

**Economic Growth - Mark Ryder****Strategic Director - Monica Fogarty****Portfolio Holders - Councillor Cockburn (Deputy Leader & Rural Growth Network), Councillor Horner (Community Safety), Councillor Stevens (HS2),  
Councillor Butlin (Transport & Planning), Councillor Clarke (Environment), Councillor Seccombe (Economy), Councillor Hayfield (Skills)****2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Economic Growth Management	245	0	245	223	(22)	
Waste Management	18,455	(100)	18,355	18,106	(249)	Implemented contract changes in preparation for 2016/17 saving targets.
HS2	243	0	243	140	(103)	Lower than expected costs due to the delay of the Phase 2 announcement until the end 2016 and House of Lords hearing in the 2016-17 financial year.
Environment and Regeneration (formerly Regeneration Projects and Funding)	1,088	15	1,103	1,143	40	
Going for Growth - Apprenticeship Hub	36	0	36	35	(1)	
Strategic Economic Development	1,993	0	1,993	2,048	55	
Economic Development - Business Centres	(380)	(10)	(390)	(659)	(269)	The Business Centres have further increased their occupancy levels during the year, above previous record high levels, and lower spend on maintenance and car park enhancements than expected as further planning work and alignment with new strategic approach needed. Also higher than expected income from dividends from Warwick Technology Park.
Planning and Development Group	332	0	332	170	(162)	Increased level of Highway Agreements Income and some salary savings.
Communities Resources	306	0	306	293	(13)	
Flood Management	621	(73)	548	659	111	Spent more than anticipated on business cases for flood schemes to unlock third party contributions and bring these contributions forward.
Archaeology and Ecology Advice	133	0	133	148	15	
<b>Net Service Spending</b>	<b>23,072</b>	<b>(168)</b>	<b>22,904</b>	<b>22,306</b>	<b>(598)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Service Savings	0	0	132	132	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Waste Management	300	100	121	521	
Business Centres including Building Maintenance Liabilities	515	(75)	87	527	
Accommodation Reserve	29	0	0	29	
Development Group Realignment	134	0	0	134	
S38 Developer Funding	940	0	0	940	
European Match Funding Reserve	287	0	100	387	
Flood Management Reserve	610	73	18	701	
Ecology & Archaeological Information and Advice	66	(6)	0	60	
Infrastructure Group Reserve	58	0	0	58	
G4G Apprenticeship Hub	103	(36)	0	67	
Skills Delivery for Economic Growth	470	(150)	40	360	
Rural Growth Network	1,260	(743)	0	517	
HS2 Phase 2	250	57	0	307	
Growth Deal Bid Development	0	0	50	50	
Women's Cycle Race 2016	0	0	50	50	
<b>Total</b>	<b>5,022</b>	<b>(780)</b>	<b>598</b>	<b>4,840</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	725	725	725	725	725	725	
OOP/EG-A	Changing from a permit scheme to voucher scheme for vans to be able to deposit household waste and making a charge for the administration of the scheme.	11	11	11	11	11	11	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	286	286	365	365	432	432	
OOP/EG-E	Review of the contractual arrangements with a view to increasing the income received from the 4 large Household Waste Recycling Centre shops that are leased out to charities.	60	60	145	145	145	145	
OOP/EG-F	Review the regeneration function with a view to reduce activity and increase income, including reviewing our commitment to Pride in Camp Hill and the Opportunities Centre.	119	119	238	238	448	448	
OOP/EG-G	Reducing waste and increase recycling across the County.	61	61	257	257	570	570	
OOP/LCS-F	Communities Group Resources - Service reductions based on the priorities of Communities Group Business Units with a focus on more joined up delivery of our internal services with other groups.	25	25	25	25	123	123	
OOP/LCS-D & EG-I	Heritage and Culture Warwickshire - There will be large service reductions in some heritage & culture services. We will explore the development of a changed governance model, potentially charitable trust status and will focus on increasing volunteering and commercial viability.	0	0	0	0	94	94	
<b>Total</b>		1,287	1,287	1,766	1,766	2,548	2,548	
<b>Target</b>			1,287		1,766		2,548	
<b>Remaining Shortfall/(Over Achievement)</b>			0		0		0	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Flood Management														
11370000	Aston Cantlow Flood Alleviation	0	100	0	0	100	0	100	0	0	100	1	1	The initial budget was an estimate - we have now let the contracts and the cost will be slightly higher than originally thought. This variance is being funded by an additional £100k from the Environment Agency and a revenue contribution from the Flood Risk Management reserve.
11424000	Snitterfield Flood Alleviation	0	100	2,100	0	2,200	0	99	2,473	0	2,572	(1)	372	
11427000	Ladbrooke Flood Alleviation	0	5	45	0	50	0	0	25	25	50	(5)	0	
Economic Development														
10086000	Optima Centre, Nuneaton	7,656	41	0	0	7,697	7,656	41	0	0	7,697	(0)	0	
10154000	Centenary Business Centre Phase 3	(10)	3	0	7	(0)	(10)	3	0	7	(0)	(0)	0	
10202000	Masterplanning & Feasibility Small Scale Imps	0	0	0	0	0	0	0	0	0	0	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	134	0	720	586	0	134	0	720	0	0	
10908000	Camp Hill Opportunities Centre unit 1a/1b refurbishment	5	0	0	0	5	5	0	0	0	5	0	0	
11208000	Rural Growth Network	200	50	0	0	250	200	50	0	0	250	0	0	
11425000	Capital Growth Fund Business Loans and Grants	0	525	1,275	1,200	3,000	0	409	1,391	1,200	3,000	(116)	0	Timing of loans and grants are difficult to predict.
11431000	Broadband and communication provision - business centres	0	20	55	0	75	0	7	68	0	75	(13)	(0)	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	720	543	225	0	1,488	720	506	262	0	1,488	(37)	0	Some of the programmed works at the Home Waste Recycling Centres were not quite completed by the end of the financial year.
10350000	In-Vessel Composting Units For Schools	37	0	28	0	65	37	0	28	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	0	17	0	321	(17)	0	
10454000	Lower House Farm Waste Facility	5,559	27	0	0	5,586	5,559	40	0	0	5,599	13	13	
11118000	Household Waste Recycling Centres Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	Household Waste Recycling Centres Maintenance 2014/15	0	14	40	0	54	0	0	41	0	41	(14)	(13)	
11217000	Household Waste Recycling Centres Maintenance 2015/16	0	0	71	0	71	0	0	71	0	71	0	0	
11303000	Household Waste Recycling Centres Maintenance 2016/17	0	0	71	0	71	0	0	71	0	71	0	0	
11304000	Household Waste Recycling Centres Maintenance 2017/18	0	0	0	71	71	0	0	0	71	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	35	0	0	0	35	35	0	0	0	35	0	0	
11450000	Home Waste Recycling Centres Maintenance 2018/19	0	0	0	0	0	0	0	0	71	71	0	71	Approved as part of the Budget resolutions in February 2016
		15,162	1,445	4,044	1,278	21,930	15,162	1,255	4,581	1,374	22,373	(190)	443	

**Education and Learning - Nigel Minns**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holder - Councillor Hayfield (Education and Learning)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	781	(13)	768	676	(92)	
Head of Service - Education and Learning Service Support (Non-Trading)	2,410	0	2,410	1,388	(1,022)	This is largely a planned underspend achieved in preparation for future years savings targets (£2.4 million in 2016/17). The early achievement in 2015/16 has helped to net off non DSG overspends elsewhere in the Business Unit, particularly on SEN School Transport. £176,000 of this underspend relates to the gross surplus targets set for traded services, this is the remaining budget after transferring £129,000 to a traded reserve.
Head of Service - DSG	58	0	58	19	(39)	The final outturn underspend represents an early achievement of a 2016/17 DSG savings target.
Head of Service - Total	3,249	(13)	3,236	2,083	(1,153)	
School Organisation and Planning	15,206	1	15,207	16,058	851	The final overspend on Home to School Transport is £880,000, £300,000 of which is unachieved savings targets as per the savings table below. We are working closely with Transport Operations to ensure a clear understanding and challenge is set against this area. Transport Operations have identified new routes in some areas and in line with the safer routes to school, where transport is able to be stopped to realise savings. However concern is being monitored regarding the increase in SEN transport and a project officer post has been identified to look at policy requirements and savings.
School Organisation and Planning - WES Traded	(21)	0	(21)	(60)	(39)	
School Organisation and Planning - DSG	20,092	0	20,092	19,208	(884)	Underspends in Early Years of £766,000 have contributed to the final outturn position as was forecast at Quarter 3. However the overall underspend is greater than previously forecast largely due to a reduction in the forecast spend on exceptional pupil places. This is due to more robust projections of pupil numbers, utilising existing capacity where required coupled with uptake of new housing developments neutralising the impact of places required.
School Organisation and Planning - Total	35,277	1	35,278	35,206	(72)	
Vulnerable Learners	1,671	79	1,750	1,581	(169)	The underspend in Vulnerable Learners is wholly due to the early achievement of the 2016/17 Attendance, Compliance & Enforcement OOP savings target.
Vulnerable Learners - WES Traded	(284)	(1)	(285)	(328)	(43)	
Vulnerable Learners - DSG	41,284	(1)	41,283	40,146	(1,137)	Vulnerable Learners have achieved an underspend of £952,000 on the SEN Out of County DSG budget and £885,000 on the Post 16 DSG budget. This is as a direct result of a more effective High Needs Panel with cases being scrutinised more closely and panel members being asked to consider other options. As reported at Quarter 3 the Special School places budget has overspent by £772,000, this included the opening of the new Additional Educational Needs school, The Discovery Academy and demographic pressures on existing special school places.
Vulnerable Learners - Total	42,671	77	42,748	41,399	(1,349)	
Learning and Performance	2,166	13	2,179	2,234	55	
Learning and Performance - WES Traded	(52)	0	(52)	(57)	(5)	
Learning and Performance - DSG	3,077	0	3,077	3,472	395	The DSG overspend in Learning & Performance is as a result of overspends by the Northern and Central Area Behaviour Partnerships who are now being asked to report on a financial year rather than an academic year. The overspend on School Performance did transpire but was slightly less than anticipated at Quarter 3. This was due to a Primary School being judged by Ofsted as Special Measures, therefore requiring intensive support and intervention.
Learning and Performance - Total	5,191	13	5,204	5,649	445	
Adult Community Learning	(84)	1	(83)	(83)	0	
Schools related residual	2,365	0	2,365	2,551	186	This overspend on this budget is as a result of historic pension costs and in year school redundancies, however the outturn for the latter was not as overspent as previously forecast due to unused contingencies. The introduction of termly redundancy panels should make forecasting more accurate in 2017/18.
Schools related residual - DSG	(2,333)	0	(2,333)	1,654	3,987	Included within this line is the deficit DSG budget that was set at the start of the year to balance the overall DSG. A nil outturn has been recorded against this budget and any overs and under on individual DSG budgets have been recorded above. There is a relatively small DSG underspend of £366,000 being reported within here which is mostly due to a change in the way Area Behaviour Partnerships overspends are being reported. The underspend has increased since Quarter 3 due to a few small reasons regarding less spend on aborted capital costs in the E&L programme, a decision not to make a central recharge for union costs and fewer DBS checks than anticipated.
Schools related residual - Total	32	0	32	4,205	4,173	
<b>Net Service Spending</b>	<b>86,336</b>	<b>79</b>	<b>86,415</b>	<b>88,459</b>	<b>2,044</b>	
Non DSG	24,158	80	24,238	23,960	(278)	
DSG	62,178	(1)	62,177	64,499	2,322	

## 2015/16 Reserves Position

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	278	278	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Early Years Pupil Premium Implementation	31	0	0	31	
Education & Learning Traded Services Reserve	0	129	0	129	
SEND Earmarked Reserve	748	0	0	748	
DSG	0	0	(2,322)	(2,322)	
<b>Total</b>	<b>779</b>	<b>129</b>	<b>(2,044)</b>	<b>(1,136)</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	281	281	281	281	281	281	
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	16	16	60	60	127	127	
OOP/LA-D	Restructure the current Assessment, Statementing and Review Service in line with the greater flexibility offered by the new SEN funding formula in schools.	250	250	250	250	250	125	The saving has been made in 2015/16 & 2016/17 by using the SEND Implementation Grant, this is a fixed term solution and therefore it is recognised that there is still a need to make savings in future years. Plans are being considered in line with the additional burdens being created by the SEND reforms.
OOP/LA-E	Virtual School: The provision of a team of teachers to support the education of looked after children in schools would cease. Schools already have designated teachers for looked after children. The LA would continue to have a Virtual Head.	75	75	75	75	75	75	
OOP/LA-F	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	146	146	246	146	346	246	Savings plans will be incorporated into the first year of OOP2020, any shortfall will be met from savings within other areas of the Education & Learning Business Unit.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Special school transport	300	0	350	53	600	133	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	500	500	2,400	2,400	2,300	2,300	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Policy changes including removing exam year move transport, emergency address change transport, 16-19 medical transport and respite transport	0	0	92	26	158	26	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of charging policy	0	0	86	105	148	160	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of specialist nursery provision	0	0	150	0	257	0	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of dangerous routes	0	0	291	100	500	174	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Personalised travel allowances	0	0	292	98	500	179	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Transport to grammar schools	0	0	163	51	280	129	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LA-L	Unidentified transport savings - this is the balance of savings and will be identified through the development of resource base provision and the deployment of appropriate commissioning support	0	0	576	0	1,257	0	Forecast outturn is in line with proposals agreed by Cabinet, October 2015.
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	3	3	3	3	
<b>Total</b>		1,568	1,268	5,315	3,648	7,082	3,958	
<b>Target</b>			1,568		5,315		7,082	
<b>Remaining Shortfall/(Over Achievement)</b>			300		1,667		3,124	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10044000	Newburgh Primary Warwick Extension	2,605	25	0	0	2,630	2,605	130	0	0	2,736	105	105	Overspend due to previous forecast being incorrect and did not include professional fees and disbursements. The forecast now represents a full accounting of payments made and due.
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	14	0	0	626	612	0	14	0	626	(14)	0	
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	39	0	0	650	611	0	0	0	611	(39)	(39)	Underspend to be returned to the Schools capital programme.
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	12	7	0	4,661	(7)	0	
10357000	Paddox Primary Amalgamation Rugby	1,772	0	0	0	1,772	1,772	0	0	0	1,772	0	0	
10442000	Woodloes Junior and Infant Amalgamation Warwick	9,931	84	0	0	10,016	9,931	11	74	0	10,016	(74)	(0)	
10513000	Education Capital - Earmarked Capital Receipts	0	0	550	0	550	0	0	550	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	36,169	4,112	0	0	40,281	36,169	3,684	3,610	0	43,463	(428)	3,182	Devolved budgets are not under the control of the Local Authority.
10970000	CYPF - Capital Minor Projects	0	0	0	0	0	0	(4)	0	0	(4)	(4)	(4)	Underspend relates to a RC School project funded through external funding. Underspend to be returned to RC diocese.
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places) Stratford	3,038	62	0	0	3,099	3,038	0	0	0	3,038	(62)	(62)	Underspend to be returned to the Schools capital programme.
11065000	Boughton Leigh Junior Refurbishment (Pupil Places) Rugby	273	0	0	0	273	273	0	0	0	273	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	0	12	0	1,328	(12)	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	0	0	0	377	377	0	0	0	377	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,732	27	0	0	1,760	1,732	8	19	0	1,760	(19)	(0)	
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	0	0	0	689	689	0	0	0	689	0	0	

## Annex B. Education &amp; Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11071000	Shipston Primary Alterations (Pupil Places)	481	0	0	0	481	481	0	0	0	481	0	0	
11073000	All Saints Junior Extension (Pupil Places) Warwick	797	153	0	0	950	797	100	53	0	950	(53)	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	0	0	0	1,709	1,709	0	0	0	1,709	0	0	
11076000	Schools Access Initiative Block Header	896	1	0	0	898	896	1	0	0	897	(0)	(0)	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	(0)	25	0	903	(25)	0	
11105000	Lillington Primary (Pupil Places) Leamington Spa	1,769	30	0	0	1,799	1,769	50	0	0	1,819	20	20	Overspend due to final account costs now received for the building works.
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	15	0	0	3,749	3,734	0	15	0	3,749	(15)	0	
11173000	Wolston St Margarets extension (pupil places)		13	0	0	13	0	14	0	0	14	2	2	Overspend due to final account costs now received for the building works.
11174000	Kingsway Primary extension and reorg (pupil places)	986	35	0	0	1,021	986	11	25	0	1,021	(25)	(0)	
11175000	Newburgh Primary	0	2	0	0	2	0	2	0	0	2	(0)	(0)	
11177000	Schools Access Initiative 2012/13 block header	702	12	0	0	714	702	1	6	0	709	(11)		Planned project cancelled, balanced moved to 16-17. Project reduction due to LCVAP funding no longer being collected.
11178000	Woodlands School (improve facilities)	296	12	0	0	308	296	5	8	0	308	(8)	(0)	
11180000	Welcombe Hills vehicle access alterations	8	0	442	0	450	8	0	442	0	450	0	0	
11182000	Ilmington Primary School replace temporary classrooms	595	2	0	0	597	595	3	0	0	598	1	1	
11183000	Clifton upon Dunsmore replace temporary classrooms	1,070	2	0	0	1,072	1,070	2	0	0	1,072	(0)	(0)	
11184000	Oakfield Primary School Alterations To Existing Key Stage	507	3	0	0	510	507	0	0	0	507	(3)	(3)	Underspend to be returned to the Schools capital programme.
11199000	Budbrooke Primary Warwick extension (pupil places)	424	8	0	0	432	424	13	0	0	437	5	5	Overspend due to final account costs now received for the building works.
11200000	The Ferncumbe extension (pupil places)	290	30	0	0	320	290	8	0	0	298	(22)	(22)	Underspend to be returned to the Schools capital programme.
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	0	28	0	1,241	(28)	0	
11204000	Tysoe temporary classroom replacement	267	15	0	0	282	267	10	5	0	282	(5)	0	
11205000	Water Orton temporary classroom replacement	7	0	0	0	7	7	0	0	0	7	0	0	
11206000	Telford Infants temporary classroom replacement	265	22	0	0	288	265	6	0	0	271	(16)	(16)	Underspend to be returned to the Schools capital programme.
11207000	Telford Junior temporary classroom replacement	218	26	0	0	244	218	0	0	0	218	(26)	(26)	Underspend to be returned to the Schools capital programme.
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	0	7	0	425	(7)	(0)	
11210000	Exhall Cedars Infants temporary classroom replacement	285	5	0	0	290	285	3	0	0	289	(2)	(2)	Underspend to be returned to the Schools capital programme.
11211000	Coten End Primary Warwick expansion (pupil places)	2,440	535	0	0	2,975	2,440	570	0	0	3,010	35	35	Overspend due to final account costs now received for the building works.
11247000	2 Year Old Offer - Capital Funding	644	65	0	0	709	644	66	0	0	711	1	1	
11249000	Bishopton School extension - targeted basic need	104	1,253	1,343	0	2,700	104	1,092	1,504	0	2,700	(161)	0	
11250000	Brooke School extension - targeted basic need	914	36	0	0	950	914	31	5	0	950	(5)	0	
11253000	Lapworth School extension - targeted basic need	213	508	0	0	721	213	501	7	0	721	(7)		
11255000	Paddox School extension - targeted basic need	297	2,353	0	0	2,650	297	2,324	29	0	2,650	(29)	0	
11256000	St Michael's CE School extension - targeted basic need	267	6	0	0	273	267	0	5	0	273	(5)	0	
11257000	Welcombe Hills School extension - targeted basic need	25	925	0	0	950	25	939	0	0	964	14	14	

