

# Appendix A

## Part 1: OOP 2020 Outcomes: Mid Year Highlights

### Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Reduction in No. of Children Looked After (excl. UASC)	<b>Target</b>	605	No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	<b>Target</b>	528
	<b>Actual</b>	629		<b>Actual</b>	289
	<b>Forecast</b>	<b>605 (G)</b>		<b>Forecast</b>	<b>528 (G)</b>
Teenage Conception rate per 1,000 population	<b>Target</b>	22.8	% offenders who reoffend (youth)	<b>Target</b>	21
	<b>Actual</b>	19.5		<b>Actual</b>	27.4
	<b>Forecast</b>	<b>19.5 (G)</b>		<b>Forecast</b>	<b>27.4 (R)</b>
No. of people killed or seriously injured (KSI) on our roads	<b>Target</b>	314	No. of incidents attended by WFRS	<b>Target</b>	3,013
	<b>Actual</b>	74		<b>Actual</b>	1,752
	<b>Forecast</b>	<b>343 (R)</b>		<b>Forecast</b>	<b>3,200 (R)</b>

### Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Warwickshire Employment rate (aim is higher)	<b>Target</b>	76	% household waste re-used, recycled and composted	<b>Target</b>	54
	<b>Actual</b>	77		<b>Actual</b>	55.3
	<b>Forecast</b>	<b>76 (G)</b>		<b>Forecast</b>	<b>53.81 (A)</b>
% vulnerable children and those with SEND educated in out of County provision	<b>Target</b>	9.9	% completion of infrastructure improvements programmed for the current financial year	<b>Target</b>	60
	<b>Actual</b>	8.6		<b>Actual</b>	20
	<b>Forecast</b>	<b>9.9 (G)</b>		<b>Forecast</b>	<b>60 (G)</b>

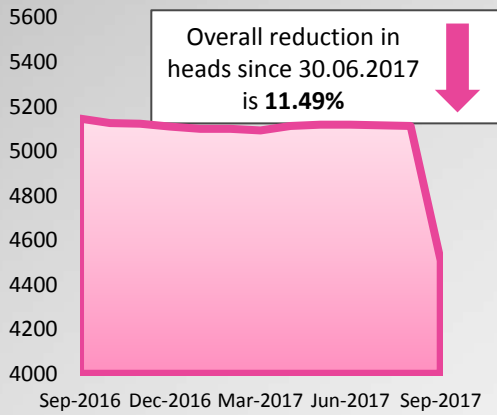
### Outcome 3: WCC makes the best use of available resources

No. of visits to Libraries (per population)	<b>Target</b>	2.8	No. of complaints upheld by the Ombudsman	<b>Target</b>	10
	<b>Actual</b>	1.33		<b>Actual</b>	4
	<b>Forecast</b>	<b>2.66 (R)</b>		<b>Forecast</b>	<b>8(G)</b>
Availability of IT key systems through core infrastructure to users	<b>Target</b>	99%	Call abandonment rate	<b>Target</b>	5%
	<b>Actual</b>	100%		<b>Actual</b>	3.2%
	<b>Forecast</b>	<b>100% (G)</b>		<b>Forecast</b>	<b>5% (G)</b>

