0 Executive Summary and Analysis**

- 2.1 Two bids are recommended for approval as part of Tranche 1:
  - Enhanced Time Banking – paragraphs 2.2 to 2.4
  - Good Gym – paragraphs 2.5 to 2.8

### Enhanced Time Banking – (Partially Approved – score 74%)

- 2.2 This project is designed as a pilot/proof of concept to test and establish a new model of community-led (self-help) support in priority neighbourhoods across Warwickshire, incorporating elements of time banking, community circles and other proven delivery methods. The project represents an innovative approach to demand management that will impact on a range of service areas including Adult Health and Social Care, Children and Families and Public Health. The funding will be used to fund co-ordinators, vetting of participants, marketing and communications, training and UK timebanking membership. The priority neighbourhoods will be identified by the Locality Working team using a standard methodology.
- 2.3 The project will provide a delivery mechanism to encourage and facilitate residents to give their time to local communities. It will allow for traditional time-bank core activity of people exchanging time with each other but will also have a database of activities that need doing in a community which will allow people who aren't interested in receiving a time credit to participate.
- 2.4 The Panel supported this bid going forward for approval, but not for the full amount as it is, at this stage, a 'pilot' bid and a reduced funding allocation would reduce the risk. In line with this assessment the recommendation is to propose funding of £75,000 for one year only (rather than £156,500 over two years), with future years funding dependent on demonstrating that the project is making an impact. Furthermore, performance targets should be agreed in advance and this will enable success to be measured from a clear baseline. It is also proposed that a further £50,000 should be ring-fenced within the Fund to roll out the scheme if it is proven that the scheme is making a positive impact. The panel also recommended that the funding is prioritised to areas of the county that do not have similar schemes already in operation.

### Good Gym Scheme – (Approved – score 92%)

- 2.5 Warwickshire has a significant issue in the increasing demand for adult social care services combined with our aging population and reducing healthy life expectancy. There are also growing concerns about population obesity and the long-term implications for the health and social care system. The primary benefit of Good Gym project in tackling these issues is in the establishment of a community alternative to meeting demand for adult social care support, specifically tackling the loneliness and social isolation agenda and providing the potential for the future opportunity to reduce 0-5 hours' per week care packages.
- 2.6 Good Gym recruits volunteer runners to run to a person's home or community venue, perform an agreed task or social call, and run home again. There are three main benefits of the Good Gym model for the County Council:



1. To tap into currently unused community capacity (volunteer runners) to increase local, non-service responses to low-level need;
  2. To provide a social and practical support offer to older more vulnerable people with a limited ability to leave their homes – without the need for a public service solution;
  3. To encourage people to be active: to run for pleasure, for a purpose, and to make a positive contribution to their community.
- 2.7 The funding will be used to fund the co-ordination of the runners, vetting, interviewing and supporting runners who want to help older people (through befriending or one-off missions) and working with the local referral partner to make appropriate matches.
- 2.8 The Panel agreed this was a very good bid which demonstrated in a simple and considered way what the scheme was trying to achieve with clear demonstration of the benefits from undertaking this scheme as a pilot. The panel also agreed this bid should focus on areas where there is higher potential success initially (based on experience elsewhere). However, if the pilot is successful then further consideration should be given to rolling this out to other areas of the county in future years. Any assessment of the benefits of the scheme will be largely subjective based on participant feedback.
- 2.9 Whilst two bids are being recommended for approval the Panel did consider a number of other bids. These are not recommended for approval at this stage as further work is required on the expected benefits from the investment, the potential overlap with other areas of County Council and partner activity and how projects could be brought together and aligned with current commissioned services.

### **3.0 Financial Implications**

- 3.1 The fund consists of a one-off £1.5 million allocation and a recurring £0.5 million allocation approved as part of the 2019/20 budget. If Cabinet agree to the recommendations in this paper then the financial position of the fund will look as follows:

<b>Approved Bids</b>	<b>Recurring £</b>	<b>Non-Recurring £</b>
Enhanced Time Banking (Approved)	0	75,000
Enhanced Time Banking (Year 2 Ring-fence)	0	50,000
Good Gym Proposal (Approved)	0	23,000
<b>Total</b>	<b>0</b>	<b>148,000</b>
Agreed Allocation	500,000	1,500,000
<b>Fund Remaining</b>	<b>500,000</b>	<b>1,352,000</b>

3.2 Several other bids are in the pipeline to be considered for the next sitting of the Panel in July 2019 and these will come forward to Cabinet for approval in September.

## 4.0 Background Papers

4.1 None.

	<b>Name</b>	<b>Contact Information</b>
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No Elected Members have been consulted in the preparation of this report.

## Cabinet

11 June 2019

### Warwickshire Major Road Network (MRN) - Proposed Programme and Priorities

#### Recommendations

That Cabinet:

1. Agrees the proposed Warwickshire Major Road Network (MRN) programme and priorities;
2. Approves the submission of a Strategic Outline Business Case (SOBC) for the proposed A426/A4071 Avon Mill/Hunters Lane Improvement scheme in Rugby as the initial MRN priority for delivery during the period 2020-2025; and
3. Notes scheme development work already undertaken or in progress on the other initial priority schemes and proposed longer-term priorities for delivery during the next MRN period 2025-2030.

#### 1.0 Key Issues

- 1.1 In July 2017, the Government's Transport Investment Strategy included a commitment to create a 'Major Road Network' (MRN) comprising the busiest and most economically important local authority 'A' roads in England.
- 1.2 Originally proposed by the Rees Jeffrey's Road Fund study<sup>1</sup>, the MRN sits between the Strategic Road Network (SRN) comprising motorways and major 'A' roads which are managed by Highways England, and the rest of the local authority managed network.
- 1.3 The Rees Jeffrey's study recognised that the Government had created an effective and well-resourced regime for planning and delivering successive five-year investment programmes for the SRN through its Roads Investment Strategy (RIS).
- 1.4 However, it also highlighted that no such arrangements existed for the most important local authority 'A' roads which are also heavily trafficked and which often carry a large proportion of commercial vehicles. The performance of these roads is therefore considered to be critical to supporting the local and national economy.

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<sup>1</sup> <http://www.reesjeffreys.co.uk/wp-content/uploads/2016/10/A-Major-Road-Network-for-England-David-Quarmby-and-Phil-Carey-Rees-Jeffreys-Road-Fund-October-2016.pdf>

- 1.5 In December 2018, following a consultation period the Government confirmed its proposals for the MRN and committed to allocate a proportion of the National Roads Fund (NRF) which will be created by ring-fencing vehicle excise duty (VED) towards improving it from 2020/21.
- 1.6 At the November 2018 Budget, the Government announced a proposed NRF allocation totalling £28.8 billion during the period 2020-2025, £3.5 billion of which is expected to be spent on local roads including the MRN.
- 1.7 The types of scheme eligible to bid for MRN funding are:-
- Bypasses or new alignments which alleviate congestion on the MRN and make through journeys quicker, safer and more reliable.
  - Missing Links – new roads that link existing stretches of the MRN or SRN.
  - Widening of existing MRN roads where there is a known congestion point or safety risk.
  - Major structural renewals on roads, bridges, tunnels and viaducts on MRN roads, where significant work needs to be done to renew the carriageway or prevent closure or weight restrictions.
  - Major junction improvements such as a grade separation that would improve the safety, performance or flow of an MRN road.
  - Variable message signs, traffic management and the use of smart technology and data to raise the performance of the MRN.
  - Packages of improvements to the MRN which may include elements of safety, widening, junction improvements and new alignment.
- 1.8 The potential Department for Transport (DfT) contribution for MRN interventions will normally be between £20 million and £50 million, although the lower threshold will not be applied rigidly.
- 1.9 Schemes seeking a contribution of more than £50 million are to be dealt with as potential Large Local Major Schemes (LLMs).

## 2.0 Options and Proposal

- 2.1 In December 2018, DfT confirmed that the MRN in Warwickshire includes the A446/A4097, A435, A426/A4071, A444/A47, A452 and A45 (south of the M45) as shown on the plan in **Appendix 1**.
- 2.2 These roads meet eligibility criteria specified by the DfT for a road to be designated as part of the MRN which principally relate to the volume and composition of traffic, and their role in providing strategic connectivity to and wider network resilience for the SRN.

- 2.3 Government has asked Midlands Connect, the Sub-national Transport Body (STB) for the pan-Midlands area, to develop and submit the Regional Evidence Base (REB) identifying priorities for the initial MRN investment period 2020-2025.
- 2.4 To inform this process, the County Council has been developing a pipeline of schemes for the MRN with supporting evidence to justify why it considers these should be its priorities.
- 2.5 Proposed MRN priorities for delivery during 2020-2025 are as follows:-
- (a) A426/A4071 Avon Mill/Hunters Lane improvements, Rugby.
  - (b) A46/A452 Thickthorn Island to Bericote Road dualling, Kenilworth.
  - (c) A444 Nuneaton Town Centre (part of Transforming Nuneaton project).

Proposed longer-term MRN priorities for delivery post-2025 are as follows:-

- (d) A435 between Alcester and Gorcott Hill.
  - (e) A446 Coleshill/Hams Hall.
  - (f) A426 Leicester Road Corridor, Rugby.
  - (g) A4071 Blue Boar to Potsford Dam Roundabout south west of Rugby.
- 2.6 The current status of each of these schemes is outlined below followed by a summary of proposed maintenance schemes on the MRN during the initial funding period 2020-2025.