## Annex B. Education &amp; Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11260000	St Marys Southam Fire damage	171	29	0	0	200	171	16	13	0	200	(13)	0	
11261000	Shipston High extension (pupil places)	1,395	285	0	0	1,681	1,395	289	0	0	1,684	3	3	
11262000	Cawston Grange extension (pupil places)	601	2,049	0	0	2,650	601	2,026	24	0	2,650	(24)	(0)	
11263000	Long Lawford extension (pupil places)	234	741	0	0	975	234	535	206	0	975	(206)	(0)	
11266000	St Benedict's extension (pupil places) Atherstone	142	25	0	0	167	142	4	0	0	146	(21)	(21)	Underspend to be returned to the Schools capital programme.
11267000	2013-14 Schools Disability Access block header	195	362	115	0	671	195	205	272	0	672	(157)	0	Slippage caused by various reasons - cancelled projects / site delays / final accounts less than estimated. Drop in spend due to LCVP funding no longer to be collected
11269000	Woodlands Special School (pupil places)	362	33	0	0	395	362	32	0	0	395	(0)	(0)	
11270000	Shipston Primary extension	13	359	0	0	373	13	373	0	0	386	14	14	
11271000	Alcester St Nicholas Academy extension	310	10	0	0	320	310	2	8	0	320	(8)	(0)	
11313000	Aylesford Primary School - new primary provision at Aylesford	786	2,214	0	0	3,000	786	2,219	0	0	3,006	6	6	
11319000	Eastlands Primary Temporary Classroom	0	0	0	0	0	0	(31)	31	0	0	(31)	0	
11320000	Shipston High temporary classroom	79	101	0	0	180	79	35	66	0	180	(66)	(0)	
11321000	Long Lawford Pri temporary classroom	185	30	20	0	235	185	13	37	0	235	(17)	0	
11322000	Whitnash primary basic need provision	21	629	0	0	650	21	543	86	0	650	(86)	(0)	
11323000	Boughton Leigh Jnr basic need provision	27	273	0	0	300	27	265	8	0	300	(8)	(0)	
11331000	Newburgh Primary School - New Play Area	11	139	0	0	150	11	129	11	0	150	(11)	0	
11345000	Paddox Primary School - New Temporary Classroom	0	100	0	0	100	0	96	4	0	100	(4)	0	
11346000	Brooke School - Conversion of Existing Spaces	0	0	500	0	500	0	0	500	0	500	0	0	
11347000	Weddington Primary School	0	0	0	0	0	0	(3)	0	0	(3)	(3)	(3)	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	0	5	0	50	(5)	0	
11350000	New AEN School McIntyre Discovery Academy (Former Ma	13	5,987	0	0	6,000	13	5,473	514	0	6,000	(514)	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All S	80	980	340	0	1,400	80	616	291	0	988	(364)	(412)	Works on-site to continue in 2016/17. Reduction of £412,000 relates to reimbursement re loss of capital receipt, funds to be transferred to corporate code
11384000	New School, The Gateway, Rugby	0	15	2,135	1,000	3,150	0	11	100	3,039	3,150	(4)	0	
11386000	Long Lawford Primary permanent expansion	0	170	2,780	0	2,950	0	41	1,462	1,448	2,950	(129)	(0)	
11387000	Long Lawford temporary arrangements	0	100	0	0	100	0	4	96	0	100	(96)	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms	0	57	693	0	750	0	11	739	0	750	(46)	(0)	
11390000	Nathaniel Newton Infants, internal alterations re bulge class	0	75	0	0	75	0	5	70	0	75	(70)	0	
11391000	New school, South Warwick (Heathcote Farm site)	0	305	1,745	1,000	3,050	0	25	2,025	1,000	3,050	(280)	0	
11392000	St Peters Barford, expansion	0	201	129	0	330	0	141	189	0	330	(60)	0	
11393000	Minor Works Block Header 2015/16	0	645	0	0	645	0	229	417	0	645	(417)	(0)	
11401000	Hillmorton Primary Permanent Expansion	0	450	1,250	1,250	2,950	0	139	1,561	1,250	2,950	(311)	0	
11402000	Hillmorton Primary Temporary Classroom	0	125	37	0	162	0	134	28	0	162	9	0	
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	0	144	756	0	900	0	138	762	0	900	(6)	(0)	
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	0	100	0	100	(100)	0	
11405000	Southam College - Expansion	0	900	100	0	1,000	0	417	583	0	1,000	(483)	(0)	



Annex B. Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	0	75	75	0	150	0	7	143	0	150	(68)	(0)	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	0	50	50	0	100	0	35	65	0	100	(15)	0	
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	0	40	360	0	400	0	5	395	0	400	(35)	0	
11409000	New SEN provision - Complex Mental Health needs	0	170	25	0	195	0	50	30	0	80	(120)	(115)	Expenditure final account to be completed. Reduction of £115,000 relates to reimbursement re loss of capital receipt, funds to be transferred to corporate code
11410000	Canon Evans CofE Infant School - Universal Free School Meals	0	109	0	0	109	0	109	0	0	109	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	0	0	144	0	144	0	6	138	0	144	6	(0)	
11412000	St Francis Catholic Primary School - Universal Free School Meals	0	46	0	0	46	0	40	5	0	46	(5)	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	0	180	20	0	200	0	12	234	0	247	(168)	47	Project delayed, works on-site will now be carried out in 2016/17. Increase expenditure and income by £46,748 from S.106 contribution
11414000	Stratford Girl's Grammar - S106 Contribution re: 6th form provision	0	300	0	0	300	0	300	0	0	300	0	0	
11434000	Coten End pre school toilet refurbishment	0	0	0	0	0	0	24	0	0	24	24	24	Approved by Deputy Leader 21/8/2015
11491000	Race Leys Infant School playground extension	0	0	0	0	0	0	0	50	0	50	0	50	New project fully funded by S106 - works to extend playground to accommodate additional pupils
		91,158	29,131	13,958	3,250	137,498	91,158	24,315	18,068	6,737	140,277	(4,816)	2,780	

Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0830	Failure to achieve the savings as identified in the One Organisational Plan	Nigel Minns	21/12/2015	16	Previous reports to Cabinet have confirmed that home to school transport savings, as set out in the One Organisational Plan, are unachievable. Budget setting decisions have taken this into account.	12	

**Localities and Community Safety - Phil Evans**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Horner (Community Safety) & Councillor Clarke (Environment)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Priority Families	886	218	1,104	1,088	(16)	The underspend can be attributed to staffing vacancies within services we have commissioned via Service Level agreements within the 2015/16 financial year. Although these vacancies have since been filled, the time between staff departure and arrival has resulted in an underspend in this area.
Community Safety	221	0	221	227	6	
Domestic Abuse	309	47	356	489	133	Planned overspend on Domestic abuse support services to increase capacity, funded by a draw down from L&CS General reserve (£105,000). Planned spend on Domestic Homicide Reviews (£28,000) to be funded by draw down of the Community Safety statutory reviews reserve.
Drug and Alcohol Action Team	462	0	462	400	(62)	The underspend is due to variations in the demand led areas of the service such as residential rehabilitation and prescribing & dispensing costs.
Heritage and Culture Warwickshire	956	0	956	896	(60)	Planned underspend in preparation for significant savings targets in 2016/17.
Archaeology Projects (Non WES - Traded Service)	(9)	0	(9)	(19)	(10)	
Heritage Education (WES - Traded Service)	(1)	0	(1)	38	39	Reduced income due to planned closure of Market Hall Museum as a base for traded activity.
Rural Services	165	0	165	183	18	
Country Parks	173	0	173	166	(7)	
Forestry	195	0	195	167	(28)	Due to higher levels of trading income particularly in last quarter of the year.
Gypsy and Traveller Services	(44)	0	(44)	(42)	2	
Localities and Community Safety Management	429	(47)	382	303	(79)	Due to repayment of legal costs incurred following the successful outcome of Trading Standards legal cases.
Localities and Partnerships	2,447	87	2,534	2,848	314	The overspend is comprised of a £500,000 planned overspend plus a £186,000 underspend. The overspend is due to the Third sector Transformation Fund payments being made prior to the reserve being drawn down. The underspend comprises £88,000 budgeted for redundancy costs which were then paid for by the Service Realignment Fund, and £74,000 Councillor grants not spent in year.
Emergency Management	160	0	160	158	(2)	
Trading Standards	1,296	0	1,296	1,298	2	
Youth Justice Service	1,568	0	1,568	1,507	(61)	The underspend was due to the service providing alternative community options to reduce the need for more restrictive and costly secure accommodation for young people at risk of detention
<b>Net Service Spending</b>	<b>9,213</b>	<b>305</b>	<b>9,518</b>	<b>9,707</b>	<b>189</b>	

## 2015/16 Reserves Position

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
DAAT Reserves	451	0	61	512	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Museum Development Fund	232	0	3	235	
Museum Ethnographic Fund	18	0	0	18	
Records Purchase Fund	19	0	0	19	
Records Donations Fund	58	0	3	61	
Localities & Community Safety General Reserves	243	0	185	428	
Family Intervention Project	461	(461)	0	0	
Trading Standards	52	0	(7)	45	
Proceeds of Crime	27	0	0	27	
Community Safety Statutory Reviews	105	0	(28)	77	
Secure Remand Reserve	406	0	0	406	
Priority Families Reserve	1,382	(218)	20	1,184	
Heritage and Culture Services - Our Warwickshire	190	0	0	190	
Third Sector Transformation Fund	0	500	(500)	0	
Localities & Partnerships Reserve	0	0	74	74	
<b>Total</b>	<b>3,644</b>	<b>(179)</b>	<b>(189)</b>	<b>3,276</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	240	240	240	240	240	240	
OOP/LCS-A	Trading Standards Service - Service reductions in consumer protection and business support. These reductions will be mitigated by the development of an intelligence model to help effectiveness and prioritisation. We will develop calibration services to increase income and explore the development of shared service arrangements.	69	69	119	119	139	139	
OOP/LCS-B	Warwickshire Youth Justice Service - There will be no service reductions in our support to young people in the criminal justice system. There will be a reorganisation of the service in consultation with our key criminal justice partners.	25	25	75	75	170	170	
OOP/LCS-C	Community Safety and Substance Misuse - A reduction in the community safety services that target the reduction of crime in communities and in services working with the victims of domestic abuse and those that are addicted to and abuse drugs and alcohol. We will also develop our service delivery and commissioning approach with partners and the voluntary sector.	140	140	140	140	140	140	
OOP/LCS-D	Heritage and Culture Warwickshire - Large service reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	152	152	325	325	413	413	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	0	0	178	178	306	306	
OOP/LCS-G	Increasing income levels and identify savings to make Forestry self financing	0	0	27	27	53	53	
OOP/LCS-E	Localities and Partnerships - Delete the element of the savings plan relating to cuts to direct voluntary and community sector funding. Re-profile the structure of the Localities and Partnerships Team ensuring a reallocation of resources to directly support the voluntary sector and front line community development work. As part of this redesign the councillor grant scheme is to remain at £5,000 per councillor.	0	0	0	0	100	100	
	<b>Total</b>	626	626	1,104	1,104	1,561	1,561	
	<b>Target</b>		626		1,104		1,561	
	<b>Remaining Shortfall/(Over Achievement)</b>		0		0		0	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Localities & Community Safety														
10623000	County Records Office Service - Digital Asset Management	51	4	26	20	101	51	4	26	20	101	0	0	
10937000	St. Johns - outdoor spaces - improve. cust. exp.	33	0	0	0	33	33	0	0	0	33	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	0	772	282	0	1,055	0	64	990	0	1,055	(708)	0	
11426000	Market Hall Museum Lift	0	85	0	0	85	0	0	85	0	85	(85)	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10318000	Kenilworth Connect2	3	0	0	0	3	3	0	0	0	3	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	588	3	24	0	614	588	5	23	0	616	3	1	
11023000	Countryside Maintenance - Base Programme 2013/14	213	5	0	0	218	213	3	0	0	216	(2)	(2)	
11120000	Countryside Rural Services Capital Maintenance 2014/15	194	14	0	0	208	194	14	0	0	208	0	0	
11185000	George Eliot Hospital, Nuneaton, Construction Of SARC	0	0	0	0	0	0	11	0	0	11	11	11	Unforeseen additional costs in 2015/16 as a result of previous snagging retentions.
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	193	155	0	347	0	172	202	0	374	(21)	27	Increase in Ryton Storage Building due to ground issues.
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	122	0	122	0	0	170	0	170	0	48	Balance from previous years brought forward.
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	0	0	0	0	0	0	122	122	0	122	Approved as part of the budget resolutions February 2016.
		1,155	1,076	636	142	3,008	1,155	273	1,523	264	3,214	(802)	206	

**Public Health - John Linnane**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Caborn (Health)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,119	12	2,131	1,985	(146)	Underspend due to receipt of income for staff working on the Smart Start project being funded from the project budget.
Health Improvement	15,079	553	15,632	15,149	(483)	Mental Health and Wellbeing underspend due to delays in the procurement process because of the uncertainty of the budget position given the in year reduction in the Public Health grant allocation for the Public Health Business unit as a whole. The in year reduction was eventually set at £1.411 million by the Department of Health. Underspend on Health checks due to lack of capacity to deliver community health checks. Smoking cessation is a demand led service with the underspend being due to lower numbers of smokers signing up.
Health Protection	4,503	(77)	4,426	4,397	(29)	
Population Health	145	68	213	66	(147)	Postponing of Health Impact Assessments in order to contribute to the in year reduction of £1.411 million in Public Health grant. SLA with the observatory was budgeted for the full financial year but did not start until quarter 4.
Wider Determinants	547	(132)	415	838	423	Includes overspend of £491,000 on the 'Invest to Save' budget which is where the residual shortfall of the in year reduction of £1.411 million in Public Health grant to be met by the business unit was held . Underspend on Making Every Contact Count was due to the decision to commission out the programme in response to evaluation of current programme.
<b>Net Service Spending</b>	<b>22,393</b>	<b>424</b>	<b>22,817</b>	<b>22,435</b>	<b>(382)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Family Nurse Partnership	678	(317)	0	361	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Savings	1,010	0	382	1,392	
<b>Total</b>	<b>1,688</b>	<b>(317)</b>	<b>382</b>	<b>1,753</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	0	0	600	600	600	600	
OOP/PH-B	Target the provision of health checks where most needed across the county.	0	0	0	0	1,200	1,200	
OOP/PH-C	Implementation of Digital by Default and other electronic systems to support the delivery of public health services.	0	0	100	100	100	100	
OOP/PH-D	Reduction in the contribution to overheads, reflecting more cost effective ways of working	0	0	100	100	100	100	
<b>Total</b>		<b>0</b>	<b>0</b>	<b>800</b>	<b>800</b>	<b>2,000</b>	<b>2,000</b>	
<b>Target</b>			0		800		2,000	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>0</b>		<b>0</b>	

**Transport and Highways - Mark Ryder**  
**Strategic Director - Monica Fogarty**  
**Portfolio Holders - Councillor Horner (Community Safety), Councillor Butlin (Transport & Planning)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport and Highways Management	688	0	687	717	30	
Road Safety and Traffic Projects	541	0	541	178	(363)	The underspend is a combination of additional income derived from a higher number of clients in Safety Awareness Workshops and an underspend in road safety education due to poor take up of secondary school initiatives.
Minibus Driver Training (WES Traded Service)	(2)	0	(2)	(15)	(13)	
Minibus Driver Training (Non WES Traded Service)	(8)	0	(8)	9	17	
Transport Planning	928	0	928	1,581	653	Variance includes additional authorised expenditure on the Transport Development Fund (£300,000) to develop schemes, primarily for addition to SEP and local growth deal bids, contribution to capital project at Stratford Station Bridge (£400,000) and additional income (£100,000) from search fees due to more activity in the housing market.
Civil Parking Enforcement	(1,302)	0	(1,302)	(1,705)	(403)	Increased income from on street charging and reduced costs associated with the new contract.
Stratford Parkway and Park and Ride	79	0	79	156	77	Reduced car parking income and reduction in bus passengers.
Network Management (Streetworks) / Permit Scheme	(386)	0	(386)	(1,079)	(693)	Increased activity by works promoters on highway network and implementation of the permit scheme.
County Highways	15,919	0	15,919	14,839	(1,080)	The underspend is a combination of additional income, a reduced revenue contribution to capital being necessary, lower winter maintenance costs than expected and a planned underspend to fund transition costs to the new contract by holding £300,000 in reserves.
Rights of Way Management	305	0	305	381	76	Increased expenditure due to legacy agreement works (£36,000) to provide fencing and additional pressure since Quarter 3 for funding of activity on structures (£40,000) on the network.
Design Services (Traded Service)	(434)	0	(434)	(373)	61	Variance due to some loss of income from rechargeable staff time and some increase in costs of seconded staff.
Design Services General Functions	195	0	195	198	3	
Traffic Signals	314	0	314	314	0	
Bridge Maintenance	613	0	613	628	15	
County Fleet Management and Maintenance (WES Traded Service)	(16)	0	(16)	(8)	8	
County Fleet Management and Maintenance (Non WES Traded Service)	(381)	0	(381)	(205)	176	Purchase of vehicles funded from revenue.
Transport Operations	2,387	0	2,387	2,282	(105)	
Concessionary Travel	7,659	0	7,659	6,284	(1,375)	Significant drop in actual passenger journeys and £378,000 carry forward from 2014/15 not required.
Transport Planning: Stanks and Coton Arches projects	0	0	0	114	114	Initial expenditure incurred on design and feasibility for one major transport schemes which, subject to approval, will be funded from capital. Expenditure has reduced since Quarter 3 as the other project has received developer funding.
<b>Net Service Spending</b>	<b>27,099</b>	<b>0</b>	<b>27,098</b>	<b>24,296</b>	<b>(2,802)</b>	