# Appendix A

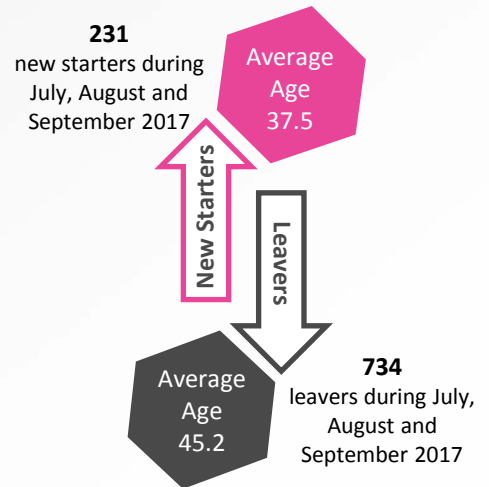
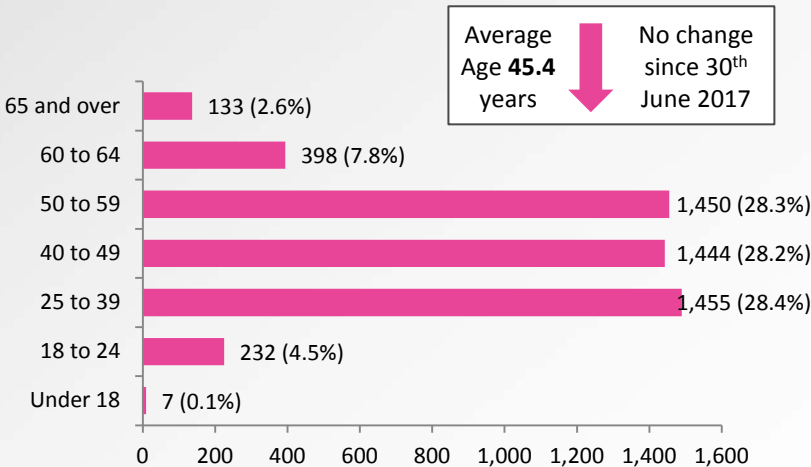
## Part 2: Headline HR Information

### Number of Employees



	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Mid Year 2017/18
<b>Head Count</b>	5,147	5,111	5,094	5,119	<b>5,119</b>
<b>Full Time Equivalents</b>	4,037.6	4,015.5	4,012.8	4,024	<b>4,024</b>
<b>Whole Time Equivalents</b>	3,969.2	3,951.1	3,942.6	3,953.7	<b>3,953.7</b>
<b>Number of Posts</b>	5,428	5,393	5,364	5,381	<b>5,381</b>

### Age Profile of Our Workforce at 30<sup>th</sup> September 2017

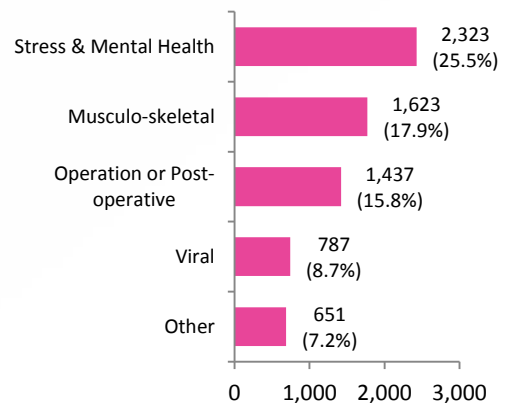


### Sickness Headline Statistics Rolling Year 30.09.17



Sickness absence days	Qtr 2 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Qtr 2 2017/18
<b>Days lost through sickness</b>	8,581.70	10,623.50	39,855.70	9,092.70	<b>9,141.4</b>
<b>Of which Short-term</b>	3,578.57 (41.7%)	4,833.1 (45.5%)	17,199.7 (43.2%)	3,373.4 (37.1%)	<b>3,382.3 (37%)</b>
<b>Of which Long-term</b>	5,003.13 (58.3%)	5,799.4 (54.5%)	22,656.1 (56.8%)	5,719.3 (62.9%)	<b>5,759.1 (63%)</b>

