

## Cabinet

26 January 2016

# One Organisational Plan Quarterly Progress Report April – December 2015

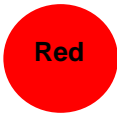


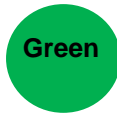


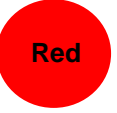



## Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the second year of the One Organisational Plan (2014-18) as at the end of December 2015 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £5.309 million into Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Approve the use of £0.524 million of the forecast underspend in Physical Assets to repay the Business Units self-financing borrowing.
- e) Approve the revised capital payments totals and the revised financing of the 2015/16 capital programme as detailed in the table in section 3.3.

## 1. Progress on the Overall Delivery of the One Organisational Plan

- 1.1. The table below presents pictorially the overall progress on the delivery of the key elements that make up the One Organisational Plan and further detail in relation to these areas is set out in Appendix A.







OOP: Outcomes	Organisational Health	Revenue (Variance)	Savings
			
Capital Spend & Slippage in to future years	Strategic Risks	Workforce	 <b>Overall Delivery</b>
 			

- 1.2. Despite continuing to operate within a very difficult landscape, there has been a slight increase in the overall performance in the delivery of a number of the elements that make up the One Organisational Plan. This improvement is reflected in the overall delivery status of Amber indicating that the authority continues to make steady progress towards the delivery of the OOP.
- 1.3. The overall red status of the OOP Outcomes masks areas of good or improving performance and this is reflected in section 2.1.4 – 2.1.5 of the report.
- 1.4. A small underspend of £2.210 million is being forecast on the revenue budget for the year. This is compared to the £0.328 million overspend forecast at Quarter 2 and reflects the progress of efforts being made to ensure, overall, the authority comes in under budget by the end of the financial year.
- 1.5. As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focussed discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans





## 2. Performance Commentary

### OOP Outcome Framework

- 2.1.1 The OOP Outcome Framework contains 5 specific key outcomes and related themes. Performance against each of these outcomes is set out in the table below.

						
	Our communities & individuals are safe from harm & are able to remain independent for longer	The health & wellbeing of all in Warwickshire is protected	Our economy is vibrant; residents have access to jobs, training & skills development	Warwickshire's communities are supported by excellent communications & transport infrastructure	Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership	Overall OOP Outcomes
<b>OOP Themes</b>						
Red	1	2	2	0	2	7
Amber	3	3	1	1	3	11
Green	1	0	1	2	0	4
Total	5	5	4	3	5	22
<b>Overall Outcome Status</b>	<b>Amber</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Red</b>	<b>Red</b>

2.1.2 The table below sets out the comparative performance of the delivery of the outcomes, when comparing the current quarter (Q3) with the start of the OOP in 2014/15.

OOP Themes	Q1 14/15	Mid Year 14/15	Q3 14/15	Year End	Q1 15/16	Mid Year 15/16	Q3 15/16	Direction of Travel since Q1 2014/15
Red	11%	5%	12%	18%	5%	27%	32%	
Amber	37%	86%	35%	64%	76%	55%	50%	
Green	52%	9%	53%	18%	19%	18%	18%	
Overall OOP Outcome Status	A	A	A	R	A	R	R	

2.1.3 When compared to the start of the OOP, of the 22 themes that make up the OOP, the number with a red status has almost trebled and by comparison, the number with a green status has decreased by almost two thirds. However, the number of amber themes has increased, indicating that the Authority is perhaps more cautious in determining whether or not it will achieve the outcomes set by 2018.

2.1.4 Positively, at the end of Quarter 3 (2015/16) we are able to report that a number of are themes are being successfully delivered including

- Our economy provides quality jobs and unlocks entrepreneurship
- Our planning infrastructure delivers strategic solutions for partners and ourselves
- The digital divide is addressed and opportunities from new technologies are maximised.

2.1.5 At the end of Quarter 3, the following themes are reporting that they are on targeted to be delivered by 2018:

- Our children live in safe and supportive families
- Our communities and individuals are encouraged to help themselves and feel safe and secure
- Our voluntary sector provide a strong offer of targeted support
- Warwickshire is the business centre of choice for the region
- High quality needs based public services are deployed effectively & efficiently no matter how they are provided
- Risk and change are managed effectively
- The Council's budget remains balanced
- Improved health and wellbeing for everyone
- Our residents are happy and have good levels of mental and physical health
- Young people understand the choices available to lead healthy lives
- Our integrated sustainable transport networks are fit for the future and meet the needs of residents and businesses

- 2.1.6 At the end of Quarter 3, a number of themes are reporting that they are unlikely to be delivered including:
- Our vulnerable residents are safe, protected from harm and independent for longer
  - Our residents enjoy an enhanced quality of life
  - Our residents have choice and exercise maximum control over their health and social care regardless of where they live
  - Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential
  - Young people are supported to meet their needs and aspirations
  - Customers access information through multiple channels and demand for Council services is effectively managed
- 2.1.7 Progress on the overall delivery of all the outcomes within the One Organisational Plan are being monitored and managed to ensure all necessary activity is being undertaken. This activity is also reflected in the Member Dashboard.
- 2.1.8 Further information on the performance of the supporting key business measures underneath the above themes and KBOs and the actions to be taken are set out in Appendix A and are available via the Management Information Dashboard (MID).

### Organisational Health Outcomes

- 2.1.9 Overall, we are forecasting that, at the end of Quarter 3, we are within tolerance to deliver all of the high level Organisational Health Outcomes
- 2.1.10 Of the eight Organisational Health Outcomes, we are reporting four green, one amber and one red, which equates to an amber status for the overall delivery of the One Organisational Health outcomes which is an improvement on the mid year position when we reported an overall red status.
- 2.1.11 The table below sets out the comparative performance of the delivery of the Organisational Health outcomes, when comparing quarter on quarter from the start of the plan, quarter 1 2014/15 to the current point, the end of Quarter 3 2015/16:

Organisational Health Outcomes	Q1 14/15	Mid Year 14/15	Q3 14/15	Year End	Q1 15/16	Mid Year 15/16	Q3 15/16	Comparison to Q1 2014/15
Red	0%	25%	25%	25%	12.5%	25%	12.5%	↑
Amber	25%	12.5%	12.5%	12.5%	50%	12.5%	12.5%	↓
Green	25%	37.5%	37.5%	50%	25%	25%	50%	↑
N/A	50%	25%	25%	12.5%	12.5%	37.5%	25%	↓
Overall Status	A	A	A	A	A	R	A	↔

- 2.1.12 When compared to the start of the OOP, the overall status for the Organisational Health outcomes has remained steady, as amber. Positively

the reds have decreased, the greens have increased and ambers have stayed the same.

- 2.1.13 The red outcome is “staff are satisfied with the Council as an employer”, which is based on the Pulse Survey results.

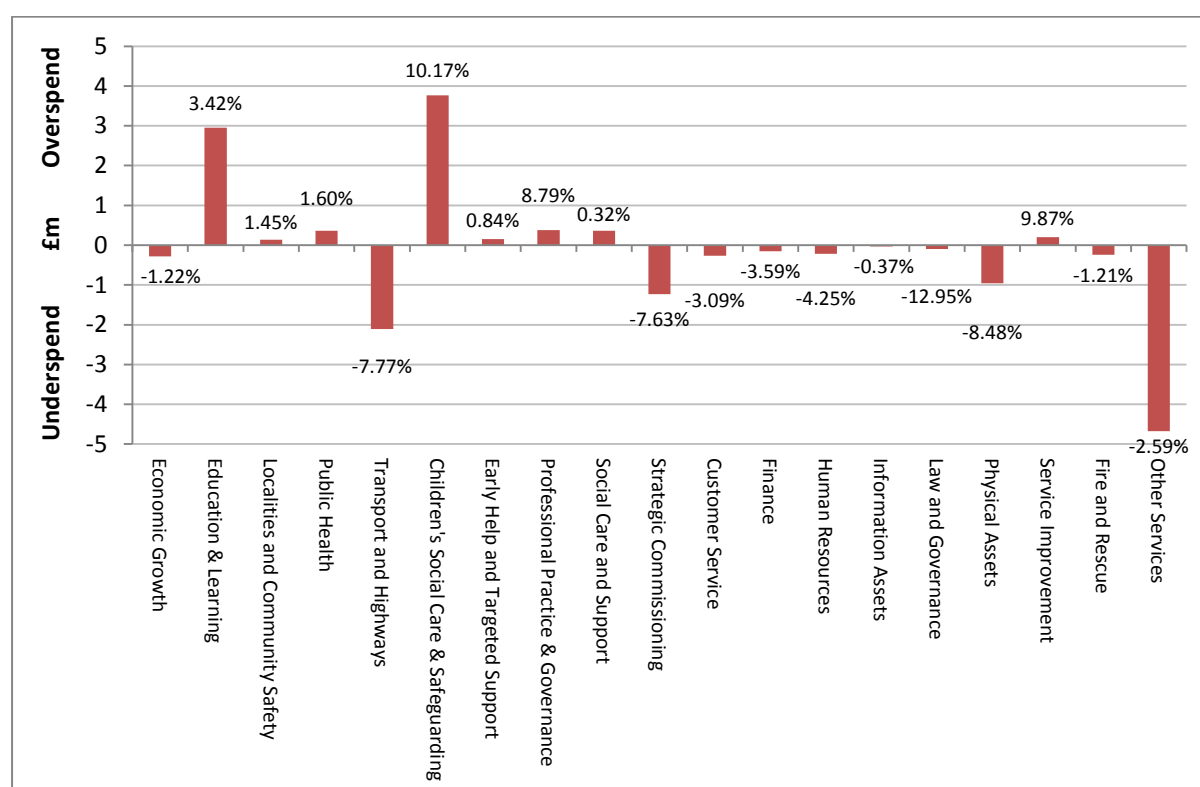
## **2.2 Management of HR and Risk**

- 2.2.1 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.2.2 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation.
- 2.2.3 At the end of Quarter 3, sickness has increased slightly but is consistent with sickness figures for this period last year. Absence levels are reported at an average of 2.69 days per person (9.82 on the rolling year) which compares to this quarter last year when they were reported at an average of 2.79 days per person. This also compares to 2.22 days at the mid year point. Reports show that the three top reasons for absence remain stress, viral and musculo-skeletal.
- 2.2.4 As we continue to move through significant organisational change, the total number of people employed by the County Council stands at 5220 which is a slight increase of 5 heads on Quarter 2. Since the beginning of the financial year, there has been an overall reduction of 124 posts representing 2.4% of the workforce.
- 2.2.5 The age profile of our workforce remains relatively stable with an average age of 45.7. Efforts to increase the number of young people in the workforce continues and there have been 72 apprentices participating in the Apprenticeship programme since the beginning of the financial year
- 2.2.6 Turnover remains steady. A revised exit Interview process is starting to provide data that will help us better understand the motivations of leavers.
- 2.2.7 We continue to manage the number of significant risks to the organisation, and there is only one net red risk in the corporate risk register which is “Safeguarding Children and Vulnerable Adults in our community and the County Council’s inability to take action to avoid abuse, injury or death”. This risk has been set at a constant red risk level because of the nature of the risk and does not indicate that performance in this area is poor.
- 2.2.8 Further details of the actions being taken to reduce the likelihood/ impact of risk is detailed in the risk section of Appendix A.

### 3. Financial Commentary

#### 3.1. Revenue Budget

- 3.1.1. The approved net revenue budget for 2015/16 is £237.878 million. Against this, at Quarter 3, an underspend of £1.960 million or 0.82% is forecast. The Quarter 2 position was an overspend of £0.328 million or 0.14% when compared to the approved net revenue budget at that time.
- 3.1.2. The agreed tolerance for underspends is 2% which means the overall forecast falls within this tolerance.
- 3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the tolerances agreed for reporting purposes of no overspend or a less than 2% underspend. To supplement the assessment of financial performance against these tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process are reported to Members as part of these quarterly reports.



- 3.1.4. At Quarter 3 eight Business Units are forecasting that they will overspend and a further eight are forecasting underspends greater than the -2% tolerance agreed, the remaining three have underspends within the agreed tolerance level.
- 3.1.5. Where the size of the variation requires it, the main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those Business Units overspending and those underspending. The

size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised.

## **Overspends**

- Education & Learning – The forecast overspend of £2.951 million represents a decrease of £1.283 million since Quarter 2 and is still mainly due to the known deficit on the Dedicated Schools Grant (DSG) budget. Finding a long-term solution to balance the DSG and deliver the home-to-school transport savings has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Localities & Communities – The forecast overspend of £0.134 million is in contrast in the forecast underspend of £0.647 million at Quarter 2. The main reasons for the change are the increased costs associated with delivering Phase Two of the Priority Families programme and also increased costs in providing the required number of Independent Domestic Violence Advocates.
- Public Health – The forecast overspend of £0.359 million is an increase on the forecast underspend of £0.792 million at Quarter 2. The service has had to endure in year budget cuts of £1.411 million by the Department of Health and has put plans in place to mitigate the majority of these cuts and any year end overspend will be funded from reserves.
- Children's Social Care & Safeguarding – The forecast overspend has increased by £0.514 million to £3.768 million. Over £2.300 million is due to residential care costs for looked after children whilst the remaining overspend is from rising costs associated with foster carers and adoption services. The Business Unit has no reserves and finding a solution to the financial difficulties in Children's Social Care & Safeguarding has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Early Help and Targeted Support – The forecast overspend is £0.151 million. This is due to an increase in demand for Equipment in support for the Vulnerable Adults Service and also an increase in placements for the Integrated Disability Service
- Professional Practice & Governance – The forecast overspend is £0.375 million compared to an underspend of £0.065 million at quarter two. This is due to an increase in costs of £0.314 million for the replacement of the client information system. A request for a transfer from reserves to meet this overspend is included within this report.
- Social Care & Support – The forecast overspend has increased to £0.359 million from £0.282 million at quarter two. The level of demand for the Physical Disabilities service is higher than expected and the overspend represents the increased costs associated with the level of demand.