## 2015/16 Reserves Position

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Speed Awareness Workshops	920	0	0	920	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Speed Camera reserve	0	0	100	100	
Kenilworth Station	421	0	537	958	
County Fleet Maintenance Reserve	25	0	0	25	
Concessionary Travel Reserve	150	0	1,399	1,549	
Design Services Reserve	271	(51)	0	220	
Traffic Model Revenue Fund	109	(52)	10	67	
Transport Pilot Fund specific grant	0	0	99	99	
Highways Maintenance reserve	0	0	300	300	
Savings	0	0	357	357	
<b>Total</b>	<b>1,896</b>	<b>(103)</b>	<b>2,802</b>	<b>4,595</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final	Target	Forecast	Target	Forecast	
		£'000	Outturn £'000	£'000	Outturn £'000	£'000	Outturn £'000	
	Savings delivered in 2014/15	1,174	1,174	1,174	1,174	1,174	1,174	
OOP/TH-F	Funding from Speed Awareness / Driver training is expected to generate sufficient income to fund safety cameras without any additional WCC subsidy.	70	70	70	70	70	70	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	543	543	523	523	920	920	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	300	300	400	400	400	400	
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing.	98	21	118	118	121	121	Income in 2015/16 was lower than expected for parking and bus passengers. Long term savings will be addressed through changes to the service model for Stratford Park and Ride.
OOP/TH-L	Reduction in street lighting energy costs	0	0	300	300	300	300	
OOP/TH-M	New ways of funding of road safety education and to be reduced by the redirection of all savings from the planned early repayment of self-financed borrowing in Transport and Highways.	0	0	214	214	214	214	
OOP/TH-O	Reduction in highway drainage maintenance.	0	0	0	0	200	200	
OOP/TH-P	Review the policy for subsidised public transports services with a view to making a reduction in the overall public transport subsidy and re tender services.	0	0	0	0	500	500	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0	0	0	0	200	200	
	<b>Total</b>	<b>2,185</b>	<b>2,108</b>	<b>2,799</b>	<b>2,799</b>	<b>4,099</b>	<b>4,099</b>	
	<b>Target</b>		<b>2,185</b>		<b>2,799</b>		<b>4,099</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>77</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Major Projects														
10144000	A429 Barford By-Pass	10,801	31	0	0	10,832	10,801	1	30	0	10,831	(30)	(0)	
10203000	Rugby Western Relief Road	58,947	500	550	499	60,496	58,947	98	594	857	60,495	(402)	(0)	
10362000	Kenilworth Station	3,684	1,700	6,737	0	12,121	3,684	933	8,626	0	13,243	(767)	1,122	Increase in budget funded from 11333000 Contingency as agreed by Cabinet (November 15)
11333000	Kenilworth Station Contingency	0	0	1,495	0	1,495	0	0	373	0	373	0	(1,122)	Reduction in budget as used to fund 10362000 Kenilworth Station as agreed by Cabinet (November 15)
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,507	101	50	0	5,658	5,507	54	85	0	5,646	(47)	(12)	Reduction in expected costs, surplus funding released to fund addition on projects 11192000 Access to Stations - Warwick and 1193000 Access to Stations - Leamington
10981000	NUCKLE	1,878	28	0	0	1,906	1,878	18	33	0	1,930	(9)	24	Unforeseen delays in delivery of projects increase in total costs of project funded by additional external contribution
11221000	M40 Junction 12	3,506	6,647	1000	0	11,154	3,506	5,976	1,671	0	11,154	(671)	0	
11272000	Rugby Gyrotory Improvements	1,178	383	0	0	1,561	1,178	359	75	0	1,612	(23)	52	Unforeseen delays in delivery of project, increase in total costs of project funded by private developer contribution
11339000	Bermuda Connectivity	54	400	900	2,348	3,702	54	377	503	2,768	3,702	(23)	0	Delay in awarding detailed design related contracts in order to allow sufficient time for a Value Engineering Exercise to be undertaken on the Atkins and SLC Rail work package proposals, with the outcome producing a £105,685 cost saving for the County Council.
11383000	Nuckle 1.2 Coventry - Nuneaton Rail Upgrade	0	851	0	0	851	0	851	0	0	851	0	0	
Structural Maintenance of Roads														
11018000	Highways Maintenance 2013/14	0	0	0	0	0	0	4	0	0	4	4	4	
11129000	Highways Maintenance 2014/15	18,683	115	0	0	18,798	18,683	86	0	0	18,769	(29)	(29)	Reduction to cost of works necessitating a reduced contribution from revenue (offset by increased use of revenue against 15/16 allocation)
11219000	Highways Structural Maintenance 2015/16	0	13,920	0	0	13,920	0	14,149	0	0	14,149	229	229	Additional works completed funded by contribution from revenue (offsetting reduced costs against 14/15 allocation)
11309000	Traffic Signals 2014-15	169	77	14	0	259	169	65	36	0	270	(11)	11	Increase in use of corporate resourcing as a consequence of increase in expected cost of 15-16 schemes and reduction in other available sources of income offset by reduced use of corporate resource to fund 15/16 schemes.
11352000	Area Delegated Funding 15-16	0	0	0	0	0	0	0	0	0	0	0	0	
11353000	Area Delegated Funding 16-17	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11354000	Area Delegated Funding 17-18	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11361000	Highways Maintenance 16-17	0	0	12,160	0	12,160	0	0	11,440	0	11,440	0	(720)	Budget transferred to Street lighting code 11459000
11362000	Highways Maintenance 17-18	0	0	0	11,801	11,801	0	0	0	11,801	11,801	0	0	
11381000	Traffic Signals 2015-16	0	250	0	0	250	0	191	3	0	193	(59)	(57)	Reduction in expected cost of 15/16 schemes offset by increased use of corporate resource to fund 14/15 schemes
11394000	Transport & Roads Area Delegated Funding	0	607	65	0	672	0	250	431	0	680	(357)	8	Adjustment within total of area delegated budgets to reflect changes in profile of work. All adjustments are offset in full and so no net change to the total corporate resource allocation against area delegated budgets
11395000	Street Lights Area Delegated Funding	0	152	0	0	152	0	139	15	0	154	(13)	3	As above

## Annex E. Transport

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11396000	County Highways Area Delegated Funding	0	294	0	0	294	0	157	140	0	297	(138)	2	As above
11397000	Transport Planning Unit Area Delegated Funding	0	758	123	0	881	0	27	748	0	775	(731)	(106)	As above
11398000	Design Services Area Delegated Funding	0	105	61	0	166	0	21	144	0	166	(83)	0	
Various	Area Delegated Funding up to 14-15	5,152	1,330	269	0	6,751	5,152	715	983	0	6,850	(615)	99	As above
11451000	Highways Maintenance 18-19	0	0	0	0	0	0	0	0	10,708	10,708	0	10,708	Budget Resolution in February 2016
11452000	Area Delegated Funding 18-19	0	0	0	0	0	0	0	0	2,000	2,000	0	2,000	Budget Resolution in February 2016
11453000	Casualty Reduction Schemes 18-19	0	0	0	0	0	0	0	0	350	350	0	350	Budget Resolution in February 2016
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	2,000	0	2,000	0	2,000	Budget Resolution in February 2016
11455000	Highways Maintenance Additional Funding 17-18	0	0	0	0	0	0	0	0	2,000	2,000	0	2,000	Budget Resolution in February 2016
11459000	Street Lighting Column Replacement 2016-17	0	0	0	0	0	0	0	720	0	720	0	720	Budget transferred from Highways maintenance project 11361000
<b>Structural Maintenance of Bridges</b>														
10413000	Structural Maintenance of Bridges 2009/10	1,399	(5)	0	0	1,395	1,399	5	0	0	1,404	10	10	Adjustment within total of bridges budgets to reflect changes in profile of work. All adjustments to use of corporate resourcing are offset in full and so no net change to bridges in totality. Additional reductions in costs are a reflection / consequence of current best estimate of external funding available.
10421000	Portobello Bridge	517	10	67	1,466	2,060	517	5	73	1,466	2,060	(5)	0	As above
10977000	Minor Bridge Maintenance Schemes 2011/2012	3	101	0	0	104	3	12	89	0	104	(89)	0	As above
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,230	119	0	0	2,349	2,230	110	0	0	2,339	(9)	(9)	As above
11241000	Minor Bridge Maintenance Schemes 2013/2014	60	208	0	0	267	60	231	0	0	291	23	23	As above
11308000	Minor Bridge Maintenance schemes 2014/2015	585	313	0	0	898	585	253	7	0	845	(59)	(53)	As above
11382000	Minor Bridge Maintenance schemes 2015/2016	0	1,096	0	0	1,096	0	972	0	0	972	(123)	(123)	As above
<b>Integrated Transport</b>														
10192000	Safety Camera Funded Schemes	1,315	79	150	0	1,544	1,315	54	227	0	1,596	(25)	52	Additional works planned - funded by contribution from revenue
10294000	Minor Imps To Public & Community Transport 2008/09	0	0	0	0	0	0	0	0	0	0	0	0	
10324000	Lawford Road Cycle Route	453	18	0	0	471	453	1	17	0	472	(16)	1	Final minor works on scheme delayed until completion of other works on Lawford Rd.
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	132	0	132	0	0	50	82	132	0	0	
10434000	North West Warwick Cycle Scheme	768	8	0	0	777	768	1	9	0	778	(8)	2	Route signage delayed until 2016/17 due to need to complete short section of adjoining cycle route.
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	0	4	0	16	(4)	0	
10980000	M40 Junction 14	2,659	109	0	0	2,768	2,659	159	416	0	3,234	50	466	Return of corporate resource removed due to historic error regarding funding
11060000	Renewal Of Vehicle Activated Signs	12	34	0	0	46	12	12	0	0	24	(21)	(21)	Reduction in the total costs of project, resulting in a reduced contribution from revenue
11100000	Footbridge at Stratford Town Station	1,051	653	0	0	1,704	1,051	1,956	36	0	3,043	1,303	1,339	Unforeseen issues with project resulting in delays and potential increase in costs to be funded from existing revenue budgets if deemed unavoidable
11126000	Casualty Reduction Schemes 2012/13	223	(8)	0	0	215	223	0	0	0	223	8	8	Adjustment within total of casualty reduction budgets to reflect changes in profile of work. All adjustments to use of corporate resourcing are offset in full, and so no net change to casualty reduction in totality.
11127000	Casualty Reduction Schemes 2013/14	308	76	30	0	414	308	40	104	0	453	(36)	38	As above

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11128000	Casualty Reduction Schemes 2014/15	64	152	0	0	216	64	42	83	0	189	(110)	(27)	As above, additional increase in costs are to be funded from external sources.
11191000	Earlswood Crossroads realignment of a junction	22	0	0	0	22	22	0	0	0	22	0	0	
11192000	Access to Stations - Warwick	93	5	0	0	98	93	15	0	0	108	10	10	Additional unforeseen costs relating to complications with project funded by surplus from 10366000 Stratford-upon-Avon Local Sustainable Transport Project
11193000	Access to Stations - Leamington	168	39	0	0	207	168	4	0	0	172	(35)	(35)	Additional unforeseen costs relating to complications with project funded by surplus from 10366000 Stratford-upon-Avon Local Sustainable Transport Project
11244000	Leamington Bus / Rail Interchange	59	0	0	0	59	59	0	0	0	59	0	0	
11280000	Safer routes to schools and 20mph school safety zones 14/15. Renamed Home to School Routes 14-15.	7	-7	0	0	0	7	3	0	0	10	10	10	Increase in costs offset by a reduction in costs of 15/16 schemes
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	0	220	0	0	220	0	20	190	0	210	(200)	(10)	Reduction in costs offset by increase in cost of 14/15 schemes
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	0	0	1200	580	1,780	0	0	1,200	580	1,780	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	7	0	90	0	97	7	11	84	0	102	11	5	Provisional works on project completed ahead of schedule
11355000	Casualty Reduction Schemes 15/16	0	427	0	0	427	0	254	199	0	453	(173)	26	Adjustment within total of casualty reduction budgets to reflect changes in profile of work. All adjustments to use of corporate resourcing are offset in full, and so no net change to casualty reduction in totality.
11356000	Casualty Reduction Schemes 16/17	0	0	351	0	351	0	0	311	0	311	0	(40)	As above
11357000	Casualty Reduction Schemes 17/18	0	0	0	350	350	0	0	0	350	350	0	0	
11358000	School Safety Zones 15/16	0	300	0	0	300	0	183	126	0	309	(117)	9	Increase in costs offset by a reduction in costs of 16/17 schemes
11359000	School Safety Zones 16/17	0	0	1450	1250	2,700	0	11	1,430	1,250	2,691	11	(9)	Reduction in costs offset by increase in cost of 15/16 schemes
11421000	Minor Integrated Schemes 15-16	0	56.5	0	0	57	0	0	57	0	57	(57)	0	
11456000	Stratford Park & Ride site alterations	0	0	0	0	0	0	0	100	0	100	0	100	Alterations to site to facilitate sales of adjacent land as agreed by Council 22 March 2016 to be funded from proceeds of sale (temporarily using corporate resourcing)
<b>S106 and Other Developer Funded Schemes</b>														
10382000	Warwick Town Centre Traffic Management	975	6	0	0	981	975	43	0	0	1,018	37	37	Additional unforeseen costs relating to complications with project
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	21	49	300	0	370	21	20	350	0	391	(29)	21	Scheme slipped to 2016/17 due to delays with land acquisition
11085000	Developer Schemes Under £100k	21	(0)	0	0	20	21	0	0	0	21	0	0	
<b>Community Safety, Public Transport and Other</b>														
11125000	Street Lighting Column Replacement 2014/2015	1,186	52	0	0	1,238	1,186	44	7	0	1,238	(7)	0	
11220000	Street Lighting Column Replacement 2015/2016	0	1,362	0	0	1,362	0	1,011	87	0	1,098	(350)	(264)	Reduced expenditure on reconnections due to introduction of LED lights, resulting in reduced contribution from revenue.
11279000	Pump Priming allocation for LED street lighting	1,036	101	0	0	1,137	1,036	98	10	0	1,143	(3)	7	
11360000	LED Street Lights March Funding	0	3,000	2,000	0	5,000	0	2,885	2,115	0	5,000	(115)	(0)	
<b>Total Transport &amp; Highways (excluding S.278 schemes)</b>		<b>124,813</b>	<b>36,824</b>	<b>31,193</b>	<b>20,294</b>	<b>213,124</b>	<b>124,813</b>	<b>32,927</b>	<b>38,032</b>	<b>36,212</b>	<b>231,984</b>	<b>(3,896)</b>	<b>18,860</b>	

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Section 278 Funded Developer Schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	868	29	80	0	977	868	46	64	0	977	17	(0)	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	396	0	401	4	0	396	0	401	0	0	
10930000	Stratford Guild Street - College House dev Whitbread	0	68	0	0	68	0	68	0	0	68	(0)	(0)	
11079000	Former Cattle Market Site in Stratford	1,191	5	0	0	1,196	1,191	33	0	0	1,225	28	28	Increase was due to dealing with the signage to advise motorists of the closure of the S38 internal road (recently opened)
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade traffic signals Blackhorse Road							13	0	0	13	13	13	Additional costs to project to enhance junction beyond the requirement of the developer agreement - additional work funded from corporate resources offset by a reduction to 11381000 Traffic Signals 2015-16
11194000	Minor Developer Funded Schemes 2013/14	73	16	166	0	255	73	0	181	0	255	(16)	0	
11195000	Minor Developer Funded Schemes 2014/15	74	386	32	5	498	74	383	0	0	457	(3)	(40)	
11196000	Minor Developer Funded Schemes 2015/16	0	295	0	0	295	0	91	0	0	91	(204)	(204)	Reduction due to less projects being classed as Minor Developer Schemes
11197000	Ford Foundry - Highway Improvement Works	4,706	13	0	0	4,719	4,706	5	0	0	4,712	(8)	(8)	The current year spend was less than estimated as the scheme was complete.
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	0	0	0	0	0	0	4	0	0	4	4	4	
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	348	13	0	0	361	348	14	0	0	362	1	1	Scheme now complete and has cost less than originally estimated
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	1	0	109	0	110	1	(1)	109	0	109	(1)	(1)	Construction slipped to 2016/17
11325000	Stratford Town Station Upgrade	5	12	243	0	260	5	12	243	0	260	0	0	
11326000	Elliot's Field Retail Park	0	699	0	0	699	0	812	10	0	822	113	123	Scope and cost of scheme increased to allow for reconstruction of existing road which was in poor condition
11327000	B4113 Gipsy Lane Junction	4	0	196	0	200	4	1	199	0	204	1	4	S278 not signed so scheme has slipped to 2016/17
11328000	New Roundabout Southam Road Kineton	1	496	0	0	497	1	461	36	0	499	(35)	1	Some spend has slipped to 2016/17 to account for works in maintenance period
11329000	Southam Town Centre enhancements	0	282	0	0	282	0	317	0	0	317	35	35	Additional unforeseen cost fully funded by developer contributions
11336000	Ansty Business Park Phase 3	45	400	2,577	0	3,022	45	508	2,624	0	3,176	108	154	Scope of the works have increased
11337000	A426 Leicester Road, Rugby - Toucan Crossing	122	203	0	0	325	122	201	5	0	329	(1)	4	
11366000	B4087 Tachbrook Road Signals	6	446	0	0	452	6	421	10	0	438	(25)	(15)	Completion of scheme slipped into 2016/17
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	0	150	467	0	617	0	57	560	0	617	(93)	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	0	15	35	207	257	0	2	20	235	257	(13)	0	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	443	0	0	443	0	297	146	0	443	(146)	(0)	
11423000	A423 Coventry Road Southam S278	0	0	380	0	380	0	1	479	0	480	1	100	Budget needs to be increased as tendered costs were much higher than the Developer's consultants estimated
11428000	B5000 Grendon Road, Polesworth New Roundabout S278	0	0	1,360	0	1,360	0	0	680	0	680	0	(680)	There is an error here. The sum that went to Deputy Leader on 18/12/15 was £680,000

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	0	150	0	0	150	0	6	269	0	275	(144)	125	Budget needs to be increased as tendered costs were much higher than the Developer's consultants estimated.
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	0	500	2,200	0	2,700	0	26	2,674	0	2,700	(474)	(0)	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	0	0	0	0	0	0	0	180	0	180	0	180	New Scheme approved by Deputy leader 22nd January 2016
11436000	B4087 Oakley Wood Road Bishops Tachbrook	0	0	0	0	0	0	0	250	0	250	0	250	New Scheme approved by Deputy leader 22nd January 2016
11437000	B4632 Campden Road / C47 Station Road	0	0	0	0	0	0	0	480	0	480	0	480	New Scheme approved by Deputy leader 22nd January 2016
11438000	B4642 Coventry Road / site access Cawston	0	0	0	0	0	0	0	300	0	300	0	300	New Scheme approved by Deputy leader 22nd January 2016
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	0	0	0	0	0	0	0	650	0	650	0	650	New Scheme approved by Deputy leader 22nd January 2016
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	0	0	0	0	0	0	280	0	280	0	280	New Scheme approved by Deputy leader 19th February 2016
11461000	A47 The Long Shoot Nuneaton	0	0	0	0	0	0	0	350	0	350	0	350	New Scheme approved by Deputy leader 19th February 2016
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	0	0	0	0	0	0	0	250	0	250	0	250	New Scheme approved by Deputy leader 19th February 2016
11463000	B4451 Kineton Road, Southam - new roundabout	0	0	0	0	0	0	0	300	0	300	0	300	New Scheme approved by Deputy leader 19th February 2016
11464000	Clifton on Dunsmore Traffic Calming S106	0	0	0	0	0	0	0	280	0	280	0	280	New Scheme approved by Deputy leader 18th March 2016
11441000	Minor Developer Schemes 16-17	0	0	0	0	0	0	4	55	0	59	4	59	New schemes added
<b>Total S.278 Schemes</b>		<b>8,206</b>	<b>4,620</b>	<b>8,242</b>	<b>212</b>	<b>21,280</b>	<b>8,206</b>	<b>3,783</b>	<b>12,081</b>	<b>235</b>	<b>24,305</b>	<b>(837)</b>	<b>3,025</b>	
<b>Total Transport and Highways</b>		<b>133,019</b>	<b>41,444</b>	<b>39,435</b>	<b>20,506</b>	<b>234,404</b>	<b>133,019</b>	<b>36,710</b>	<b>50,113</b>	<b>36,447</b>	<b>256,289</b>	<b>(4,734)</b>	<b>21,885</b>	

## Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	Mark Ryder	21/04/2016	16	The risk is being managed with additional agreed investment through the February 2016 budget resolution, the effective prioritisation of maintenance and repair work on the network, including more intelligence led processes under our new highways maintenance contract with Balfour Beatty.	12	
R0876	Reduced number of transport schemes being delivered	Mark Ryder	08/04/2016	16	The risk is reliant on bidding opportunities from external bodies becoming available for transport infrastructure. A pipeline of transport infrastructure projects has been identified and prioritisation has taken place. A key future funding opportunity was the call for submission of infrastructure projects from the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) and this has been responded to with the submission of prioritised transport infrastructure business cases in May 2016.	12	

