

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Economic Development Overview and Scrutiny Committee

**Date of Committee** 24th July 2007

**Report Title** Performance Report Full Year 2006/07

**Summary** This report presents full year performance outturn with respect to the objectives of the Environment and Economy Directorate.

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**Would the recommended decision be contrary to the Budget and Policy Framework?** Yes/No

**Background Papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** *Details to be specified*

- Other Committees  .....
- Local Member(s)  .....  
(With brief comments, if appropriate)
- Other Elected Members  Councillor P Barnes } for information.  
Councillor M Jones }  
Councillor P Morris-Jones }
- Cabinet Member  Councillor C Saint – for information.  
(Reports to The Cabinet, to be cleared with appropriate Cabinet Member)
- Chief Executive  .....
- Legal  I Marriot – agreed.
- Finance  .....
- Other Chief Officers  .....

- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION**

**YES/NO** (if 'no' complete suggested next steps)

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Economic Development Overview and Scrutiny Committee

24th July 2007

### Performance Report Full Year 2006/07

#### Report of the Strategic Director for Environment and Economy

##### Recommendation

The Economic Development Overview and Scrutiny Committee is asked to:-





- (i) Consider the Performance Report submitted by the Environment and Economy Directorate for the full year 2006/07.
- (ii) Endorse any proposed remedial actions.
- (iii) Request any additional information required.

This report relates to performance for 2006/07. Following adoption of the Report Card system for 2007/08 to ease interpretation, this report is presented in the new style using a zero tolerance wherever possible.

#### 1. Introduction

1.1 The following report summarises the performance of Environment and Economy Directorate for the full year 2006/07. The performance is set out in terms of Corporate Headline Indicators (CHIs), Departmental Key Performance Indicators (PIs) and Corporate and Directorate objectives.

1.2 This report is based on the new system of performance classifications:-

- (i) Green Star (  ) means high performance and significantly exceeding Targets/Milestones.
- (ii) Blue Circle (  ) means good performance and meeting Targets/Milestones within pre-defined tolerance limits.
- (iii) Red Triangle (  ) means declining performance and missing Targets/Milestones.
- (iv) A white square (  ) means Objectives/Priorities which have been deferred or superseded and any Performance Indicators that do not have enough historic data for Trend indication.

1.3 The tolerances above and below the targets have also been tightened under the new system giving a narrower band to indicate good performance and negating the need for an Amber alert as a warning. In this way, any reports (either exception reports or full reports) will clearly show the areas of performance that need addressing and action taken.

# **Environment and Economy Performance Report For Full Year 2006/07**

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# 1. Executive Summary

This full year Performance Report for Environment and Economy Directorate sets out our performance relating to Key Performance indicators, and Directorate Milestones and objectives.

- (i) **Key Performance Indicators.** (KPIs) Six new performance indicators for Economic Development have been introduced over the past year. These will enable better comparisons of our performance against other areas and national performance, although a number of them are based on nationally collected and released data which becomes available in October each year.

We have achieved or exceeded performance for 42% of indicators currently, with data still to be released by the Office National Statistics for a further six indicators.









- (ii) **Customer Care Indicators.** The KPIs also include Directorate wide performance against Customer Care Standards, and not just performance in Economic Development.









We achieved:-

- 96% of telephone calls answered within 15 seconds.
- 69% of letters and 77% of e-mails were responded to within 5 working days.
- (iii) **Corporate Health Indicators.** Environment Services was awarded a 4 star rating in the 06/07 Comprehensive Performance Assessment (CPA) service assessment, and improvement on the 3 start rating last year.
- (iv) **Key Milestones/Objectives.** We achieved or exceeded performance for 67% of Milestones and Objectives.
- (v) **Finance.** The Directorate arrived at an underspend of £156K on its 2006/07 budget of £54.18m. This underspend was the result of unplanned and one-off income which were only received at year end, which otherwise would have resulted in an overspend position of £45K.

## 2. Performance Against Key Performance Indicators

This section shows full year performance for all of the Directorate's key performance indicators.

Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
<b>Resources</b>									
Local (H)	Percentage deviation from budget	Smaller is better	N/A	0.6%		0.29%*	0.0%		
* Based on an underspend of £156,000 after carrying forward virtual bank borrowing.									
Local (H)	Percentage of revenue activity funded externally	Bigger is better	25.0%	24.7%		27.4%*	35.0%		
* As a percentage of gross expenditure excluding notional asset rentals.									
Local (H)	Percentage of capital activity funded externally	Bigger is better	30.0%	28.5%		32.5%	31.0%		

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
	No target available/ Full Year outturn estimates are not possible		There is not have enough historic data for Trend indication.