**(a) A426/A4071 Avon Mill/Hunters Lane improvements, Rugby.**

- 2.7 The proposed Avon Mill/Hunters Lane Improvements are a key priority in the Local Transport Plan (LTP 3) and a 'critical' requirement in Rugby Borough Council's Infrastructure Delivery Plan (IDP) to mitigate the cumulative traffic impacts of significant committed and proposed housing and employment growth, the key strategic sites being:-

- Malpass Farm (Climafuel manufacturing facility).
- Rugby Radio Station, Houlton (6,200 dwellings, 16 ha B1/B2/B8).
- Gateway Rugby, Eden Park (1,300 dwellings, 26.5 ha B2/B8).
- Rugby South West (5,000 dwellings, 35 ha B8).
- Coton Park East (800 dwellings, 7.5 ha B1/B2/B8).
- Daventry International Railfreight Terminal (DIRFT III) (c.9,000 new jobs).

- 2.8 Scheme assessment work shows that the proposals would significantly reduce queues and delays at Avon Mill Roundabout, a key bottleneck on the A426 Leicester Road corridor which currently experiences significant congestion during weekday commuter and Saturday retail peaks.

- 2.9 The scheme will also improve journey time reliability for strategic traffic on the MRN travelling between M1 Junction 20 (Lutterworth), M6 Junction 1 and the M45/A45 at Thurlaston south of Rugby via the A4071/A426 corridor.

- 2.10 In May 2015, Cabinet authorised the addition of the scheme to the County Council's Capital Programme and to allocate £617,000 developer funding for further design and feasibility work.
- 2.11 A significant amount of work has since been undertaken to develop a preferred scheme layout, feasibility design and initial cost estimate. The main scheme elements are listed below and shown on the plan in **Appendix 2**.
- Enlargement of the existing Avon Mill Roundabout.
  - A new roundabout at A426 Newbold Road/Hunters Lane to replace the existing priority junction.
  - Construction of a short length of dual carriageway to connect the two roundabouts including a new bridge over the River Avon.
  - New foot/cycle bridge parallel to the existing River Avon bridge.
- 2.12 To the south of Avon Mill Roundabout, the proposed new A426 Newbold Road/Hunters Lane roundabout will make it easier to make right turn manoeuvres which are currently problematic due to significant traffic volumes on the main road.
- 2.13 The proposed new segregated foot/cycleway bridge and dedicated Toucan crossing facilities on the A426 Leicester Road will also improve sustainable access opportunities in the area, particularly for students and staff seeking to access Avon Valley School.
- 2.14 The proposals at Avon Mill/Hunters Lane are at a relatively more advanced stage of development than those being progressed on other MRN routes referred to above, due to the significant amount of work already undertaken over several years to identify a preferred scheme layout and feasibility design.
- 2.15 In view of its current state of readiness and strategic role in providing access to major economic centres, Midlands Connect has identified the Avon Mill/Hunters Lane Improvements as one of seven 'Investment Ready' priority schemes across the STB area which is capable of being delivered by 2025.
- 2.16 With a proposed construction start date of 2023/24, DfT Investment Planning Guidance<sup>2</sup> for the MRN indicates that it is desirable for the scheme to be supported by a Strategic Outline Business Case (SOBC) to be submitted alongside the REB.
- 2.17 Midlands Connect has advised the County Council that the deadline for submission of the SOBC for inclusion in their REB submission to Government is 5<sup>th</sup> July 2019.

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<sup>2</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/765680/mrn-investment-planning-guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765680/mrn-investment-planning-guidance.pdf)

2.18 In view of the potentially significant external funding opportunities which would be unlocked through the MRN process to expedite scheme delivery, it is proposed to submit an SOBC in support of the Avon Mill/Hunters Lane Improvements to Midland Connect and DfT in July 2019, subject to Cabinet approval.

**(b) A452 Thickthorn Island to Bericote Road Dualling, Kenilworth.**

2.19 The County Council has developed an indicative design for a new dual carriageway between A46/A452 Thickthorn Island and C36 Bericote Road Roundabout.

2.20 It is proposed to include completion of the Kenilworth to Leamington Spa Cycle Route (K2L) as part of the scheme (i.e. section between Bericote Road Roundabout and Kenilworth).

2.21 It is proposed to progress further scheme development work in 2019/20 and beyond to ensure that the scheme can be brought forward for delivery towards the end of the initial MRN period, or early during the following period. It could however come forward before then if other funding opportunities become available.

2.22 The scheme will complement developer-funded proposals to signalise and widen Thickthorn Island and signalisation of A452 St John Gyrotory, Kenilworth, which are expected to be delivered by 2023/24.

**(c) A444 Nuneaton Town Centre (part of the wider Transforming Nuneaton project).**

2.23 This scheme is being promoted by the County Council and Nuneaton and Bedworth Borough Council as part of the wider Transforming Nuneaton project which is a corporate priority, with support from key partners including Coventry and Warwickshire Local Enterprise Partnership (CWLEP), the West Midlands Combined Authority and Midlands Engine.

2.24 The key transport elements of the project include the following:-

- Re-configuration of the ring road in the vicinity of the rail station including consideration of options for improving access by removal of the current gyratory / one-way system.
- Widening of the ring road at Vicarage Street / Church Street and over the River Anker near Coton Road so the whole ring road is dual carriageway standard.
- A potential new bus bridge over the River Anker to facilitate the re-development of the bus station site, or provision of a new bus interchange at the rail station.

- Improvements to the rail station itself, including provision of a new pedestrian/cycle access from Weddington Terrace.
- 2.25 In autumn 2018, the County Council secured £7.5 million of funding from the Government's Local Growth Fund through CWLEP, part of which has been allocated to progress the transport scheme development work referred to above.
- 2.26 The next stages of the project due to be undertaken during 2019/20 are to develop a preferred package of measures and progress preliminary design work for preferred scheme options.
- 2.27 This will help to ensure that the scheme can be brought forward for delivery towards the end of the initial MRN period, or early during the following period. It could however come forward before then if other funding opportunities become available.

**(d) A435 between Alcester and Gorcott Hill.**

- 2.28 In November 2018, representations made by the County Council and Worcestershire County Council to Midlands Connect to inform their regional prioritisation process emphasised the serious traffic and environmental problems affecting the communities on the A435 corridor.
- 2.29 Officers from both authorities are currently in the early stages of developing a joint MRN initiative which seeks to address problems which affect the A435 and parallel A441 corridor, and are looking to identify a complementary package of measures to maximise potential scheme benefits.
- 2.30 Once an initial set of concept scheme options has been identified during 2019/20, it is proposed to invite parish councils and other local stakeholders to provide feedback on which of these should be taken forward to the next stage of scheme development, or to identify any other options which should also be considered.
- 2.31 If there is a clear consensus to pursue a particular course of action, subject to formal approval by each respective authority, the County Council (working with Worcestershire County Council) would propose to develop feasibility scheme designs for inclusion in a Strategic Outline Business Case (SOBC).
- 2.32 It is envisaged that the SOBC would comprise a package of agreed measures for both the A435 and A441 corridors for delivery during the next MRN period 2025-2030.
- 2.33 In the short to medium term, the County Council is continuing to pursue other localised initiatives which seek to address a number of environmental and safety issues along the A435 corridor.



**(e) A446 Coleshill/Hams Hall.**

- 2.34 An indicative scheme has been developed which would upgrade a key ‘pinch-point’ on the A446 between Hams Hall (south of Faraday Avenue) and Gorsey Lane near Coleshill from single to dual carriageway standard.
- 2.35 Upgrading the 1.3km single carriageway section described above to dual carriageway standard will remove the ‘pinch point’ on the A446 which acts as a major constraint to further economic growth at key employment sites in the vicinity of the scheme and across the sub-region post-2020.
- 2.36 It is proposed to further develop the scheme for delivery following HS2 Phase 1 construction which is due to be completed by 2024.
- 2.37 The improvements will not only support planned growth within North Warwickshire and Birmingham, but will also facilitate enhanced access to the HS2 Interchange and wider UK Central area post-2026.

**(f) A426 Leicester Road Corridor, Rugby.**

- 2.38 Predictions show that existing congestion problems on the A426 Leicester Road corridor in Rugby will be exacerbated by further significant proposed Local Plan housing and employment growth at Coton Park East (on the corridor) and South West Rugby, in addition to committed growth at Gateway Rugby (on the corridor) and Rugby Radio Station at Houlton.
- 2.39 A feasibility study is currently evaluating options for potential additional interventions over and above those already proposed for Leicester Road as part of the mitigation strategy for the current and proposed Rugby Local Plan.
- 2.40 These high-level options include possible access improvements into Swift Valley employment area, corridor widening and a high-level review of potential bus priority and demand management measures including park and ride.

**(g) A4071 Blue Boar to Potsford Dam Roundabout south west of Rugby.**

- 2.41 This section of the A4071 is likely to constrain future housing and employment growth in Rugby due to capacity and safety problems at the following key locations:-
- A45/A4071 Blue Boar Interchange - outdated junction layout which significantly constrains exit capacity.
  - A4071 Cawston Bends - insufficient carriageway width which narrows to less than 7m with HGVs mounting the verge to avoid colliding with oncoming vehicles.
  - A4071/B4642 Potsford Dam Roundabout – profile requires remediation.

- 2.42 It is proposed to commence option development work in 2020/21 to identify potential improvements at these locations once other current assessment work in the area has been completed.
- 2.43 This work is currently investigating alignment options for the proposed Potsford Dam Link (PDL) which is being designed to provide a strategic connection linking the M45/A45 at Thurlaston to the south of Rugby and the A4071 Rugby Western Relief Road (RWRR).
- 2.44 The PDL (in combination with other strategic highway infrastructure) has been identified as an essential element in the mitigation strategy for the proposed Local Plan allocation at South West Rugby.

**(h) Major Structural Renewals.**

- 2.45 There are currently 13 planned maintenance schemes located on the Warwickshire MRN, six of which are considered to be ‘major’ based on the scope of works, likely duration and potential for disruption on the MRN.
- 2.46 Three of these schemes are programmed for completion during the initial MRN period 2020-2025, as shown in **Table 1** overleaf.