**Children's Social Care and Safeguarding - Beate Wagner**  
**Strategic Director - John Dixon (Interim)**  
**Portfolio Holder - Councillor Caborn (Health)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	3,060	88	3,148	2,370	(778)	There is an expected early achievement of savings on legal charges of £764,000 (£740,000 at quarter 3), these funds will be used to support the Looked After Children placement issues. (see below). This is a one off underspend as it is already factored into the savings plan for future years.
Social Care Teams - North	16,229	0	16,229	20,171	3,942	The main overspend is on Looked After Children (LAC) placements and whilst progress has been made in reducing the most expensive placements in residential care, the numbers of LAC overall has seen a small increase. Clear targets have been set about the numbers of placements that are affordable in line with the savings required for 2016/17. Residential Care is currently forecasting a £2.4 million, external Foster care is forecasting to be £1.6 million overspent. Allowances for children in permanent placements outside of the care system now reflect a slow down in the anticipated growth which has resulted in a final position of £725,000 overspend, which is predominately Special Guardianship Orders. These are recurring rates of spending - unless savings targets can be met this area of pressure will continue.
Social Care Teams - East	9,538	(9,538)	0	0	0	
Social Care Teams - South	0	9,455	9,455	10,704	1,249	
Social Care County Wide	8,240	(5)	8,235	7,660	(575)	Leaving care costs are showing an underspend of £425,000 which is due to accommodation costs for young people. Adoption services inter authority fees have been adjusted to take advantage of the new government grant available and therefore is predicting an overspend of £56,000. Income generated from other authorities re-imbursements for placements are currently £117,000 overspent . The current forecast for school transport is showing an under-spend of £75,000 against budget.
Social Care County Wide - WES Traded Services	(5)	0	(5)	(37)	(32)	
<b>Net Service Spending</b>	<b>37,062</b>	<b>0</b>	<b>37,062</b>	<b>40,868</b>	<b>3,806</b>	
				Non DSG	3,880	
				DSG	(74)	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	(3,912)	(3,912)	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Traded Services	0	0	32	32	
Central DSG	0	0	74	74	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(3,806)</b>	<b>(3,806)</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Budget reduction for permanent savings in 2014/15	896	896	896	896	896	896	
	Adjustment for under-delivery of savings in 2014/15	(218)	0	(218)	0	(218)	0	£218,000 permanent savings due to delivered in 2014/15 are currently behind schedule. These were covered by the early delivery of other savings in 2014/15 but this funding is no longer available. Therefore, the permanent targets for 2015/16 have been increased to reflect this as follows - SG-A £18,000 and SB-B £200,000.
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	68	173	148	257	248	357	The target includes £18,000 brought forward from 2014/15. This project is being developed within existing resources. To date 4 placements have been made which has resulted in savings of £173,000 and further carers are being recruited currently.
OOP/SG-B	Reducing the number of looked after children by delivering evidence based interventions for children on the edge of care	365	0	950	300	1,538	500	The target includes £200,000 brought forward from 2014/15. It is unlikely that the savings shall be delivered at the level required. Instead the savings target shall be met from the over recovery of legal costs that are shown against the forecast savings from 2015/16, 2016/17 and 2017/18 of SG-C Child Court Costs and SG-J reduced disbursement costs. The business plan is re-shaping this project to include: 1) Better pathway for children into and through care, 2) A service to avoid teenagers having to become looked after.
OOP/SG-C	Review of processes, in light of recent legislative changes that have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection.	100	379	300	379	300	379	The over recovery for this savings line is referred to in the Savings OOP Reference SG-B. With this budget being a demand led budget it is envisaged at the moment that £379,000 of the savings is permanent.
OOP/SG-F	Reduction in court ordered contact arrangements.	100	100	100	100	100	100	This saving plan has been achieved.
OOP/SG-H	Improved information and signposting and use of early intervention work to avoid the necessity for more complex social care assessment.	70	39	150	39	150	39	The primary purpose of this restructure of North Children's Team is to improve service delivery and consistency of team structure across Safeguarding. The maximum number of posts possible have been reduced in the North as part of the restructure. Any additional savings that are required shall be delivered from the over recovery of legal costs that are against project SG-C. The re-shaping of the business unit shall deliver a new early help pathway to achieve the savings for future years.
OOP/SG-I	Review of all kinship care placements.	30	22	60	22	60	22	All existing arrangements where an additional needs payment has been paid have been reviewed and this has created some one off savings for 2015/16 only. Revision on the financial basis for payments has now been approved and is to be consulted upon. No further savings can be achieved by this project. Any remaining savings to be achieved shall be from SG-C.
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	671	500	671	750	671	The over recovery of this savings line is referred to in the savings OOP reference SG-B.
OOP/SG-E	Restructure of Leaving Care and Asylum teams, with a view to reducing posts	0	110	0	110	0	110	This saving plan has been achieved.
OOP/LA-I	Reduction in the transport budget for Looked After Children. This significant proposed reduction in the transport budget will require a change in policy and full consultation to inform changes.	0	0	300	0	600	0	There are no savings for 2015/16. The required savings for 2016/17 on this project are being looked at alongside the Transport savings for Adult Services and addressed corporately and by reviewing all the current arrangements and alternatives.
<b>Total</b>		<b>1,661</b>	<b>2,390</b>	<b>3,186</b>	<b>2,774</b>	<b>4,424</b>	<b>3,074</b>	
<b>Target</b>			1,661		3,186		4,424	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>(729)</b>		<b>412</b>		<b>1,350</b>	



## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11115000	Fostercare Adaptations 2013-14	12	0	38	0	50	12	0	38	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	0	12	38	50	0	0	12	38	50	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	0	50	50	0	0	0	50	50	0	0	
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	0	0	50	50	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
11447000	Fostercare Adaptations 2018-19	0	0	0	0	0	0	0	0	50	50	0	50	Added as part of the February 2016 budget resolutions. Due to earlier years allocations remaining unspent, this new allocation is unlikely to be spent in the next few years. To be reviewed in Quarter 1 2016/17.
		12	0	50	188	250	12	0	50	238	300	0	50	

## Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Cause & Effect		Risk Owner	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0841	Safeguarding Children and Vulnerable Adults in our community	An increasing volume of referrals and decreasing internal resources	Failing to deliver one of the Council's key aims to protect vulnerable members of our community.	Interim Strategic Director, People Group	16	Safeguarding Board Business Plans, partnership arrangements and multi-agency training plans Continuing focus on developing the quality of Social Work	12	Development of the Multi Agency Safeguarding Hub with partners in Warwickshire.
		An increasing national focus on the threat of Child Sexual Exploitation and on historical cases of abuse.	Severe negative publicity and impact on key staff and future recruitment.			Preparation for imminent Ofsted inspection. The process for escalating critical incidents has been reviewed and is being updated.		An Integrated Case File Audit tool is being introduced in Adult Social Care. To constantly review the controls in place
		Local pressures such as staff shortages and extreme demand.	Inspections and possible intervention from regulators.					Introduction of case file audit tool in Child Safeguarding.

**Early Help & Targeted Support - Vacant**  
**Strategic Director - John Dixon (Interim)**  
**Portfolio Holders - Councillor Hayfield (Education & Learning) & Councillor Caborn (Health)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Help and Targeted Support - Head of Service	2,242	159	2,401	1,644	(757)	£153,000 is for budget allocated to the Head of Service for the traded surplus. The remainder is planned underspends and early delivery of savings being held in part to provide a contingency to support demand led budget pressures in the Business Unit and to cover one off costs relating to the delivery of savings plans within the children's service. Legal Costs are currently predicted to underspend by £0.059 million.
Early Help and Targeted Support - Head of Service - Non WES Traded	(192)	48	(144)	(183)	(39)	
Community Support for Vulnerable Adults	4,798	(4,798)	0	0	0	
Transition Support	930	1	931	890	(41)	
Transition Support-Non WES Traded	(15)	16	1	70	69	
Integrated Disability Service - Social Care	3,805	0	3,805	4,632	827	An ongoing rate of overspending on residential care has been difficult to reduce due to the complexity of need of the children supported by SEN services and the lack of suitable alternatives in foster care. This will continue to be a pressure on the budget.
Family Support and Children's Centres	6,484	(1)	6,483	6,406	(77)	
<b>Net Service Spending</b>	<b>18,052</b>	<b>(4,575)</b>	<b>13,477</b>	<b>13,459</b>	<b>(18)</b>	
				Non DSG	31	
				DSG	(49)	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	1,095	(200)	(31)	864	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Central DSG	0	0	49	49	
<b>Total</b>	<b>1,095</b>	<b>(200)</b>	<b>18</b>	<b>913</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Budget Reduction for savings in 2014/15	1,017	1,017	1,017	1,017	1,017	1,017	
OOP/EH-A	Using the Common Assessment Framework (CAF) as a tool to ensure early intervention services are provided to prevent escalation into specialist services or step down from specialist services	33	0	57	0	100	50	The CAF/brokerage function will be an integral part of the new merged business unit. The savings need to be delivered but the method by which this can happen will be a product of the re-design of the Early Help pathway.
OOP/EH-C	Charging Academy Schools for the coordination of educational visits.	5	5	12	12	12	12	This project shall run alongside the existing WES agreement for education. The model for education visits is still being developed.
OOP/EH-E	Charging commercial organisations wanting to use VOX/MYP	10	0	15	0	20	0	It has not been possible to identify further income sources at this time and work is required to look at generating income elsewhere.
OOP/EH-F	Head of Service Business Unit overheads	100	193	100	260	100	333	The over-achievement from this project shall help investment in the CAF project, the charging commercial organisations wanting to use VOX/MYP projects and the Target Support Young People project in 2015/16.
OOP/EH-H	Target Support Young People - Teenagers in Care Programme: moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	50	0	75	0	123	23	The savings for 2015/16 shall be achieved through the additional one-off savings from EH-F in 2015/16. The service shall be re-shaped in the future with the focus of this group on vulnerable teenagers and the service is considering an innovation bid to help support this work.
OOP/EH-H	Family Information Service - consultation with the contact centre to transfer appropriate activity and greater use of electronic directory for signposting and information about the local offer.	25	25	25	25	25	25	The savings have been achieved for 2015/16.
OOP/EH-J	Family group conferencing - a reduction in the service, with consideration to be given to combining services within Early Intervention or in Communities as part of Priority Families Programme	25	25	25	25	25	25	The savings have been achieved for 2015/16.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	272	272	272	272	272	272	The savings have been achieved for 2015/16.
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	293	0	293	280	There are no savings for 2015/16. A project board has been established to look at the required savings for 2016/17. This will be reported to Members as part of the 2016/17 financial refresh.
OOP-EH-K	Development of family centres to deliver savings by integrating children's centres, early intervention, priority families and health services, which focus services to the most vulnerable.	0	0	0	0	700	700	An options appraisal is being prepared that outlines proposals to deliver the required savings from 2017/18. Details of this shall be reported to Members as part of the 2016/17 financial refresh.
Total		1,537	1,537	1,891	1,611	2,687	2,737	
Target			1,537		1,891		2,687	
Remaining Shortfall/(Over Achievement)			0		280		(50)	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11399000	CMS Musical Instruments 2015/16-2017-18	0	25	25	25	75	0	24	25	25	74	(1)	(1)	
		0	25	25	25	75	0	24	25	25	74	(1)	(1)	

**Professional Practice and Governance - Marie Seaton (Interim Head of Service)**  
**Strategic Director - John Dixon (Interim)**  
**Portfolio Holder - Councillor Compton (Adult Social Care) and Councillor Caborn (Health)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Professional Practice and Governance - Head of Service	164	0	164	177	13	
Service Development and Assurance (Adults)	188	0	188	155	(33)	Reduced expenditure for the Warwickshire Safeguarding Adults Board resulting in a £39,000 underspend against WCC funding
Service Development and Assurance (Business and Systems)	2,518	390	2,908	2,554	(354)	Increased costs for the replacement client information system project of £198,000 due to slippage and changes to project resources. These have been offset by reductions of £552,000 in Transformation Programme resources, salaries and supplies & services following service redesign.
Service Development and Assurance (Children's)	1,398	0	1,398	1,477	79	Increased costs as a result of market supplements paid to the Independent Reviewing Officers.
<b>Net Service Spending</b>	<b>4,268</b>	<b>390</b>	<b>4,658</b>	<b>4,363</b>	<b>(295)</b>	
				Non DSG	(288)	
				DSG	(7)	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	2,777	(340)	288	2,725	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Central DSG	0	0	7	7	
<b>Total</b>	<b>2,777</b>	<b>(340)</b>	<b>295</b>	<b>2,732</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	1,090	1,090	1,090	1,090	1,090	1,090	
OOP/STC-E	Changes to System Support Service including a reduction in computer system support contract costs and consultancy	100	100	200	213	200	277	The savings relate to reducing management capacity in the Care Recording Systems Team and reduced licence costs as a result of replacing Carefirst. The recent consultation and restructure has been completed on time. The net result is a forecast over recovery designed to offset under recovery of other savings lines for which the service is responsible. Risks exist to the delivery of the system review project which may delay licensing savings. This is mitigated by contingency already allocated by the project.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	366	366	367	400	467	436	2015/15 and 2016/17 savings are on target and the service has completed consultation and restructure to deliver 2016/17 staff reductions. The Service has undertaken a full review which has led to a rephrasing of savings and therefore 2017/18's target is forecast to under recover for this savings line. The impact of this is offset across the full set of savings allocated to the service.
OOP/STC-G	Reductions to the Learning, Development and Training budget	123	123	123	123	123	123	The savings have been achieved for this project.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	(5)	(5)	69	8	69	8	This saving will not be delivered but the other initiatives - STC-E & STC-I shall help deliver the required savings.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	69	69	69	99	69	99	Having delivered the required savings for 2014/15 and 2015/16, the service has completed a restructure to reduce capacity in 2016/17 and 2017/18, changes which will deliver the remaining savings required.
OOP/PPG-A	Reversal of 2014/15 saving that was double counted, long term shortfall replaced by the increased savings from elsewhere within the Business Unit	(133)	(133)	(133)	(133)	(133)	(133)	
OOP/PPG-B	Savings still to be identified	0	0	15	0	15	0	
<b>Total</b>		<b>1,610</b>	<b>1,610</b>	<b>1,800</b>	<b>1,800</b>	<b>1,900</b>	<b>1,900</b>	
<b>Target</b>			1,610		1,800		1,900	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£'000	£ 000's	£ 000's	£ 000's	£ 000's	£'000	£ 000's	£ 000's	£ 000's	
11310000	Client Information Systems Review	336	713	311	0	1,360	336	844	180	0	1,360	131	0	Project costs in 2015/16 came in more than anticipated due to increased Agency costs as a result of unexpected circumstances.
		<b>336</b>	<b>713</b>	<b>311</b>	<b>0</b>	<b>1,360</b>	<b>336</b>	<b>844</b>	<b>180</b>	<b>0</b>	<b>1,360</b>	<b>131</b>	<b>0</b>	

**Social Care and Support - Jenny Wood**  
**Strategic Director - John Dixon (Interim)**  
**Portfolio Holder - Councillor Compton (Adult Social Care) and Councillor Caborn (Health)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care and Support Services - Head of Service	4,510	(1)	4,509	4,316	(193)	The underspend consists of early delivery of year 2 savings £139,000 and in-year reduced change management expenditure.
Older People North and East and Specialist Services	22,564	516	23,080	21,568	(1,512)	Older People's underspend for North & East areas was £955,000, which primarily relates to an unexpected drop in client levels, and changing client income levels across a range of services. However, this is a continued position from last year and needs considering alongside the overspend in South, which is indicative that a previous re-alignment was too heavily weighted to the North. Additionally, there was a further underspend as a result of changes to countywide block contracts, which are held in this service budget and links to early delivery of some of the OOP savings.
Older People South and Reviewing Services	21,183	268	21,451	21,904	453	This links to the underspend against North and East OP, and reflects an imbalance in the budget allocations relative to need between the teams. This has been a growing trend and has been addressed as part of 2016/17 detailed budget setting.
Disabilities	56,587	0	56,587	59,521	2,934	Physical Disabilities Service has an overspend of £411,000. As a result, the team are reviewing all cases and there is an action plan in place to ensure that a reduction is achieved. Additionally, there is a Learning Disabilities Services overspend of £2.512 million. There are significant new challenges in younger adult disability from a new cohort of customers transferring from Children's Safeguarding who are already in a residential setting. This on top of an ongoing overspend position which has historically been offset by an underspend in older peoples and an early delivery of OOPS. A recovery plan is being developed, because the budgets that have masked this issue to date will not be available in 16/17 due to the further OOP saving requirements.
Community Support for Vulnerable Adults	0	4,798	4,798	4,495	(303)	This budget has transferred from the disbanded Early Help and Targeted Support Business Unit. This is the net position relating to an overspend on equipment and underspend on Reablement. This is one-off due to transitional changes in the service.
Mental Health	7,611	0	7,611	7,161	(450)	The current underspend consists of a) reduced staffing costs due to vacant posts and a number of posts being held by staff working towards Approved Mental Health Professional status and b) cessation of two contracts at the end of 2014/15, leading to early delivery of OOP savings.
Care Act	831	0	831	831	0	
<b>Net Service Spending</b>	<b>113,286</b>	<b>5,581</b>	<b>118,867</b>	<b>119,796</b>	<b>929</b>	
				Non DSG	929	
				DSG	0	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	11,310	(796)	(929)	9,585	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
<b>Total</b>	<b>11,310</b>	<b>(796)</b>	<b>(929)</b>	<b>9,585</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	9,048	9,048	9,048	9,048	9,048	9,048	
	Adjustment for under-delivery of savings in 2014/15	(1,008)	(1,008)	(1,008)	(1,008)	(1,008)	(1,008)	£1,008,000 permanent savings due to be delivered in 2014/15 are currently behind schedule. These were covered by one-off savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2015/16 have been increased to reflect this as follows: SCS-A £200,000, SCS-B £358,000, SCS-E £196,000 and STC-B £254,000
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	300	0	500	0	700	0	The target includes £200,000 brought forward from 2014/15. No savings in this area are currently forecast to be delivered. The financial modelling for the "to be" arrangements to ensure the most efficient and value for money model, including how the savings shall be delivered by better "demand management" continues to be explored.
OOP/SCS-B	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	558	160	558	160	958	160	The target includes £358,000 brought forward from 2014/15. Savings for 2015/16 equate to the value of the support reablement has provided to cover delays in securing long term home support packages. Further work is progressing to develop a revised savings plan alongside planned integration with South Warwickshire Foundation Trust Intermediate Care Services.
OOP/SCS-C	Maximise all customer charging opportunities	100	331	200	331	400	331	The savings for 2015/16 have been achieved, and there has been early delivery of future years' savings.
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	0	0	0	0	825	This savings was completed in 2014/15. However, a new savings targets of £825k will be added to this savings line for 2017/18 as part of the re-profiling of savings.
OOP/SCS-E	Home Improvement Agency - more timely delivery of home adaptations to reduce falls or more intensive homecare	196	289	196	289	196	289	This project was due to be completed in 2014/15, but £196,000 of savings had not been delivered by the end of last year and have therefore been brought forward to 2015/16. The project has now delivered greater savings than initially anticipated.
OOP/SCS-F	Improve financial recovery of continuing health care services provided by WCC to health partners	200	200	200	200	200	200	This project is forecast to deliver the savings, and ongoing work is happening to monitor recovery.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except Reablement - separate savings plan)	300	300	400	400	500	500	Savings are on course to deliver, but further work is needed to finalise the model for future years.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	228	1,231	728	1,564	1,228	1,882	Savings targets from 2015/16 have been exceeded, as a result of a range of initiatives and activities implemented during the period. A total of 16 initiatives / projects constitute the SCS-H Social Care and Support programme. Savings targets for 2016/17 and 2017/18 have been increased in the re-profiling exercise to reflect this over delivery. This will offset shortfalls and/or delays in the delivery of other savings plans.
OOP/SCS-L	Development of services to avoid crisis and improve hospital discharge outcomes (links to Better Care Fund and Discharge to Assess Programme work)	250	250	400	250	500	250	The project is on track to deliver savings for 2015/16. The under-deliver of the savings forecast in future years has been reflected in the re-profiling of savings from 2016/17.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	457	500	500	500	500	Revised savings plan agreed. It is anticipated that 16/17 OOPs savings targets will be achieved
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	625	1,200	800	1,600	800	The financial modelling has been refined and the savings are lower per person than previously forecast. Additional work is being undertaken to review the model for future years.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	100	318	300	318	600	600	We have a better pathway for children coming through from education placements. However, additional new pressures have emerged relating to young people transitions from children's safeguarding. This means whilst this savings has been made there are additional pressures elsewhere in the budget which has caused an overall cost pressure.
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	200	0	400	0	600	0	This project will not deliver forecast savings. In the re-profiling this savings target has been removed and instead these saving will be delivered through SCS-D.
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	354	354	454	78	454	78	The target includes £254,000 of savings that were not achieved by the end of 2014/15 but the shortfall was covered from an alternative budget from strategic commissioning in 2015/16, whilst plans are developed to find a long term solution.