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sub>3</sub>	Are we improving? <sup>4</sup>
CHI	Percentage of people of working age in employment	Bigger is better	78.0%	77.8%		Available Oct 07	78%	<input type="checkbox"/>	
CHI	Proportion of the working age population claiming benefits (new)	Smaller is better	10.4%	10.5%	Na*	Available Oct 07	10.2%	<input type="checkbox"/>	
Local	Total jobs per 1000 population (new)	Bigger is better	810	840	Na*	Available Oct 07	810	<input type="checkbox"/>	
CHI	Increase in VAT registered business stock	Bigger is better	+1.7%	+1.6%	Na*	Available Oct 07	1.5%	<input type="checkbox"/>	
CHI	New VAT registrations per 10k working age residents (new)	Bigger is better	58	53	Na*	Available Oct 07	60	<input type="checkbox"/>	
Local	Gross annual wage, full time workers (workplace based) (new) Index of national average	Bigger is better	99	97	Na*	101	98		

New targets for 2006/07

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sub>3</sub>	Are we improving? <sup>4</sup>
Local	*GVA per head (new) index of national average	Bigger is better	97	Available December 2007	<input type="checkbox"/>	Unavailable due to lack of data	102	<input type="checkbox"/>	
CHI	Percentage positive destinations for 16+ school leavers	Bigger is better	93.3%	93.6%		93.5	93.9		
Local	House prices to earnings ratio (new)	Smaller is better	8.4	8.5		8.4	8.5		

\* GVA = Gross Value Added  
GVA is a measure of the total economic activity in an area.

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
<input type="checkbox"/>	No target available/ Full Year outturn estimates are not possible	<input type="checkbox"/>	There is not have enough historic data for Trend indication.

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target






**Customer Results** – In this section, identify high level public or customer satisfaction results in table format as below including satisfaction figures, response times on letter, phones and e-mails and any Mystery Shopping key results for the directorate obtained since the last report e.g. mystery shopper overall satisfaction % with phone calls; letters; e-mails; visits.







Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
	Telephone response rate	Bigger is better	93%	93%	▲	96%	100%	▲	➔
	Letter response rate	Bigger is better	87%	75%	▲	69%	100%	▲	➔
	Email response rate	Bigger is better	94%	87%	▲	77%	100%	▲	➔
Local (H)	Number of compliments received (whole directorate)	Bigger is better	185	315	★	227	□	★	➔
Local (H)	Number of complaints received (whole directorate)	Smaller is better	582	326	★	259	□	★	➔
Local (H)	Percentage services electronically available	Not applicable	87.7%	99.29%	●	Indicator no longer valid			

Key (Zero tolerance)			
★	Performance exceeded target	➔	Performance against target improved
●	Performance met target	➔	Performance against target level
▲	Performance missed target	➔	Performance against target declined
□	No target available/ Full Year outturn estimates are not possible	□	There is not have enough historic data for Trend indication.

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

**Corporate/Directorate Health** – In this section, identify any indicators which measure the internal health of the Directorate e.g. assessment rating, Comprehensive Performance Assessment (CPA), European Foundation for Quality Management (EFQM) Score

Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
	Overall performance for environment services CPA score	Bigger is better	3	3		4	3		

Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
<input type="checkbox"/>	No target available/ Full Year outturn estimates are not possible	<input type="checkbox"/>	There is not have enough historic data for Trend indication.

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

**People Results** – *In this section, identify any people based indicators e.g. sickness absence, staff survey results*

Indicators			Trend Data			Current Performance			
Reference (e.g. CHI, Statutory)	Description	Aim	2004/05	2005/06		2006/07			
			Actual <sup>1</sup>	Actual <sup>1</sup>	Actual perf. against target <sup>3</sup>	Actual <sup>1</sup>	Target <sup>2</sup>	Actual perf. against target <sup>3</sup>	Are we improving? <sup>4</sup>
<b>Resources</b>									
Local (H)	Percentage of staff receiving the necessary training and development to do their job effectively (whole directorate)	Bigger is better	68.7%	72.0%		74%	73%		
Local (H)	Percentage of days lost through absence (whole directorate)	Smaller is better	4.2% (6.9 days)	3.9% (6.4 days)		HRMS unable to provide necessary report as yet.			
Local (H)	The number of accidents reports for work related injury and ill-health (whole directorate)	Smaller is better	54	36		44*			



The no. of accidents reported is an increase on the no. reported in 2005/06, however there are is an increase of 250 staff on last year and in addition people have been encouraged to report accidents.