**Table 1 – Proposed Major Maintenance Schemes on the MRN 2020-2025**

<b>Bridge Code</b>	<b>Bridge Name</b>	<b>Scheme Description</b>	<b>Financial Year</b>
A452/008	Chesford Flood Spans	Waterproof & resurface. Upgrade parapets.	2023/24
A426/018	GEC Access River Avon, Leicester Road Rugby	Re-waterproof & replace joint (planned preventive)	2022/23
A426/015	Brownsover, Leicester Road Rugby	Re-waterproof (planned preventive)	2023/24

- 2.47 The County Council will take all reasonable steps to co-ordinate the works outlined above with the delivery programme for the A4071/A426 Avon Mill/Hunters Lane Improvements and A425 Thickthorn to Bericote Dualling schemes, to reduce the risk of potential additional network disruption.

**3.0 Financial Implications**

- 3.1 DfT Investment Planning Guidance for the MRN notes that schemes should aim for a local or third-party contribution to be at least 15% of total scheme costs.
- 3.2 Potential and existing local or third-party funding sources for the three initial MRN priority schemes are outlined in **Table 2** overleaf.

**Table 2 – Potential Funding Sources for Initial Priority MRN Schemes  
2020-2025**

Scheme	Cost Estimate (£ million)	Current Status
<p>A426/A4071 Avon Mill/Hunters Lane improvements, Rugby.</p>	<p>£10.4 (initial feasibility estimate. A revised estimate is currently being prepared for inclusion in the SOBC).</p>	<ul style="list-style-type: none"> <li>• Cabinet decision to add scheme to Capital Programme - May 2015.</li> <li>• Cabinet decision to allocate £617,000 S106 funding received from Malpass Farm for design and feasibility work - May 2015.</li> <li>• Spend on scheme design and feasibility to date is £334,395, current forecast spend for Strategic Outline Business Case (SOBC) development is £51,314 leaving a balance of £231,291 - June 2019.</li> <li>• Further S106 funding totalling £704,846 has been received in 2017/18 from Gateway Rugby residential Phase R4, Gateway employment and Elliott's Field Phase 2.</li> <li>• Approx. £1.1 million S106 funding is secured but not yet received from Malpass Farm. Payment is due no later than 12 and 24 months after commencement of waste processing – it is understood that the units on site are not currently operational and it is therefore uncertain when these payments will be triggered.</li> <li>• Approx. £1.8 million S106 funding is secured but not yet received from committed residential development at Gateway Rugby and Rugby Radio Station – please note however that the timing of these payments is dependent on development phasing and associated triggers.</li> <li>• Proposed Capital Investment Funding (CIF) Bid (WCC) of £4 million to be submitted prior to completion of Full Business Case (Q3 2023/24).</li> <li>• In combination, the proposed level of CIF and S106 funding (£5.3 million) would significantly enhance the financial case for the scheme and thus demonstrate to Government that there is a strong local commitment to facilitate scheme delivery.</li> <li>• Potential MRN funding bid for the balance of total scheme costs to be submitted to DfT (Q3 2024/25), subject to Cabinet approval.</li> </ul>

<p>A46/A452 Thickthorn Island to Bericote Road dualling, Kenilworth.</p>	<p>£17.9 (initial estimate)</p>	<ul style="list-style-type: none"> <li>• Cabinet approval to be sought to add the scheme to the Capital Programme (likely to be 2021/22).</li> <li>• Complementary developer-funded proposals to signalise and widen Thickthorn Island and signalisation of A452 St John Gyrotory, Kenilworth, expected to be delivered by 2023/24.</li> <li>• Proposed CIF Bid (WCC) of £2.7 million to be submitted prior to completion of Full Business Case (Q2 2024/25) to complement S106 developer contributions (to be secured).</li> <li>• Potential MRN funding bid for the balance of total scheme costs to be submitted to DfT (Q3 2024/25), subject to Cabinet approval.</li> </ul>
<p>A444 Nuneaton Town Centre (part of the wider Transforming Nuneaton project)</p>	<p>£25.26 (design dependent)</p>	<ul style="list-style-type: none"> <li>• Section 106 contributions (secure) = £0.8 million.</li> <li>• Anticipated s106 estimated based on additional housing numbers = £1.78 million.</li> <li>• Proposed CIF Bid (WCC) of £3.8 million to be submitted prior to completion of Full Business Case (Q3 2023/24) to complement S106 developer contributions.</li> <li>• Potential MRN funding bid for the balance of total scheme costs to be submitted to DfT (Q3 2023/24), subject to Cabinet approval.</li> <li>• Further DfT National Productivity Investment Funding (NPIF) opportunities to be investigated (funded the A47 Hinckley Road scheme).</li> <li>• Rail investment - Train Operating Company investment opportunities etc. possibly through franchise operator's commitments.</li> </ul>

3.3 The proposed level of local funding contributions to be sought from Capital Investment Fund (CIF) towards the three initial priority schemes outlined in **Table 2** above is £10.5 million, which represents 20% of currently estimated total scheme costs (£53.5 million). Capital investment of this level will cost £840,000 a year to meet the revenue cost of the additional borrowing.

3.4 The proposed level of funding to be sought from CIF would also be supplemented by S106 developer funding contributions (£2.1 million received to date with a potential further £4.6 million secured but not yet received).

- 3.5 In combination, the proposed level of CIF and S106 developer contributions received to date for the initial priority schemes listed above is £12.6 million. This represents 24% of currently estimated total scheme costs and exceeds the target minimum 15% local funding contribution for MRN schemes.
- 3.6 It is considered that the proposed level of local funding contribution to be sought via CIF and anticipated total level of S106 developer contributions would enhance the financial case for the above priority schemes and demonstrate to Government that there is a strong local commitment to facilitate scheme delivery.
- 3.7 Any future application for resources from the CIF will be dependent on the level of resources available and the Council's priority areas for capital investment at the time. In the event that it is not possible to secure funding either via CIF or the DfT MRN initiative, then it is proposed to pursue alternative funding opportunities.
- 3.8 These could potentially include the Government's National Productivity Investment Fund (NPIF) which is part of the funding package for the A47 Hinckley Road scheme in Nuneaton and proposed A3400 Birmingham Road improvements in Stratford-upon-Avon.
- 3.9 At the November 2018 Budget, Government announced that the NPIF is increasing to a total of £37 billion, to further increase investment in areas that are important for economic growth including unlocking more new homes in high demand areas by spending an extra £500 million on the Housing Infrastructure Fund (HIF) and extending it to 2023/24.
- 3.10 As noted in paragraph 3.4 above, there may also be opportunities to secure further S106 developer funding contributions, although the availability of this is largely dependent on development phasing and associated triggers for payment.

#### **4.0 Timescales associated with the decision and next steps**

- 4.1 Subject to agreement of the proposed MRN scheme programme and priorities set out in this report, it is proposed that the SOBC for Avon Mill/Hunters Lane is submitted to Midlands Connect on 5<sup>th</sup> July 2019 for inclusion in their Regional Evidence Base (REB) submission to Government.

#### **Background papers**

None.

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The report was circulated to the following members prior to publication:

Local Member(s): See Note below.

Other members: Clarke, Cockburn, Fradgley, Chilvers

Note:-

A Briefing Note summarising proposed MRN priorities was issued to the following Local Members prior to publication:-

A4071/A426 - Cllr Warwick, Cllr Timms, Cllr Roberts, Cllr Simpson-Vince, Cllr Dahmash, Cllr Butlin, Cllr Kaur, Cllr Webb, Cllr O'Rourke, Cllr Roodhouse.

A435 – Cllr Cargill, Cllr Rickhards, Cllr Horner

A444 – Cllr Butlin, Cllr Clarke, Cllr Olnier, Cllr Gissane, Cllr Golby, Cllr Sargeant, Cllr Davies, Cllr Phillips, Cllr Kondakor