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/SCS-Q	Voluntary Sector / Micro-Enterprise and Social Capital Project: Fundamental Review of contracting and relationship management with respect to how public sector and voluntary sector works together in Warwickshire to improve 'social capital' and reduce demand on statutory social care services.	0	0	500	0	800	0	There are currently no plans in place to deliver the savings required in 16/17 and 17/18. Further work is needed to finalise the model for further years.
OOP/SCS-R	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	0	185	350	350	700	350	The project has achieved early delivery of future years' savings targets. In the re-profiling, the savings targets for 2017/18 will be reduced and instead these savings will be delivered through SCS-H.
<b>Total</b>		<b>11,676</b>	<b>12,740</b>	<b>14,926</b>	<b>13,280</b>	<b>17,976</b>	<b>14,805</b>	
<b>Target</b>			11,676		14,926		17,976	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>(1,064)</b>		<b>1,646</b>		<b>3,171</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	0	920	750	1,670	0	0	920	750	1,670	0	0	Funding released from mosaic project as it's now funded by adult social care ring fenced grant
		<b>0</b>	<b>0</b>	<b>920</b>	<b>750</b>	<b>1,670</b>	<b>0</b>	<b>0</b>	<b>920</b>	<b>750</b>	<b>1,670</b>	<b>0</b>	<b>0</b>	

## Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0781	The Reablement Strategy and OOP fail to deliver intended objectives.	Jenny Wood	10/12/2015	16	This risk is reliant on the appropriate referral pathway where reablement can be undertaken. A joint Health / Social Care integrated model is being progressed between Warwickshire County Council Reablement Services with Intermediate Care and Crisis Response Teams, South Warwickshire Foundation Trust, under the 'Home First' model of delivery. The aim of developing this model is to maximise reablement potential. A report was taken to Corporate Board in May requesting agreement to progress the actions needed to establish the integrated arrangements, including developing a S75 agreement by October 2016.	12	



**Strategic Commissioning - Chris Lewington****Strategic Director - John Dixon (Interim)****Portfolio Holders - Councillor Compton (Adult Social Care), Councillor Hayfield (Education and Learning) and Councillor Caborn (Health)****2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,915	0	1,915	1,170	(745)	Delay to the implementation of Phase 2 and further delays in recruiting to the additional posts required as a result of the Care Act has led to an underspend of £708,000 against the Care Act funding. Further underspends against the Better Care Fund have been offset by increased one-off expenditure costs in the last quarter of the year. The underspends are one off and not recurring.
All Age Disabilities	2,269	(1)	2,268	2,263	(5)	
Commissioning and Business Intelligence	762	0	762	587	(175)	The underspend is a combination of vacant posts and unbudgeted income.
Integrated Elderly Care	633	0	633	579	(54)	A number of vacant posts and reduced hours in preparation for 2016/17 savings target offset by increased cost for the Meals Service.
Market Management and Quality	604	1	605	575	(30)	
Children's Commissioning	9,984	81	10,065	9,800	(265)	Underspend includes £120,000 for Supporting People resulting from in year contract performance reviews and changes to contracts in preparation for 2016/17 savings targets, £60,000 relating to vacant posts in preparation for 2016/17 savings and holding £70,000 to be taken for DSG savings. Further underspends resulting from reduced contract costs for Carers services have been offset by increased maintenance expenditure for the Children's Centres. The underspends are one off and not recurring.
<b>Net Service Spending</b>	<b>16,167</b>	<b>81</b>	<b>16,248</b>	<b>14,974</b>	<b>(1,274)</b>	
				Non DSG	(1,203)	
				DSG	(71)	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	4,781	(231)	1,203	5,753	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Central DSG	0	0	71	71	
<b>Total</b>	<b>4,781</b>	<b>(231)</b>	<b>1,274</b>	<b>5,824</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	156	156	156	156	156	156	
OOP/STC-J	Review, redesign and reduce a series of community based contracts	240	240	240	240	240	240	The savings have been delivered for this project.
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	0	0	1,828	1,828	3,725	3,728	The project is forecasting to achieve the savings targets for 2016/17 and 2017/18. It was agreed at full Council on 24th September 2015 that the savings target for 2015/16 of £300,000 would be taken from central reserves, as a consequence the target has been reduced to zero.
OOP-STC-L	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	0	0	85	85	85	85	There are no savings for 2015/16. The plan to achieve the savings for 2016/17 is currently being developed.
OOP-STC-M	To review the future viability of the brokerage role	0	0	58	58	58	58	
OOP-STC-N	Review of the necessary staffing levels to support the market facilitation functions across the business unit with a view to reducing posts	0	0	80	80	80	80	
OOP-STC-O	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	0	0	0	0	120	120	
OOP-STC-P	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	0	0	0	0	37	37	
	<b>Total</b>	<b>396</b>	<b>396</b>	<b>2,447</b>	<b>2,447</b>	<b>4,501</b>	<b>4,504</b>	
	<b>Target</b>		396		2,447		4,501	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>(3)</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	0	68	0	198	130	0	68	0	198	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	48	452	500	999	0	43	454	500	996	(5)	(3)	Small underspend of £5,032 over Q3 forecasted spend for 2015/16 due to final tender bids being less than anticipated. £3,128 to be vired to Main Project 11314000 Community Access for Disabled People to fund the overspend on that project.
11314000	Community Access for Disabled People	34	176	0	0	210	34	179	0	0	213	3	3	Small increase of capital allocation based on bids received. Over-spend of £3,128 to be funded from project 11021000 - Adult Social Care Modernisation and Capacity 2012/13. This project is now complete.
11316000	Complex Needs Service Building Adaptations and Equipme	72	0	0	0	72	72	0	0	0	72	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	0	19	0	37	(19)	0	Due to the nature of an Adults pilot requiring a different level of service (mentoring) there has been a delay in seeking approval. Some revenue funding has been agreed and work is due to commence on the planning stage of the pilot. Once this is complete capital related costs can be accurately forecast.
11420000	Disabled Facilities Capital Grant	0	1,925	0	0	1,925	0	1,925	0	0	1,925	0	0	
		254	2,167	519	500	3,441	254	2,147	540	500	3,441	(20)	0	

**Customer Services - Kushal Birla**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service and Business Unit Projects	1,134	(136)	998	744	(254)	The planned underspend in the projects budget is to support the overspend in Face to Face and Registration projects, Improvement and Development for Customer Relationship Management integration work, and Traded Services.
Marketing and Communications	387	3	390	369	(21)	
Customer Service Centre	2,042	0	2,042	2,014	(28)	
Customer Relations	382	(126)	256	232	(24)	
Face to Face (including Libraries and Registration Service)	3,804	10	3,814	3,879	65	
E Services and Business Development	824	(1)	823	923	100	See above
Traded Services - Educational	(37)	0	(37)	(35)	2	
Traded Services - Non Educational	(28)	8	(20)	17	37	Under recovery against budget. Further efficiencies and income streams are being investigated.
<b>Net Service Spending</b>	<b>8,508</b>	<b>(242)</b>	<b>8,266</b>	<b>8,143</b>	<b>(123)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	200	200	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Care Act	0	126	0	126	
Customer Journey	0	136	0	136	
Warwickshire Local Welfare Scheme	742	0	(77)	665	
<b>Total</b>	<b>742</b>	<b>262</b>	<b>123</b>	<b>1,127</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	420	420	420	420	420	420	
OOP/CS-B	Applying additional income targets to the Registration Service.	55	55	55	55	155	155	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	80	80	80	80	
OOP/CS-D	Reduction in the Customer Services Projects.	50	50	50	50	80	80	
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers	25	25	25	25	25	25	
OOP-CS-E	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing	60	60	60	60	60	60	
OOP-CS-H	Implementation of the Digital by Default programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	0	0	150	150	346	346	
OOP-CS-I	Improve the effectiveness of the whole library network	0	0	100	100	100	100	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	0	0	112	112	112	112	
	<b>Total</b>	<b>650</b>	<b>650</b>	<b>1,052</b>	<b>1,052</b>	<b>1,378</b>	<b>1,378</b>	
	<b>Target</b>		650		1,052		1,378	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	68	453	0	568	48	9	511	0	568	(59)	(0)	Kenilworth Project was originally included in capital forecast 10645000
10645000	One-Stop Shops Expansion Programme 2009/10	0	138	65	0	203	0	70	133	0	203	(68)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	182	120	2,427	0	2,730	182	44	2,503	0	2,730	(76)	0	
11293000	Community Information Hubs	47	64	0	0	111	47	(2)	64	0	109	(66)	(2)	Hub offer being reassessed
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	0	30	245	45	320	0	3	317	0	320	(27)	(0)	
11466000	New digital printer	0	0	0	0	0	0	29	0	0	29	29	29	Funded from carry forward agreed 11/06/15 RCCO
		<b>277</b>	<b>419</b>	<b>3,190</b>	<b>45</b>	<b>3,931</b>	<b>277</b>	<b>153</b>	<b>3,528</b>	<b>0</b>	<b>3,958</b>	<b>(266)</b>	<b>27</b>	

**Finance - John Betts**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Cockburn ( Deputy Leader and Finance)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	311	0	311	361	50	The majority of variations held at Service Manager level are relatively minor and are mainly the result of maintaining ongoing vacancies that will contribute towards future years savings targets (particularly in Procurement and the Chief Accountant post and a restructuring of support for Fire), although there has also been increasing difficulty in recruiting to vacancies (e.g. in People Group Finance) . The anticipated surplus before overheads (over plans) on schools traded areas is due primarily to additional income from schools. There has been an overspend on non schools payroll trading, reflecting the need for one-off investment to secure longer term customers. We have generated additional one-off income from HMRC for a successful VAT refund claim and also from greater than anticipated contract rebates. As these are fortuitous they will be reduced to offset the Group's top slice of reserves to fund the 2016-17 corporate budget. Lastly, there was also slippage in planned work for the replacement Social Care system, together with one-off Care Act monies which are no longer required as implementation has been delayed.
Corporate Finance and Advice	753	0	753	638	(115)	
Treasury, Exchequer, Finance Systems, Pensions	210	0	210	313	103	
Communities Group Local Finance, Fire and Rescue Local Finance, Procurement	827	0	827	677	(150)	
People Group Local Finance, Financial Benefits and Advice	1,917	0	1,917	1,677	(240)	
Resources Local Finance, Schools Strategy and Support, Payroll	410	0	410	397	(13)	
Traded Services - Education	(238)	0	(238)	(259)	(21)	
Traded Services - Non Education	20	0	20	72	52	
<b>Net Service Spending</b>	<b>4,210</b>	<b>0</b>	<b>4,210</b>	<b>3,876</b>	<b>(334)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	334	334	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Finance Training Reserve	95	0	0	95	
<b>Total</b>	<b>95</b>	<b>0</b>	<b>334</b>	<b>429</b>	

**2015/16 to 2017/18 Savings Plan**

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	251	251	251	251	251	251	
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	250	250	250	250	422	422	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	0	0	250	250	327	327	
	<b>Total</b>	<b>501</b>	<b>501</b>	<b>751</b>	<b>751</b>	<b>1,000</b>	<b>1,000</b>	
	<b>Target</b>		501		751		1,000	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Human Resources and Organisational Development - Sue Evans**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Human Resources Head of Service and Internal Apprenticeship Programme	717	(60)	657	651	(6)	
Employee Relationships	1,558	0	1,558	1,508	(50)	
Human Resources Service Centre	1,152	1	1,153	1,202	49	
Business Partners and Learning and Organisational Development	1,803	60	1,863	1,731	(132)	Underspend relates to vacant posts being held against future years savings targets as well as lower than anticipated expenditure from the training levy as a result of delays to programme development which will be delivered in 2016/17.
Traded Services - Education	(87)	0	(87)	(98)	(11)	
Traded Services - Non Education	14	0	14	14	0	
<b>Net Service Spending</b>	<b>5,157</b>	<b>1</b>	<b>5,158</b>	<b>5,008</b>	<b>(150)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	103	103	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Salary sacrifice	0	0	75	75	
Growing for Growth Apprenticeship Scheme	658	59	(28)	689	
<b>Total</b>	<b>658</b>	<b>59</b>	<b>150</b>	<b>867</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	296	296	296	296	296	296	
OOP/HR-A	Business redesign of the HR Service Centre to review processes across pay and pensions for WCC (including schools), employment records and HR data management	86	86	129	129	129	129	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	57	57	80	80	172	172	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	61	61	190	190	230	230	
OOP/HR-D	Redesign HR business partnership, realigning support for services	61	61	98	98	98	98	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	0	0	75	75	75	75	
OOP/HR-F	Additional savings to be identified	0	0	40	40	50	50	
	<b>Total</b>	<b>561</b>	<b>561</b>	<b>908</b>	<b>908</b>	<b>1,050</b>	<b>1,050</b>	
	<b>Target</b>		561		908		1,050	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	



**Information Assets - Tonino Ciuffini**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	393	28	421	395	(26)	
Members Support	35	0	35	21	(14)	
Strategy and Programme and Innovation	846	0	846	806	(40)	
Corporate ICT Development	1,415	0	1,415	1,382	(33)	
Customer and Supplier Services	1,741	258	1,999	1,976	(23)	
Production Services	2,717	0	2,717	2,712	(5)	
Systems Design and Architecture	1,188	0	1,188	1,170	(18)	
Network Services	1,155	0	1,155	1,162	7	
Information Management	357	1	358	347	(11)	
Traded Services - Non Education	0	0	0	55	55	Expenditure to be covered by Business Unit savings reserve - see table below.
Traded Services - Education	(258)	166	(92)	9	101	This figure represents the fact that the Schools Traded Service failed to make their Traded Target of £390,000 by £101,000 due to trading market challenges and a specific operational challenge.
<b>Net Service Spending</b>	<b>9,589</b>	<b>453</b>	<b>10,042</b>	<b>10,035</b>	<b>(7)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
WAN Investment	325	0	0	325	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Information Assets - Savings	0	0	62	62	
Going for Growth - IA	1,031	0	0	1,031	
PFI for School	200	(140)	(55)	5	
<b>Total</b>	<b>1,556</b>	<b>(140)</b>	<b>7</b>	<b>1,423</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	559	559	559	559	559	559	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	117	117	234	234	351	351	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	79	79	79	79	129	129	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	70	70	174	133	279	279	Following an opportunity to take a saving for OOP/IA-J early the savings target has been reduced for this area for one year, as this is a critical area that is also taking an above average share of the IA savings, and has just concluded a major voluntary redundancy campaign. This deferral will allow the significant changes to be bedded in over 24 months.
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	107	107	215	215	273	273	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	100	100	252	252	252	252	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	35	35	107	107	142	142	
OOP/IA-H	Scale back the central purchasing function for all ICT equipment, desktop application software, mobile devices, network points, internal telephone extensions, and various other goods and services.	0	0	14	14	14	14	
OOP/IA-I	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities	0	0	0	0	43	43	
OOP/IA-J	Reductions in the service management and business liaison service that leads on the development and maintenance of relationships between ICT and other Services, increasing the alignment of ICT to WCC front line services and the return on our overall ICT investment.	0	0	0	41	41	41	Following an opportunity that arose the saving is being taken 12 months early
OOP/IA-K	Scale back the records management service that provides advice to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	0	0	17	17	
<b>Total</b>		<b>1,067</b>	<b>1,067</b>	<b>1,634</b>	<b>1,634</b>	<b>2,100</b>	<b>2,100</b>	
<b>Target</b>			1,067		1,634		2,100	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	201	70	0	0	271	201	67	0	0	268	(3)	(3)	
11121000	Development of Rural Broadband	5,177	5,971	7,323	13,035	31,507	5,177	2,541	4,625	20,014	32,358	(3,429)	851	Variance due to additional Capital and Revenue income from partners resulting in a corresponding increase of Capital funding from BDUK. This increased funding leads to increased investment expenditure with our supplier to achieve higher levels of Superfast connectivity across the sub region.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
11465000	WCC Information Assets Purchases	0	0	0	0	0	0	221	0	0	221	221	221	Funded from revenue.
		5,792	6,041	7,323	13,035	32,191	5,792	2,829	4,625	20,014	33,259	(3,212)	1,068	

**Law and Governance - Sarah Duxbury**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	468	0	468	423	(45)	Underspend mainly attributed to staffing changes during the year and vacancies.
Insurance, Internal Audit and Risk Management	517	(128)	389	403	14	
Head of Service	0	(0)	(0)	(0)	0	
Legal Core	405	0	405	416	11	
Traded Services - Educational	(69)	37	(32)	(41)	(9)	
Traded Services - Non Educational	(541)	28	(513)	(547)	(34)	More income generated for trading than expected.
<b>Net Service Spending</b>	<b>780</b>	<b>(63)</b>	<b>717</b>	<b>654</b>	<b>(63)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	63	63	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Warwickshire Counter Fraud Partnership	48	63	0	111	
<b>Total</b>	<b>48</b>	<b>63</b>	<b>63</b>	<b>174</b>	

**2015/16 to 2017/18 Savings Plan**

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	19	19	19	19	19	19	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	20	20	20	20	20	20	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	12	12	12	12	12	12	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	12	12	20	20	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	24	24	24	24	
	<b>Total</b>	<b>57</b>	<b>57</b>	<b>87</b>	<b>87</b>	<b>95</b>	<b>95</b>	
	<b>Target</b>		57		87		95	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Physical Assets - Steve Smith**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Cockburn ( Deputy Leader and Property)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	904	444	1,348	1,243	(105)	£64,000 underspend on project feasibility work plus £41,000 dividend income from SCAPE.
Construction Services	1,875	21	1,896	1,824	(72)	£37,000 overspend on maintenance works, £57,000 overspend in Design & Major Projects to meet redundancy costs, although partly offset by a shareholder rebate on fees charged by SCAPE, £50,000 underspend due to the deferment of Renewable Energy Projects, £97,000 additional fee income achieved on projects.
Facilities Management	8,803	(267)	8,536	8,291	(245)	£16,000 overspend on Corporate Cleaning, £172,000 underspend as a result of a deferment of maintenance & improvements in corporate buildings, £54,000 underspend across Corporate Facilities as a result of a reduction in postage costs, reduction in overtime costs and additional income collected, £28,000 underspend on Property Risk as a result of a reduced spend on Health & Safety contracts and registration / inspections.
Estates and Smallholdings	690	(230)	460	355	(105)	£119,000 underspend as a result of protracted negotiations and ongoing works to achieve planning applications on Strategic sites, £17,000 overspend on Surplus Properties as a result of the payment of large backdated gas bill, £2,600 underspend on Smallholdings.
Asset Strategy	233	(4)	229	252	23	
Property Rationalisation Savings	130	34	164	127	(37)	
Traded Services - Education	(1,139)	(76)	(1,215)	(1,222)	(7)	
Traded Services - Non Education	(246)	0	(246)	(212)	34	
<b>Net Service Spending</b>	<b>11,250</b>	<b>(78)</b>	<b>11,172</b>	<b>10,658</b>	<b>(514)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Planning Reserve	320	110	0	430	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Savings	0	0	514	514	
Catering Equalisation Account	401	0	0	401	
<b>Total</b>	<b>721</b>	<b>110</b>	<b>514</b>	<b>1,345</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	406	406	406	406	406	406	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings) to accrue capital receipts that will be earmarked for the purposes of reducing the council's debt charges.	40	40	40	40	790	790	
OOP/PA-C	Introduce a charge to staff for the use of WCC owned car parking facilities in the central Warwick area covering Barrack Street Car park, Cape Road Car Park and Saltisford Car Park.	40	40	70	70	90	90	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	6	6	10	10	12	12	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	32	32	72	72	112	112	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	6	6	13	13	18	18	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	20	20	20	20	20	20	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements.	30	30	35	35	35	35	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	37	37	37	37	37	37	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	75	75	100	100	100	100	
OOP/PA-L	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	350	350	1,050	1,050	1,600	1,600	
OOP/PA-O	Additional building maintenance for three years	50	50	50	50	50	50	
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	0	0	200	200	400	400	
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	0	0	50	50	80	80	
<b>Total</b>		<b>1,092</b>	<b>1,092</b>	<b>2,153</b>	<b>2,153</b>	<b>3,750</b>	<b>3,750</b>	
<b>Target</b>			1,092		2,153		3,750	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	30	115	605	0	750	30	91	604	25	750	(24)	(0)	
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	0	746	249	0	995	0	445	550	0	995	(301)	0	
11122000	Nuneaton Alderman Smith redevelopment	0	0	0	0	0	0	138	0	0	138	138	138	Coding of income different to forecast - no change in overall spend
11131000	Warwick St John's House Museum	0	0	0	0	0	0	(1)	0	0	(1)	(1)	(1)	
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	0	12	0	188	200	0	26	(13)	187	200	14	0	
10972000	Planning Consent For Europa Way	445	30	0	0	475	445	40	0	0	484	10	10	Final costs now come in, no further expenditure expected (costs funded from revenue contribution)
11400000	Globe House Alcester - Remodelling of Globe House	0	240	0	0	240	0	210	30	0	240	(30)	(0)	
11416000	Bedworth King's House - Purchase of Long Lease	0	2,000	0	0	2,000	0	1,922	78	0	2,000	(78)	(0)	
11440000	Strategic Site Planning applications	0	0	0	0	0	0	440	955	0	1,395	440	1,395	New project approved by members 22nd March 2016
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	719	129	34	0	883	719	0	163	0	883	(129)	(0)	
11190000	Warwick Shire Hall refurbishment	0	(115)	0	0	(115)	0	(115)	0	0	(115)	0	0	
11335000	Rationalisation of County Storage	2,695	238	1,467	0	4,400	2,695	76	1,629	0	4,400	(162)	(0)	
11338000	Re-wire & refurbishment of Pound Lane	479	19	0	0	499	479	(6)	26	0	499	(26)	0	
11371000	Arden Centre, 120 Long Street, Atherstone	0	0	0	0	0	0	(3)	3	0	(0)	(3)	(0)	
Structural Maintenance														
11035000	Schools Planned Capital Building Mech & Elect Maintenance 2012/13	0	0.535	0	0	1	0	1	0	0	1	0	0	
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	0	11	0	0	11	0	11	0	0	11	0	0	£376 overspend funded from 11285000
11038000	Schools - Capital Asbestos & Safe Water remedials 2013-14	0	0	0	0	0	0	(1)	0	0	(1)	(1)	(1)	£639 underspend - Close off
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	0	0	0	0	0	0	(19)	0	0	(19)	(19)	(19)	Creditor underspend of £19,199 moved to 11289000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	253	13	0	0	266	253	21	0	0	274	8	8	£8254 Overspend funded from 11283000
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,129	251	0	0	1,380	1,129	253	0	0	1,382	2	2	£2088 overspend funded from 11287000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,205	441	0	0	2,646	2,205	552	0	0	2,757	111	111	Overspend £111,210 - £38,499 funded from underspend on 11226000. £72711 funded from 11285000
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,763	88	0	0	5,851	5,763	116	0	0	5,879	28	28	£28,064 outturn overspend funded from 11227000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	353	0	0	353	0	336	36	0	372	(17)	19	Current forecast based on anticipated final accounts - £18,770 Total - £15,396 funded from RCCO - leaving £3,374 to be funded from 11283000
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	1,141	0	0	1,141	0	1,221	16	0	1,236	79	95	Current forecast based on anticipated final accounts - Forecasted overspend of £94976 funded from 11287000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	2,503	0	0	2,503	0	2,503	50	0	2,553	0	51	Contribution from revenue increase by £89030 from £50000 and £38499 moved to Project 11144000