- Service Improvement and Change Management – The forecast overspend of £0.203 million is a slight increase from the Quarter 2 forecast. This is as a result of a £0.242 million planned overspend to deliver Resources Group transformation offset by smaller underspends across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resources Group Transformation Fund.

### **Underspends (Above -2% Tolerance)**

- Transport & Highways – The forecast underspend of £2.106 million is £0.379 million more than was forecast at Quarter 2 and £1.128 million more than the quarter one forecast. The increased underspend is due to a significant drop in Concessionary Travel passenger journeys and additional income from Civil Parking Enforcement, Network Management and the permit scheme.
- Strategic Commissioning – The forecast underspend of £1.234 million is £0.368 million more than was forecast at Quarter 2 and £1.094 million more than the quarter one forecast. This increase is due to a number of posts across the Business Unit being vacant and the delay in the implementation of Phase 2 of the Care Act.
- Customer Service – The forecast underspend of £0.262 million is £0.242 million more than was forecast at Quarter 2. The increase is mainly due to unspent Care Act funding and an underspend in Project work for the service. The service is requesting to transfer the underspend into reserves to fulfil future Care Act duties and support the Corporate Customer journey work in future years.
- Finance – The forecast underspend of £0.151 million. The increase is mainly due to planned delays in the recruitment to vacant posts, and the delay in the replacement Social Care System.
- Human Resources – The forecast underspend of £0.219 million is £0.077 million more than was forecast at Quarter 2. The increase is due to vacant posts being held.
- Law & Governance – The forecast underspend of £0.101 million is £0.042 million more than was forecast at Quarter 2 due to posts being held vacant and specific grant funding being available.
- Physical Assets – The forecast underspend of £0.954 million is £0.907 million more than was forecast at Quarter 2. It has arisen from the savings generated by Property Rationalisation Programme, an underspend on rates due on county buildings and savings from the Estates and Smallholding team. The service is requesting to use £0.524 million of this underspend to repay debt. The balance will be used to fund future work to increase the sale value of future surplus property.



- Other Services – The forecast underspend of £4.674 million is an increase of £1.510 million more than was forecast at Quarter 2. This is due to increases in core grants, slippage in capital financing and an increase in interest earned.

3.1.6. The Quarter 1 report highlighted that we would expect the number of Business Units forecasting an overspend would reduce during the year and so far this has happened. Corporate Board and Heads of Service are aware of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track are being developed.

3.1.7. Most of the Business Units have sufficient reserves to meet any residual overspends. There are still only two Business Units that are a cause for concern at present – Children’s Social Care and Safeguarding and Education and Learning, with a combined forecast of a £6.719 million overspent. This is a decrease of £0.769 million since Quarter 2. The difficult financial position of both of these Business Units is a continuation of the position at the end of 2014/15 and it has previously been identified as the critical issue to be resolved in the 2016/17 OOP financial refresh.

3.1.8. Notwithstanding finding a medium term solution, even with concerted management action, it is unlikely there will be a sufficient turnaround in their financial position to bring them fully back on an even keel within the financial year. As these Business Units have no reserves any remaining overspend will need to be made good from a reallocation of resources from elsewhere across the authority. For 2015/16 Corporate Board is proposing these overspends are funded from any Other Services underspends followed by a top-slice from reserves.

## **3.2. Reserves**

3.2.1. Business Units are seeking Members’ approval to put £6.047 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

### **Economic Growth (£0.173 million)**

- £0.100m to fund a dedicated officer to implement the Restat System and implement Health & Safety Work at Home Waste Recycling Centres.
- £0.073m To support the funding of the Snitterfield Emergency Capital Project in 2016/17.

### **Customer Services (£0.262 million)**

- £0.126m to meet the costs of future Care Act duties.
- £0.136m to Support the ongoing Corporate Customer Journey Programme

### **Human Resources (£0.059 million)**

- To fund the Going for Growth Apprenticeship Scheme in future years.

**Law and Governance (£0.063 million)**

- Warwickshire Counter Fraud Partnership grant funding no longer needed in 2015/16 to offset future year's costs.

**Physical Assets (£0.430 million)**

- To fund works at sites in order to gain planning permission.

**Fire and Rescue (£0.177 million)**

- £0.100m to support operational training in future years.
- £0.077m to support the IT replacement project in 2016/17.

**Other Services (£4.883 million)**

- £3.500m to cover the overspend in Education and Learning and Children's Social Care.
- £0.400m to continue to fund the 0-5 Strategy for Children in future years.
- £0.983m to counter future volatility in interest rates

3.2.2. Business Units are also seeking approval to drawdown £0.738 million from reserves to support the delivery of their plans in the current financial year:

**Localities (£0.218 million)**

- To cover the forecast overspend on Priority Families and bring the budget back into balance.

**Professional Practice and Governance (£0.314 million)**

- To meet the increased costs associated with the replacement client information system.

**Other Services (£0.206 million)**

- Transfer to Service Improvement and Change Management to cover the Resources Transformation work.

3.2.3. At 1 September 2015 the authority held reserves of £120.583 million. The proposed movements out of reserves of (£0.738 million) combined with the effect of the forecast outturn £1.960 million would increase the total level of reserves to £121.805 million.

3.2.4. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to cover known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a strong position as we face the challenge of delivering both the 2014-18 Plan and additional savings required following the provisional 2016/17 Local Government Finance Settlement.

### 3.3. Capital Programme

3.3.1. The total forecasted level of capital payments is £102.475 million in 2015/16, with a further £141.632 million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £4.111 million for 2015/16 with a further £10.062 million over the medium term.

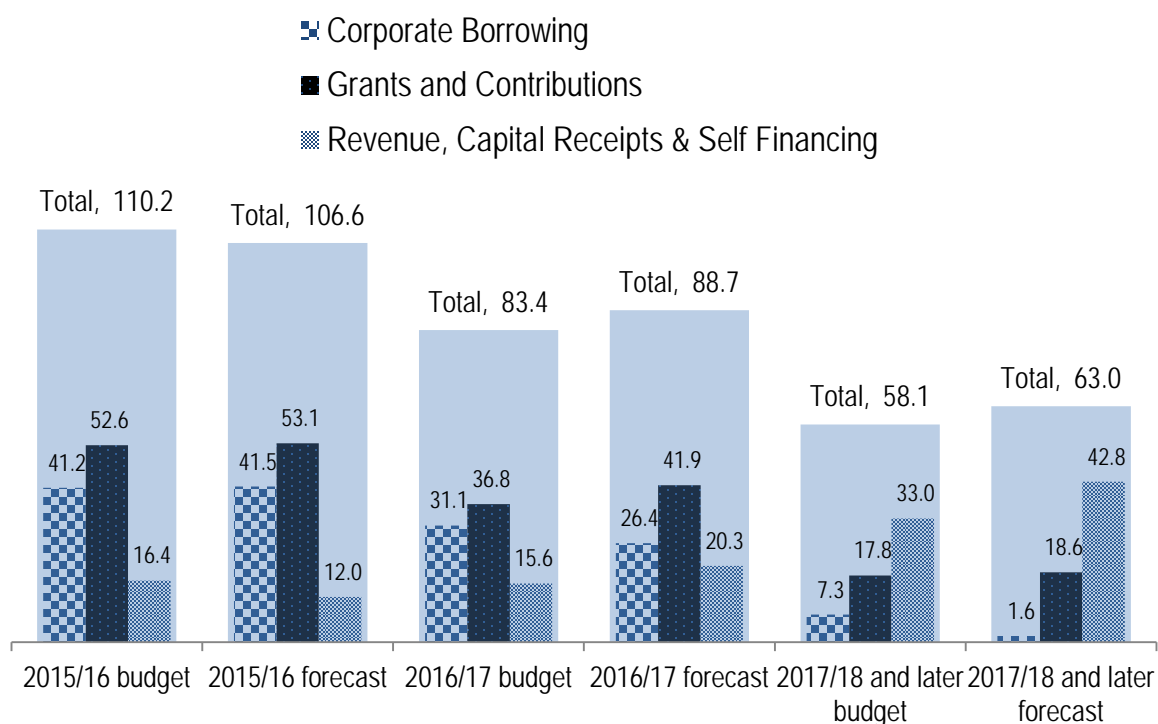
3.3.2. Managers' forecasts indicate that £6.156 million of the planned spend for 2015/16 is now expected to slip into future years. This brings the total slippage to £27.073 million.

3.3.3. The main reasons for the additional £6.156 million slippage in the quarter compared to the approved budget are:

- Economic Growth – The slippage of £2.484 million is in the main due to the Snitterfield Flood Alleviation project which has been slightly delayed and now has a start date of March 2016 and should be completed by the end of 2016/17.
- Education and Learning – The slippage of £1.050 million is across a variety of projects due to issues including delays in obtaining planning permission and projects on hold pending further review. Further details on the reasons for the slippage are available in the background annexes.
- Localities – The slippage of £0.083 million is due to some countryside schemes being delayed due to prolonged negotiations around a compulsory purchase order.
- Transport - There has been slippage of £1.371 million from 2015/16 into future years due to issues across numerous schemes. Further details on the reasons for the slippage are available in the background annexes.
- Physical Assets – The slippage of £1.195 million is, in the main, due to delays on the Rationalisation of the County Storage project of £0.817 million. This is due to a re-profiling of the forecasted spend to match actual project progress.
- Fire and Rescue – The £0.197 million slippage relates to a delay in the new Training Centre project as a result of delays in obtaining planning permission.

3.3.4. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below and the table overleaf shows how the planned and forecast capital expenditure is to be financed. These figures include the remaining Growth Fund allocation of £14.173 million.

## Estimated Financing to 2017/18 & Later Years (£m)



	2015/16 Budget	2015/16 Forecast	2016/17 Budget	2016/17 Forecast	2017/18 and later Budget	2017/18 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total</b>	<b>110,172</b>	<b>106,586</b>	<b>83,378</b>	<b>88,678</b>	<b>58,145</b>	<b>63,016</b>
Corporate Borrowing	41,250	41,508	31,074	26,436	7,294	1,597
Self-Financed Borrowing	4,529	3,121	1,650	2,491	5,938	5,794
Grants and Contributions	52,558	53,092	36,813	41,893	17,782	18,601
Capital Receipts	6,071	2,252	13,059	16,531	26,645	36,538
Revenue Contribution	5,764	6,613	782	1,327	486	486

3.3.5. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

## 4. Background Papers

None

## 5. Appendices

- 5.1. Annexes A-T (the detailed returns from each Business Unit of their Quarter 3 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.
- 5.2. The information is also available electronically via the Member Dashboard.

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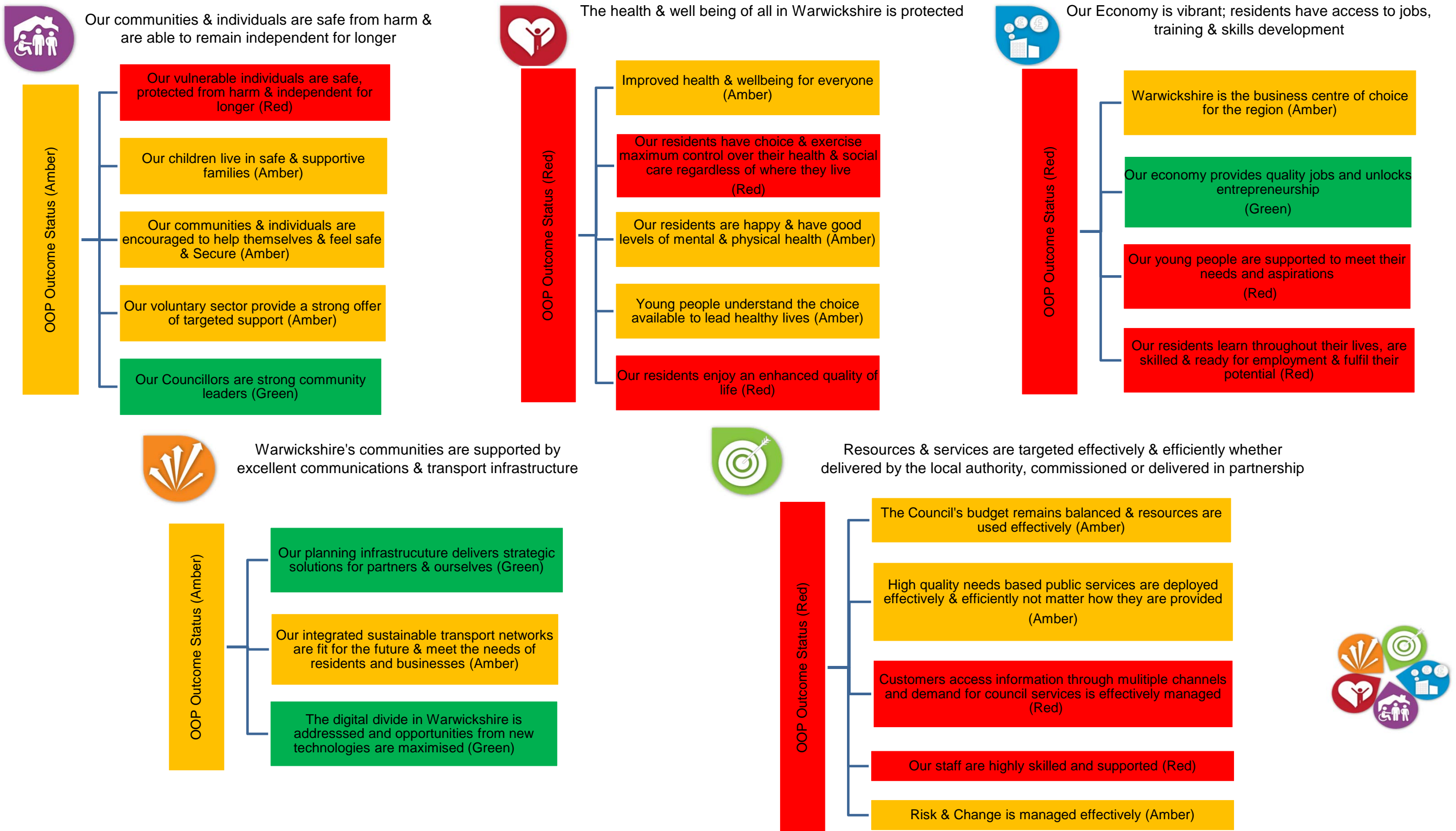
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Appendix A One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes. April – December 2015