### Top Five Reasons for Absence (days lost)



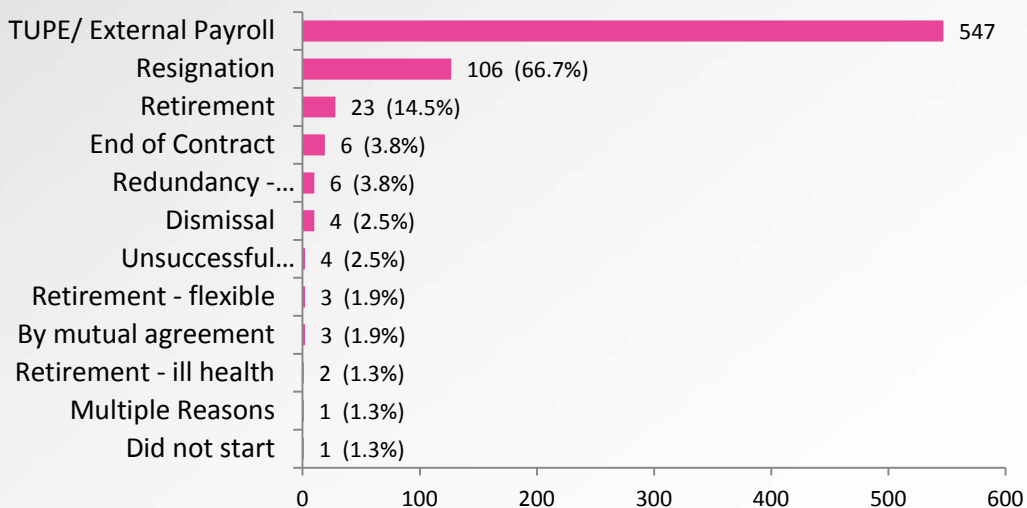
# Appendix A

## Part 2: Headline HR Information

### Turnover of Workforce 1<sup>st</sup> July – 30<sup>th</sup> September 2017

	New Starters	Leaver	% Turnover	Overall Turnover (Heads)
Heads	231	734	16.3	16.28%
Full Time Equivalents	175.3	361.6	9.6	
Posts	208	750	15.8	

#### Number of posts by the reasons for leaving



#### Comments & Actions

**Headcount.** There is a significant reduction in the headcount this quarter due to the transfer out of over 500 staff that formed the Education Catering Service. This leaves the county council with a headcount of 4508, which is a total reduction of 611 posts (11.94%) since quarter one. Clearly reduction has significantly impacted upon the turnover with the rate increasing from 3.03% to 16.28%. TUPE transfers account for 73% of the leavers this quarter.

**Age Profile.** The age profile remains stable with an average age of 45.4. Efforts to increase the numbers of younger workers continues with the apprenticeship programme supporting over 40 apprentices across the Council.

#### Absence

Early reporting suggests that there has been a marginal increase in the absence levels this quarter with the figure for the rolling 12 months being 9.90 days per FTE. Absence and wellbeing continues to be a priority for the Council and this month sees the launch of the revised absence management policy.

# Appendix A

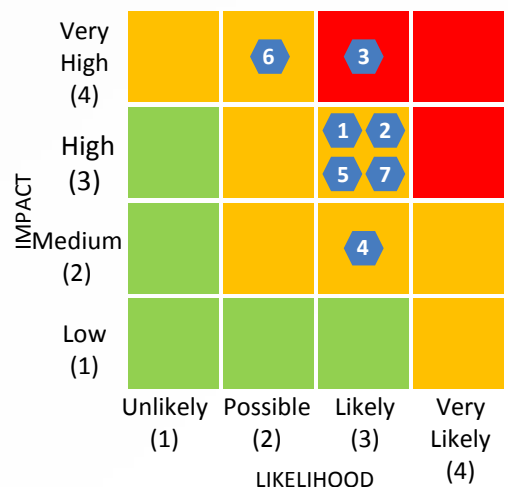
## Part 3: Strategic Risk Information

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	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
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 regular reviews of the Corporate Risk Register.



# One Organisational Plan: Use of Financial Resources

## Quarter 2 2017/18 - July 2017 to September 2017

### Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
<b>Community Services</b>	26,338	26,580	242 0.92% Overspent	(872)	(630)

There are a mixture of overspends and underspends across the business unit. Remedial action will be taken to reduce the net overspend position, however the forecast overspend within Waste Management is still expected to be significant.

<b>Education &amp; Learning</b>	93,741	94,721	980 1.05% Overspent	(37)	943
---------------------------------	--------	--------	------------------------	------	-----

OOPs savings are on track this year. Due to overspend elsewhere in the Education and Learning budget, work is planned to address the required OOPs savings in 2018/19.