## Annex P. Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	5,609	0	0	5,609	0	5,552	116	0	5,667	(57)	58	Contribution from revenue increased from £100,000 to £190,900. Leaves £32,738 left. £28,064 moved to 11145000 and £4,674 to 11289000
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	311	0	311	0	0	299	0	299	0	(12)	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	2,524	0	2,524	0	0	2,451	0	2,451	0	(73)	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	1,292	0	1,292	0	0	1,195	0	1,195	0	(97)	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	0	2,569	0	2,569	0	0	2,593	0	2,593	0	24	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	0	0	0	0	0	0	311	311	0	311	Approved as part of the budget resolutions in February 2016
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	0	0	0	0	0	2,524	2,524	0	2,524	Approved as part of the budget resolutions in February 2016
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	0	0	0	0	0	0	1,292	1,292	0	1,292	Approved as part of the budget resolutions in February 2016
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	0	0	0	0	0	2,569	2,569	0	2,569	Approved as part of the budget resolutions in February 2016
<b>Facilities</b>														
10592000	Small Scale Reactive / Minor Improvements County-Wide	149	27	112,792	0	289	149	18	123	0	290	(9)	1	
11318000	Universal Free School Meals Programme	1,156	91	0	0	1,247	1,156	(4)	95	0	1,247	(95)	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	291	18,566	44,797	0	355	291	7	57	0	355	(12)	(0)	
10410000	Climate Change 2007/08	352	0	0	0	352	352	0	0	0	352	0	0	
11135000	Various Properties - Reducing Energy	63	0	300	1,200	1,563	63	0	0	1,000	1,063	0	(500)	Self financing fund. Alternative financing arrangements available for use that others are accessing e.g SALIX or revenue - therefore limited call on this allocation. Estimated call on remaining funding reduced and rephased. Cabinet approval recently confirmed to allow schools to borrow against this allocation if they choose
11136000	Various Properties - Renewable Energy	145	33	723	4,500	5,401	145	26	0	5,230	5,401	(7)	0	



## Annex P. Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	40	300	0	0	340	40	348	0	0	387	48	48	New foul sewer connection and new water main connection needed. Alterations to M&E design, diversion of existing storm water drainage through the site and fees.
11141000	Rural Services Capital Maintenance 2014/15	582	86	0	0	668	582	108	6	0	696	22	28	£10,097 moved here from Project 11228000 and £18,260 moved here from Project 11291000. Alterations to silage clamp design at Shelford Cottage Farm due to the falls and contaminated waste found during excavation. Three Phase supply at Hopkins Farm came in higher than estimate.
11228000	Rural Services Capital Maintenance 2015/16	0	885	0	0	885	0	711	164	0	875	(174)	(10)	£10,097 moved to Project 11141000. External Wall insulation projects moved to 2016/17 due to planning issues.
11291000	Rural Services Capital Maintenance 2016/17	0	0	789	0	789	0	0	771	0	771	0	(18)	£18,260 moved to Project 11141000
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	789	0	789	0	0	
11446000	Rural Services Capital Maintenance 2018/19	0	0	0	0	0	0	0	0	789	789	0	789	Approved as part of the budget resolutions in February 2016
		16,507	15,267	11,022	13,373	56,169	16,507	15,023	12,785	20,624	64,939	(244)	8,770	

**Service Improvement and Change Management - Tricia Morrison**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance and Planning	780	100	880	852	(28)	Underspend relates to staff vacancies.
Observatory	336	38	374	393	19	Shortfall in anticipated external income.
Service Improvement and Change Management Admin	172	0	172	164	(8)	Lower than budgeted staffing costs primarily due to part time coverage of Personal Assistant post.
Development and Support	560	0	560	532	(28)	Part-year vacancy arisen in year.
Commercial Enterprise	208	0	208	207	(1)	
Resources Transformation	0	206	206	360	154	Transformation fund projects to be funded from Resources Group Reserves.
<b>Net Service Spending</b>	<b>2,056</b>	<b>344</b>	<b>2,400</b>	<b>2,508</b>	<b>108</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Savings	0	0	(108)	(108)	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
SICM Reserves	210	(20)	0	190	
<b>Total</b>	<b>210</b>	<b>(20)</b>	<b>(108)</b>	<b>82</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	247	247	247	247	247	247	
OOP/SICM-B	Cessation of the WCC support to the Sub-regional Programme Office with the potential closure of the Programme Office which will include a reduction in posts. There will be a need for a dialogue with Sub-regional partners regarding the impact of this decision.	68	68	68	68	68	68	
OOP/SICM-C	The business support function for Resources will be remodelled. This proposal will deliver savings in consumables as well as reduction in posts.	50	50	50	50	50	50	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	25	25	25	25	25	25	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	40	40	40	40	40	40	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	60	60	60	60	60	60	
OOP/SICM-G	Increase income generation activities	40	40	40	40	40	40	
OOP/SICM-K	Rationalisation of performance management and business support	10	10	40	40	40	40	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	0	0	50	50	50	50	
OOP/SICM-I	The Project and Performance Management Arrangements (both central and localised arrangements) will be remodelled. Savings will be delivered by both expenditure savings and reduction in posts.	0	0	100	100	100	100	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0	0	20	20	20	20	
	<b>Total</b>	<b>540</b>	<b>540</b>	<b>740</b>	<b>740</b>	<b>740</b>	<b>740</b>	
	<b>Target</b>		540		740		740	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

**Fire and Rescue - Rob Moyney**  
**Chief Fire Officer - Andy Hickmott**  
**Portfolio Holder - Councillor Horner (Community Safety)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	10,777	(100)	10,677	10,711	34	
Prevention, Protection & Planning	1,848	(77)	1,771	1,652	(119)	The main underspends within this area relate to Community Fire Protection (CFP) £48,000 and Community Fire Safety (CFS) also £48,000. Within CFP the underspend is primarily due to staff vacancies and the inability to successfully recruit to specialist roles. Within CFS some of the underspend is due to a reduction in the purchase of smoke detectors. This is because a change in Landlord law in October 2015 means that private rented properties must now be fitted with smoke detectors and Carbon Monoxide detectors. As a result government provided all Fire and Rescue Services with a one-off top up of these detectors to support the new law transition. In addition to this CFS have also had staff vacancies.
Operational Support	6,048	24	6,072	5,359	(713)	Due to project delay £451,000 of this underspend relates to the Fire Control Project which is primarily funded by Government. It is proposed that all of this underspend will be carried forward into 2016/17 to support the continuation of this project. The Training & Development Centre managed to re-negotiate the contract for the provision of Breathing Apparatus training. This resulted in an underspend of £118,000 which will now be held in reserve to support potential risk critical training. The remainder of the underspend is made up of smaller variations across a number of different budgets.
Service Support	1,271		1,271	1,217	(54)	
<b>Net Service Spending</b>	<b>19,944</b>	<b>(153)</b>	<b>19,791</b>	<b>18,939</b>	<b>(852)</b>	

**2015/16 Reserves Position**

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
Pensions Reserve	79	0	12	91	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Fire Control Project	509	(430)	451	530	
Fire Replacement Systems Reserve	0	0	70	70	
Service Savings Reserve	426	77	201	704	
Fire Training Reserve	0	200	118	318	
<b>Total</b>	<b>1,014</b>	<b>(153)</b>	<b>852</b>	<b>1,713</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Final Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	505	505	505	505	505	505	
OOP/FRS-A	Implement a new response model	471	471	1,159	1,159	1,512	1,512	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	52	52	101	101	101	101	
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	66	66	82	82	97	97	
OOP/FRS-H	Removal of one senior management post within the Service	35	35	100	100	100	100	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0	0	42	42	42	42	
	<b>Total</b>	<b>1,129</b>	<b>1,129</b>	<b>1,989</b>	<b>1,989</b>	<b>2,357</b>	<b>2,357</b>	
	<b>Target</b>		1,129		1,989		2,357	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11151000	Fire Capital Grant - Equipment for Fire Appliances	97	7	0	0	104	97	13	0	0	111	6	6	Additional costs associated with IT for the Incident Command Centre have been funded via a revenue contribution.
<b>Sub Total - Projects Funded From Fire Capital Grant</b>		<b>97</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>104</b>	<b>97</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>111</b>	<b>6</b>	<b>6</b>	
11152000	Vehicle Replacement Programme 2014/15	0	0	0	0	0	0	(3)	0	0	(3)	(3)	(3)	Estimated creditors put through in 2014/15 accounts slightly exceeded actual expenditure.
11223000	Vehicle Replacement Programme 2015/16	0	904	0	0	904	0	929	0	0	929	25	25	3 small vehicles delivered earlier than anticipated.
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>904</b>	<b>0</b>	<b>0</b>	<b>904</b>	<b>0</b>	<b>926</b>	<b>0</b>	<b>0</b>	<b>926</b>	<b>22</b>	<b>22</b>	
11153000	Equipment for new Fire Appliances 2014/15	97	23	0	0	120	97	22	0	0	120	(0)	(0)	
11298000	Equipment for new Fire Appliances 2015/16	0	82	38	-	120	0	80	40	0	120	(2)	0	
11299000	Equipment for new Fire Appliances 2016/17	0	0	120	-	120	0	0	120	0	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	0	120	120	0	0	0	120	120	0	0	
11448000	Equipment for new Fire Appliances 2018/19							0	0	120	120	0	120	Approved as part of the February budget
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>97</b>	<b>105</b>	<b>158</b>	<b>120</b>	<b>480</b>	<b>97</b>	<b>103</b>	<b>160</b>	<b>240</b>	<b>600</b>	<b>(2)</b>	<b>120</b>	
11229000	New Fire & Rescue Centre Leamington Spa	109	100	750	1,891	2,850	109	46	804	1,891	2,850	(54)	(0)	
11372000	Fire & Rescue Service Future Estate	0	0	870	-	870	0	0	870	0	870	0	0	
11373000	Response Location - Gaydon	0	530	220	-	750	0	176	587	0	763	(354)	13	This project has been re-phased due to a delay with the planning application. It is likely to be July 2016 before all works are complete.
11374000	Training Centre - New Build	0	40	3,660	1,600	5,300	0	88	3,708	1,504	5,300	48	0	
11375000	Alcester Fire Station Reconfiguration	5	420	0	-	425	5	434	0	0	439	14	14	End of year accrual for £10k raised in error this will be reflected in 2016/17 accounts taking project variance down to £4k.
11376000	Stratford Fire Station Reconfiguration	20	352	0	-	372	20	347	5	0	372	(5)	(0)	
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>134</b>	<b>1,441</b>	<b>5,500</b>	<b>3,491</b>	<b>10,566</b>	<b>134</b>	<b>1,091</b>	<b>5,973</b>	<b>3,395</b>	<b>10,593</b>	<b>(350)</b>	<b>27</b>	
11154000	Warwickshire Fire Control Provision - Funded from DCLG Fire Control Grant	696	125	0	0	821	696	27	97	0	821	(97)	0	
<b>Sub Total - Fire Control Project</b>		<b>696</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>821</b>	<b>696</b>	<b>27</b>	<b>97</b>	<b>0</b>	<b>821</b>	<b>(97)</b>	<b>0</b>	
<b>Grand Total</b>		<b>1,025</b>	<b>2,581</b>	<b>5,658</b>	<b>3,611</b>	<b>12,875</b>	<b>1,025</b>	<b>2,160</b>	<b>6,230</b>	<b>3,635</b>	<b>13,051</b>	<b>(421)</b>	<b>175</b>	

**Other Services - Virginia Rennie**  
**Strategic Director - David Carter**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(160,970)	(474)	(161,444)	(163,265)	(1,821)	Final grant allocations were higher than those estimated when the budget was approved in February 2015. The main elements were £459,000 additional Revenue Support Grant announced in the final Settlement, £830,000 additional grant to compensate for additional business rate reliefs announced in the Chancellor's budgets and the unexpected continuation of the Extended Rights to Free Transport grant for a further year (£213,000).
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(239,085)	(5,674)	(244,759)	(245,322)	(563)	This underspend reflects the sum of the decisions and financial activity of the maintained schools across Warwickshire. It is not controllable by the County Council.
Individual Schools Budget (ISB)	172,868	5,633	178,501	175,289	(3,212)	
Capital Financing	39,488	(2,814)	36,674	33,445	(3,229)	The underspend is the result of slippage in the delivery of the capital programme reducing the underlying need to borrow in previous years. This is an in-year saving as the funding will be required when the spending takes place.
Revenue contribution to capital financing	1,471	(1,471)	0	2,995	2,995	These are additional revenue contributions made towards the end of the year to ensure the capital spend incurred is fully financed.
Interest on Revenue Balances	(1,082)	(983)	(2,065)	(2,198)	(133)	
0-5 Strategy for Children	800	(823)	(23)	1	24	
Living Wage in Warwickshire - Feasibility	50	0	50	15	(35)	
Strategic Management Team	1,206	(35)	1,171	1,335	164	
County Coroner	402	0	402	433	31	
Environment Agency (Flood Defence Levy)	224	0	224	224	0	
External Audit Fees	171	0	171	89	(82)	
Provision for redundancy costs	2,093	(1,274)	819	0	(819)	The number/cost of redundancies was lower than forecast. This is a reflection of the success of being able to deliver more of the reductions in the number of posts from natural wastage and/or redeployment across the Council.
Pensions deficit under-recovery	420	0	420	368	(52)	
County Council Elections	15	0	15	13	(2)	
Members Allowances and Expenses	1,032	(9)	1,023	947	(76)	
Other Administrative Expenses and Income	170	10	180	(89)	(269)	
Reorganisation Pensions	58	0	58	45	(13)	
Subscriptions	104	0	104	106	2	
<b>Net Service Spending</b>	<b>(180,565)</b>	<b>(7,914)</b>	<b>(188,479)</b>	<b>(195,569)</b>	<b>(7,090)</b>	
				Non DSG	(3,315)	
				DSG	(3,775)	

## 2015/16 Reserves Position

Reserves	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.16 £'000	Reason for Request
<b>Corporate</b>					Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
General Reserves	18,797	4,573	2,438	25,808	
Medium Term Contingency	17,332	0		17,332	
Service Realignment Fund	11,877	0	819	12,696	
<b>Total Corporate Reserves</b>	<b>48,006</b>	<b>4,573</b>	<b>3,257</b>	<b>55,836</b>	
<b>Other Services</b>					Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Audit Fee Reserve	563	0	82	645	
0-5 Strategy for Children	0	400	(24)	376	
Capacity Building Fund	1,454	0	0	1,454	
Carbon Reduction Commitment Scheme	527	0	0	527	
Community Infrastructure Levy	301	0	0	301	
Capital Fund	1,040	0	(192)	848	
Insurance Fund	8,460	0	57	8,517	
Schools	14,459	0	3,775	18,234	
Interest Rate Volatility Reserve	4,320	983	133	5,436	
National Non-Domestic Rates Appeals	922	0	0	922	
Quadrennial Elections	239	236	2	477	
<b>Total Other Services Reserves</b>	<b>32,285</b>	<b>1,619</b>	<b>3,833</b>	<b>37,737</b>	
<b>Group Reserves</b>					Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Resources Group	766	(400)	0	366	
Resources Transformation Fund	1,704	67	0	1,771	
Resources Group Traded Reserve	0	258	0	258	
Resources Systems Replacement Fund	1,413	760	0	2,173	
<b>Total Group Reserves</b>	<b>3,883</b>	<b>685</b>	<b>0</b>	<b>4,568</b>	
<b>Total</b>	<b>84,174</b>	<b>6,877</b>	<b>7,090</b>	<b>98,141</b>	