Key (Zero tolerance)			
	Performance exceeded target		Performance against target improved
	Performance met target		Performance against target level
	Performance missed target		Performance against target declined
	No target available/ Full Year outturn estimates are not possible		There is not have enough historic data for Trend indication.

1	End of year actual performance figures
2	End of year target figures <b>NB.</b> As provided by the respective Directorate
3	Actual performance compared to the end of year target as an alert
4	Has our performance against target improved - 2006/07 year end performance against target compared with the previous year's (2005/06) performance against target

### 3. Progress Against Directorate Milestones/Objectives

This section shows performance at the full-year for the Directorate's key objectives, as set out in the Directorate's service/business plan

Key	
3	Actual performance compared to the end of year target as an alert
	Milestone achieved
	Milestone not achieved

Reference	MILESTONES	ACTUAL PERFORMANCE AGAINST TARGET <sup>3</sup>
1.1	Raise the profile of the Council's interests and the influence of the Shires within WM Region and contribute to the development of the business case for a county region model of governance	
1.2	Promote effectively the County Council profile through national and regional organisations, especially in the context of local government review	
2.6	Agree Phase 3 of the Nuneaton Development Project	
2.9	SPARK project	
7.1	Progress Stratford Waterfront flagship project including implementation of 2007 first phase of street scene improvements	
7.2	Rollout Business Improvement Districts (BIDS) concept in Leamington and Bayton Road to a vote in 2007/08	
7.3	Deliver the new Camp Hill village centre and progress contract for Phase 3 housing subject to financial feasibility	
7.4	Secure longer term funding for Building Sustainable Neighbourhoods, within the context of its contribution to WCC's localism agenda	

Reference	MILESTONES	ACTUAL PERFORMANCE AGAINST TARGET <sup>3</sup>
7.5	Resolve the future of the HUB business resource centre	★
7.6	Start construction of Phase 3 of Centenary Business Centre (subject to Advantage West Midlands (AWM) funding approval)	▲
7.7	Deliver the first phase of the Nuneaton Town Centre Master Plan	▲
7.8	Implement the Visitor Economy Strategy and action plan, with engagement in opportunities presented by the 2012 games	★
7.9	Engage Warwickshire Schools in a mini Complete Works Festival to reflect the RSC's Complete Works of Shakespeare Festival in Stratford during 2006 and 2007	★
7.10	Implement a sub-regional Destination Management System as part of the Visitor Economy Strategy Action Plan	★
7.11	Work through CSWP to create an online prospectus for Warwickshire's venues and businesses that may be able to help deliver all aspects of the 2012 London Olympics and Paralympics	★
8.1	Agree the Employment and Skills Strategy together with an Action Plan for 2007/08	▲
8.2	Implement training programmes at the new Rugby Opportunities Centre	★
8.3	Complete research and analysis of key drivers for knowledge driven employment and Warwickshire in the South East (WISE) Action Plan	★
8.4	Develop plans for themed Major Employment Sites including potential for medical technologies park for Ansty	★
8.5	Progress plans with partners for motor sports and performance engineering sectors, including that proposed at Fen End	★
8.6	Ensure that detailed plans and resources are in place for Stoneleigh Park access, innovation centre and equine centre	★
9.1	Review, and agree an update to, the European and International Strategy	▲
10.1	Agree corporately and with partners, the targets and delivery plan for the Economic Development & Enterprise Block within the Warwickshire LAA	★

## Strategic Objectives: Key Actions, Targets and Responsibilities

Reference	MILESTONES	ACTUAL PERFORMANCE AGAINST TARGET <sup>3</sup>
19.1	Establish new <b>Directorate</b> ensuring the full integration of all staff under the new management arrangements	★
19.3	Agree terms of reference and membership of <b>management boards</b> and the role of project teams and task groups	▲
20.1	Agree and communicate an updated <b>Medium Term Strategy</b> to members, partners and staff	▲
20.2	Agree appropriate framework for <b>performance management, including service planning</b> , 2007/8 in the context of corporate changes and decisions	★
20.3	Implement the corporate <b>Performance Management System</b> across EED	▲
20.4	Develop medium term <b>financial planning</b> for the Directorate	▲
21.1	a) agree the management and steering arrangements for the <b>Warwickshire Observatory</b> . b) agree the work programme for the <b>Warwickshire Observatory</b>	★ ▲
21.2	Implement the agreed <b>Observatory</b> proposals including research activities, web site, networks and ways of working.	★
21.3	Use research on inequalities to inform corporate and Directorate planning and resource allocation.	★
22.1	Review the FIT programme and launch its further development across the Directorate under the <b>Working for Warwickshire</b> banner (to include customer focus, staff development and learning, communication and other organisation development issues).	▲
22.2	Agree and implement <b>manager and team leader development priorities</b> , including dealing with poor performance, one-to-one feedback.	★
22.3	Review the scope, currency and linkage of <b>competency frameworks</b>	▲
22.4	Agree and implement a programme of communication and training to raise awareness and understanding of, and adherence to, <b>Corporate Governance</b> standards and processes.	★
23.1	Implement proposals for strengthening <b>partnership working</b> through use of the new toolkit and associated training activities.	★