<b>Public Health</b>	23,721	23,687	(34) 0.14% Underspent	(1,049)	(1,083)
----------------------	--------	--------	--------------------------	---------	---------

At this stage of the year our plans for redesign and reprocurement of two key services with significant OOP2020 reductions are progressing and went out to tender at the end of September. The risks to achieving the Health Visiting/Family Nurse Practitioner and the Drug and Alcohol savings are significant and remain dependent on the market response. The results from the invitation to tender and whether we receive any viable bids will provide a better indication of the level of risks and whether we can achieve the required savings levels.

<b>Transport &amp; Economy</b>	27,154	26,745	(409) 1.51% Underspent	(6,170)	(6,579)
--------------------------------	--------	--------	---------------------------	---------	---------

Sustained increases in income from business centre occupancy and from network management are the main reasons for the current forecast underspend

<b>Total Communities Group</b>	170,954	171,733	779 0.46% Overspent	(8,128)	(7,349)
--------------------------------	---------	---------	------------------------	---------	---------

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
<b>Children &amp; Families</b>	57,688	59,080	1,392	2.41% Overspent	(1,649)	(257)

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward as a placement crisis in the Summer has led to an increase in the use of residential placements by six which will have a significant negative impact. This reflects a national issue.

<b>Social Care &amp; Support</b>	133,034	132,023	(1,011)	0.76% Underspent	(8,319)	(9,330)
----------------------------------	---------	---------	---------	------------------	---------	---------

Work has started on a number of streams of work which form the delivery of the adult social care transformation on a sustainable and recurrent basis. This work will start to address the underlying pressures generated by growing demand and increases in the cost of care across all areas of the business unit, with their impact being felt towards the end of the financial year and in subsequent years. The one off additional monies from central government have been well received and over this year they have been built into either one off 'transformational' activity and /or basis line expenditure. This includes developing preventative measures, which support the overall council One Organisational Plan.

<b>Strategic Commissioning</b>	13,034	11,480	(1,554)	11.92% Underspent	(3,836)	(5,390)
--------------------------------	--------	--------	---------	-------------------	---------	---------

#### Strategic Commissioning:

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to staff vacancies and/or planned early delivery of savings.

#### PPA:

These are the residual budgets that are awaiting discussion / agreement as to where they are transferred to. These budgets support People wide recharges for Resources Services as well as distinct projects (i.e. Mosaic). There are no major financial issues with these budgets

<b>Total People Group</b>	<b>203,756</b>	<b>202,583</b>	(1,173)	0.58% Underspent	(17,782)*	(18,955)
<b>Customer Service</b>	8,549	8,531	(18)	0.21% Underspent	(972)	(990)

The Registration Service has a target to deliver an additional £100,000 income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Finance	3,617	3,560	(57)	1.58% Underspent	(694)	(751)

There are a relatively small number of underspends and overspends, due to one-off Finance Transformation work, procurement rebates and the need for further work on supporting the Pension Fund, but overall the Business Unit is forecast - all other things being equal - to deliver an overall small underspend within the tolerance levels set. In addition, a number of vacancies have recently been filled, bringing the service back up to establishment levels.

Human Resources & Organisational Development	6,123	5,969	(154)	2.52% Underspent	(722)	(876)
--	-------	-------	-------	------------------	-------	-------

The underspend is primarily a combination of making OOP savings required for future years early and staff vacancies which we haven't been able to fill as quickly as we would have liked. Staff turnover and recruitment remains an issue which could further impact on final outturn. We are however reprioritising resources to provide additional support and capacity to deliver the Your HR project.

ICT Services	9,136	9,145	9	0.10% Overspent	(216)	(207)
--------------	-------	-------	---	-----------------	-------	-------

By agreement with Corporate Board, the £27,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the position of the Business Unit will be £36,000 overspent. This is due to the forecast shortfall in the WES surplus target of £156,000. Any further underspend in the service during the year will be used to address this shortfall.

Law & Governance	878	731	(147)	16.74% Underspent	(20)	(167)
------------------	-----	-----	-------	-------------------	------	-------

Overall Law & Governance is ahead of target.