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimates Report	Savings Title	2015/16		2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	1,050	1,050	1,050	1,050	1,050	1,050	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	1,000	1,000	1,500	1,500	
OOP/OS-D	Management Restructure	0	0	100	100	250	250	
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	0	0	0	2,000	2,000	
OOP/OS-F	Savings from efficiencies through working with other local authorities (including Warwickshire districts and the wider sub region) as well as other public sector agencies by 2018.	0	0	0	0	2,800	2,800	
	<b>Total</b>	<b>1,550</b>	<b>1,550</b>	<b>2,150</b>	<b>2,150</b>	<b>7,600</b>	<b>7,600</b>	
	<b>Target</b>		1,550		2,150		7,600	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Economic Growth						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Highway Authority applications which were responded to within target of 21 days (KBM)	76	76	80	A	The number of requests for consultation responses continues to remain high, with a total of 2,990 applications recieved during 2015/16, compared with 2,987 received during 2014/15.	
% Major planning applications processed within statutory period (KBM)				N/A		
% household waste re-used, recycled and composted (KBM)	54.9	54.6	55	A	The year end actual is a forecast, this information is currently being validated by DEFRA. Final figures due August 2016. □ □ The Q4 actual is the in quarter figure. □	
% of all planning applications processed within target (KBM)	61	61	70	A	33 applications were received during 2015/16, of which 20 were determined in time. 33% of the applications were determined under the scheme of delegation whilst 67% went to Committee. Which in turn saw 82% of the delegated applications determined on time and 52% of those going to Committee.	In conjunction with legal it is proposed to look at the scheme of delegation to ensure it is fit for purpose, as well as the process for issuing decision notices to ensure that we work towards their issue 3 days after committee.
% of businesses ( in Warwickshire) who think the area is either an “excellent” or “good” place to do business (KBM)	67	67		N/A	No target set, baseline to be established.  Figure same as previous quarter, due to no data update. There are ongoing difficulties in accessing data from the Chamber Quarterly Economic Survey, and we are seeking a resolution to this for 2016/17	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			78.3	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17. □ □ Please note this question was not included in the 2015 Pulse Survey.	
No. of communities with active flood groups or flood wardens (KBM)	18	18	20	R	We currently have active flood groups in Austrey, Barton, Bidford, Eathorpe, Fillongley, Grandborough, Kenilworth, Nether Whitacre, Shipston, Welford and Willoughby (11). We know of groups in Alcester, Grendon and Southam (3) but are yet to meet with them (meetings arranged/contact made). There are also active Parish Council based flood groups and/or flood wardens in Snitterfield, Fenny Compton (Aqueous), Marton and Long Marston (4).	Continue the good work of the Post Pathfinder Project. Target slightly missed due to the late start of the project and two 'handovers' of the project lead due to resourcing issues at the National Flood Forum.
No. of properties better protected from flooding through partnership working (KBM)	38	38	25	G	Wixford 1 (Adj Landowner), Aston Cantlow 17 (Scheme), Arbourfields Close 7 with STW & Highways (STW Scheme), Kineton 3 (Enforcement), Lapworth Old Warwick Road 3 (Grant), Stratford Glebe Crescent 2 with STW (STW Root Cutting), Whitnash Golf Lane 5 (Developer - inconsultation with WDC, & Landowner).	
Number employed in key target growth sectors in Warwickshire (KBM)	81977	81977	72200	G		
Number of planning applications responded to (KBM)	8171	8171		N/A	No target set, this measure is monitored for information. □	
Percentage of planning application responses delivered within Service Level Agreements (KBM)	97	97	90	G		
Reduce the gap between best and worst wards in terms of unemployment rate (KBM)	2.6	2.6	7	G	This the difference in JSA claimant rates in the best and worst performing ward in Warwickshire, and relates to the data for March 2016.	
Reduce the gap in productivity (GVA per job) with England average (KBM)	15.3	15.3	9.5	R	figure same as previous quarter, due to no data update	
Reduction of Kgs of residual household waste per household (KBM)	14.3	11.5	20	R	The year end actual is a forecast, this information is currently being validated by DEFRA. Final figures due August 2016. □ □ The Q4 actual is the in quarter figure. □ □ Waste has started to increase now due to economic growth across the region	
Waste Service cost per household (KBM)	65.75	65.75	75.54	G		

Education and Learning						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			59.4	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17. Please note this question was not included in the 2015 Pulse Survey.	
Closing the Gap - Attainment: Key Stage 2 (Primary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving level 4 or above in reading, writing and maths (KBM)	20	20	15	R	20% is final 2015 figure The gap in attainment of level 4+ in reading, writing and maths at the end of key stage 2 between disadvantaged pupils in Warks and other pupils nationally grew by 2% to 20% in 2015. This is behind the target of 15% in this plan. Targets were revised by Cabinet in Dec 15 to 17%, the 2015 figure still falls behind the revised target.	Closing the Gap has been identified as a major area for development and a strategy has been written. The Closing the Gap project has been running for 15 months but it will take time for the impact to be demonstrated.
Closing the Gap - Attainment: Key Stage 4 (Secondary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving 5 or more A*-C grades inc English & maths (KBM)	29	29	15	R	29% is final 2015 figure The gap in performance of Warwickshire disadvantaged compared to National other for 5+ GCSE's A*-C narrowed by 1% to 29% in 2015. This is behind the target of 15% in this plan. Targets were revised by Cabinet in Dec 15 to 20% but the 2015 figure still falls behind the revised target.	Closing the Gap has been identified as a major area for development and a strategy has been written. The Closing the Gap project has been running for 15 months but it will take time for the impact to be demonstrated.
Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted (KBM)	85	85	80	G	Ofsted have published the final figures for performance as of 31 August 2015. Warwickshire stood at 85% (62,835 pupils, 198 institutions) of pupils attending good or outstanding schools (including nurseries). This is 5% above target and 4% above the national figure of 81%. Data includes nursery, primary, secondary and special schools including academies, free schools and studio schools but not FE colleges, other training providers or the PVI independent sector for childcare and childminders.	

Public Health						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% improvement recorded (Use Warwick and Edinburgh Mental Being Score) following interventions (KBM)				N/A	No target set, new measure, target to be confirmed. <input type="checkbox"/> Data required relates to the Living in Warwickshire Survey which is live now - results will not be available until Summer 2016.	
% of Breastfeeding initiated (KBM)	71.43	71.43	73	A	This is refresh data submitted to FP by SWFT on 28.04.16 <input type="checkbox"/>	Initiation for breastfeeding is slightly below the 73% end of year target. The UNICEF Baby Friendly Initiative programme of work continues across the 3 acute trusts, children's centres and community health. The additional breastfeeding support service will continue for mothers giving birth at George Eliot Hospital (GEH). Although initiation did not meet the target, the service at GEH has contributed to the increase in the 6-8 week prevalence end of year figure which is the best ever in Warwickshire - It is this figure that is more significant in terms of long term health improvement outcomes for mothers and their babies as they move into adulthood and old age.
% of children aged 11 who are obese (KBM)	16.8	16.8	15.6	R	This is an annual measure and was reported in August 2015 for the Academic Year 2014/15. <input type="checkbox"/> Data for the 2015/16 Academic Year will be reported in 2016/17. <input type="checkbox"/>  Work continues with Children's Centres and schools to target high prevalence obesity settings. The Food for Life programme commissioned by Public Health to support schools and Children's Centres, to embed healthy food culture, met it's target during 15/16 to support 15 schools and 3 Children's Centres to obtain a Food for Life award. Some of these settings achieved a bronze award and others a silver award. County Caterers are on their way to achieving a gold award.	An evaluation was carried out by the University of the South West of England in 15/16 and this evidenced that the Warwickshire settings involved in Food for Life had children and parents who were consuming one third more fruit and vegetables than those schools without Food for Life. In addition, many of the high prevalence obesity schools have delivered a Change Makers Family Weight management programme, commissioned by Public Health, with families who had a child identified as overweight or obese through the National Child Measurement programme. During 16/17, these services will continue. In addition, Smart Start funding has been awarded to Food for Life to support private nurseries and Health Visiting have been awarded Smart Start funding to deliver the HENRY programme in early years settings. This is an evidence based programme that helps reduce obesity in later life. All of the above services mentioned here have already started working collaboratively to target jointly the early years settings which are the feeders to the high prevalence obesity schools (i.e. where data tells us that obesity is high in school Reception year) along with the high prevalence obesity schools. During 16/17 support will increase in secondary schools as well. Warwickshire now has a life course approach to halting the rise in obesity - this means that Warwickshire residents can receive support to maintain a healthy weight before and during pregnancy right through to old age.
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	44.52	44.52	43	G	This is refresh data submitted to FP by South Wrawickshire NHS Foundation Trust(SWFT) on 28.04.16	
% of women smoking in pregnancy (Coventry Rugby CCG) (KBM)		12	12.2	G	Q3 Actual data 13% <input type="checkbox"/> Q4 figures published mid June	Risk Perception Intervention being implementation through midwifery services in Coventry and Warwickshire in 2016-17
% of women smoking in pregnancy (South Warwickshire CCG) (KBM)		8	8.6	G	Q3 Actual data 7.9% <input type="checkbox"/> Q4 figures published mid June	Risk Perception Intervention being implementation through midwifery services in Coventry and Warwickshire in 2016-17
% of women smoking in pregnancy (Warwickshire North CCG) (KBM)		12	13.9	G	Q3 Actual data 12.5 <input type="checkbox"/> Q4 figures published mid June	Risk Perception Intervention being implementation through midwifery services in Coventry and Warwickshire in 2016-17
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			89.8	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17. <input type="checkbox"/> Please note this question was not included in the 2015 Pulse Survey.	
No. of individuals completing the Fitter Futures Warwickshire programme. (KBM)	210			N/A	No target set, this is a new measure, baseline to be established. <input type="checkbox"/>	
Number of people stopping smoking (4 week quit data) (KBM)	2071	2162	2162	G	Actual figures are supplied by the Stop Smoking Service on 3/5/16 Q4 figures published 8 June, target expected to be achieved	Quit4good website providing online support for smokers not wishing to access services through primary care
Number of people with dementia accessing post diagnosis wellbeing support (KBM)	6074	6074	5349	G	This data realtes to 1 April 2015 to 31 March 2016.	

Teenage conception rate per 1,000 population (KBM)	22.9	22.9	25	G	Conceptions ages 15-17 22.9 per 1,000. Data taken from Public Health England Sexual Health profile for Warwickshire and relates to 2014 (Calender Year)	
Uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBM)	17394	17394	15307	G	Cumulative measure of uptake of Mental Health and Wellbeing Services, including: Wellbeing Hubs, Big White Wall, Books on Prescription, Sorted!, Mental Health Employment Support Service, Physical Activity on Referral Mental Health criteria and Warwickshire Mental Health and Wellbeing Web-sites.	

Localities and Community safety						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)	95	95	90	G		
% of business satisfaction levels with TS (KBM)	99	99	86	G	Figures up to February only. This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported in arrears. □	
% of repeat presentations for drug and alcohol use (KBM)	5.5	5.5	4	R	Lower is better. We need to be mindful that there are relatively small numbers involved here. As such, small changes can give a distorted and disproportionate impact.□	We will review discharge criteria in an attempt to ensure that service users are not inappropriately discharged. This will minimise the number of re-presentations. However we will never stop people from re-presenting where there is a need for additional support.
% satisfied TS customers (KBM)	88	88	86	G	Figures up to February only. This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported in arrears. □	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			73.9	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17. □ □ Please note this question was not included in the 2015 Pulse Survey.	
% targeted formal enforcement actions which are successful (KBM)	100	100	86	G		
No of ASB incidents (KBM)	16617	16617	17647	G	This crime type was not significantly affected by changes in recording of incidents therefore the reduction is genuine and continues the downward trend of recent years.	Incidents are significantly affected by the weather and other seasonal influences. Priority will be given to tackling personal ASB.
No. of individuals taking part in Country Park environmental activities across the County (KBM)	19,224	19,224	28000	R	Changes to performance monitoring calculations. These changes have been reflected in the 2016/17 target.	To provide added value and customer choice activities.
No. of positive outcomes arising from councillor support inc community forums (KBM)	396	396	450	R	A decline in issues being brought to the Community Forum, led to a reduction in the amount of positive outcomes.□	Improvement activity will focus on increasing our work with Councillors outside of Community Forums (for example through neighbourhood Community Development).
No. of violence against the person (including domestic abuse & sexual offences) (KBM)	9349	9349	5623	R	This is a complex target with a number of different elements. During this year guidance was issued regarding the recording of crimes. Instead of being recorded after investigation or attendance at a scene crimes are being recorded at the time of reporting. This means that some incidents recorded as crimes in this year which would not have been previously. In addition some 'back record conversion' of the previous year was carried out - further inflating the 2015/6 data.  In addition there are a number of new crime types that have been added to this category that would previously been counted elsewhere.  There are also some crimes (especially sexual assaults) being reported and recorded years after the event following media coverage.  Information from Warwickshire Police senior officers is that there may have been some increases in violence in some areas but not to the extent that the data suggests.  There are some crimes in this category that we would want to see reported more (especially around domestic abuse) therefore an increase in reporting should not always be regarded as negative.	Steps are being taken to create a 2015/6 baseline for the new recording mechanism. This will enable a true comparison to be made going forward.  In addition individual crime categories will be examined in more detail and high harm areas will receive the greatest attention.  Interpretation of increased reporting/recording will also be undertaken to determine whether this is due to increased incidents or better data.
Rate of proven re-offending by young offenders (KBM)	0.85	0.85	0.68	R	The co-hort covering the period April 13 – March 2014 shows a frequency rate (average number of re-offences per offender) of 0.85 per person and a binary rate (proportion of offenders who re- offend) of 33%. This continues the downward trend in performance in recent quarters but mirrors national trends.  Warwickshire continues to outperform the National average, West Midlands region and its YOT family group.	The most noticeable change in re-offending rates has been in out of court disposals with the change from reprimands/final warnings to youth cautions/conditional cautions. There has been a decline in both the percentage of young people who re-offend and the re-offending rate. WYJFIS has now undertaken a complete review of their prevention and out of court disposal provision to ensure interventions are offered to all young people with the aim of both reducing first time entrants and re-offending. Due to the datalag in this measure it will take some time before the impact of this work can be measured.

Successful Payment by Result claims submitted for Phase2 families as a % of total number of Phase 2 families (KBM)	2.2	2.2	10	R	Phase 2 of the programme has proved very different from phase 1 in that significant and sustained progress as defined by DCLG requires improvements to be demonstrated across all 6 criteria over a sustained duration. This has resulted in a smaller number of claims this year, although in comparative terms Warwickshire has performed better than it's West Midlands neighbors, and performed well nationally, where claims have been negligible.	We are looking to increase the number of claims this year, by undertaking some focus activity, particularly in the continuous employment measure, which if demonstrated a claim can be made irrespective of progress in the other 5 criteria. We also have dedicated support in relation to payment by results, through a new data analyst.
Total % of drug and alcohol users successfully completing structured treatment (KBM)	26.9	26.9	26	G	Higher is better. □	
Total number of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	23774	23774	16250	G	Increase due to additional community projects for Our Warwickshire project.	
Total value of volunteer hours recorded (£) (KBM)	3253668	3253668	2900000	G		



Transport and Highways						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% WCC financially supported bus services operating on time (KBM)	98.2	98.2	86	G		
% delivery of the annual Capital Programme (exc 278s) for Transport (KBM)	90	90	95	R	Slippage occurred with some major projects due to change in scope which affected the ability to deliver in 2015/16. □	Review the programme monitoring and reporting processes to ensure effective control and delivery.
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			73.9	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17. □ □ Please note this question was not included in the 2015 Pulse Survey.	
% take up of concessionary passes by those eligible (KBM)	68.9	68.9	72	A		
Length of highway network where surface treatment was achieved (KBM)	155.74	155.74	157	A		
Number of people killed or seriously injured (KSI) on our roads (KBM)	315	315	277	R	The Actual figure covers the period January to December 2015 and is provisional. There was the same number of KSI casualties in 2015 as there was in 2014. The final quarter of 2015 had the highest number of KSI casualties in a 3 month period since 2007.	The road casualty data will be analysed in detail and the findings used to direct future road safety interventions.



Fire and Rescue						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Customer satisfaction levels (KBM)	100	100	95	G		
% RDS appliance availability (KBM)	76	76	85	R	Attracting and maintaining RDS personnel continues to be a challenge at both a national and a local level. Recent recruit campaigns have successfully recruited a number of new recruits for key stations at key times and when they are fully operational there will be a resulting improvement in RDS availability.	Further targeted recruitment campaigns as required. Close management of availability by Watch Commanders, Station commanders and Fire Control. Performance monitoring through the monthly performance review meetings. Uniformed support staff are working from flexible locations to boost RDS availability.
% of Home Fire Safety Checks delivered to vulnerable and targeted persons (KBM)	67	67	85	R	As reported throughout the year the priority for the Service has been addressing new legislation requirements regarding landlords ensuring all privately owned accommodation has a working smoke alarm. Therefore the right levels of HFSC's being conducted is correct but they a number may not be delivered to our target groups.	Monitoring where and to whom the HFSC's are being delivered. Move to original HFSC delivery process following completion of landlord project.
% times an appliance arrives at life risk or property incidents within 10 mins (KBM)	75	75	75	G		
Capital Programme - % Variance to Budget (KBM)	16	16	0	G	The overall capital programme was underspent by £424k or 16% compared to the estimated expenditure forecast at Q3. The majority of this variance relates to slippage against one individual project.	
No of RIDDOR adverse events (KBM)	2	2	9	G		
No. of fire related injuries (KBM)	21	21	18	R	The level of fire related injuries have remained at consistently low levels across this year at 21. All incidents where an injury has been sustained are investigated to identify any potential learning to inform fire safety prevention activity.	Investigation of each incident where injuries have been sustained. Targeted fire safety activity to vulnerable people for example Home fire Safety Checks. Continued partnership working.
No. of incidents attended (KBM)	3306	3306	2789	R	The overall number of incidents is over target at year end, this has been forecast throughout the year. This is due to a rise in the number of deliberate secondary fires, where no property or vehicle is involved, experience across the County over the period of early summer when there was a hot, dry spell of weather.	Incident activity is actively monitored through the fortnightly and monthly performance meetings, by Station Commanders and the Arson reduction manager. Proactive targeted campaign planning around historically busy periods and identified emerging trends. Working with partners such as the Police and CSP's.
No. of people extricated from RTCs (KBM)	147	147	145	A	WFRS attended 147 Road Traffic Collisions where we performed 1 or more extrications. Although this is more than target there has been a 9% reduction on the previous year.	Ongoing monitoring of the number, location and severity of road traffic collisions across the county. Partnership working with Road Safety Unit of WCC, Police and others to reduce levels through initiatives such as the targeted delivery of Fatal Four education sessions.
No. of preventable fire related deaths (KBM)	0	0	0	G		
Total no of accidental dwelling fires (KBM)	147	147	159	G		
Total no of fires in non domestic premises (KBM)	93	93	83	R	Across the year there have been 93 recorded fires in non domestic properties, missing target by 12%. These levels are low when comapred to other fire services nationally, in 2014/15 WFRS were the second best performing service.	Monitoring of levels of activity and emerging trends locally by Station Commanders, through the monthly performance meetings. Local initiatives implemented to address local issues. Ongoing WFRS inspection regime for Fire Safety Audits and Site Specific Risk Inspections.
% competency checks completed by Managers	100	100	100	G		
% risk critical equipment replaced within 24 hours% risk critical	100	100	100	G		
No. of Level 3 and Major Risks exercises and training events undertaken	33	12	33	G		
No. of wholetime firefighter vacancies (Full Time equivalents	11	0	11	R	The number of wholetime firefighters is being managed closely. As WFRS enters the phase 2 of our Transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings reducing the possibility of compulsory job losses.	Close management of the vacancy situation and any effect on wholetime availability through the fortnightly and monthly performance meetings.

Early Help and Targeted Support						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	82.9	80	68	G	Good performance exceeding the target	
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing FGC (KBM)	58	58	80	R	This indicator does not fully measure performance, as it only takes into account cases closed post care or cases post child protection conference. A number of cases were closed by FGC prior to these processes and therefore avoided escalation. Where legal processes had started prior to referral and as part of FGC service kinship arrangements were identified and wider family was involved in decision making to improve outcomes. This performance measure consolidates a number of elements and is under review. The number of cases remaining Child Protection masked a high success rate for children no longer in care.	Performance indicator to be reviewed to ensure it better reflects the actual performance of this service.
Percentage of mental health in schools cases (MHSC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	70	70	73	A		
Percentage of single assessments for disabled children completed within 45 working days (KBM)	95.2	95.2	80	G	From 1st December 2015 all teams moved to using single assessments. Therefore this data is based on single assessments completed by IDS Teams between 1 December 2015 - 31 March 2016 only.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	62.1	62.1	65	A		
Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention (KBM)	50	50	70	R	Based on quarterly figures, not cumulative.  Many young people are being offered non EET outcomes (e.g. home education) and therefore challenging to gain the outcome measure. Work at Kingsbury may redress this outcome against target.	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	12.3	12.3	15	G		

Children's Social Care and Safeguarding						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
CiN Rate per 10,000 CYP population (including CiC and CPP) (KBM)	277	345	345	G	Good performance exceeding the target	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading (KBM)	67	43	72	R	Results from summer 2015	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing (KBM)	59	29	81	R	Results from Summer 2015	
LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics (KBM)	56	39	72	R	Results from Summer 15	
LAC attainment: KS4 - 5+ GCSEs A*-C or equivalent including English & Mathematics GCSEs (KBM)	17.8	17.8	24	R	Results from Summer 15	
Number of 13-17 year olds entering care per 10,000 (KBM)	49	49	36	R	Please note that this figure includes 76 unaccompanied asylum seeking children who became looked after during the 2015/16 financial year. Unaccompanied asylum seeking children represented 50% of all 13-17 year olds who started to be looked after during the 2015/16 financial year.  The Local Authority has no choice but to accommodate these young people under section 20.	
Number of children who are subject to a child protection plan per 10,000 population (KBM)	42	44	44	G	Good performance exceeding the target	
Number of looked after children per 10,000 population (KBM)	68	68	60	R	This remains a key area of sustained operational and strategic managerial activity to ensure only those children and young people enter the care system who require to do so and that permanency options following care are pursued in a timely manner.	Some of the measures to address the CLA population are: □ - Development of a 'Delaying Pregnancy' initiative.□ - Review of Section 20 admissions and action plan.□ - Progressed children subject to a Placement Order.□ - Revising the decision making protocol around □ entry to care by changing the function of the □ Children's Panel.
Percentage of Care Leavers aged 19, 20 & 21 who were looked after at aged 16 who are in education employment or training (EET) (KBM)			42	N/A	Q4 data is not available as the statutory return does not arrive until the end of June.	
Percentage of LAC aged under 16 who have been looked after continuously for at least 2.5 years, who where living in the same placement for at least 2 years, or are placed for adoption (KBM)	59.3	59.3	67	R	This is an area being monitored due to the dip in performance and in light of new statutory guidance. We need to understand the ratio of children within independent sector placements as well as those that are placed internally. This area will be highlighted as part of the JSNA-CLA. It should be noted that a significant number of children have secured permanency via special guardianship, which is not included in these percentages.	Through the JSNA on CLA the placement histories of a sample of young people within this cohort has been completed with a view to informing the Foster Care Review in order to explore ways in which support to placements can be enhanced, thereby promoting placement stability.
Percentage of Looked After Children whose attendance at school is above 90% (KBM)	82.6	82.6	92	R	Results as of April 2016. □ □ Of those with school places, 89% have better than 90% attendance. The overall figure is reduced by large number of LAC in the process of moving placement/school. There are some CYP with very low attendance, often due to mental health/emotional issues.	
Percentage of children's case file audits undertaken where the standards are judged to be good or better (KBM)	75	75	75	G	The audit tool was piloted from January, with audits being undertaken in February and March. □ On average, 75% of audits undertaken were judged to be Good "green" or better.	