Overall, at the Quarter 3, 2015/16, of the One Organisational Plan, we are reporting that we are not on target or within tolerance (Red) to deliver on all of the high level Outcomes as set out in the One Organisational Plan

Individually, there are a number of key areas where we are on or above target to deliver on our OOP Outcomes with 4 already being achieved (Green) and a further 11 within tolerance (Amber) to be achieved at the end of 2018.



# One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes: April - December 2015



## Customers

N/A

Customers expectations are managed and they are satisfied with the services they receive



## Resources

R

Services are delivered within the agreed budgets\* excludes other services

G

Savings are delivered to plan

## Staff



R

Staff are satisfied with the Council as an employer

G

Staff have access to resources and information which allow them to do their job



## Risk & Change

N/A

The Council adopts a commissioning approach to service delivery

G

Decision makers have access to the information they need to make effective decisions

A

The Council operates within the law



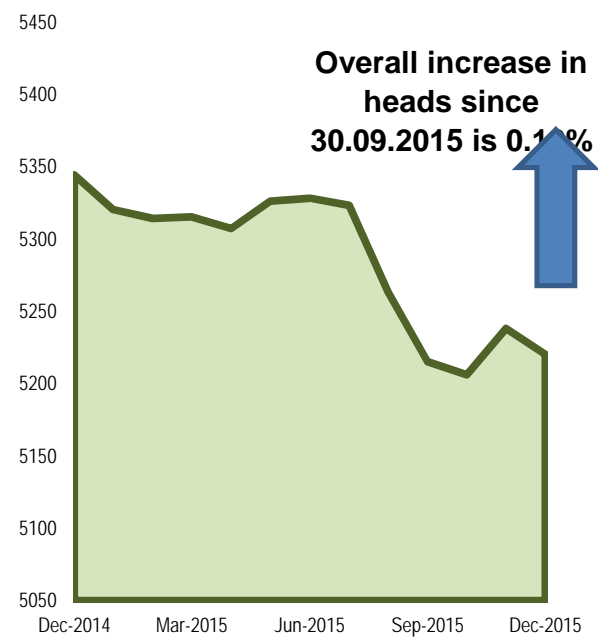
A

Delivery of the One Organisational Health Outcomes: Actual of April - December 2015

As of 31st December 2015, we are reporting one amber outcome, four greens and two red, which equates to an overall amber status for the overall delivery of the One Organisational Health outcomes.

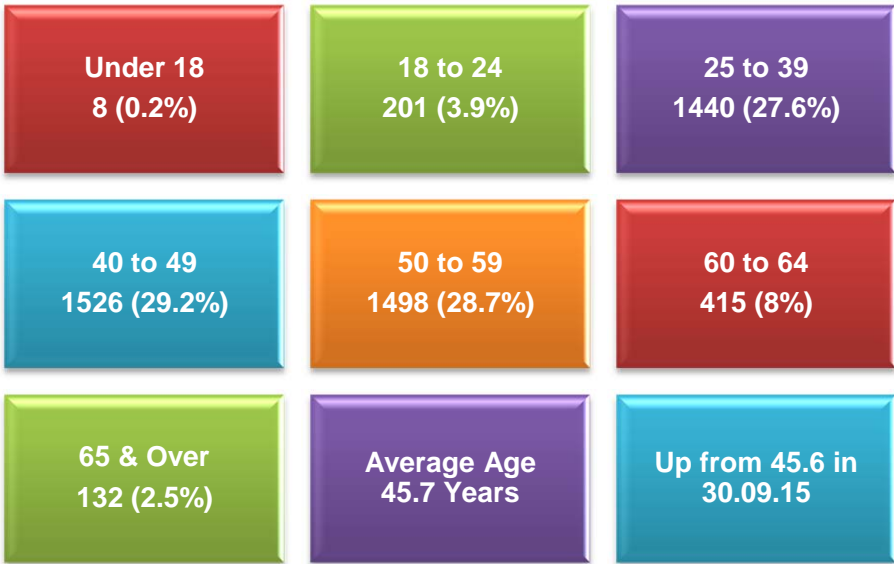
One Organisational Plan Quarter 3 October - December 2015 Progress Report: Headline HR Information

Number of employees



	Qtr 3 2014/15	Year End 2014/15	Qtr 1 2015/16	Mid Year 2015/16	Qtr 3 2015/16
Head Count	5344	5315	5328	5215	5220
Full Time Equivalents	4167.8	4158.3	4154.0	4085.2	4097.2
Whole Time Equivalents	4096.7	4086.4	4087.0	4030.5	4030.2
Number of Posts	5638	5613	5630	5500	5500

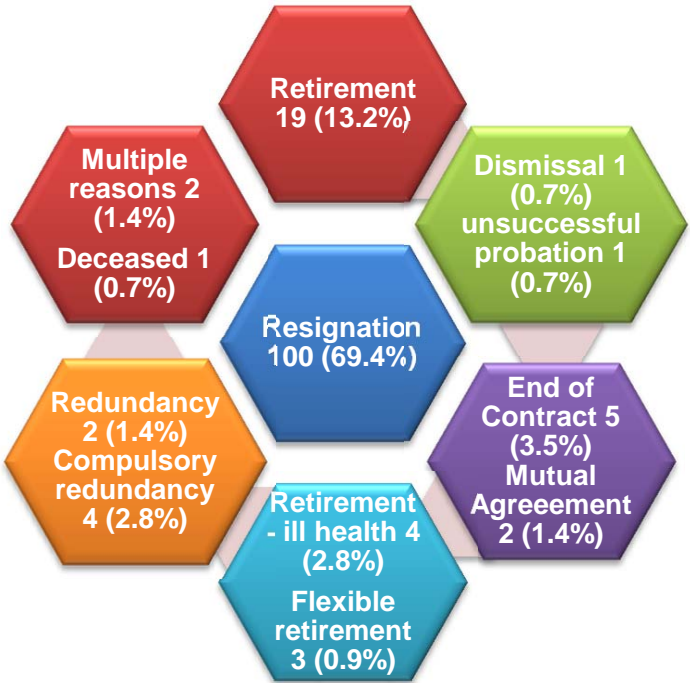
Age profile of our workforce end of Quarter 3



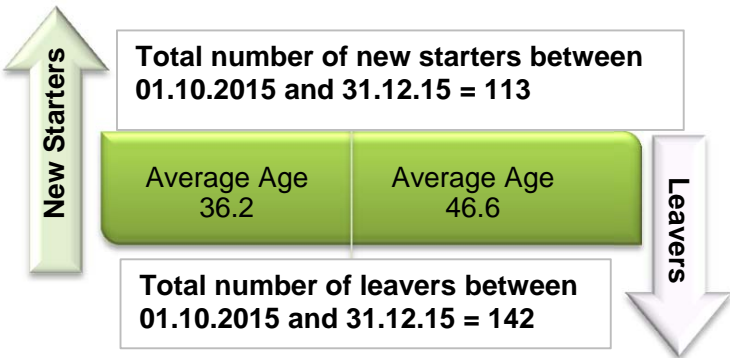
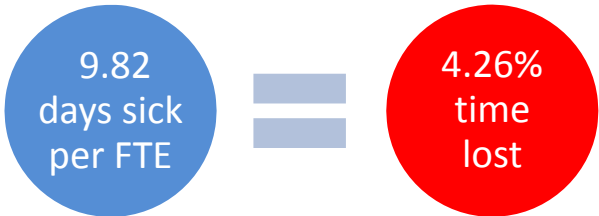
Turnover of workforce 1st October 2015 - 31st December 2015.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	113	142	2.7	2.72%
Full Time Equivalents	80.8	101.7	2.5	
Posts	113.0	146	2.7	

Number of posts by the reasons for leaving (% of leavers)



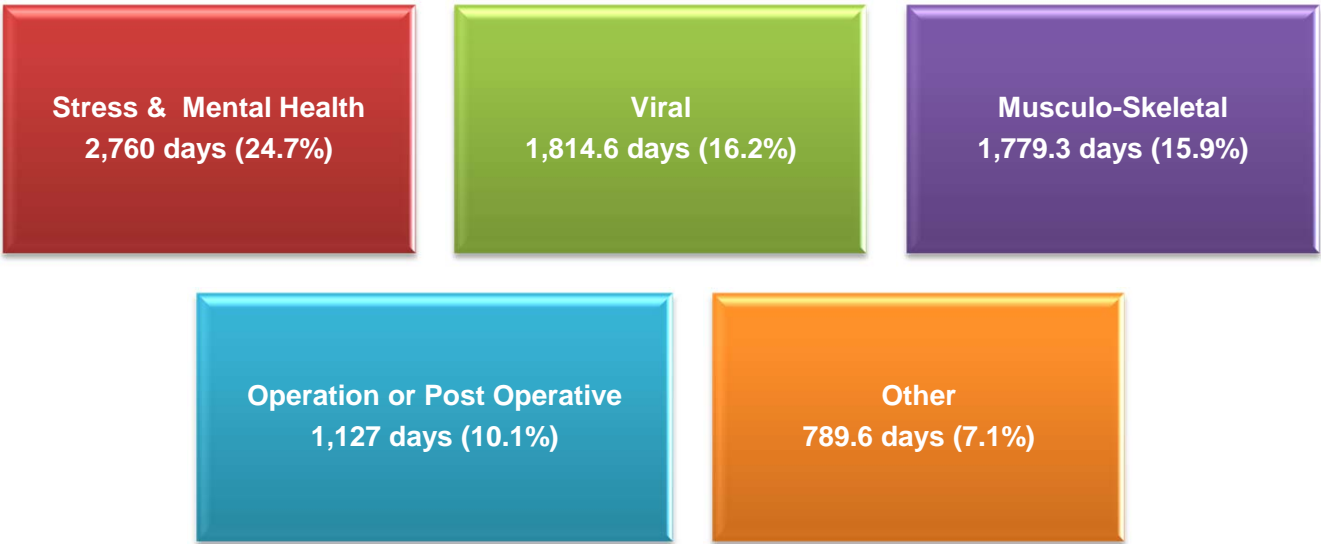
Sickness Headline Statistics  
Rolling Year 31.12.15