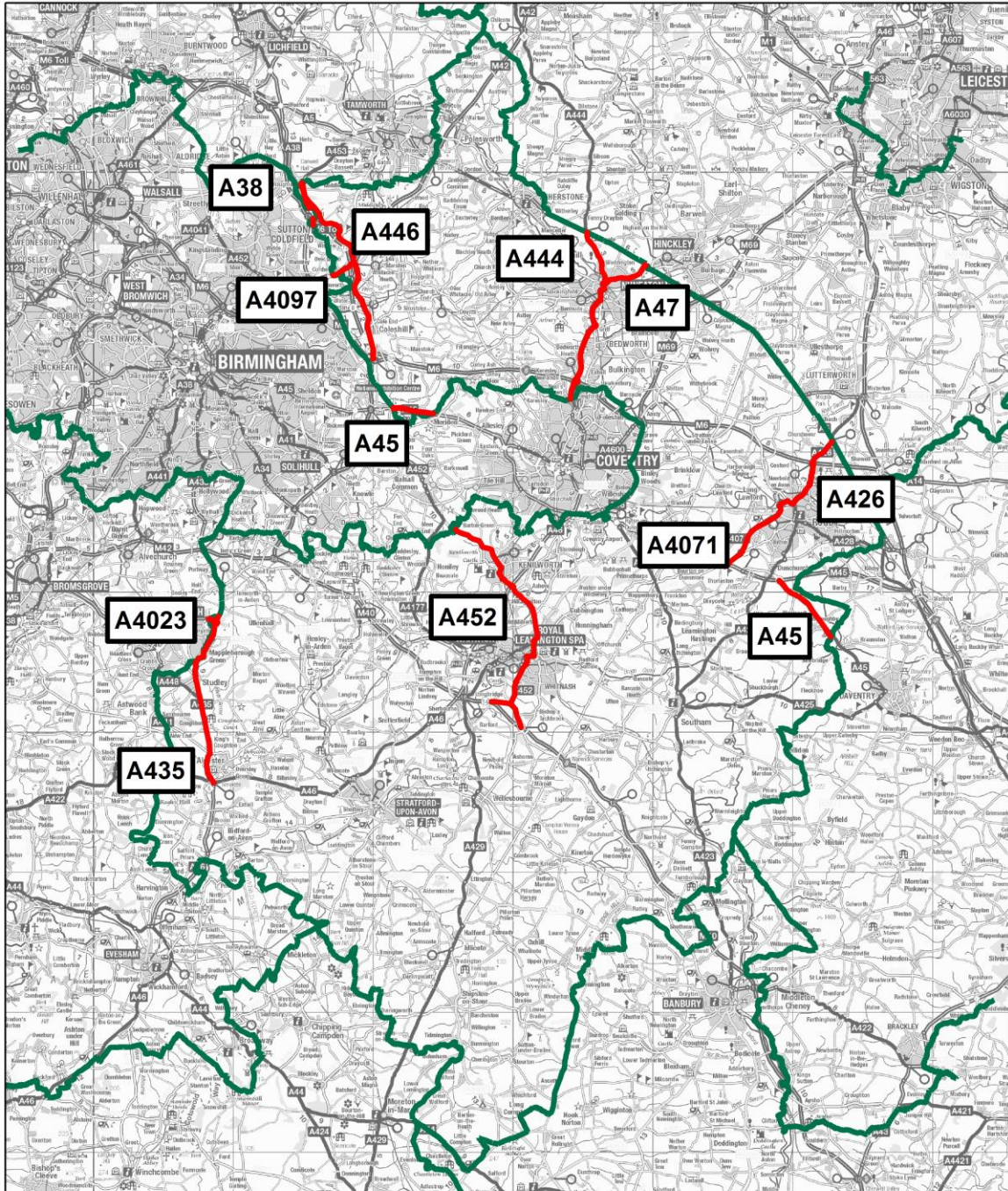
A446 - Cllr Jenns, Cllr Reilly, Cllr Hayfield

A452 - Cllr Cooke, Cllr Cockburn, Cllr Shilton, Cllr Redford



# Appendix 1

## Warwickshire Major Road Network



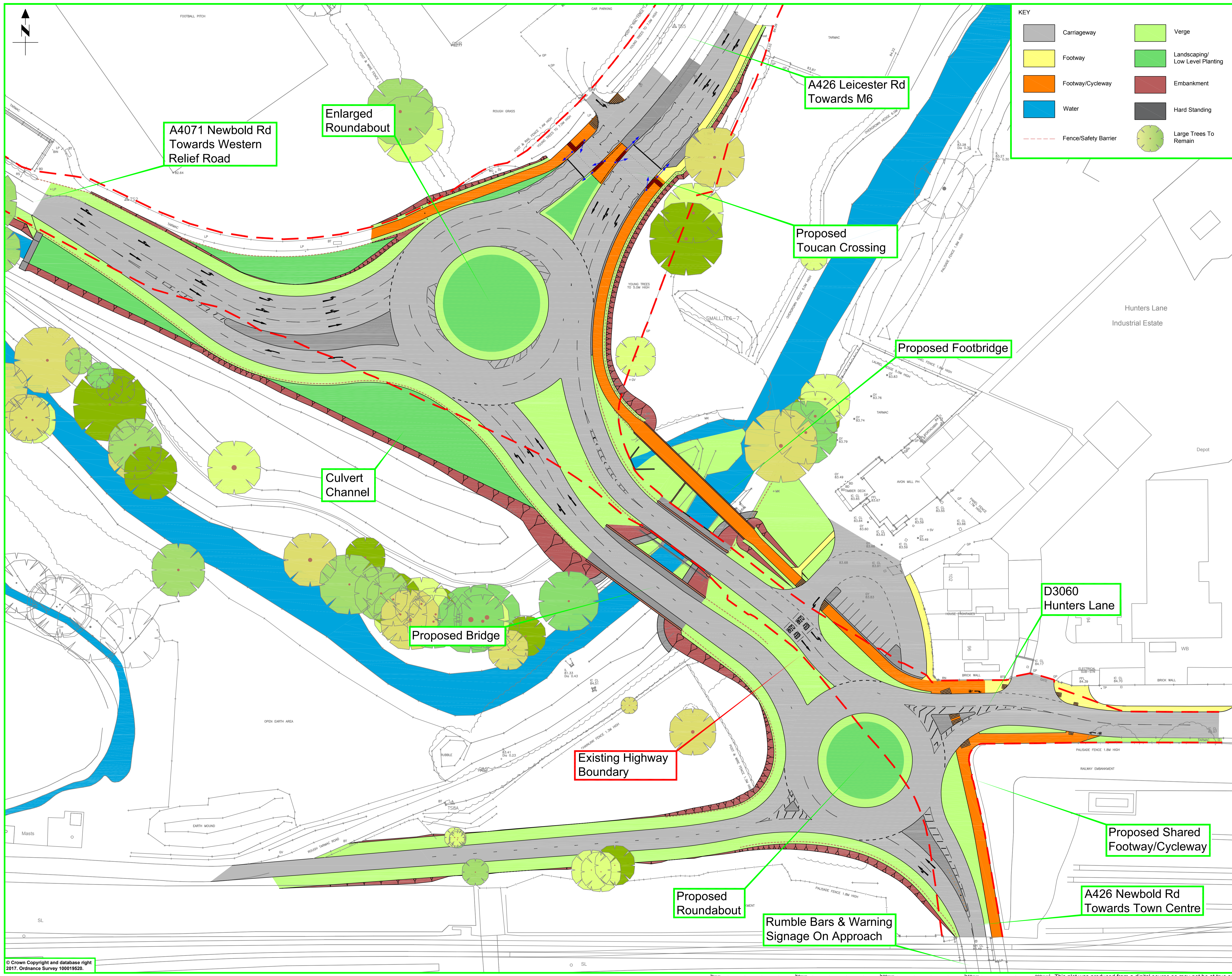
**Legend**  
— WCC\_Major Road Network



Communities  
18 Apr 2019

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**KEY**

	Carriageway		Verge
	Footway		Landscaping/ Low Level Planting
	Footway/Cycleway		Embankment
	Water		Hard Standing
	Fence/Safety Barrier		Large Trees To Remain

**NOTES**

J	RJP	Road Safety Improvements	04/05/17
H	RJP	Issued for Report	29/03/17
G	RJP	New Car Park layout & Culvert	29/11/16
F	RJP	Realigned Cycleway	12/10/16
E	RJP	New Toucan Crossing Design	12/08/16
D	RJP	New Scheme Design	10/08/16
C	RJP	Improved road markings	08/03/16
B	RJP	Added road names	29/02/16
A	RJP	Added highway boundary	26/01/16
REV	DRN	AMENDMENT	DATE



**Design Services**  
 Communities, Shire Hall Post Room  
 Warwick, CV34 4EP  
 Tel: 01926 410410  
 Web: www.warwickshire.gov.uk



PROJECT  
**A426/A4071 Avon Mill and Hunters Lane Improvement Scheme**

TITLE  
**Scheme Layout  
 (Option B - South Alignment)  
 Purpose of Drawing: Feasibility**

Dim	RJP	Chk'd	RJP	App'd	AC
Date	15-01-16	Date	04-05-17	Date	04-05-17

Status **Approved (Level 2)**

Scale **1:500** Sheet size **A1**

DRG. NO. **9.2-333-010-0007** Rev. **J**



## Cabinet

11 June 2019

### Consultation on the Draft Warwickshire Careers Strategy

#### Recommendation

That Cabinet approves the undertaking of a public consultation on the draft Warwickshire Careers Strategy to run from 24 June-26 July 2019.

#### 1.0 Background and Key Issues

- 1.1 The Government published a new National Careers Strategy in December 2017, setting out their plans to improve social mobility through more effective careers support. The strategy recognises that current provision of careers support in schools and colleges is highly variable and that the evidence demonstrates the clear benefits to young people of timely careers and employability support in terms of positive destinations, sustainable employment and higher lifetime earnings.
- 1.2 In May 2018, a report was taken to Corporate Board highlighting this new national strategy, also making the links with both the WCC investment in employability and skills and the new Warwickshire Education Strategy. Corporate Board recommended the development of a specific Warwickshire Careers Strategy and the establishment of a new Employability & Skills Board to co-ordinate and drive this work forward.
- 1.3 Corporate Board approved this recommendation, and the work was undertaken to both establish the new Board and develop the strategy. The Employability & Skills Board met for the first time in November 2018, where a first draft of the strategy was discussed, and again in February 2019 to consider an initial Implementation Plan. Membership of the Employability & Skills Board is contained in **Appendix B** for information.
- 1.4 The latest draft strategy (contained in **Appendix A**) sets out the following vision and key priorities for Careers Activity within Warwickshire:

*Our vision for this strategy is that:*

*“We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire’s economy.”*

*We aim to achieve this by focussing on the following five key priorities:*

- *Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible*
- *Building the capacity of our education providers to deliver effective and sustainable Careers support and advice*
- *Providing targeted support and help to our most vulnerable learners*
- *Improving alignment of demand and supply of skills, now and in the future*
- *Encouraging and enabling businesses to recruit from a richer and wider talent pool*

1.5 The strategy sets the rationale and focus for each of these five priorities, while the more detailed Implementation Plan provides details of shorter-term actions that will be undertaken to enable the delivery of our ambitions.

1.6 Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is a challenge to clearly associate cause and effect over a sustained period of time, when many other factors and influences are involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, it is difficult to identify a suitable “counter-factual” or control group with which to compare outcomes against. As a result, the strategy adopts a Logic Chain approach.