- Schools variance is known and action is being taken to increase revenue.
- Legal Services external income is above budget, with costs contained, leading to increased surplus.
- Legal Core is forecast to exceed budget by £46,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.
- If the audio/web streaming system for the Council Chamber/Committee Room 2 is progressed then Law & Governance surplus is likely to be reduced.

Performance	4,221	4,541	320	7.58% Overspent	0	320
-------------	-------	-------	-----	-----------------	---	-----

Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Property Services	8,570	8,457	(113)	1.32% Underspent	(301)	(414)

It has been assumed that underspends in Facilities Management can be used to meet rising landlord costs from the works to Old Shire Hall. First round of redundancy costs from June have been met by the Property Services General budget. Second round of redundancies have been applied to the Redundancy Fund. Estates and Smallholdings and Asset Strategy teams are undergoing an amalgamation and rationing of posts which reflects the current underspends due to salary turnover.

<b>Total Resources Group</b>	<b>41,094</b>	<b>40,934</b>	(160)	0.39% Underspent	(6,961)*	(7,121)
<b>Fire &amp; Rescue</b>	18,717	19,977	1,260	6.73% Overspent	(2,737)	(1,477)

Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs.

<b>Other Services</b>	(170,138)	(170,889)	(751)	0.44% Underspent	(89,580)	(90,331)
-----------------------	-----------	-----------	-------	------------------	----------	----------

The underspend is primarily due to additional grant income. Any underspend in Other Services will be allocated to General Reserves at the end of the year and will be available to support future years budget allocations.

<b>Total Whole Authority</b>	<b>264,383</b>	<b>264,338</b>	(45)	0.02% Underspent	(125,188)	(125,233)
------------------------------	----------------	----------------	------	------------------	-----------	-----------



Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
---------	----------------------------	-----------------------------	------------------------------	---	-------------------------------	--------------------------------

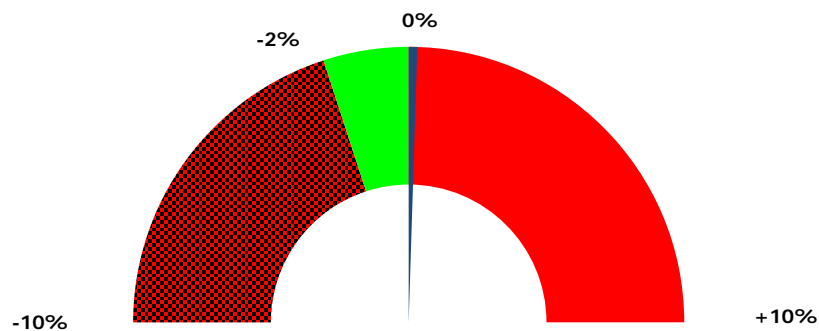
**Notes**

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

**Revenue Variance for the Whole Authority**



**One Organisational Plan: Use of Financial Resources: Quarter 2 July 2017 - September 2017**  
**Savings Plan Position by Business Unit**

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	735	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings within 2017/18, there are, as previously reported additional significant cost pressures arising within Waste Management due primarily to the increased cost of dealing with green waste and pressures within Heritage and Environment offset by underspends in Community Safety and Localities.	G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings for 2018/19 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating. Please note that although the OOPs savings are largely on track, service budgets are likely to overspend significantly, and reserves are overspent. Actions are being taken to address this.	A
Public Health	2,534	1,267	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ring-fence has been extended to 2018/19 which may mean there is a need to reconsider phasing of targets as part of the 2018/19 OOP refresh. An application has been submitted to COLT to support this option.	A
Transport & Economy	2,804	2,043	2,696	There is a delay in the delivery of two of the 2017/18 savings lines (regeneration and parking), these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19.	A
<b>Total Communities Group</b>	<b>8,041</b>	<b>5,294</b>	<b>7,933</b>		
Children & Families	2,289	1,240	1,653	<p>There are pressures on external placement costs. Although the strategy to reduce the number of Children Looked After is on track, it has taken a longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled.</p> <p>Of savings marked red for savings delivery. Within these are:</p> <ul style="list-style-type: none"> <li>- Residential savings previously forecasted to be achieved have been reversed with several new children having to be placed in Residential placements.</li> <li>- S17, the planned reduction in support for families at risk: there is an overspend reflecting an increase in demand on No Recourse to Public Funds: legal advice is that there is limited action that may be taken to reduce this overspend.</li> <li>- Cost pressures associated with court ordered contact. Internal audit has identified an over payment in the costs of court ordered contact and steps are being taken to recover</li> <li>- Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards RAAs and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant. Measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings</li> </ul>	A
Social Care & Support	5,343	3,591	4,706	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary iBCF. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,502	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered eg: housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 18/19 and 19/20.	G
<b>Total People Group</b>	<b>10,369</b>	<b>7,333</b>	<b>9,096</b>		