#### 4. “RED” Analysis (Indicators and Milestones)

This section contains all objectives from the previous section shown as ‘red’ or deferred or suspended.

Ref	Indicator	Reason for remedial action				Impact on 2007-10 Corporate Priorities *
		Negative Performance Against Target	Not Improving	Negative Benchmark	Explanation/Rationale/Remedial Action	
Local (H)	Percentage of revenue activity funded externally	√	√		It was an increase at 2.8% on previous year. Review of future years’ targets underway.	Low
	Telephone response rate	√			The corporate Customer Charter Standard of 100% is the target for customer service. This is a stringent target to achieve, however, there is scope for improvement to reach this target.	Low
	Letter response rate	√	√		The corporate Customer Charter Standard of 100% is the target for customer service. This is a stringent target to achieve, however, there is scope for improvement to reach this target.	Low
	Email response rate	√	√		The corporate Customer Charter Standard of 100% is the target for customer service. This is a stringent target to achieve, however, there is scope for improvement to reach this target.	Low
7.2	Rollout BIDS concept in Leamington and Bayton Road to a vote in 2007/08	√			Bayton Rd taken to vote, but BID rejected. Leamington vote delayed to avoid clash with decriminalisation. Businesses in favour of BID keen to reconsider in 2008. Longer-term regeneration strategy for to be developed. Leamington BID development commenced in Feb 07, and vote anticipated in Mar 08.	Med

7.6	Start construction of Phase 3 of Centenary Business Centre (subject to AWM funding approval)	√			Delayed AWM funding approval due to State Aid issues. Legal resolution of State Aid issues imminent, but will require Cabinet endorsement in Sep 07.	Low
7.7	Deliver the first phase of the Nuneaton Town Centre Master Plan	√			Delayed AWM funding approval Cabinet ratified Ps 1 funding package in Feb 07. Land assembly being progressed. Public realm works started June 07, notably to Queens Rd.	Med
8.1	Agree the Employment and Skills Strategy together with an Action Plan for 2007/08	√			Delayed into 2007/08. Priority given to more immediate operational matters, including ETW major new contracts. Work in progress. To be drafted in Autumn 07.	Med
9.1	Review, and agree an update to, the European and International Strategy	√			Drafted and discussed at Economic Development O and S Cttee in March 07. Approved at Cabinet in June 07.	Low
19.3	Agree terms of reference and membership of <b>management boards</b> and the role of project teams and task groups	√			Work started, not yet complete.	Low
20.1	Agree and communicate an updated <b>Medium Term Strategy</b> to members, partners and staff	√			Agreed to defer	Med
20.3	Implement the corporate <b>Performance Management System</b> across EED	√			Not now required within EED – Agreed with the Centre to use existing robust system but to report outside of EED in the P+ system	Nil
20.4	Develop medium term <b>financial planning</b> for the Directorate	√			Awaiting approval of corporate financial plan	Med



21.1	b) agree the work programme for the <b>Warwickshire Observatory</b>	√			To be agreed at the Observatory Board meeting at July meeting.	Low
22.1	Review the FIT programme and launch its further development under the <b>Working for Warwickshire</b> banner (to include customer focus, staff development and learning, communication and other OD issues).	√			Work started, not yet complete. Awaiting new Organisational Development Manager	Low
22.3	Review the scope, currency and linkage of <b>competency frameworks</b>	√			Taken over by the Centre.	Low

## 5. Analysis of Budget Position

### 2006/2007 Budget

The original budget for the Environment and Economy Directorate was £55,347,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £1,166,000. Therefore the 2006/2007 budget for the service is now £54,181,000.

### 2006/2007 Final Outturn Spending

The Directorate's overall underspend for the year on items within the Service's control, and having adjusted for unused borrowing from the virtual bank, is £156,000. Before this adjustment the net underspend is £633,000. Details are shown below.