1.7 We propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators e.g. reduction in young people who are NEET, the proportion of businesses reporting skills shortages. If we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we are likely to see an improvement in the strategic impact indicators

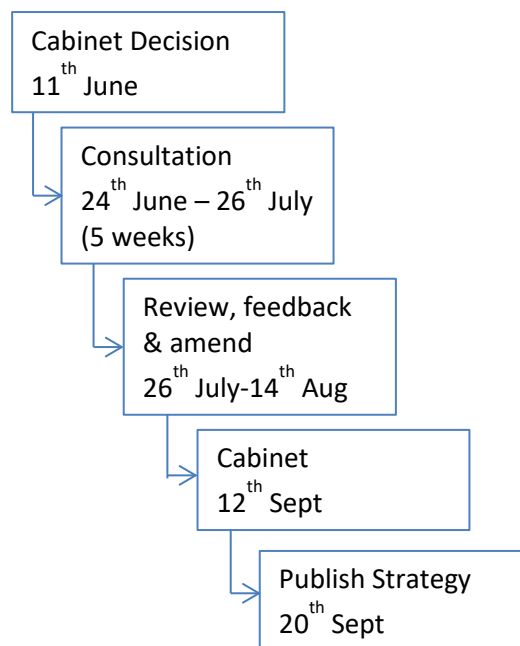
## **2.0 Proposed Consultation Process**

2.1 We are now at a point where we would like to consult widely on the draft strategy and implementation plan, and seek feedback on whether we are focusing on the right areas, have identified the right priorities and activities, and whether the approach to measuring success is appropriate.

2.2 In discussion with the Council’s Strategic Consultation and Engagement Lead, and with Legal Services, we have agreed that a formal consultation exercise

is appropriate and recommended for this strategy to achieve maximum engagement and input, and to increase awareness and “ownership” of the strategy and the activities we are seeking to undertake

- 2.3 The consultation will be made available through the “Ask Warwickshire” platform, utilising an online survey to secure feedback. This will be supplemented through a number of targeted workshops or attendance at existing meetings/events to raise awareness, seek immediate feedback and encourage responses to the consultation to be provided. Key audiences for the consultation include residents (particularly young people, parents and adults looking to retrain); businesses; education & training providers and key partners and stakeholders (such as CWLEP, Chamber, FSB, DWP, Careers & Enterprise Company, CIPD, etc.). Youth engagement will be particularly important, and we will look to either arrange some specific workshops (i.e. with the Youth Parliament), go to events (such as Careers Events in schools), or set up group discussions.
- 2.4 The proposed timeline for the consultation is detailed below:



### 3.0 Financial Implications

- 3.1 Developing the strategy and undertaking the consultation have no direct additional financial implications beyond the officer time allocated to doing this work.
- 3.2 There are consequential indirect financial implications through this work, as the strategy will set out our ambitions, priorities and proposed activities for the medium-term. While an element of the strategy is to better align and co-ordinate existing activity, and to influence and shape future activities of

partners and stakeholders, a significant part of the strategy/implementation plan focuses on things that Warwickshire County Council are doing/are looking to do.

- 3.3 For 2019/20 these can be incorporated into the existing work programme and utilise identified budgets (Skills for Employment Programme) and so there are no financial implications.
- 3.4 For 2020/21 onwards there will be financial implications as resources to continue this work will need to be identified. The priority for investment in the area will need to be considered alongside other demands on the Council's resources as part of the development of the 2020-25 Council Plan and Medium Term Financial Strategy and reflected in the final version of the strategy and implementation plan that will come forward to Cabinet for approval following the consultation period.

## Background papers

None.

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The report was circulated to the following members prior to publication:

Local Member(s): N/A

Other members: Councillors Chattaway, Dahmash, Morgan, Roodhouse, Chilvers, Williams, Hayfield, C.Davies



# Warwickshire Careers Strategy 2018-23

Consultation Draft

# Warwickshire Careers Strategy 2018-2023

## 1 INTRODUCTION

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## 2 BACKGROUND

Effective careers and employability advice and support are critical components of a successful local labour market. They can help to:

- enable the development of the skills within the local population demanded by local businesses;
- enable individuals to identify and pursue Careers that stimulate their interest and match their particular talents;
- facilitate social mobility by raising aspirations and showcasing career pathways; and
- support individuals who want (or need to) change occupations as the economy grows and changes.

Careers and employability advice and support also provide clear social and economic benefits. Numerous studies have shown that high quality careers support, along with effective interactions between young people and employers can: improve educational attainment; increase the likelihood of successful employment outcomes (and reduce negative destinations for people leaving education); and increase lifetime earnings. This is particularly important for our most vulnerable learners – such as those with special educational needs and disabilities, looked after children and those with *wider* social, emotional and mental health needs – where the evidence shows that employment rates within these groups after education is much lower than the average.

Furthermore, businesses routinely talk of skills shortages, the difficulties they face in finding and employing people with the right skills sets, and the negative impact that this has on the growth of their business. A recent business survey by the Council and the Coventry & Warwickshire Chamber of Commerce identified that nearly two-thirds of companies in the area were facing some form of skills shortage within their workforce. The Council is committed to ensuring Warwickshire communities and residents are supported to be safe, healthy and independent (particularly our most vulnerable residents). It is also committed to ensuring the Warwickshire economy is

vibrant and supported by the right jobs, training, skills and infrastructure. This Warwickshire Careers Strategy therefore sets out our ambitions to work with our partners to develop and deliver a coherent, effective and locally relevant careers and employability advice and support.

### **3 THE CURRENT POSITION**

#### ***a) The Warwickshire Economy:***

Warwickshire has a strong and growing economy. Indeed, since the recession of 2008/9, the County has experienced some of the strongest economic growth (as measured by Gross Value Added) of all local authority areas in England, including the fastest growth in productivity of all areas.

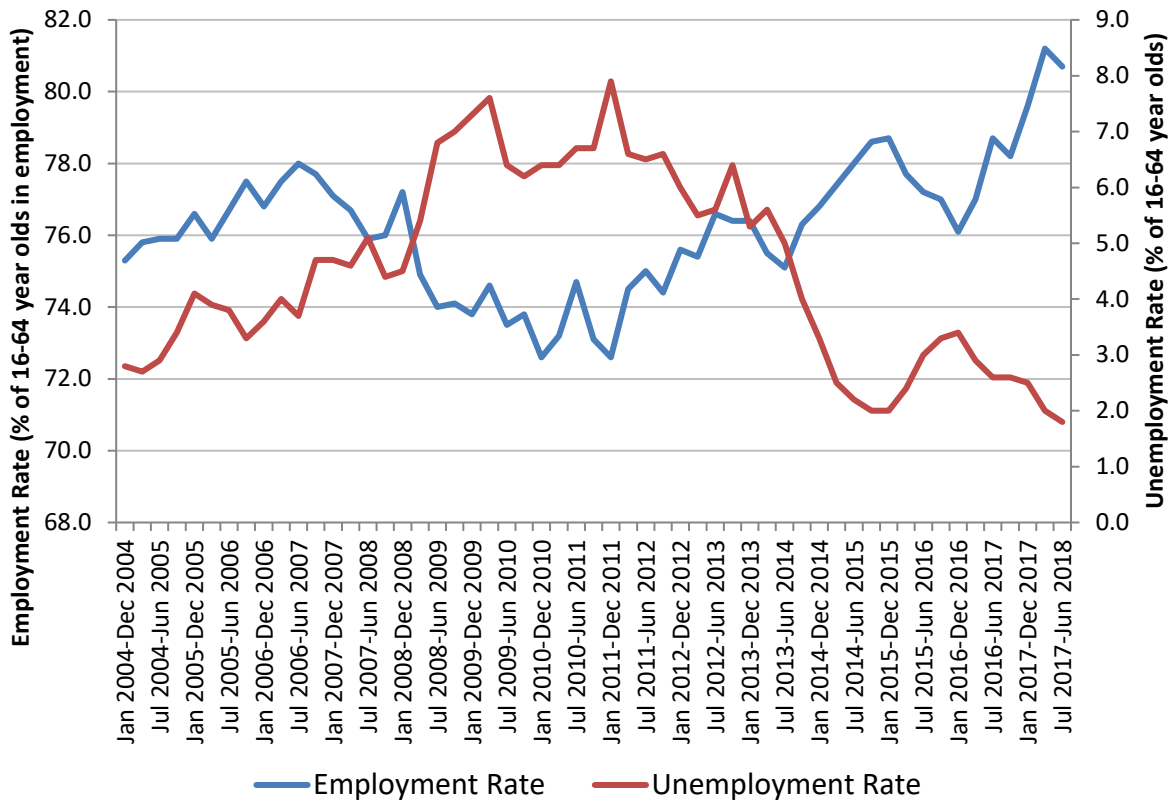
This growth in the economy has led to a very strong labour market, with our employment rate (the proportion of working age residents in employment) rising strongly to the highest levels seen this century, and unemployment to its lowest levels – see Figure 1 below.

The number of vacancies posted online for employment opportunities within the county have also been growing, and the ratio of vacancies to working age population is significantly above - and almost double - the national and regional averages (Figure 2).

A tight labour market with limited excess capacity, coupled with strong demand for labour, inevitably leads to problems with recruitment and skills shortages. Recent surveys of local businesses have found that 70% of companies were facing recruitment difficulties due to not being able to find people with the right skills that they required, and that 62% of businesses believed that their firm was suffering from a skills shortage.