Sickness Absence Days

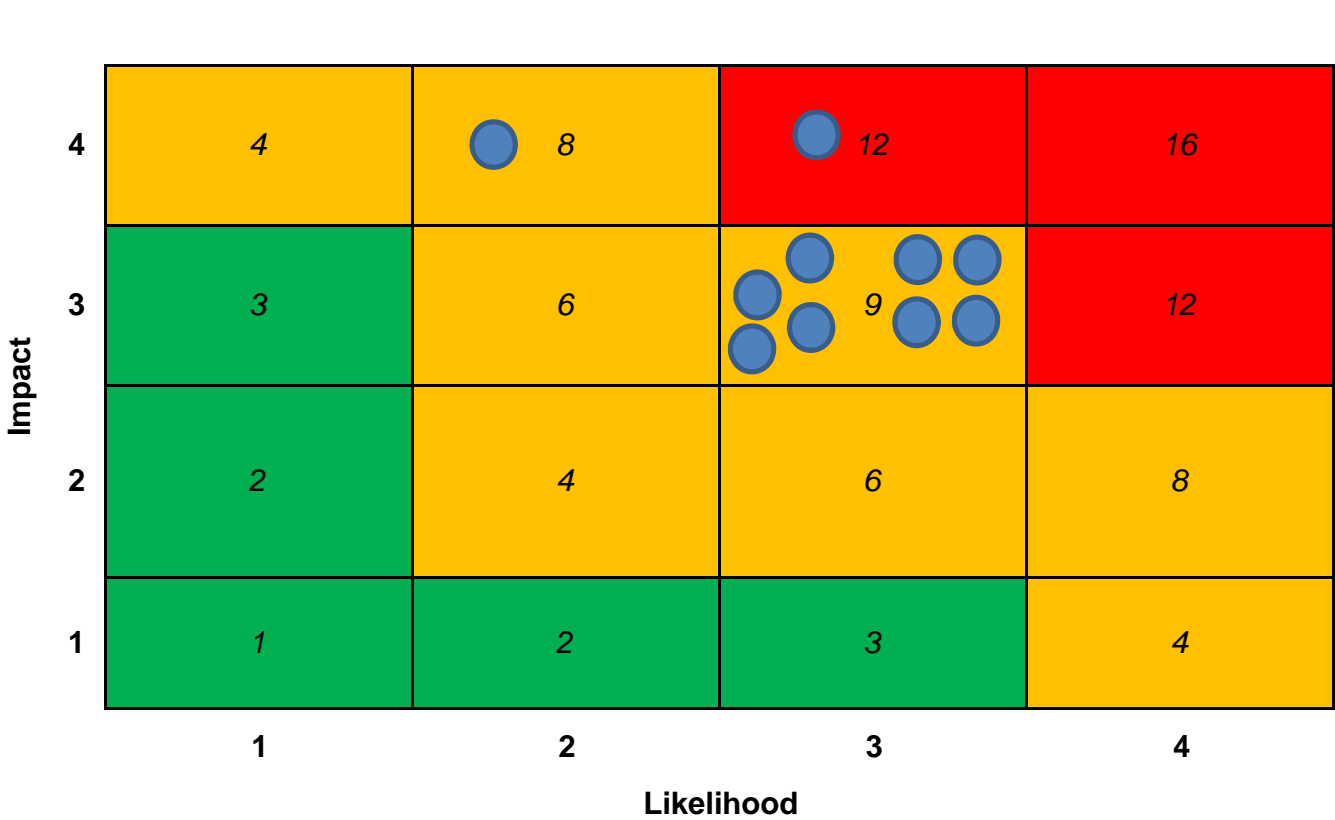
	Qtr 3 2014/15	Year End 2014/15	Qtr 1 2015/16	Mid Year 2015/16	Qtr 3 2015/16
Days lost through sickness	11,112.4	11,158.2	9,261.3	9,253.7	11,191.8
of which short-term	5284.3 (48%)	5145.3 (46.1%)	3759.6 (40.6%)	3525.7 (38.1%)	4655.8 (41.8%)
of which long-term	5828.1 (52%)	6013 (53.9%)	5501.6 (59.4%)	5728 (61.9%)	6536 (58.4%)

Top 5 reasons for absence (days lost)





WCC Strategic Risks - Performance Update April - December 15



Net Amber Risks

- R0840 Continuing pressue on Adult Social Services and Health
- R0842 Loss or corruption of personal or protected data held by the Council
- R0843 C&W LEP and regional partnership working fail to deliver optimum economic benefits
- R0844 Inability to sustain risk critical fire and rescue functions
- R0870 Inability to maintain critical services during disruptions
- R0846 Ensuring sufficient provision of school places across the county
- R0847 Inability to manage or influence the impact of HS2 on Warwickshire
- R0871 Meeting statutory requirements to drive improvements across all schools in the C
- R0839 Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term

Gross Risk Level	Net Risk Level
16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
16 (R)	9 (A)
12 (R)	9 (A)
16 (R)	8 (A)

Net Red Risk

- R0841 Safeguarding Children & Vulnerable Adults in our community

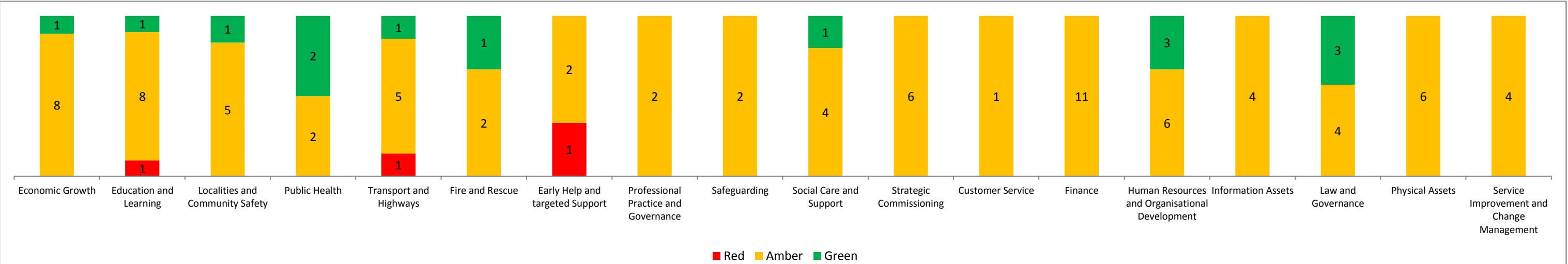
16 (R)	12 (R)
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Definitions taken from WCC Risk Management Strategy:

**Gross Risk Level** - Risk level on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst case scenario if the risk were to occur.

**Net Risk Level** - Risk level taking into consideration the effectiveness of the identified existing actions. In other words, the reality if the risk were to occur in the immediate future.

Business Unit Net Risks: Performance Update April - December 15



Commentary - Action to reduce the likelihood and Impact of Net Red Risks:

**Failure to achieve the savings as identified in the One Organisational Plan.** Risk Owner: Nigel Minns (Head of Education and Learning). Previous reports to Cabinet have confirmed that home to school transport savings are unachievable and that this will need to be considered during the budget setting process.

**Deterioration of Highway Network condition.** Risk Owner: Graeme Fitton (Head of Transport and Highways). 2016/17 will see a significant reduction in capital for Highway Maintenance. Capital funds the footway and road resurfacing programmes which dictate condition. The reduction will, therefore, lead to a tangible reduction in condition of the highway network

**The Reablement Strategy and OOP fail to deliver intended objectives.** Risk Owner: Hugh Disley (Head of Early Help and Targeted Support). This risk is reliant on the appropriate referral pathway where reablement can be undertaken. There is a D2A Integration Board that is overseeing a joint Health / Social Care integrated model that should maximise on the reablement potential with a possible S75 agreement

**Children and Young People and vulnerable adults suffer injury or death.** Risk Owner: Sue Ross (Interim Head of Safeguarding).The risk of this type of incident happening will always remain despite controls in place which are under constant review

**One Organisational Plan Outcomes and supporting OOP Themes where overall performance is red at the end of the end of Quarter 3 (2015/16)**

The table below sets out both the themes that are not reporting to be delivered and the associated key performance measures that have not achieved the targets set for 2015/16, i.e. the red measures based on the red themes. Further details of all the Key Business Measures (KBMs) by Business Unit are reported at Annex T.

<b>OOP Outcome: Our Communities &amp; Individuals are safe from harm &amp; are able to remain independent for longer</b>		
<b>OOP Theme</b>	<b>Key Business Measure</b>	<b>Reason and Actions to be taken</b>
Our vulnerable resident are safe, protected from harm and independent for longer	Number of children who are subject to a child protection plan per 10,000 population	We have revised the dual status policy to reduce duplication and anticipate this will support a reduction in figures.
	Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing FGC	As recorded at the end of the last reporting quarter, a substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service. It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes.  These factors continue to influence the year to date estimate to the end of the third quarter. This consolidated performance measure is under review.
	% of repeat presentations for drug and alcohol use	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
	No. of violence against the person (including domestic abuse & sexual offences)	Police recording of violent crime has changed this year and all forces across the country are seeing significant increases. In some categories, such as sexual and domestic violence, increases are positive, therefore this indicator needs to be handled with extreme caution. Breakdowns of the data are considered monthly and quarterly by the local and county partnership groups with action taken where required. Actuals are from April-November with the forecast calculated based on the

		average monthly number of crimes. We will continue to monitor the position but this year will be a new baseline for this indicator
Our vulnerable resident are safe, protected from harm and independent for longer	Rate of proven re-offending by young offenders	Latest available data (January 2013 – December 2013) cohort shows a frequency rate (average number of re-offences per offender) of 0.87 per person This continues the down trend in recent quarters and 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
	Percentage of repeat safeguarding referrals	Having a figure higher than target is not necessarily bad performance, but does warrant further checks. Whilst the repeats have gone up, all the necessary checks have been undertaken to ensure that appropriate further action is taken with cases in this cohort
<b>OOP Outcome: The Health &amp; Wellbeing of all in Warwickshire is protected</b>		
<b>OOP Theme</b>	<b>Key Business Measure</b>	<b>Reason and Actions to be taken</b>
Our residents enjoy an enhanced quality of life	Percentage of LAC aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	This is an area to be reviewed 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. Through the JSNA on LAC to examine the placement histories of a sample of young people within this cohort to understand in more detail their outcomes and how placement stability can be better supported. To review current permanency planning processes against revised

		Statutory Guidance. Permanence and long term placements and children ceasing to be looked after
	Reduction of Kgs of residual household waste per household	Figure does not take into account increase in dwelling stock figures due to be released in new year. Actual = cumulative figure. Quarters 2 and 3 are estimated. We have seen a reduction of some 3,200 tonnes of green waste that has reduced our overall performance.
	Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months	This year, reviews have been more comprehensive due to the requirement for them to be 'full reassessments' to enable Care Act compliance. Performance has been affected by the need to divert Quality in Care (Reviewing) Team capacity to some Care Home closures, which require a lot of intensive work to move people safely
Our residents have choice and exercise maximum control over their health and social care regardless of where they live	% of children aged 11 who are obese	During 14/15 obesity rates in Year 6 children has increased from 13/14 data. Change Maker is a Family Weight Management Programme, which supports children who are overweight or obese. This new service started 1 July 2015. To date the service has had 133 referrals, 14 children have completed the programme and some are still in progress.
	Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months	This year, reviews have been more comprehensive due to the requirement for them to be 'full reassessments' to enable Care Act compliance. Performance has been affected by the need to divert Quality in Care (Reviewing) Team capacity to some Care Home closures, which require a lot of intensive work to move people safely
<b>OOP Outcome: Our economy is vibrant; residents have access to jobs, training &amp; skills development</b>		
<b>OOP Theme</b>	<b>Key Business Measure</b>	<b>Reason and Actions to be taken</b>
Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential	LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort
	LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing	
	LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics	
	Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention	Lower than anticipated percentage due to complex cases being referred that require longer term interventions and their previous experiences of education/support being short term or curtailed by their non attendance. A number

		of young people worked with in this group have "moved on" and therefore case closed without positive outcome. Need to examine in more detail the suitability of some referrals and whether a different approach to their needs could be more beneficial - for instance the balance of one to one support to group work.
Young people are supported to meet their needs and aspirations	LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort
	LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing	
	LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics	
	Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention	Lower than anticipated percentage due to complex cases being referred that require longer term interventions and their previous experiences of education/support being short term or curtailed by their non attendance. A number of young people worked with in this group have "moved on" and therefore case closed without positive outcome. Need to examine in more detail the suitability of some referrals and whether a different approach to their needs could be more beneficial - for instance the balance of one to one support to group work.
	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	Data unvalidated, final data due end Jan 16. Final validated figure will be available at the end of January 2016. Cabinet paper 10th Dec re Closing the Gap Strategy has requested targets to be reviewed. Closing the Gap has been identified as a major area for development and project was established in January 15 and is progressing well.
	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	Data estimated, final data due end Jan 16. Using NCER data as a proxy for national performance the gap has remained static at 30% for Key Stage 4. Actual figure will be available at the end of January 2016. Cabinet paper 10th Dec re Closing the Gap Strategy has requested targets to be reviewed. Closing the Gap has been identified as a major area for development and project was established in January 15 and is progressing well.