<b>Table 1: Outturn spending 2006/2007</b>	£000	£000
Original Budget - Gross		71,951
Original Budget - Net		55,347
Adjusted for:		
Carry forward from 2005/2006	(330)	
Virtual Bank fund for Decriminalisation	864	
Restructuring adjustments	(101)	
Quarter 1 projected use of reserves	50	
Vehicles capital financing adjustment	(38)	
Local Public Service Agreement (LPSA)		
Performance Grant	41	
Revised notional asset rentals	(1,705)	
Building Maintenance	53	
Total Adjustments		(1,166)
Revised Budget		54,181
Actual Net Spending		53,548 (Note 1)
Underspend (against revised budget)		(633)
Adjustment for unused virtual bank borrowing		477
Underspend (against revised budget)		(156)

Note 1: This excludes £415,050 of deferred income from the Landfill Allowance Trading Scheme, as this is an accounting adjustment and does not result in actual cash received until allowances are sold.

Although there is an underspend of £156,000, this is the result of unplanned and one-off income of £201,000, relating to rental income for business units at Slingsby Close and search fee income from Warwick District Council, which were only received at the year-end. But for the successful outcomes in securing this income, the outturn position would have been an overspend of £45,000.

The principal reasons for the overall underspend of £156,000 are as follows: -

<b>Table 2: Major Variations</b>	<b>£000</b>
<b>Environment Overview and Scrutiny Committee:-</b>	
County Road Maintenance – overspends on routine maintenance costs, offset against reduced revenue contributions to capital and:-	374
- Underspends on winter maintenance due to changes in funding arrangements for vehicle procurement.	
- Underspends due to staff vacancies	
- Generation of additional income	
Transport Operations – Overspend due to under-recovery of income from Children, Young People and Families Directorate, to be recovered in 2007/08.	161
Traffic Projects – Higher than expected recharges of staff time to Decriminalisation of Parking and capital projects.	(105)
- Highways Traffic and Information, and Transport Planning – search fee income paid by Warwick District Council, releasing bad debt provision.	(80)
- Planned reductions in spending to underwrite Stratford Park and Ride and compensate for lower than predicted income on Decriminalisation of Parking.	(134)
Network Performance – delayed implementation of co-ordination of roadworks and permit schemes, plus over-recovery of income	(148)
Waste Management – Household waste lower than expected	(423)
Smallholdings and Rural Estates – Late charges from Property Services and income shortfall resulting from change in treatment of rent debtors.	285
<b>Economic Development Overview and Scrutiny Committee:-</b>	
Regeneration Policy and Europe – Underspends and additional income on Employment Link Service, plus savings and additional income relating to Coventry, Solihull and Warwickshire Partnership.	(119)
Regeneration Projects – Various over and underspends, including unanticipated rental income for Slingsby Close of £121,000 and overspend on EPIC of £208,000.	(66)
<b>Other minor variations across the directorate</b>	<b>99</b>
<b>Total</b>	<b>(156)</b>

## Comparison with the 2006/07 Provisional Outturn

<b>Table 3: Comparison Between Provisional and Final Outturn</b>		
	<b>£000</b>	<b>£000</b>
	<b>Provisional Outturn as reported on 1st February 2007</b>	<b>2006/2007 Final Outturn</b>
Waste Management	(223)	(196)
Development Group	56	18
Rural Services	77	428
Management Services	(86)	(44)
Eliot Park Innovation Centre (EPIC)	138	157
Skills, Tourism & Economy	28	(424)
Highways	100	382
Transport Planning	0	(404)
Other minor variations	107	(73)
Total overspend/ (underspend) before Virtual Bank	197	(156)
Virtual Bank (see 6.9 below)	(377)	(477)
	<b>(180)</b>	<b>(633)</b>

Allowing for the adjustment for carrying forward virtual bank funding, the change from a forecast overspend of £197,000 to an underspend of £156,000 was primarily due to the following:

### Environment Overview and Scrutiny Committee:

- Late charges received from Property Services for maintenance of smallholdings and rural estates.
- Greater than expected overspends on Highway Maintenance.
- Underspends on Transport Planning comprising £80,000 search fee income from Warwick District Council, which it was not expected would be paid; planned underspends to offset the under-achievement of income and higher than expected costs from Stratford Park and Ride and lower than predicted income on Decriminalisation of Parking.

### Economic Development Overview and Scrutiny:

- Unplanned rental income (Slingsby Close) and surpluses on business and industrial units, plus various underspends in Regeneration.

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