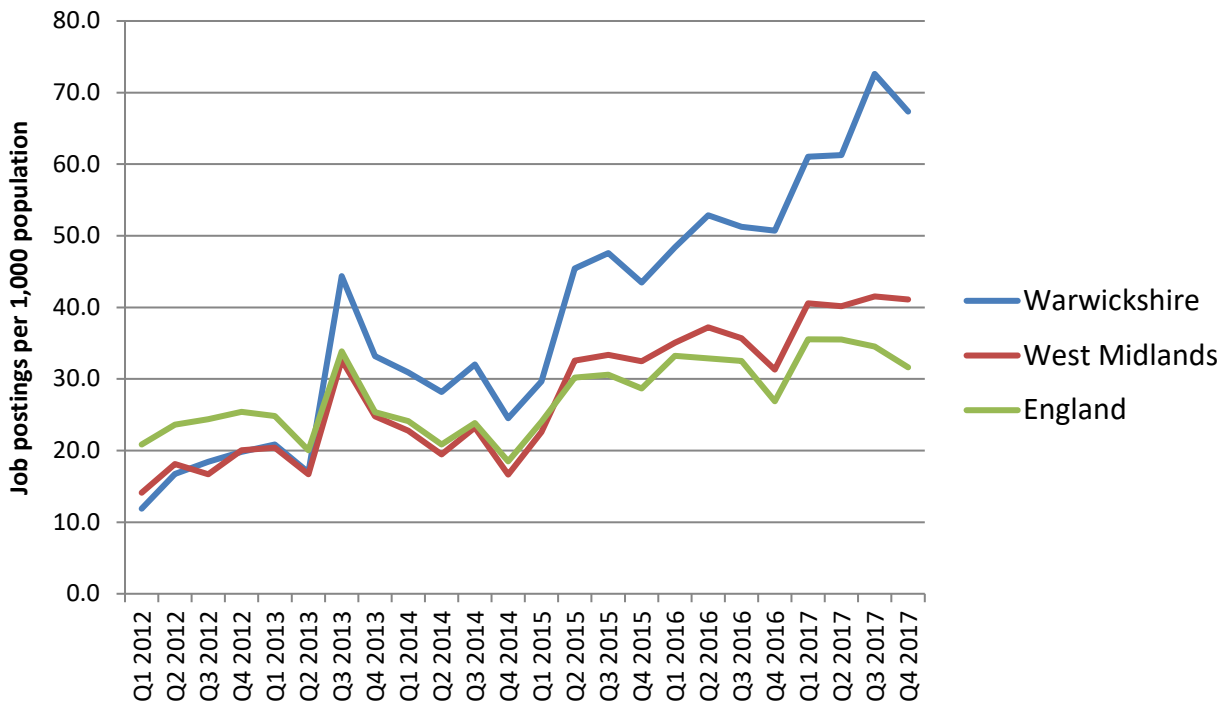
Improving the flow of new entrants into the labour market with the skills and behaviours being demanded by our local businesses is therefore critical to helping address these difficulties being faced in the local economy. We also need to encourage businesses to consider recruitment from a wider pool of labour, including those with health and learning disabilities. Finally, helping employees and adults to explore alternative careers and undertake training to take up employment opportunities in demand will also help address this imbalance between supply of labour and demand from businesses.

**Table 1: Employment & Unemployment Rates in Warwickshire (2004-2018)**



Source: Annual Population Survey

**Table 2: Job postings per 1,000 population**



Source: Labour Insight & ONS



## ***b) Technology & future economic growth***

*Local Industrial Strategies* are being developed at both the regional/WMCA level, and also at the Coventry & Warwickshire Local Enterprise Partnership area. A key focus of these is around longer-term, future growth opportunities and the new technologies and industries of the future in which the UK could become a world leader. Coventry & Warwickshire are extremely well placed with respect to the development of low carbon vehicles; connected and autonomous vehicles and future transportation systems; digital technology (including gaming, augmented reality and virtual reality); and smart & connected factories/automation.

These are all industries that have huge economic opportunities, but which will also be highly disruptive, and have a significant impact on the future labour market. Moreover, the technologies are developing at an exponential rate, making it increasingly unclear what future occupations and careers might look like. Indeed, a study by the World Bank estimated that two-thirds of children entering primary education today will go into jobs that do not yet exist.

Automation of activities and occupations is also starting to take effect, with artificial intelligence and robotics able to effectively replicate many tasks that humans currently do. This technology is also developing rapidly, and a number of studies have been undertaken recently examining the type and scale of occupations that could potentially be automated. We have replicated these studies at the Warwickshire level, and estimate that around 40% of all our current occupations are at a high risk of being automated by 2030. This is greater than the national average, largely due to the sectoral composition of our economy which means we have higher than average employment in sectors at high risk – such as distribution, logistics, tourism, and skilled manual trades.

Automation presents both opportunities in terms of economic benefits from developing and exploiting the technologies (which Warwickshire is well placed to do and will feature in our Local Industrial Strategy), but also risks in terms of displacing a wide range of existing occupations – which are often those at the lower skilled level. Retraining of existing employees in these occupations to be able to move into new careers will therefore be vital, along with helping to “future-proof” education and skills training now so that young people are more able to adapt to a rapidly changing labour market.

Research has identified four key skills sets that will be critical in terms of future employment. These skills sets focus on functions and activities that are difficult to automate, and also provide individuals with a flexible skill base that will enable them to effectively move through different careers. The skills sets identified are set out below.

## Key Future Skills



**Communication:** listen, respond and express ideas effectively in different contexts and influence others

**Strategic:** exercise judgement, leadership and creativity



**Analytical:** acquire new knowledge, process information and draw accurate conclusions



**Innovative:** generate and express new ideas, challenge and question existing thinking and solve problems

Underpinning these four core skills sets is the importance of **digital skills**, and a need to embed a digital culture within the workplace. According to Microsoft, in the next two decades, 90% of jobs will require some form of digital skills, and without further action to significantly increase understanding of programming (understanding the “how”, rather simply the “what” through increased utilisation), the skills gap is likely to continue to increase significantly.

### **c) Careers and Education policy**

The Government published a new *National Careers Strategy* in December 2017. This strategy sits alongside the new Industrial Strategy, and seeks to support the Government’s ambition to improve social mobility by ensuring that everyone has access to effective careers support. Through this strategy, the Government aims for:

- all young people to understand the full range of opportunities available to them, to learn from employers about work and the skills that are valued in the workplace and to have first-hand experience of the workplace;
- all young people in secondary school and college to get an excellent programme of advice and guidance that is delivered by individuals with the right skills and experience;

- everyone to get support tailored to their circumstances. All adults should be able to access free face-to-face advice, with more bespoke support for those who most need it
- everyone to get the information they need to understand the job and career opportunities available, and how their knowledge and skills can help them in considering suitable Careers.

The Government are also progressing plans to introduce a new education route through the development of “T Levels”. T Levels will follow GCSEs, will be equivalent to 3 A Levels, and will be 2-year courses focussing on technical education and training. The courses are being developed in collaboration with employers and businesses to that the content meets the needs of industry and prepares students for work. T Levels are expected to be introduced from 2020, although it will take a number of years until the full range of courses are available.

The development of this Warwickshire Careers Strategy will therefore help support the local implementation of the national strategy and enhance the delivery of Warwickshire relevant careers information and support to help young people navigate the increasing choices that they will be able to make as part of their journey through the education system. The Warwickshire Careers Strategy is also a fundamental component of the recently developed *Warwickshire Education Strategy for 2018-2023*, which includes a specific priority around employment outcomes (WE4: Our challenge is to champion employability by promoting the best opportunities for all learners).

In addition, the West Midlands Combined Authority is currently considering developing a new regional all-age Careers service, and a regional Careers Strategy. The development of a Warwickshire Careers Strategy will enable us to effectively influence, shape, inform and ultimately maximise the benefit from this regional approach.

**Q1. Do you agree with the current situation set out in this section? Are there other key issues, drivers or policies/strategies that should be considered and addressed?**

#### 4. VISION & PRIORITIES:

Our vision for this strategy is that:

*“We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire’s economy.”*

By following this vision, and successfully implementing this strategy, we hope to achieve the following key success measures:

- All young people within our schools, colleges and universities have access to high quality, relevant, inspiring and locally focussed careers information, guidance and support and are able to make informed choices
- All our young people successfully transition from education and learning into sustainable employment
- Our most vulnerable learners are particularly supported with this transition, and achieve positive destinations appropriate to their needs
- Our businesses are able to access the skilled labour that they need to grow and compete
- Our residents are able to develop and acquire new skills throughout their lives to meet the rapidly changing labour market. This applies to those in work who wish to progress or switch roles, those seeking work and those who are or wish to be self-employed.

We aim to achieve this by focussing on the following five key priorities:

- I. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
- II. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice
- III. Providing targeted support and help to our most vulnerable learners
- IV. Improving alignment of demand and supply of skills, now and in the future
- V. Encouraging and enabling businesses to recruit from a richer and wider talent pool

- Q2. Do you agree with the vision set out for this strategy? Are there any changes you would like to see?**
- Q3. Do you agree with the five priorities? Do these cover the right area and issues? Is there anything else you would like to see included?**

The following provides an overview to each of these five key areas, and summarises our key ambitions for activity. A more detailed Implementation Plan will sit alongside this strategy, outlining the shorter-term activities to drive this strategy forward.

#### **4.1 Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible**

Current existing careers information is relatively poorly marketed and promoted so that there is limited awareness and understanding of what is available, it can seem somewhat remote and detached from the real world that people find themselves in, and is often fairly generic and does not highlight the particular local economic opportunities and circumstances of Warwickshire.

Warwickshire's economy is particularly dynamic and vibrant, with a huge range of activity in many areas of cutting edge technology, new business areas and disruptive industries. We want to excite our population – young and old, children and parents - about the range of opportunities and career pathways that exist in the county. We want to people to find the occupations that will engage and interest them, enabling more fulfilling and productive careers. Finally, we want to ensure that we capture and retain the local talent that we have in the local area.