Social Care and Support Services						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Carer reported quality of life ASCOF 1D BCF (KBM)	7.9	7.9	7.9	G		
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	399.6	399.6	430	G		
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	14.3	14.3	14.5	G		
Number of adult safeguarding concerns per 100,000 adult population (KBM)	596.5	596.5	535	R	The number of safeguarding concerns has seen an increase due to a change in the care act definition which now includes a new category of self neglect concerns. This accounts for a third of the increase; trend shows that there has been a yearly increase for the last 10 years; this is partly due to increased visibility of safeguarding concerns and better recording of concerns. This category was not included in previous year's returns.	
Number of carers receiving a service in their own right (KBM)	521	521	520	G		
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	66	66	65.5	G	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016.	
Percentage of adults case file audits undertaken where the standards are judged to be good or better (KBM)	N/A			N/A	The measure cannot be completed SCS case file audits are not graded at the moment.	Improve the audit tool and procedure by July 2016 in light of the recent internal audit recommendations on case file audits.
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	67.6	67.6	62	G	Continuing to set realistic outcomes and building relationships with the customer has shown a positive impact on customer outcomes.	To continue to have a broader range of outcomes to enable customers to achieve more around their independence and to keep them out of social care for as long as possible.
Percentage of repeat safeguarding referrals (KBM)	35.6	35.6	11	R	The Care Act amended the definition of adult safeguarding enquiries, and as a result many existing referrals were closed and reopened as enquiries under that definition. As a result there has been an artificial inflation of the repeat referrals figure which does not necessarily reflect an increasing trend for additional referrals. Given that the majority of the cases affected were opened in April 2015, and given this measure is based on a rolling 12 month period, it is unlikely that future reporting will see the artificial inflation. However, it is not clear what the ongoing trend will be at this stage.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	62.1	62.1	65	A	This measure has only narrowly missed the target of 65%, possibly due to an influx of people with more severe needs to reablement as a result of improved screening of appropriate cases.	
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	563.2	563.2	490	R	The number of people aged 65+ admitted to residential care is higher than anticipated and higher than the target for 15/16. It is hard to pinpoint exact reasons but indicators are that the demographics of increased numbers of older people are having an effect. The total number of people living in residential has remained quite static, which indicates that the change <i>in rate</i> of admission is either a data quality issue (which is being checked) or reflective of increased numbers of older people moving to residential care (due to more older people) who are frailer (as older people live at home longer with higher needs) and therefore they have shorter lengths of stay than they used to, on average. We remain significantly better than the England and comparator Council averages.	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G	This figure is currently unavailable as it is provided directly by CWPT. The way they received that information from HSCIC has changed, and they will inform us when they have established a working methodology to provide the outcome.	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		86	86	G	This figure is currently unavailable as it is provided directly by CWPT. The way they received that information from HSCIC has changed, and they will inform us when they have established a working methodology to provide the outcome.	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.7	10.7	11.5	R	This figure is provisional - ongoing data tidy up should yield an improvement ahead of the SALT second cut.	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	66.5	66.5	76	R	This is a provisional measure, and it is likely that ongoing data tidy up prior to the SALT second cut submission will yield an improvement in the figure.	
Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months (KBM)	60.5	60.5	90	R	Although this measure has seen an improvement since previous quarters the target has not been achieved due to the volume of people who required a care act review, the resource involved in completing those care act eligible reviews and the need to use the Care Act compliant SDS form for reviews. Service areas are reporting on how many reviews are being completed on a monthly basis together with their plans on how to achieve the deficits. The implementation of a new IT system, with revised forms which are more succinct, will help improve this post Nov 2016. We are also reviewing what information is counted as a review to ensure the new IT system captures work undertaken outside of the SDS Form, with other options such as self assessment and peer reviews.	

Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)	84	84	92.7	R	This measure has not seen the improvement hoped for as the definition of 'at home' has been slightly more stringently applied. The previous criteria for defining that someone was at home was too generous and did not comply completely with the statutory guidance.	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	12.3	12.3	15	G		
Proportion of people who use services who feel safe ASCOF 4A (KBM)	92	92	72	G		
Social Care related quality of life ASCOF 1A (KBM)	19	19	19.1	A	This measure has only very narrowly missed the target. It is extremely difficult to influence the results of user surveys as a wide variety of factors contribute to a service user's perception of their care.	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	75	75	73	G	This ASCOF measure should be split into two parts 3d1 refers to service users with 3d2 relating to carers. The score for service users has been inputted, the carer specific score is 59%	

Strategic Commissioning						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Carer reported quality of life ASCOF 1D BCF (KBM)	7.9	7.9	7.9	G		
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	399.6	399.6	430	G		
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	14.3	14.3	14.5	G		
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	66	66	65.5	G	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016.	
Percentage of children's centres judged by Ofsted to be good or outstanding (KBM)			75	N/A	Ofsted Children's centre inspections Sam Gyimah, Minister for Childcare and Education, announced in July a consultation on the future of children's centres. This includes discussion of what accountability framework is needed to best demonstrate their effect. In light of this, the DfE has agreed with Ofsted to pause the children's centre inspection cycle, pending the outcome of the consultation. This means that any children's centre inspections due in the 2015/2016 academic year under sections 2, 3 and 4 of the Children's Centre (Inspections) Regulations 2010 will not now take place until after the conclusion of the consultation. Children's centres are expected to continue their work as usual during this pause, including collecting and monitoring of data in preparation for inspection. Ofsted will continue inspection of early years provision on the site of children's centres as part of the new Common Inspection Framework. Ofsted will also continue to respond swiftly to any complaints or safeguarding concerns in children's centres.	
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	70	70	73	A	Perhaps the target was overly ambitious as this was the first year we reported on this measure and 70% is a realistic level of achievement, considering the complexity of referrals over the period as evidenced by increased SDQ scores at the start of the intervention.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	62.1	62.1	65	A		
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	563.2	563.2	490	R	The number of people aged 65+ admitted to residential care has not fallen as far as the target would have anticipated. It is possible that the previous year, 14/15, on which the target was based was an exceptionally low year and reflected significant efforts to divert residential admissions. The introduction of a number of Extracare schemes may have contributed to that reduction. In addition, anecdotal evidence suggests that residential care may, in some cases, be most cost effective than a significant homecare package.	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G		
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		86	86	G	This figure is currently unavailable as it is provided directly by CWPT. The way they received that information from HSCIC has changed, and they will inform us when they have established a working methodology to provide the output.	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.7	10.7	11.5	R	This figure is provisional - ongoing data tidy up should yield an improvement ahead of the SALT second cut.	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	66.5	66.5	76	R	This is a provisional measure, and it is likely that ongoing data tidy up prior to the SALT second cut submission will yield an improvement in the figure.	
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)	84	84	92.7	R	This measure has not seen the improvement hoped for as the definition of 'at home' has been slightly more stringently applied. The previous criteria for defining that someone was at home was too generous and did not comply completely with the statutory guidance.	
Proportion of people who use services who feel safe ASCOF 4A (KBM)	92	92	72	G		
Social Care related quality of life ASCOF 1A (KBM)	19	19	19.1	A		
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	75	75	73	G	This ASCOF measure should be split into two parts 3d1 refers to service users with 3d2 relating to carers. The score for service users has been inputted, the carer specific score is 59%	

Customer Services						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	63.5	63.5	70.1	R	This is based on the pulse survey results.□	There are two actions with timelines agreed by management team to improve the staff engagement score: Head of service to continue visits Engagement sessions with focus groups
% of customers who value our services (NPS) (KBM)	6	6		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)		34.7	43	R	A full Staff Survey will be undertaken in 2016/17.The figures quoted are based on the 2014/15 staff survey results	Actions with timelines agreed by management team to improve this score.
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)		68.9	68.9	G	A full Staff Survey will be undertaken in 2016/17.The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)		67.3	71	R	This is based on pulse survey results	Actions with timelines agreed by management team to improve this score.
All Resources Group change activity is delivered on time & within budget (KBM)				N/A		
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations (KBM)	1	1	1	G		
Net variation to budget - Percentage (KBM)	-1.48	-1.48	-2	G	Actual variance £-122,714	
Resources Group demonstrates value for money (KBM)	95	95	100	A	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)		1	1	G		
Savings delivered (KBM)	1	1	1	G		
Service standards published for all services (KBM)	100	100	100	G		
Standards for complaint handling are met (KBM)	0.7	0.7	1	R	This assessment is based on consideration of volume of customer feedback, absorption of the new recording system requirements across the different Groups, timeliness of responses and average time taken to respond.	
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)		100	100	G		
The Customer Journey programme is delivered on time and to budget (KBM)	50	50	100	R	Due to delays in the programme - timetable has slipped due to resourcing and staff availability at service level	
Traded Services meet budgetary targets(KBM)	0	0	1	R	Within SLS there was a last minute adjustment of grading error for a member of staff which affected out turn with no time to make up short-fall on such a tight margin.	This was due to a one off adjustment within the Schools Library Service that could not be foreseen.



Information Assets						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	63.6	63.6	70.1	R	This is based on the results of the pulse survey. Disappointed to miss target. Significant variations in teams score will particularly review lower scores and develop action plan to improve.	We have held team meetings, and identified some team priorities out of these meetings including look to run more agile projects and specific team building courses.
% of customers who value our services (NPS) (KBM)	15	15		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)		69.6	70	A	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	100	100	100	G	A full staff survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)	62.8	62.8	69.3	R	This is based on the results of the pulse survey. Disappointed to miss target. Significant variations in teams score will particularly review lower scores and develop action plan to improve.	
All Resources Group change activity is delivered on time & within budget (KBM)			100	N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation.	
CBPM - WCC Contribution to Rural Broadband Development (KBM)	89	90	90	G	This is due to unavoidable delay in deployment from the supplier has led to an slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.	
Capital Programme delivered on time & to budget (KBM)	0.99	0.99	1	A	While the programme which is almost exclusively BDUK continues to be delivered on time it is is under budget currently which is a positive position to be.	
Major IT development projects are delivered on time and to budget (KBM)			100	N/A	No measure as projects for this KPI were not clearly identified to allow formal measurement in line with requirement that would be for 'projects which are clearly defined, both in terms of time and budget.'	
Net variation to budget - Percentage (KBM)	-0.07	-0.07	-2	G	Actual Variance £-7,273	
Overall availability of ICT network (Hours unavailable) (KBM)	12	12	14	G		
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) (KBM)	89	90	90	G	This is due to unavoidable delay in deployment from the supplier has led to an slight overrun. However remedial action has been taken and target is due to be hit by contract closure date.	
Resources Group demonstrates value for money (KBM)	95	95	100	A	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	G		
Savings delivered (KBM)	100	100	100	G		
Service standards published for all services (KBM)			100	N/A	These were not defined as part of the Commissioning Implementation review as expected. However are now being defined as part of 2016/17 Business Planning.	
Traded Services meet budgetary targets(KBM)	0.75	0.75	1	R	Service delivered £290,000, short of the £390,000 primarily due to an issue in Q4. However full target was delivered to Traded Reserve	



Finance						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	74.9	74.9	75.8	A	This was a slightly disappointing dip in performance. It has been addressed as a series of staff engagement activities (eg all staff conference; more fact to face meetings with Head of Service and staff)	
% of customers who value our services (NPS) (KBM)	10	10		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)	76	76	69	G	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfaction with access to the resources and information which allow them to do their job (KBM)	77	77	71	G	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)	77.5	77.5	80	A		
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	G		
Net variation to budget - Percentage (KBM)	-7.95	-7.95	-2	R	This figure relates to the Finance Business Unit only, rather than a corporate figure. Of the actual variance of -£334,598, Members have already approved the use of £151,000 of this in 2016/17 as part of setting the budget. The underspend was largely due to inability to recruit to posts and additional one-off income.	
Resources Group demonstrates value for money (KBM)	95	95	100	A	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	G		
Savings delivered (KBM)	100	100	100	G		
Service standards published for all services (KBM)	100	100	100	G		
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)	90	90	100	R	There has been slippage on the capital programme each quarter, which has duly been reported to Scrutiny committee	
Traded Services meet budgetary targets (KBM)	0.75	0.75	1	R	Sickness insurance and School Finance have met their targets, but not payroll, primarily due to one-off spend for improvements to the Payroll system and a continued loss of schools custom.	

HROD						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	G		
% increase in staff engagement (KBM)	73.9	73.9	84.3	R	73% is a good score. Similar authorities report 50%	
% of customers who value our services (NPS) (KBM)	-1	-1		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)		45.7	45.7	G	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfaction with access to the resources and information which allow them to do their job (KBM)		74.6	74.6	G	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)	78.7	78.7	72	G		
All Resources Group change activity is delivered on time & within budget (KBM)	98	98	100	A		
Average number of days lost due to sickness per FTE - Resources Group (KBM)	8.68	8.68	7.8	R	Organisation wide sector issue. Continue to work proactively with managers on this	
Net variation to budget - Percentage (KBM)	-2.91	-2.91	-2	R	Actual Variation £-149,897	
Resources Group demonstrates value for money (KBM)	95	95	100	A	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	G		
Savings delivered (KBM)	1	1	1	G		
Service standards published for all services (KBM)	1	1	1	G		
Traded Services meet budgetary targets (KBM)				N/A		

Law & Governance						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	69.1	69.1	70.4	A	Figures based on Pulse Survey results.	
% of customers who value our services (NPS) (KBM)	41	41		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% residents able to influence local decision making (KBM)	40	45	45	G	Current actual from 2014/15 Quality of Life survey is 40%. Next phase of governance review is looking at scope for more local decision making	
% staff expressing satisfaction with their manager as a leader (KBM)	88	88	88	G	A full staff survey will be undertaken 2016 / 2017. The figures quoted are based on the 2014 / 2015 staff survey results.	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	79	79	79	G	A full staff survey will be undertaken 2016 / 2017. The figures quoted are based on the 2014 / 2015 staff survey results.	
% staff satisfied with the council as an employer (KBM)	71.8	71.8	71	G	Figure based on Pulse Survey results.	
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	4	8	10	G	Between 1st April 2015 and 31st March 2016 there were 36 decisions made by the LGO 4 of which were upheld, 4 of which were not counted as complaint decisions (either because they were premature complaints or because they were closed after initial enquiries) and 28 were not upheld. Of the upheld complaints 2 are Education and Learning ones and 1 is children's social care and 1 is adult's social care	
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	G		
Average time taken by Members to make formal decisions(KBM)	30	30	30	G		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	G		
Net variation to budget - Percentage (KBM)	-8.78	-8.78	-2	R	Actual Variance £-62,931. Staffing vacancies and additional legal income	
No. of decisions deferred by decision making committee (KBM)	2	2	3	G		
Number of adverse decisions from legal challenges is low (KBM)	5	9	10	A		
Resources Group demonstrates value for money (KBM)	100	100	100	G	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	G	BU register managed by Hos PA.	
Savings delivered (KBM)	57000	57000	57000	G		
Service standards published for all services (KBM)	100	100	100	G	Being picked up via the transformation programme.	
Traded Services meet budgetary targets(KBM)	1	1	1	G	WES trading targets met.	

Physical Assets						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	66	66	72.8	R		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
% of customers who value our services (NPS) (KBM)	6	6		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)	72	72	51	G	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	55.7	55.7	75	R	A full staff survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)	67.9	67.9	75.3	R		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
All Resources Group change activity is delivered on time & within budget (KBM)	95	95	100	A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation.	
Capital Programme delivered on time & to budget (KBM)	97.16	97.16	100	A	Details input for this measure are for Capital Maintenance programme - % committment against nett budget - detaill from Work programme output	
Net variation to budget - Percentage (KBM)	-7.73	-7.73	-2	R	Actual Variance £-863,412, of which £428,000 in trading income achieved above target, £316,000 underspend in building maintenance, and £119,000 underspend on strategic sites planning applications that will now be carried out in 2016/17.	
Resources Group demonstrates value for money (KBM)	100	100	100	G	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	
Risks identified are managed and reviewed monthly (KBM)	100	100	100	G		
Savings delivered (KBM)	686000	686000	686000	G	Savings accounted for via reduction in Budgets at the start of year. Currently on target to meet other savings targets at year end.	
Service standards published for all services (KBM)	100	100	100	G	Service Standards are as published.	
The Property Rationalisation Programme is delivered on time and to budget (KBM)	-1017134	-1017134	-1017134	G		Savings delivered to 31st March 16, revised plan to be developed to support savings target to March 18
Traded Services meet budgetary targets(KBM)	100	100	100	G		

Performance						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	75.4	75.4	81.8	R	The results of the Pulse Survey have been considered by the management team and action to be taken as shown in the next column	1. Discussion of results with employees at team meetings.□ 2. 'Innovation Lab' group set up for proposing ideas for improving the quality of our services to our customers.□ 3. Staff Group carried out a local staff survey to dig deeper into some of the lower scoring Pulse Survey questions. Results were very positive and have been shared with all staff□ 4. All-service event took place in March as a celebration of successes, facilitated by the Art of Brilliance
% of customers who value our services (NPS) (KBM)	6	6		N/A	This performance measure has been replaced with the NPS Promoter Score as part of the new Resources Stakeholder Survey. These results will form the baseline going forward and future target will be to see an increase year on year.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)	65	65	62	G	A full staff survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	62	62	65	A	A full staff survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results	
% staff satisfied with the council as an employer (KBM)	80.4	80.4	72	G	Based on the Pulse Survey 2015/16 results	
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	G		
Net variation to budget - Percentage (KBM)	4.52	4.52	0	R	Actual Variance £108,543□ Expenditure on Resources Group Transformation Projects originally anticipated for 16/17 accelerated and now incurred in 15/16.	This expenditure will be met from Group reserves.
Resources Group demonstrates value for money (KBM)	95	95	100	A	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget.	See Net Variation to Budget for associated commentary and action to be taken
Risks identified are managed and reviewed monthly (KBM)	100	100	100	G		
Savings delivered (KBM)	1.0	1	1	G		
Service standards published for all services (KBM)	100	100	100	G	Service standards are currently in place for a number of arrangements in place for services delivered to other Groups, such as Business Support. However, a full suite of Service Standards for the Business Unit are currently being developed as part of the Resources Outcomes, Standards & KPS for 2016/17.	