OOP Outcome: Resources & Services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership		
OOP Theme	Key Business Measure	Reason and Actions to be taken
Customers access information through multiple channels and demand for Council services is effectively managed	Standards for complaint handling are met	Areas being addressed are Adult social care and children's social care
	The Customer Journey programme is delivered on time and to budget	Timetable has slipped due to resourcing and staff availability at service level
Our staff are highly skilled and supported	% staff expressing satisfaction with their manager as a leader	A full Staff Survey will be undertaken in 2016/17. The figures quoted are based on the 2014/15 staff survey results. Working proactively with managers to address this Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
	% staff satisfied with the council as an employer	
	% staff satisfaction with access to the resources and information which allow them to do their job	
	% increase in staff engagement	<p>This is based on the results of the pulse survey. Dialogue and workshops are being undertaken with staff. Significant variations in teams score will particularly review lower scores and develop action plan to improve. Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.</p> <p>1. Discussion of results with employees at November team meetings  2. SICM All Team Event to be run late November/early December, where these results will be discussed (this event will be customer focussed)  3. SICM 'Innovation Lab' group to be set up where like minded staff, in an open and honest environment can propose ideas for improving the quality of our services to our customers.  4. SICM Staff Group to work with the Management Team on addressing the identified areas for improvement</p>

One Organisational Plan: Use of Financial Resources: Quarter Three 2015 / 16  
Revenue Position by Business Unit

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Economic Growth	23,072	22,791	(281) 1.22% Underspent	(4,069)	(4,350)
Education & Learning	86,336	89,287	2,951 3.42% Overspent	(908)	2,043
Localities & Communities	9,213	9,347	134 1.45% Overspent	(3,683)	(3,549)
Public Health	22,393	22,752	359 1.60% Overspent	(1,371)	(1,012)
Transport & Highways	27,099	24,993	(2,106) 7.77% Underspent	(1,793)	(3,899)
Total Communities Group	168,113	169,170	1,057 0.63% Overspent	(11,824)	(10,767)
Children's Social Care & Safeguarding	37,062	40,830	3,768 10.17% Overspent	0	3,768
Early Help & Targeted Support	18,052	18,203	151 0.84% Overspent	(946)	(795)
Professional Practice & Governance	4,268	4,643	375 8.79% Overspent	(2,751)	(2,376)
Social Care & Support	113,286	113,645	359 0.32% Overspent	(11,310)	(10,951)
Strategic Commissioning	16,167	14,933	(1,234) 7.63% Underspent	(4,550)	(5,784)
Total People Group	188,835	192,254	3,419 1.81% Overspent	(19,557)	(16,138)

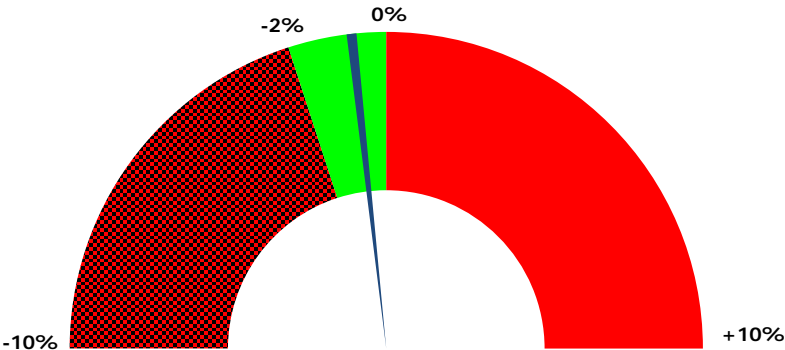
Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,509	8,246	(263) 3.09% Underspent	(742)	(1,005)
Finance	4,210	4,059	(151) 3.59% Underspent	(95)	(246)
Human Resources & Organisational Development	5,157	4,938	(219) 4.25% Underspent	(658)	(877)
Information Assets	9,589	9,554	(35) 0.37% Underspent	(1,416)	(1,451)
Law & Governance	780	679	(101) 12.95% Underspent	(48)	(149)
Physical Assets	11,250	10,296	(954) 8.48% Underspent	(401)	(1,355)
Service Improvement and Change Management	2,056	2,259	203 9.87% Overspent	(190)	13
Total Resources Group	41,551	40,031	(1,520) 3.66% Underspent	(8,289)*	(9,809)
Fire & Rescue	19,944	19,702	(242) 1.21% Underspent	(684)	(926)
Other Services	(180,565)	(185,239)	(4,674) 2.59% Underspent	(80,229)	(84,903)
Total Whole Authority	237,878	235,918	(1,960) 0.82% Underspent	(120,583)	(122,543)

**Notes**  
All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

\* Resources Group has retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

Revenue Variance for the Whole Authority





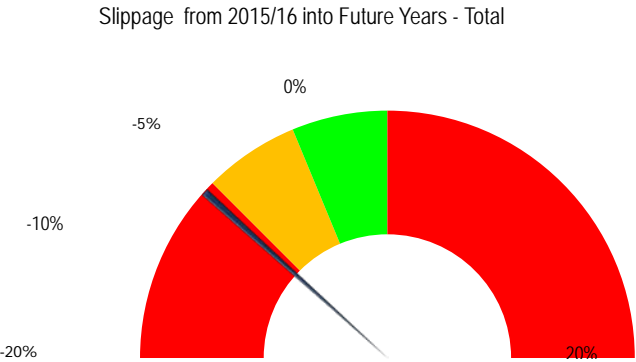
One Organisational Plan: Use of Financial Resources: Quarter 3 October - December 2015  
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2015/16 into Future Years	Comments
Customer Service	3,654	0	3,654	10	
Early Help & Targeted Support	75	0	75	0	
Economic Growth	6,643	125	6,768	(2,484)	Due to timescales Snitterfield Flood Alleviation, which was a new scheme at Q2, was incorrectly allocated to 15-16 (£2.1m). In addition to this there are another 3 schemes where approximately £100k has slipped from 15-16 into 16-17.
Finance	0	0	0	0	
Fire & Rescue	11,807	43	11,850	(197)	There has been a delay in the Gaydon project which is due to planning permission taking longer to achieve than originally expected.
Information Assets	26,003	397	26,400	0	
Education & Learning	46,598	(260)	46,340	(1,050)	

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	1,838	15	1,853	(83)	Countryside schemes have been delayed due to prolonged negotiations around a compulsory purchase order and due to works being rephased because of logistics on another scheme.
Physical Assets	39,398	263	39,662	(1,195)	Rationalisation of the County Storage project is due to be reported back to Cabinet in early 2016 but in the meantime has slipped by £817k. Various energy reduction funds have moved into 16-17 due to a limited number of active projects.
Children's Social Care and Safeguarding	238	0	238	0	
Social Care & Support (Adults)	1,176	494	1,670	0	
Strategic Commissioning	3,187	0	3,187	(10)	
Transport	95,882	5,504	101,386	(1,371)	
Professional Practice & Governance	1,024	0	1,024	224	Spending has been brought forward on the Client Information Systems review due to the pace of the project.

Key  
For all current and future years forecast are slippage from 2014/15 into future years the following tolerances have been used:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red





One Organisational Plan: Use of Financial Resources: Quarter 3 April - December 2015  
Savings Plan Position by Business Unit

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Imple- mentation Status
Economic Growth	1,287	1,287	1,287	Savings in 2016/17 and 2017/18 associated with the reduction of waste are at some risk as waste tonnages are on the increase nationally. This trend is undoubtedly due to national economic conditions. This risk has been included within the WCC corporate risk register.	A
Education & Learning	1,568	1,268	1,268	The home to school transport savings are unachievable. Corporate Board are aware of the current situation and the resulting budget pressure has been identified as a priority with elected members. All other savings will be delivered in line with savings plans.	R
Localities & Communities	626	626	626	There is an increasing level of risk associated with the savings proposals required to be delivered in 16/17 and 17/18 around a) the initial backdrop of the proposals and the ability to deliver, b) an increasing issue associated with multi agency funding reductions impacting upon the viability of WCC savings proposals c) continued demand increases in certain activity. Savings proposals are continually monitored and closely reviewed so that the totality of savings required are delivered.	A
Public Health	0	0	0	The PH grant allocation for 2016/17 will only be confirmed towards the end of January 2016. There is a confirmed 2.2% reduction to the allocation with compound reductions for the following 3 years averaging at 2.5%. The OOP reduction of £800k commences in 2016/17 and PH have to date received no inflationary uplift.	A
Transport	2,185	2,155	2,155		G
Total Communities Group	5,666	5,336	5,336		
Children's Social Care & Safeguarding	1,661	1,701	2,291	The 2015/16 savings shall be over-achieved by £557,000.	G
Early Help & Targeted Support	1,537	1,537	1,537	The savings for 2015/16 shall be achieved.	G
Professional Practice and Governance	1,610	1,610	1,610	The savings for 2015/16 are on track to be delivered	G
Social Care & Support	11,676	11,633	12,144	2015/16 savings are on target.	G
Strategic Commissioning	396	396	396	The savings for 2015/16 and 2017/18 are on track to be delivered.	G
Total People Group	16,880	16,877	17,978		

Key  
If a business unit's savings are forecast to be fully delivered in year it is shown as Green.  
If savings are forecast to be less than fully delivered it is shown as Red.  
The "Implementation Status" RAG rating relates to the whole of the 2014-18 savings plan.

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Imple- mentation Status
Customer Service	650	650	650	The Digital by Default programme outcomes are taking longer to embed than was originally anticipated hence the slippage in realising the Digital by Default Savings. The shortfall will be achieved in 2018/19 by reduced staff savings as a result of the Warwick District Council exit and reducing project monies.	R
Finance	501	501	501	Implementation status is on track for the delivery of savings through to 2017/18. Management action is only required to reprofile FIN-C and FIN-D proposals by swapping them around. This has no overall impact on the corporate budget.	G
Human Resources & Organisational Development	561	561	561		G
Information Assets	1,067	1,067	1,067	All savings have been achieved within 2015/16 and we are confident we will complete the year within the reduced budgets. Major voluntary redundancy programme has been completed, and a saving is being taken early following an opportunity to do so. This has been swapped with a support desk target for just 2016/17 to provide additional cover in this critical area.	G
Law & Governance	57	51	57	On track to deliver required savings by end of 2015/16	G
Physical Assets	1,092	1,092	1,092		G
Service Improvement & Change Management	540	540	540	Implementation on track	G
	4,468	4,462	4,468		
Fire & Rescue	1,129	956	1,129		G
Other Services	1,550	1,550	1,550	Whilst all savings to be delivered to date are on target, work is still on-going to determine how the additional savings proposals due to be delivered in 2016/17 and 2017/18 will be met. This may mean that not all will be delivered in the way originally intended, but will still be delivered.	A
Total Whole Authority	29,693	29,181	30,461		

**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 Colin Hayfield (Skills)**

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Economic Growth Management	245		245	224	(21)	
Waste Management	18,455		18,455	18,323	(132)	Renegotiation of two contracts to make early savings ready for the 2016/17 savings target. There is a chance of additional income from W2R PFI 3rd party waste which has not been forecast - no indication has yet been given by our partner.
HS2	300	(57)	243	154	(89)	Phase 2 has been delayed until later in 2016.
Environment and Regeneration (formerly Regeneration Projects and Funding)	1,072	16	1,088	1,169	81	Toursim initiatives
Going for Growth - Apprenticeship Hub	36		36	31	(5)	
Strategic Economic Development	1,993		1,993	2,164	171	Additional costs due to attendance at Le marché international des professionnels de l'immobilier (MIPIM) 2016, and for additional 'gap' funding on business support activity arising from delay in European Structural and Investment Fund (ESIF) approval.
Economic Development - Business Centres	(455)	75	(380)	(547)	(167)	Higher than expected income due to operating at near full capacity.
Planning and Development Group	332		332	182	(150)	Increased level of Highway Agreements income and some salary savings.
Communities Resources	306		306	305	(1)	
Flood Management	621		621	655	34	
Archaeology and Ecology Advice	133		133	131	(2)	
<b>Net Service Spending</b>	<b>23,038</b>	<b>34</b>	<b>23,072</b>	<b>22,791</b>	<b>(281)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Waste Management	300	0	100	400	100	To fund dedicated officer to implement Restat system over 12 months and support essential Health & Safety work at the Home Waste Recycling Centres
Business Centres including Building Maintenance Liabilities	515	(75)		440		
Accommodation Reserve	29	0		29		
Service Savings	0	0	108	108		
Development Group Realignment	134	0		134		
S38 Developer Funding	940	0		940		
European Match Funding Reserve	287	0		287		
Flood Management Reserve	610	0	73	683	73	To support the funding of the Snitterfield Emergency Works Capital Project in 2016/17 - main funding from Environment Agency.
Ecology & Archaeological Information and Advice	66	(6)		60		
Infrastructure Group Reserve	58	0		58		
G4G Apprenticeship Hub	103	(36)		67		
Skills Delivery for Economic Growth	470	(150)		320		
Rural Growth Network	1,260	(743)		517		
HS2 Phase 2	250	57		307		
<b>Total</b>	<b>5,022</b>	<b>(953)</b>	<b>281</b>	<b>4,350</b>	<b>173</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	725	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	11	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	286	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	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	119	238	238	448	448	
OOP/EG-G	Reducing waste and increase recycling across the County.	61	61	61	257	257	570	570	Savings in 2016/17 and 2017/18 are at some risk, as waste tonnages are on the increase nationally. This has been added to the WCC risk register.
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	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	0	94	94	
	<b>Total</b>	<b>1,287</b>	<b>1,287</b>	<b>1,287</b>	<b>1,766</b>	<b>1,766</b>	<b>2,548</b>	<b>2,548</b>	
	<b>Target</b>		<b>1,287</b>	<b>1,287</b>		<b>1,766</b>		<b>2,548</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	0	0	
11424000	Snitterfield Flood Alleviation	0	2,200	0	0	2,200	0	100	2,100	0	2,200	(2,100)	0	Work has to start in March but majority will be in 2016/17. The previous forecast was incorrect due to reporting/ timing issues when the new project code was set up.
11427000	Ladbroke Flood Alleviation	0	0	0	0	0	0	5	45	0	50	5	50	New Scheme approved 18/9/2015 by the Portfolio Holder for Communities
Economic Development														
10086000	Optima Centre, Nuneaton	7,656	0	41	0	7,697	7,656	41	0	0	7,697	41	0	
10154000	Centenary Business Centre Phase 3	(10)	0	10	0	(0)	(10)	3	0	7	(0)	3	(0)	Final payment on initial part of project which has been overlooked.
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	134	0	0	720	586	0	134	0	720	(134)	0	Request to move into 2016 for spend on town centres and civic amenity
10908000	Camp hill opps centre unit 1a/1b refurb	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	550	1,250	1,200	3,000	0	525	1,275	1,200	3,000	(25)	0	
11431000	Broadband and communication provision - business centres	0	0	0	0	0	0	20	55	0	75	20	75	New project approved by Deputy Leader on the 20th November 2015
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	720	673	95	0	1,488	720	543	225	0	1,488	(130)	0	Main cause is the new compactor at Princes Drive. Equipment is subject to a 20 weeks build and completion is not anticipated until after March 2016.
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	0	28	0	65	(28)	0	There had been engagement with a school and plans to implement a scheme in 2015/16. However, the school has recently withdrawn their interest and it will therefore not be spent. Will look for other projects to use this money on, in line with the behaviour change savings targets.
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	17	0	0	321	0	0	
10454000	Lower House Farm Waste Facility	5,559	27	0	0	5,586	5,559	27	0	0	5,586	0	0	
11118000	HWRC Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	54	0	0	54	0	14	40	0	54	(40)	0	Major maintenance and improvements to Wellesbourne HWRC have been funded from the Waste Strategy funding 1020700. Balance will be used for other maintenance of sites in 2016/17.
11217000	HWRC Maintenance 2015/16	0	71	0	0	71	0	0	71	0	71	(71)	0	Much of the current years work has been financed from the Strategy budget 10207000 as it relates to the way we use and run our sites - Health & Safety, Age UK contract. There will be more general maintenance requirements in 2016/17.
11303000	HWRC Maintenance 2016/17	0	0	71	0	71	0	0	71	0	71	0	0	
11304000	HWRC 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	
		15,162	3,904	1,468	1,271	21,805	15,162	1,445	4,044	1,278	21,930	(2,459)	125	