A key focus of this priority will therefore be around developing a new, localised careers information service which is effectively marketed and promoted. It will be important that this service does not seek to duplicate or replace existing platforms (such as the National Careers Services), but adds value and acts as local hub that helps guide and signpost individuals to the most appropriate support, aided and supplemented with local economic and labour market information.

#### **4.2 Building the capacity of our education providers to deliver effective and sustainable Careers support and advice**

The National Career Strategy has placed greater requirements on education providers to provide careers support and advice, and the quality of provision will become an increasingly important part of inspections by OFSTED on schools and colleges. However, we know that our education providers face significant financial challenges and competing pressures for time and resources. We therefore want to work with our providers to develop an effective and appropriate support function that helps add value to their planned activity, and enables and facilitates the development of effective and sustainable careers support and advice. The County Council funded Skills for Employment programme will provide a strong focus for this activity, working in partnership with the Careers and Enterprise Company and other key stakeholders.

#### **4.3 Providing targeted support and help to our most vulnerable learners**

Our most vulnerable learners, on average, have poorer positive outcomes from education than their wider cohort. For example, the proportion of 16 & 17 year old Children Looked After who were Not in Education, Employment or Training (NEET) in 2017/18 was just under 20% in Warwickshire in 2017/18, compared to the average for all 16 & 17 years of just 3.8%. According to the British Association of Supported Employment, only 5.7% of people with Special Educational Needs and Disability (SEND) go into paid employment, despite 78% of people with SEND wanting to be in such employment. Given the average cost of putting a young person through a Special School education (upwards of £365,000), and the cost to society through lost income and increased social support, this is a significant loss of potential talent that could be utilised by businesses in an area that is facing a tight labour market and recruitment difficulties.

There are huge opportunities to work pro-actively with our education providers, vulnerable learners and businesses to better identify and promote employment and career opportunities, and to put in place support packages that help all three parties to enable significant improvement in the proportion of vulnerable learners to enter into sustainable employment. This priority will focus on developing a co-ordinated approach to this ambition.

#### **4.4 Improving alignment of demand and supply of skills, now and in the future**

Ensuring that our local education and training providers effectively provide the skills being demanded by our business base is critical to continued growth of our economy, and the employment prospects of our residents. However, within a dynamic labour market and with rapidly changing technologies, it can be hard for businesses to clearly articulate future skill requirements, and for education & training providers to adapt and change as demands change. Improving the connection between businesses and education - particularly in terms of communication flows and translating between the two very different cultures and language of education/training and business.

There is also a need to take a future-scanning role, looking at forecast and anticipated change in the economy and the different occupations and skill requirements that may be required. We also need to consider how changing technology, and the increase of automation, artificial intelligence and machine learning could transform occupations and require different skills sets, or even entirely new jobs that currently do not exist.

This priority will therefore focus on improving both the conversations and connectivity between education and business, and also look to future changes in the labour market and how we can seek to adapt and change our education and training provision in line with this in a strategic, considered and evidence based manner.

#### **4.5 Encouraging and enabling businesses to recruit from a richer and wider talent pool, and to undertake training and development of their employees**

With so many businesses in the local area regularly reporting skills shortages and recruitment difficulties, we need to work with employers to consider how they can widen their search pool of potential candidates.

Within Coventry & Warwickshire, there are over 130,000 people of working age but who are economically inactive for a variety of reasons (health conditions, disabilities, students, lifestyle choice, etc.). Some 25,000 of these have actively stated that would like to work, and it is likely that many others would be interested in employment if suitable arrangements and flexibilities could be put in place to meet their particular needs.

Many businesses have already benefitted from employing from this wider workforce and we need to better promote the opportunities that are available, and the help and support that can be secured to enable any required adjustments needed to job roles and the physical workplace.

This priority will therefore focus on raising awareness of the opportunities for business, and helping create new and enhanced careers and employment options for a wider range of Warwickshire residents.

**Q4. What key activities would you like to see being undertaken under each of these five priorities?**

**Q5. Would you/your organisation be able to help us deliver activities against these five priorities? Are there activities related to this work that we should be aware of?**

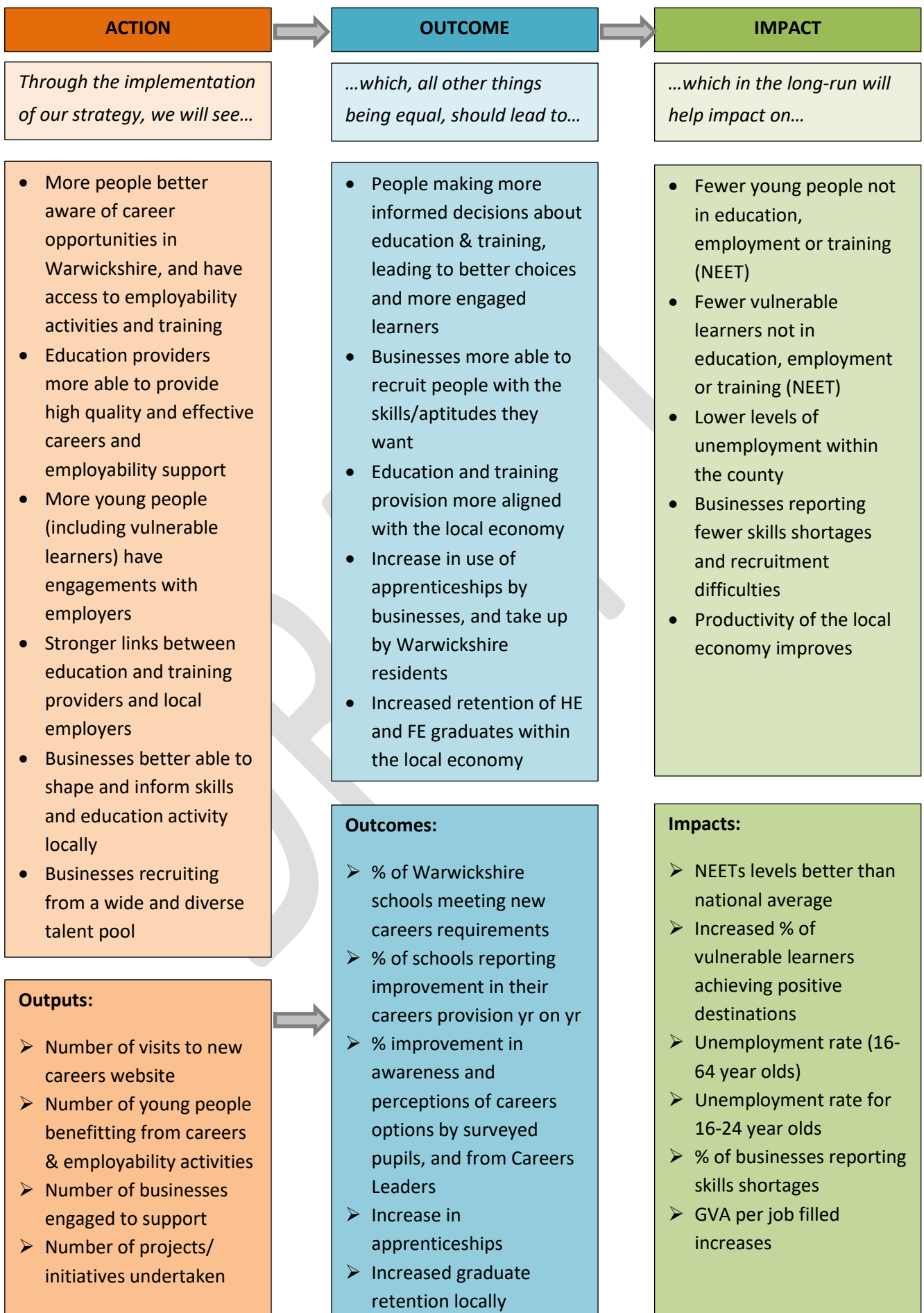
## **5 MONITORING IMPACT AND SUCCESS**

Measuring the impact of effective careers information and advice is difficult, as many academic studies have concluded. This is because it is often hard to clearly associate cause and effect over a sustained period of time, when many other factors and influences could be involved. It is also difficult to clearly articulate what a success might look like at the strategic level, given that these are often personal to the individual and hard to aggregate. Finally, there is difficult to identify a suitable “counter-factual” or control group with which compare outcomes against. Not only would we seek to ensure as many people as possible accessed effective careers and employment support and advice (and therefore consciously seeking to minimise a control group), it is very difficult and resource intensive to track people over the period of time that would be needed to really monitor and review impacts.

Based on these difficulties, we therefore propose to use a mixture of output data that is related to undertaking particular activities (i.e. number of students having an employer engagement experience, number of people accessing careers support, etc.), and a number of high level impact indicators (such as reduction in young people who are NEET, or the proportion of businesses reporting skills shortages). The link between these is explained through the logic chain, shown in Figure 2 below. Given the difficulties identified above, we are not stating that the outputs and the impacts are conclusively linked (even accounting for the time lag that would clearly exist between the two). Instead, we are suggesting that if we undertake the activities proposed both in this strategy and the accompanying Implementation Plan then, all other things being equal, we should see an improvement in the strategic impact indicators detailed in Figure 2.



**Figure 2: Logic Chain Diagram**



**Q6. Is this the right way to measure and monitor the impact of the work directed by this strategy? Are there any particular indicators that you think are the most important, or any that you feel are missing?**

## **6. GOVERNANCE**

This Warwickshire Careers Strategy will be overseen by the new Warwickshire Employability & Skills Group, which is contained within the wider governance model for the Warwickshire Education Strategy.

The Warwickshire Employability & Skills Group seeks to bring together a range of partners and stakeholders from education providers, public sector and key intermediary bodies. The voice of businesses will be clearly articulated to the Board by regular engagement and discussion with business groups, networks and sector bodies across the county.