**Key**  
 If a business unit's savings are forecast to be fully delivered in year it is shown as Green.  
 If savings are forecast to be less than 90% delivered it is shown as Red.  
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.  
 The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Customer Service	356	304	304	The Registration Service is currently not meeting its income target. There is a marketing plan in place to generate additional income.	A
Finance	624	624	624	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20 (so 20% of the overall target), but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	313	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,049	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	857	2,157	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
<b>Total Resources Group</b>	<b>4,707</b>	<b>3,302</b>	<b>4,655</b>		
Fire & Rescue	368	368	368	<p>Confidence levels to deliver the £300,000 saving from the joint control project continues to be limited. Discussions with Northamptonshire Officers continue and we are waiting to hear further clarification of the Northants PCC position.</p> <p>Confidence levels to deliver the £2,000,000 savings from merger/alliance/commissioning has decreased from limited to low as further discussions appear to support the lack of any opportunities. On both savings issues, more detailed discussions are taking place between Service and Finance Officers on alternative options with further information planned to be presented at Corporate Board in November.</p>	R
Other Services	8,450	8,450	8,450	All savings have been delivered, the only matter waiting to be resolved is the proportion of Heads of Service savings to be taken to meet the management restructure target.	G
<b>Total Whole Authority</b>	<b>31,935</b>	<b>24,747</b>	<b>30,502</b>		

**One Organisational Plan: Use of Financial Resources - Quarter 2 (April 2017 to September 2017)**  
**Capital spend position and slippage by Business Unit**

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	389	0	0%	0	389	
Community Services	1,404	(27)	-4%	50	1,454	
Customer Service	3,416	65	14%	(320)	3,096	Transfer of £319k to Property Services for Old Shire Hall.
Education & Learning	30,460	(2,526)	-12%	(68)	30,391	There is slippage of £1.525m on Long Lawford Primary school due to planning delays. In addition to this there is £1m slippage on the new primary school at Water Orton has been delayed due to legal issues around the transfer of land from HS2 to WCC.
Fire & Rescue	9,641	(750)	-19%	3,110	12,752	Delays in planning permission on the new training centre have resulted in the construction start date being revised to April 2018. This accounts for the £750k slippage.
Information Assets	26,847	(31)	0%	587	27,433	

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	34,890	0	0%	551	35,441	
Professional Practice & Assurance	2,323	0	0%	(2,323)	0	All Professional Practice & Assurance projects have been transferred to Strategic Commissioning
Public Health	24	0	0%	0	24	
Social Care & Support (Adults)	3,350	(300)	-86%	0	3,350	The slippage of £300k is due to emerging transformation deliverables
Strategic Commissioning	4,886	1	0%	2,062	6,948	Transfer into Strategic Commissioning of Professional Practice & Assurance Project which has also slipped and reduced by £260k
Transport & Economy	116,404	(10,781)	-15%	12,508	128,912	£7.185m of the slippage relates to developer schemes. £1.8m A444 Coton Arches, £3.5m A46 Stanks Island.

Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	234,034		16,157	250,190

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	125,180	(14,349)	-11%	1,929	112,760

17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)		

**Key**

In the current forecast the following tolerances have been used to identify slippage from 2017/18 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 2017/18 into Future Years - Total for all Business Units**