**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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	793	(12)	781	709	(72)	
Head of Service - Education and Learning Service Support (Non-Trading)	2,410	0	2,410	1,440	(970)	This is partly a planned underspend achieved in preparation for future years savings targets. The early achievement in 2015/16 has helped to net of non DSG overspends elsewhere in the Business Unit, particularly on SEN School Transport. £0.176m of this underspend relates to the gross surplus targets set for traded services, this is the remaining budget after transferring £0.129m to a traded reserve.
Head of Service - DSG	58	0	58	58	0	
Head of Service - Total	3,261	(12)	3,249	2,207	(1,042)	
School Organisation and Planning	8,509	6,697	15,206	16,308	1,102	SEN Transport has moved within the Education & Learning Business Unit from Vulnerable Learners to School, Organisation & Planning. The £1.2m overspend is therefore now being reported under this service. Processes will be worked through to identify the pressures and reduce overspend where at all possible. It should be noted that of the £1.2m overspend, £0.3m of this is unachievable savings targets as per the savings table below.
School Organisation and Planning - WES Traded	(21)	0	(21)	(54)	(33)	
School Organisation and Planning - DSG	20,092	0	20,092	19,500	(592)	The forecast underspend against the School, Organisation & Planning DSG budget includes an overspend on Exception Pupil numbers, netted off by a larger underspend (£0.650m) on the Early Years budgets. The predicted £0.113m overspend on the Exceptional Pupil Numbers budget is a direct result of pressures on school places.
School Organisation and Planning - Total	28,580	6,697	35,277	35,754	477	
Vulnerable Learners	8,368	(6,697)	1,671	1,530	(141)	The reported underspend in Vulnerable Learners is wholly due to the early achievement of the Attendance, Compliance & Enforcement OOP savings target.
Vulnerable Learners - WES Traded	(284)	0	(284)	(317)	(33)	
Vulnerable Learners - DSG	41,284	0	41,284	40,233	(1,051)	Vulnerable Learners are reporting an underspend of £0.844m on the SEN Out of County DSG budget and £0.919m 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. However the Special School places budget is reporting an overspend of £0.803m, this includes the opening of the new Additional Educational Needs school, The Discovery and demographic pressures on existing special school places.
Vulnerable Learners - Total	49,368	(6,697)	42,671	41,446	(1,225)	
Learning and Performance	2,166	0	2,166	2,113	(53)	
Learning and Performance - WES Traded	(52)	0	(52)	(52)	0	
Learning and Performance - DSG	3,077	0	3,077	3,546	469	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. There is also a predicted overspend on School Performance of £0.100m, which is largely as a result of two schools being judged by Ofsted as Special Measures, one of which required intensive support and intervention resulting in an unforeseen commitment. There was no contingency allocated in the budget to cover this. This will be rectified next year.
Learning and Performance - Total	5,191	0	5,191	5,607	416	
Adult Community Learning	(84)	0	(84)	(84)	0	
Schools related residual	2,365	0	2,365	2,622	257	This budget continues to be under pressure due to previous years pension agreements and in year school redundancies.
Schools related residual - DSG	(2,129)	(204)	(2,333)	1,735	4,068	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 forecast has been recorded against this budget and any overs and unders on individual DSG budgets have been recorded above. The deficit budget has increased by £0.204m since Q2 and now stands at £4.353m. This increase reflected a unforeseen reduction in our DSG allocation due to the Discovery Academy. There is a relatively small DSG underspend of £0.326m being forecast here which is mostly due to a change in the way Area Behaviour Partnerships overspends are being reported.
Schools related residual - Total	236	(204)	32	4,357	4,325	
<b>Net Service Spending</b>	<b>86,552</b>	<b>(216)</b>	<b>86,336</b>	<b>89,287</b>	<b>2,951</b>	
Non DSG	24,170	(12)	24,158	24,215	57	
DSG	62,382	(204)	62,178	65,072	2,894	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(57)	(57)		
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		
<b>Total</b>	<b>779</b>	<b>129</b>	<b>(57)</b>	<b>851</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Saving Delivered in 2014/15	281	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	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	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	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	146	246	146	346	146	Work is underway to find the shortfall 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	0	350	53	600	133	Although savings have been made in this area in 2015/16, these have been wiped out by additional pressures due to rising costs and increasing pupil numbers. Savings elsewhere in the Business Unit have been used to 'cover' these savings in 2015/16. Further policy changes to deliver savings have been agreed by Cabinet.
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			92	26	158	26	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of charging policy	0			86	105	148	160	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of specialist nursery provision	0			150	0	257	0	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of dangerous routes	0			291	100	500	174	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Personalised travel allowances	0			292	98	500	179	



## Annex B Education &amp; Learning

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Transport to grammar schools	0			163	51	280	129	
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	500	500	500	2,400	2,400	2,300	2,300	
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			576	0	1,257	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0			3	3	3	3	
<b>Total</b>		<b>1,568</b>	<b>1,268</b>	<b>1,268</b>	<b>5,315</b>	<b>3,648</b>	<b>7,082</b>	<b>3,858</b>	
<b>Target</b>			<b>1,568</b>	<b>1,568</b>		<b>5,312</b>		<b>7,079</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>300</b>	<b>300</b>		<b>1,664</b>		<b>3,221</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
10044000	Newburgh Primary Warwick Extension	2,605	25	0	0	2,630	2,605	25	0	0	2,630	0	0	
10051000	Stratford Primary Places - The Willows Extn		0			0		0	0	0	0	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	14	0	0	626	612	14	0	0	626	0	0	
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	39	0	0	650	611	39	0	0	650	0	0	
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	20	0	0	4,661	0	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	84	0	0	10,016	0	0	
10513000	Education Capital - Earmarked Capital Receipts	0	550	0	0	550	0	0	550	0	550	(550)	0	Collection of capital receipt now expected to be during 2016/17
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	36,169	4,112	0	0	40,281	36,169	4,112	0	0	40,281	0	0	
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	62	0	0	3,099	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places) Rugby	273	1	0	0	275	273	0	0	0	273	(1)	(1)	Project now closed
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	2	0	0	379	377	0	0	0	377	(2)	(2)	Project now closed
11069000	Sydenham Primary Extension (Pupil Places)	1,732	27	0	0	1,760	1,732	27	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	25	0	0	713	689	0	0	0	689	(25)	(25)	Project now closed
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	153	0	0	950	0	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	

## Annex B Education &amp; Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
11076000	Schools Access Initiative Block Header	896	32	75	0	1,004	896	1	0	0	898	(31)	(106)	Block header closed off and balance moved to 11267000, £20k reduction due to LCVAP no longer being collected
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0	
11105000	Lillington Primary (Pupil Places) Leamington Spa	1,769	30	0	0	1,799	1,769	30	0	0	1,799	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	15	0	0	3,749	3,734	15	0	0	3,749	0	0	
11173000	Wolston St Margarets extension (pupil places)		0			0		13	0	0	13	12	12	Final account cost increase due to project delays encountered whilst construction works on site
11174000	Kingsway Primary extension and reorg (pupil places)	986	35	0	0	1,021	986	35	0	0	1,021	0	0	
11175000	Newburgh Primary							2	0	0	2	2	2	
11177000	Schools Access Initiative 2012/13 block header	702	12	0	0	714	702	12	0	0	714	0	0	
11178000	Woodlands School (improve facilities)	296	12	0	0	308	296	12	0	0	308	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	0	442	0	450	(442)	0	Unresolved issues with Sport England have delayed the delivery of this project.
11182000	Ilmington Primary School replace temporary classrooms	595	2	0	0	597	595	2	0	0	597	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	1,070	70	0	0	1,140	1,070	2	0	0	1,072	(68)	(68)	Settlement of accounts has produced a £68k underspend
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	3	0	0	510	507	3	0	0	510	0	0	
11199000	Budbrooke Primary Warwick extension (pupil places)	424	8	0	0	432	424	8	0	0	432	0	0	
11200000	The Ferncumbe extension (pupil places)	290	30	0	0	320	290	30	0	0	320	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	28	0	0	1,241	0	0	
11204000	Tysoe temporary classroom replacement	267	15	0	0	282	267	15	0	0	282	0	0	
11205000	Water Orton temporary classroom replacement	7	0	247	0	253	7	0	0	0	7	0	(247)	Project not proceeding. Funds returned to E&L unallocated pot.
11206000	Telford Infants temporary classroom replacement	265	22	0	0	288	265	22	0	0	288	0	0	
11207000	Telford Junior temporary classroom replacement	218	26	0	0	244	218	26	0	0	244	0	0	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0	
11210000	Exhall Cedars Infants temporary classroom replacement	285	5	0	0	290	285	5	0	0	290	0	0	
11211000	Coten End Primary Warwick expansion (pupil places)	2,440	535	0	0	2,975	2,440	535	0	0	2,975	0	0	
11247000	2 Year Old Offer - Capital Funding	644	65	0	0	709	644	65	0	0	709	0	0	
11249000	Bishopton School extension - targeted basic need	104	1,253	1,343	0	2,700	104	1,253	1,343	0	2,700	0	0	
11250000	Brooke School extension - targeted basic need	914	36	0	0	950	914	36	0	0	950	0	0	
11253000	Lapworth School extension - targeted basic need	213	508	0	0	721	213	508	0	0	721	0	0	
11255000	Paddox School extension - targeted basic need	297	2,353	0	0	2,650	297	2,353	0	0	2,650	0	0	
11256000	St Michael's CE School extension - targeted basic need	267	95	0	0	362	267	6	0	0	273	(89)	(89)	Final account settled. Underspend of £89k return to E&L unallocated.
11257000	Welcombe Hills School extension - targeted basic need	25	925	0	0	950	25	925	0	0	950	0	0	
11260000	St Marys Southam Fire damage	171	29	0	0	200	171	29	0	0	200	0	0	
11261000	Shipston High extension (pupil places)	1,395	285	0	0	1,681	1,395	285	0	0	1,681	0	0	
11262000	Cawston Grange extension (pupil places)	601	2,049	0	0	2,650	601	2,049	0	0	2,650	0	0	
11263000	Long Lawford extension (pupil places)	234	741	0	0	975	234	741	0	0	975	0	0	
11266000	St Benedict's extension (pupil places) Atherstone	142	25	0	0	167	142	25	0	0	167	0	0	
11267000	2013-14 Schools Disability Access block header	195	390	0	0	585	195	362	115	0	671	(29)	86	£86k transferred from 11076000