**Q7. Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?**

## **7. DELIVERY**

An annual Implementation Plan will be developed, setting out the identified key activities under each of the five priorities. A copy of the proposed Implementation Plan for 2019/20 is contained within Appendix A.

## Warwickshire Careers Strategy Implementation Plan: 2019/20

### Strategic Vision

*We want to ensure that all residents of Warwickshire are able to access the education and skills they need to enable them to secure fulfilling, appropriate, sustainable and well-paid employment throughout their lives, which supports the growth and prosperity of Warwickshire's economy.*

### Strategic Priorities

We aim to achieve this by focussing on the following five key priorities:

1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible
2. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice
3. Providing targeted support and help to our most vulnerable learners
4. Improving alignment of demand and supply of skills, now and in the future
5. Encouraging and enabling businesses to recruit from a richer and wider talent pool

## Strategy Implementation Plan 2019/20

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
<p><b>1. Raising the awareness of the range of career and employment opportunities locally, inspiring residents of all ages to develop their education and skills as far as possible</b></p>	<p>Develop a new, locally relevant “Careers Portal” on the WCC website. This would provide information on key sectors and careers opportunities locally, provide labour market information, and provide clear links to the range of existing support services (especially the National Careers Service).</p> <p>Implement year-round Communications campaign to promote the Careers Portal and raise awareness of the various careers and development opportunities that exist within the county, and the range of support services available through partners organisations and WCC.</p> <p>Help enable schools and colleges to meet the requirements of the national Careers strategy by providing grants and Careers Leader development activity/resources through the WCC Skills for Employment Programme</p> <p>Undertake and support projects and initiatives (such as My Hospitality World, My World of Work, TeenTech, Digital Schoolhouse, Digital Skills in North Warwickshire, Maker Space, etc.) to raise awareness and understanding of different career opportunities and pathways in the county</p> <p>Seek to secure further funding of Skills for Employment activities from 2020, or develop legacy/exit plans</p>	<ul style="list-style-type: none"> <li>• Visits to new landing page and clicks through to each delivery organisation</li> <li>• Number of people participating key initiatives, such as Digital Schoolhouse, My Hospitality World, TeenTech, Maker Space, etc.</li> <li>• Number of businesses engaged in activities to support careers and employability activity</li> <li>• Number of case studies/career journeys developed as content on website and for promotional activity</li> <li>• Increased number of apprenticeships, particularly at Higher and Degree level</li> <li>• Increased number of graduates staying within Warwickshire</li> </ul>

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
<p><b>2. Building the capacity of our education providers to deliver effective and sustainable Careers support and advice</b></p>	<p>Provide small grants to schools and colleges through the Skills for Employment Programme to support development and implementation of careers activity</p> <p>Develop and promote new materials (e.g. Hospitality &amp; Tourism Careers film) and initiatives (e.g. TeenTech) to inspire and engage Careers Leaders and teaching staff</p> <p>Support FE, Unis and ITPs to introduce more Degree/Higher Apps needed by future economy</p> <p>Develop stronger links with CEC activity, and explore opportunities to secure funding/support for Warwickshire schools</p> <p>Support business/education collaboration (particularly in our more deprived areas) to enable education leavers to find employment</p>	<ul style="list-style-type: none"> <li>• Number of grants awarded to schools/colleges</li> <li>• Number of Careers Leaders taking advantage of training and development activity</li> <li>• Number of schools meeting new requirements under National Careers Strategy</li> <li>• Increase in awareness and improved perceptions about employment opportunities in key sectors by pupils and by Careers Leaders.</li> <li>• Number of business/education collaborations undertaken</li> </ul>
<p><b>3. Providing targeted support and help to our most vulnerable learners</b></p>	<p>Develop “Supportive Employers” forum to co-ordinate activity and engage businesses to explore opportunities to be more supportive employers</p> <p>Increase provision of Supported Internships and accessible apprenticeships</p> <p>Explore potential for ESF to support progression to employment programmes, and possible extension to Active Inclusion and Positive Futures projects</p> <p>Continue the NEET co-ordination group to ensure a joined up approach to activity and monitoring.</p>	<ul style="list-style-type: none"> <li>• Number of businesses engaged to be supportive employers</li> <li>• Numbers of vulnerable learners securing employer engagement activities</li> <li>• Number of vulnerable learners moving into positive destinations</li> <li>• Ensuring % of 16 &amp; 17 year olds NEET is in line with or better than statistical neighbours</li> <li>• Positive Futures programme for 15-24 year old NEETS meets its targets of 780 individuals supported. Planning completed for successor programme to deliver from 2020.</li> </ul>

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
	Support uptake of apprenticeships for more vulnerable learners as part of the County Council's Small Business Apprenticeship Support Programme.	
<b>4. Improving alignment of demand and supply of skills, now and in the future</b>	<p>Implement year-round Communication campaign for business highlighting Skills information, issues and support available e.g. Small Business Apprenticeship Support Programme, to enable sharing of WCC Apprenticeship levy</p> <p>Continue to develop and enhance local labour market intelligence to make it more accessible and understandable</p> <p>Seek to expand Digital Schoolhouse and engage with other priority sectors to identify their future skills requirements and develop career pathways sectors</p> <p>Develop and implement the North Warwickshire Digital Skills Project</p> <p>Work with Coventry and Warwick Universities to enable more graduates to be recruited by employers</p>	<ul style="list-style-type: none"> <li>• Number of businesses engaging with schools</li> <li>• Career pathways and sector skills plans developed</li> <li>• Increase in number of apprenticeships</li> <li>• Increase in local graduates obtaining jobs in Warwickshire reported by HESA/universities</li> <li>• Increase in Higher and Degree apprenticeships provided by employers (volumes reported by Skills Funding Agency).</li> <li>• Labour Market Intelligence reports developed and promoted</li> </ul>
<b>5. Encouraging and enabling businesses to recruit from a richer and wider talent pool</b>	<p>Continue to increase employer awareness of Advanced and Degree/Higher Apprenticeships and how they can recruit Year 11-13 leavers to jobs with these apprenticeships</p> <p>Establish "Supportive Employers" Forum and implement Warwickshire Recognition Scheme</p>	<ul style="list-style-type: none"> <li>• Number of business engaging in "supportive employers" initiative</li> <li>• Number of businesses engaging with new recognition scheme</li> <li>• Uptake of WCC Apprenticeship levy sharing and number of new apprenticeships supported</li> </ul>

Strategic Priority	Tactics/activities	Output/Outcome Measure(s)
	<p>Develop improved local recruitment activity from FE and HE</p> <p>Continue Business Skills Advisor support to increase engagement with SMEs and support their skills and employment needs.</p> <p>Deliver the County Council's Small Business Apprenticeship Support Programme to help support uptake of apprenticeships within the county, with a focus on priority sectors and on supporting vulnerable learners.</p>	<ul style="list-style-type: none"> <li>• Increased number of vulnerable learners in employment</li> <li>• Increased apprenticeships</li> <li>• Number of business supported through Business Skills Advisor</li> </ul>

**Q8. Are these the right actions to focus on for 2019/20? Are there other activities that you would like to propose?**

## Summary of Consultation Questions:

- Q1. Do you agree with the current situation set out in this section? Are there other key issues, drivers or policies/strategies that should be considered and addressed?**
- Q2. Do you agree with the vision set out for this strategy? Are there any changes you would like to see?**
- Q3. Do you agree with the five priorities? Do these cover the right area and issues? Is there anything else you would like to see included?**
- Q4. What key activities would you like to see being undertaken under each of these five priorities?**
- Q5. Would you/your organisation be able to help us deliver activities against these five priorities? Are there activities related to this work that we should be aware of?**
- Q6. Is this the right way to measure and monitor the impact of the work directed by this strategy? Are there any particular indicators that you think are the most important, or any that you feel are missing?**
- Q7. Are there any other comments you would like to make with respect to this draft Warwickshire Careers Strategy?**
- Q8. Are these the right actions to focus on for 2019/20? Are there other activities that you would like to propose?**



### Current Membership of the Employability & Skills Board (May 2019)

To enable the board to be effective and efficient, membership will be limited to senior level input from key WCC services, organisations and partners delivering the strategy. A sub-group (WCC Employability & Skills Co-ordination Group) is to be established to ensure that wider services across the council with an interest in this agenda are engaged, the WCC position can be co-ordinated and agreed, and information and feedback can flow between the Board and key WCC teams.

The board will currently be chaired by WCC Strategic Director, Communities or Assistant Director for Education Services. WCC Economy & Skills will provide secretariat and project management support.

#### Membership:

- Karen Allen, Operations Manager, C&W Prospects Service;
- Matthew Alvarez, Regional project Manager, Association of Training Providers;
- David Ayton Hill, Economy & Skills Team Manager, WCC Transport & Economy;
- Judy Hallam, Head of Service, WCC Adult Community Learning;
- Angela Tellyn, Regional Manager, Careers & Enterprise Company;
- Mary Dunleavy, Partnership Manager External Relations Team, DWP Mercia District;
- Gemma Gathercole, Productivity & Skills Executive Officer, Coventry & Warwickshire LEP;
- Angela Roberts, The HR Consultancy and member of the Chartered Institute of Professional Development;
- Glenn Robinson, Skills for Employment Manager, WCC;
- Mark Ryder, WCC Strategic Director, Communities
- Ian Budd, WCC Assistant Director, Education Services
- Gloria Smith, Partnerships Manager, (West Midlands), National Careers Service Regional Manager;
- Sarah Tregaskis, School Settings and Partnership Manager
- Secondary-age school Head Teacher (by rotation);
- Professor Pat Tissington, Academic Director: Employability & Skills, University of Warwick.
- Claire Cookson, DFN Foundation (representing vulnerable learners)