## Annex B Education &amp; Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
11269000	Woodlands Special School (pupil places)	362	33	0	0	395	362	33	0	0	395	0	0	
11270000	Shipston Primary extension	13	342	0	0	355	13	359	0	0	373	18	18	£43k now funded from physical assets project 11225000
11271000	Alcester St Nicholas Academy extension	310	10	0	0	320	310	10	0	0	320	0	0	
11313000	Aylesford Primary School - new primary provision at Aylesford school	786	2,214	0	0	3,000	786	2,214	0	0	3,000	0	0	
11320000	Shipston High temporary classroom	79	101	0	0	180	79	101	0	0	180	0	0	
11321000	Long Lawford Pri temporary classroom	185	30	20	0	235	185	30	20	0	235	0	0	
11322000	Whitnash primary basic need provision	21	629	0	0	650	21	629	0	0	650	0	0	
11323000	Boughton Leigh Jnr basic need provision	27	273	0	0	300	27	273	0	0	300	0	0	
11331000	Newburgh Primary School - New Play Area	11	139	0	0	150	11	139	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	0	100	0	0	100	0	100	0	0	100	0	0	
11346000	Brooke School - Conversion of Existing Spaces	0	0	500	0	500	0	0	500	0	500	0	0	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	13	5,987	0	0	6,000	13	5,987	0	0	6,000	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	80	980	340	0	1,400	80	980	340	0	1,400	0	0	
11384000	New School, The Gateway, Rugby	0	315	2,835	0	3,150	0	15	2,135	1,000	3,150	(300)	0	The site for the new school has not been released by housing developer, which is some time away, so has delayed the project programme and will result in capital slippage
11386000	Long Lawford Primary permanent expansion	0	295	2,655	0	2,950	0	170	2,780	0	2,950	(125)	0	Feasibility and planning application has been later than forecasted, so has delayed the project programme and will result in capital slippage
11387000	Long Lawford temporary arrangements	0	100	0	0	100	0	100	0	0	100	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	0	75	675	0	750	0	57	693	0	750	(18)	0	Feasibility and planning application has been later than forecasted, so has delayed the project programme and will result in capital slippage
11390000	Nathaniel Newton Infants, internal alterations re bulge class	0	75	0	0	75	0	75	0	0	75	0	0	
11391000	New school, South Warwick	0	305	2,745	0	3,050	0	305	1,745	1,000	3,050	0	0	
11392000	St Peters Barford, expansion	0	33	297	0	330	0	201	129	0	330	168	0	Planning application and tender has been earlier than forecasted so has brought forward the project programme
11393000	Minor Works Block Header 2015/16	0	495	0	0	495	0	645	0	0	645	150	150	Increase in expenditure is funded through S106 contributions to three separate projects of safeguarding, pupil places and SEN.
11401000	Hillmorton Primary Permanent Expansion	0	295	2,655	0	2,950	0	450	1,250	1,250	2,950	155	0	Feasibility and planning application has been earlier than forecasted so has brought forward the project programme
11402000	Hillmorton Primary Temporary Classroom	0	150	0	0	150	0	125	37	0	162	(25)	12	Payments for temporary building now continue into 2016/17 so will result in capital slippage
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	0	90	810	0	900	0	144	756	0	900	54	0	Externally managed scheme. Start achieved earlier than forecast.
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	100	0	0	100	0	0	
11405000	Southam College - Expansion	0	900	100	0	1,000	0	900	100	0	1,000	0	0	
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	0	100	50	0	150	0	75	75	0	150	(25)	0	Discussion with schools are ongoing regarding Service Agreements and the detail of each scheme which has delayed start of the building works.

## Annex B Education &amp; Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	0	100	0	0	100	0	50	50	0	100	(50)	0	Discussion with schools are ongoing regarding Service Agreements and the detail of each scheme which has delayed start of the building works.
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	0	40	360	0	400	0	40	360	0	400	0	0	
11409000	New SEN provision - Complex Mental Health needs	0	145	50	0	195	0	170	25	0	195	25	0	Purchase of the building and a substantial proportion of the Building Works will occur this financial year.
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	144	0	0	144	0	0	144	0	144	(144)	0	Grant funding insufficient to carry out the project - seeking alternative schemes.
11412000	St Francis Catholic Primary School - Universal Free School Meals	0	46	0	0	46	0	46	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	0	180	20	0	200	0	180	20	0	200	0	0	
11414000	Stratford Girl's Grammar - S106 Contribution re: 6th form provision	0	300	0	0	300	0	300	0	0	300	0	0	
		91,158	30,472	16,126	0	137,756	91,158	29,132	13,958	3,250	137,498	(1,340)	(258)	

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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Priority Families	886	0	886	1,104	218	Increase in forecast reflects changes in expectations to make payment by results claims at this early stage. £218,000 to be drawn down from Reserves.
Community Safety	221	0	221	231	10	
Domestic Abuse	309	0	309	419	110	Increased costs incurred in providing the required number of Independent Domestic Violence Advisors
Drug and Alcohol Action Team	462	0	462	458	(4)	
Heritage and Culture Warwickshire	956	0	956	935	(21)	
Archaeology Projects (Non WES - Traded Service)	(9)	0	(9)	(11)	(2)	
Heritage Education (WES - Traded Service)	(1)		(1)	(1)	0	
Rural Services	165	0	165	168	3	
Country Parks	173	0	173	171	(2)	
Forestry	195	0	195	195	0	
Gypsy and Traveller Services	(44)	0	(44)	(53)	(9)	
Localities and Community Safety Management	429	0	429	384	(45)	Legal costs offset by income awarded relating to Trading Standards court case
Localities and Partnerships	2,947	(500)	2,447	2,374	(73)	Underspend of councillor grants in the north of the county
Emergency Management	160	0	160	160	0	
Trading Standards	1,296	0	1,296	1,295	(1)	
Youth Justice Service	1,568	0	1,568	1,518	(50)	Lower than budgeted expenditure on secure remand for the year to date.
Net Service Spending	9,713	(500)	9,213	9,347	134	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15  £'000	Movement in Year  £'000	Effect of Outturn  £'000	Closing Balance 31.03.16  £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
DAAT Reserves	451	0	4	455		
Museum Development Fund	232	0	1	233		
Museum Ethnographic Fund	18	0	1	19		
Records Purchase Fund	19	0	1	20		
Records Donations Fund	58	0	1	59		
Localities & Community Safety General Reserves	243	0	37	280		
Family Intervention Project	461	(461)		0		
Trading Standards	52	0		52		
Proceeds of Crime	27	0		27		
Community Safety Statutory Reviews	105	0	(11)	94		
Secure Remand Reserve	406	0	50	456		
Priority Families Reserve	1,382	0	(218)	1,164	(218)	Draw down request to cover the forecast overspend on Priority Families and bring the budget back into balance
Heritage and Culture Services - Our Warwickshire	190	0		190		
Third Sector Transformation Fund	0	500		500		
Total	3,644	39	(134)	3,549	(218)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	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	69	119		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	25	75		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		
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	152	325		413		
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		
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	0	0	0	178		306		
OOP/LCS-G	Increasing income levels and identify savings to make Forestry self financing	0	0	0	27		53		
	Total	626	626	626	1,104	0	1,561	0	
	Target		626	626		1,104		1,561	
	Remaining Shortfall/(Over Achievement)		0	0		1,104		1,561	

2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	46	0	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	772	282	0	1,055	0	0	
11426000	Market Hall Museum Lift	0	85	0	0	85	0	85	0	0	85	0	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	27	0	0	614	588	3	24	0	614	(24)	0	Southam scheme awaiting Compulsory Purchase Order
11023000	Countryside Maintenance - Base Programme 2013/14	213	5	0	0	218	213	5	0	0	218	0	0	
11120000	Countryside Rural Services Capital Maintenance 2014/15	194	14	0	0	208	194	14	0	0	208	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	251	81	0	332	0	193	155	0	347	(59)	15	Replacement toilet block postponed beyond Easter 2016.
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	122	0	122	0	0	122	0	122	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
		1,155	1,159	558	122	2,993	1,155	1,076	636	142	3,008	(83)	15	

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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,131	(12)	2,119	2,119	0	
Health Improvement	12,062	3,017	15,079	15,079	0	
Health Protection	4,516	(13)	4,503	4,503	0	
Population Health	213	(68)	145	145	0	
Wider Determinants	1,556	(1,009)	547	906	359	Budget reduction of £1.009m, balance of the total £1.411m in year cut to Public Health being made by the Department of Health. This cut is being achieved by services reduction identified and delivered in response with the residual amount to be funded from service reserves at outturn.
Net Service Spending	20,478	1,915	22,393	22,752	359	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Family Nurse Partnership	678	(317)		361		
Savings	1,010	0	(359)	651		
Total	1,688	(317)	(359)	1,012		

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast 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			600		600		
OOP/PH-B	Target the provision of health checks where most needed across the county.	0			0		1200		
OOP/PH-C	Implementation of Digital by Default and other electronic systems to support the delivery of public health services.	0			100		100		
OOP/PH-D	Reduction in the contribution to overheads, reflecting more cost effective ways of working	0			100		100		
	Total	0	0	0	800	0	2,000	0	
	Target		0	0		800		2,000	
	Remaining Shortfall/(Over Achievement)		0	0		(800)		(2,000)	

**Transport and Highways - Graeme Fitton**  
**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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport and Highways Management	688	0	688	688	0	
Road Safety and Traffic Projects	541	0	541	323	(218)	Increased rechargeable income
Minibus Driver Training (WES Traded Service)	(2)	0	(2)	0	2	
Minibus Driver Training (Non WES Traded Service)	(8)	0	(8)	(4)	4	
Transport Planning	928	0	928	1,059	131	Variance includes £190k authorised expenditure on Transport Development Fund to further develop approved schemes. The shortfall will be funded from surpluses elsewhere within the Service. Also £61k additional income from search fees due to more activity in the housing market.
Civil Parking Enforcement	(1,302)	0	(1,302)	(1,664)	(362)	Underspend is due to additional parking income
Stratford Parkway and Park and Ride	79	0	79	109	30	Reduced car parking income
Network Management (Streetworks) / Permit Scheme	(386)	0	(386)	(1,130)	(744)	Increased activity by works promoters on highway network and implementation of the permit scheme generating surplus income
County Highways	15,919	0	15,919	15,615	(304)	Planned underspend to provide flexibility to fund transition costs to new contract
Rights of Way Management	305	0	305	341	36	Increased expenditure due to legacy agreement works to provide fencing
Design Services (Traded Service)	(434)	0	(434)	(434)	0	
Design Services General Functions	195	0	195	195	0	
Traffic Signals	314	0	314	314	0	
Bridge Maintenance	613	0	613	613	0	
County Fleet Management and Maintenance (WES Traded Service)	(16)	0	(16)	(16)	0	
County Fleet Management and Maintenance (Non WES Traded Service)	(381)	0	(381)	(436)	(55)	
Transport Operations	2,387	0	2,387	2,387	0	
Concessionary Travel	7,659	0	7,659	6,683	(976)	Significant drop in actual passenger journeys and £378k carry forward from 14-15 not required
Transport Planning: Stanks and Coton Arches projects	0	0	0	350	350	Initial expenditure incurred on design and feasibility for two major transport schemes which, subject to approval, will be funded from capital
<b>Net Service Spending</b>	<b>27,099</b>	<b>0</b>	<b>27,099</b>	<b>24,993</b>	<b>(2,106)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Speed Awareness Workshops	920	0		920		
Speed Camera reserve	0	0	100	100		
Kenilworth Station	421	0	400	821		
County Fleet Maintenance Reserve	25	0		25		
Concessionary Travel Reserve	150	0	976	1,126		
Design Services Reserve	271	(51)		220		
Traffic Model Revenue Fund	109	(52)		57		
Highways Maintenance reserve	0	0	300	300		
Contributions to Capital	0	0	330	330		The Business Unit is proposing to set up new a reserve to be used to underwrite capital shortfalls. Any future transfers to or from this reserve will be subject to normal Member approval.
<b>Total</b>	<b>1,896</b>	<b>(103)</b>	<b>2,106</b>	<b>3,899</b>	<b>0</b>	



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/TH-A	Savings delivered in 2014/15	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		
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	543	543	543	523		920		
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	300	300	300	400		400		
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing.	98	68	68	118		121		Forecast income in 2015/16 is £30k lower than expected. Anticipated that long term savings will be addressed through alternative delivery model for Stratford Park and Ride.
OOP/TH-L	Reduction in street lighting energy costs	0			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			214		214		
OOP/TH-O	Reduction in highway drainage maintenance.	0			0		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		500		
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0			0		200		
	<b>Total</b>	<b>2,185</b>	<b>2,155</b>	<b>2,155</b>	<b>2,799</b>	<b>0</b>	<b>4,099</b>	<b>0</b>	
	<b>Target</b>		<b>2,185</b>	<b>2,185</b>		<b>2,799</b>		<b>4,099</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>30</b>	<b>30</b>		<b>(2,799)</b>		<b>(4,099)</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	31	0	0	10,832	0	0	
10203000	Rugby Western Relief Road	58,947	700	550	299	60,496	58,947	500	550	499	60,496	(200)	0	Current years spend in line with Land agents revised projections, due to change in expected number of compensation claims being settled in this period. These claims are still expected in later years
10362000	Kenilworth Station	3,684	1,700	6,737	0	12,121	3,684	1,700	6,737	0	12,121	0	0	
11333000	Kenilworth Station Contingency	0	0	1,495	0	1,495	0	0	1,495	0	1,495	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,507	101	50	0	5,658	5,507	101	50	0	5,658	0	0	
10981000	NUCKLE	1,878	28	0	0	1,906	1,878	28	0	0	1,906	0	0	
11221000	M40 Junction 12	3,506	6,647	1000	0	11,154	3,506	6,647	1,000	0	11,154	0	0	
11272000	Rugby Gyratory Improvements	1,178	383	0	0	1,561	1,178	383	0	0	1,561	0	0	
11339000	Bermuda Connectivity	54	450	850	2,348	3,702	54	400	900	2,348	3,702	(50)	0	There are delays in the project due to a general review of the scheme.
11383000	NUCKLE 1.2 Coventry - Nuneaton Rail Upgrade	0	851	0	0	851	0	851	0	0	851	0	0	
Structural Maintenance of Roads														
11129000	Highways Maintenance 2014/15	18,683	85	0	0	18,768	18,683	115	0	0	18,798	30	30	Increase to the depot budget
11219000	Highways Structural Maintenance 2015/16	0	13,752	0	0	13,752	0	13,920	0	0	13,920	168	168	Reallocation of budgets within County Highways
11309000	Traffic Signals 2014-15	169	77	14	0	259	169	77	14	0	259	0	0	
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	12,160	0	12,160	0	0	
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	250	0	0	250	0	0	
11394000	Transport & Roads Area Delegated Funding	0	633	0	0	633	0	607	65	0	672	(26)	39	New Scheme Allocated
11395000	Street Lights Area Delegated Funding	0	152	0	0	152	0	152	0	0	152	0	0	
11396000	County Highways Area Delegated Funding	0	267	0	0	267	0	294	0	0	294	27	27	New Schemes allocated
11397000	Transport Planning Unit Area Delegated Funding	0	102	826	0	928	0	758	123	0	881	656	(47)	Schemes agreed to be completed by this financial year
11398000	Design Services Area Delegated Funding	0	166	0	0	166	0	105	61	0	166	(61)	0	Some schemes will be implemented next financial year because of either on-going public consultation or limited resource available from the civil contractor.
Various	Area Delegated Funding up to 14-15	5,152	1,618	0	0	6,770	5,152	1,330	269	0	6,751	(288)	(19)	Spending on a number of older projects has been re-phased to provide a more accurate spending profile.

## Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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		
Structural Maintenance of Bridges															
10413000	Structural Maintenance of Bridges 2009/10	1,399	2	0	0	1,401	1,399	(5)	0	0	1,395	(7)	(7)	Income contribution received to offset use of corporate resources, unused resourcing released to be used with 2011/12 allocation (10977000)	
10421000	Portobello Bridge	517	22	55	1,466	2,060	517	10	67	1,466	2,060	(12)	0	The project is programmed to follow completion of adjacent private development, which has suffered delays	
10977000	Minor Bridge Maintenance Schemes 2011/2012	3	90	0	0	93	3	101	0	0	104	11	11	Additional expenditure on historic schemes funded from reductions against 2009/10 (10413000) and 2015/16 (11382000)	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,230	117	0	0	2,347	2,230	119	0	0	2,349	2	2	Additional expenditure on historic schemes funded from reductions against 2015/16 (11382000)	
11241000	Minor Bridge Maintenance Schemes 2013/2014	60	151	0	0	210	60	208	0	0	267	57	57	Additional expenditure on historic schemes funded from reductions against 2015/16 (11382000)	
11308000	Minor Bridge Maintenance schemes 2014/2015	585	270	0	0	855	585	313	0	0	898	43	43	Additional expenditure on historic schemes funded from reductions against 2015/16 (11382000)	
11382000	Minor Bridge Maintenance schemes 2015/2016	0	1,442	0	0	1,442	0	1,096	0	0	1,096	(346)	(346)	Resourcing released to fund increased expenditure on historic schemes: 2012/13 (1171000), 2013/14 (11241000), 2014/15 (11308000)	
Integrated Transport															
10192000	Safety Camera Funded Schemes	1,315	158	150	0	1,623	1,315	79	150	0	1,544	(79)	(79)	Planned capital expenditure on the upgrade of red light safety camera sites has not proceeded due to a delay in the release of upgrade equipment.	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	0	0	0	0	(7)	(7)	Scheme is no longer being undertaken	
10324000	Lawford Road Cycle Route	453	18	0	0	471	453	18	0	0	471	0	0		
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	132	0	132	0	0	132	0	132	0	0		
10434000	North West Warwick Cycle Scheme	768	8	0	0	777	768	8	0	0	777	0	0		
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0		
10980000	M40 Junction 14	2,659	109	0	0	2,768	2,659	109	0	0	2,768	0	0		
11060000	Renewal Of Vehicle Activated Signs	12	34	0	0	46	12	34	0	0	46	0	0		
11100000	Footbridge at Stratford Town Station	1,051	653	0	0	1,704	1,051	653	0	0	1,704	0	0		
11126000	Casualty Reduction Schemes 2012/13	223	8	0	0	231	223	(8)	0	0	215	(16)	(16)	Construction costs for Project 11126006 is lower than expected	
11127000	Casualty Reduction Schemes 2013/14	308	47	64	0	419	308	76	30	0	414	29	(5)	Construction costs for projects: 11127012 and 11127016 higher than anticipated. Project 11127004 has been scaled down, this is reflected in reduced forecast. Project 11127018 has been cancelled.	
11128000	Casualty Reduction Schemes 2014/15	64	132	0	0	196	64	152	0	0	216	20	20	Construction cost for 11128003 is higher than anticipated	
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	5	0	0	98	0	0		
11193000	Access to Stations - Leamington	168	39	0	0	207	168	39	0	0	207	0	0		
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	(7)	0	0	0	0	0		

## Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
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	220	0	0	220	0	0	
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	153.056	0	0	160	7	0	90	0	97	(153)	(63)	Scheme has been delayed and redesigned due to the recent Daw Mill Planning application (which has now been refused)
11355000	Casualty Reduction Schemes 15/16	0	350	0	0	350	0	427	0	0	427	77	77	Project numbers 11355006 and 11355003 will cost more to construct than initially expected. Project number 11355008 will cost less to construct than expected.
11356000	Casualty Reduction Schemes 16/17	0	0	351	0	351	0	0	351	0	351	0	0	
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	300	0	0	300	0	0	
11359000	School Safety Zones 16/17	0	0	1450	1250	2,700	0	0	1,450	1,250	2,700	0	0	
11421000	Minor Integrated Schemes 15-16	0	57	0	0	57	0	57	0	0	57	(1)	(1)	
<b>S106 and Other Developer Funded Schemes</b>														
10382000	Warwick Town Centre Traffic Management	975	6	0	0	981	975	6	0	0	981	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	21	49	300	0	370	21	49	300	0	370	0	0	
11085000	Developer Schemes Under £100k	21	(0)	0	0	20	21	(0)	0	0	20	0	0	
11329000	Southam Town Centre Enhancements	68	282	0	0	350	68	282	0	0	350	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	52	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	1,070	0	0	1,070	0	1,362	0	0	1,362	292	292	Additional column replacements being funded by revenue contribution based upon condition survey criteria.
11279000	Pump Priming allocation for LED street lighting	1,036	91	0	0	1,127	1,036	101	0	0	1,137	10	10	Additional column replacements being funded by revenue contribution based upon condition survey criteria.
11360000	LED Street Lights March Funding	0	3,000	2,000	0	5,000	0	3,000	2,000	0	5,000	0	0	
<b>Total Transport &amp; Highways (excluding S.278 schemes)</b>		<b>124,881</b>	<b>36,931</b>	<b>31,383</b>	<b>20,094</b>	<b>213,288</b>	<b>124,881</b>	<b>37,106</b>	<b>31,193</b>	<b>20,294</b>	<b>213,474</b>	<b>175</b>	<b>186</b>	

## Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	28	82	0	977	868	29	80	0	977	2	0	Proportion of fee budget transferred to 2016/17 to cover 12 months defects inspection and payment of retention for additional works
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	0	0	0	0	0	68	0	0	68	68	68	Repayment of unused cash security (the bond)
11079000	Former Cattle Market Site in Stratford	1,191	113	0	0	1,304	1,191	5	0	0	1,196	(108)	(108)	Scheme now operationally complete and is below budget as service diversions did not cost as much as estimated
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11194000	Minor Developer Funded Schemes 2013/14	73	175	0	0	249	73	16	166	0	255	(160)	6	Limited resources has resulted in schemes slipping to 16-17
11195000	Minor Developer Funded Schemes 2014/15	74	382	0	0	456	74	386	32	5	498	5	42	These schemes should be funded by S106 contributions
11196000	Minor Developer Funded Schemes 2015/16	0	250	0	0	250	0	295	0	0	295	45	45	Costs added for Minor works at Coton Park Drive & Stonechat Rd Rbt which are funded from S106
11197000	Ford Foundry - Highway Improvement Works	4,706	13	0	0	4,719	4,706	13	0	0	4,719	0	0	
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	348	42	0	0	390	348	13	0	0	361	(29)	(29)	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	109	0	0	110	1	0	109	0	110	(109)	0	Delays will result in the scheme being completed in 2016-17
11325000	Stratford Town Station Upgrade	5	255	0	0	260	5	12	243	0	260	(243)	0	London Midland are delivering this scheme and due to a number of internal delays they have delayed delivery until 2016/17 financial year
11326000	Elliot's Field Retail Park	0	595	0	0	595	0	699	0	0	699	104	104	Increase due to costs associated with dealing with uncharted services.
11327000	B4113 Gipsy Lane Junction	4	196	0	0	200	4	0	196	0	200	(196)	0	This scheme has been delayed whilst the Developer considers his options. The S278 Agreement has not been signed.
11328000	New Roundabout Southam Road Kineton	1	496	0	0	497	1	496	0	0	497	0	0	
11336000	Ansty Business Park Phase 3	45	825	1,145	0	2,015	45	400	2,577	0	3,022	(425)	1,007	Scope of scheme has changed as a result of detailed design work leading to increased works and ecological mitigation costs
11337000	A426 Leicester Road, Rugby - Toucan Crossing	122	230	0	0	353	122	203	0	0	325	(27)	(27)	Scheme now complete and has been delivered at a budget slightly below originally estimated.
11366000	B4087 Tachbrook Road Signals	6	446	0	0	452	6	446	0	0	452	(0)	(0)	
11417000	A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	0	617	0	0	617	0	150	467	0	617	(467)	0	Scheme will not be completed this yr.
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	0	30	50	177	257	0	15	35	207	257	(15)	0	Survey costs and design costs lower than anticipated in 2015/16
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	443	0	0	443	0	443	0	0	443	0	0	
11423000	A423 Coventry Road Southam S278	0	380	0	0	380	0	0	380	0	380	(380)	0	This scheme is now expected to start in April 2016.
11428000	B5000 Grendon Road, Polesworth New Roundabout S278	0	0	0	0	0	0	0	1,360	0	1,360	0	1,360	Added to capital programme on 18/12/15
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	0	0	0	0	0	0	150	0	0	150	150	150	Added to capital programme on 18/12/15
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	0	0	0	0	0	0	500	2,200	0	2,700	500	2,700	Added to capital programme on 18/12/15
Total S.278 Schemes		8,206	5,624	1,673	177	15,680	8,206	4,338	8,242	212	20,998	(1,286)	5,318	
Total Transport and Highways		133,087	42,555	33,056	20,271	228,968	133,087	41,444	39,435	20,506	234,472	(1,111)	5,504	

**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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	4,064	(1,004)	3,060	2,363	(697)	There is an expected early achievement of savings on legal charges of £740,000 (Q2 = £627,000), these funds will be used to support the Looked After Children placement issues (see below).
Social Care Teams - North	16,309	(80)	16,229	20,068	3,839	Residential Care is currently forecasting a £2.258m (Q2 = £2.227m) over-spend with numbers reducing from 36 to 34. This reduction includes 4 discharges and 2 new placements. External Fostercare is forecasting to be £1.462m (Q2=£1.225m last period) over-spent which is an increase of £0.237m, numbers overall have reduced by 1. Internal Fostercare has seen an increase in numbers of 19 which has pushed the under-spend forecasted this period down to £0.293m (Q2= £0.435m). Parent and Baby placements is showing an over-spend of £0.226m (Q2 = £0.212m). Allowances have been forecasted to reflect the anticipated increase in numbers based on current trend data from 2015/16 (Special Guardianship Orders 20% and Adoption 15%) adjusted as per Operations Manager's local knowledge. Allowances is currently predicting a £0.830m over-spend (Q2 = £0.845m) which is predominately Special Guardianship Orders £0.710m (Q2 = £0.744m). This now reflects the increases following the 1st October implementation of the new Special Guardianship Orders policy. Permanent salary costs are forecasted to be £0.126m underspent (Q2 = £0.016m) while Agency Staffing costs are forecasting to be £0.400m over-spent (Q2 = £0.250m)
Social Care Teams - South	9,368	170	9,538	10,714	1,176	
Social Care County Wide	7,326	914	8,240	7,747	(493)	Leaving care costs are predicting an underspend of £0.303m (Q2 = £0.296m) 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 over-spend of £0.031m. Income generated from other authorities re-imbursements for placements are currently £0.117m over-spent (Q2 total for all procurement of placements was £0.081m over-spend). The current forecast for school transport is showing an under-spend of £0.061m which is an increase of £0.045m compared to Q2. Permanent salary costs are forecasted to be £0.237m underspent (Q2 = £0.200m) with Agency Staffing costs forecasting to be £0.022m overspent (Q2 = £0.015m).
Social Care County Wide - WES Traded Services	(5)	0	(5)	(62)	(57)	
Net Service Spending	37,062	0	37,062	40,830	3,768	
				Non DSG	3,815	
				DSG	(47)	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(3,815)	(3,815)		
Total	0	0	(3,815)	(3,815)		



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for permanent savings in 2014/15	896	896	896	896	896	896	896	
	Adjustment for under-delivery of savings in 2014/15	(218)	0	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 s 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	59	75	148	257	248	357	The target includes £18,000 brought forward from 2014/15. This project is being developed within existing resources. To date 3 placements have been made which has resulted in savings of £59,000 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	0	950	950	1,538	1,538	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
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	190	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-E	Restructure of Leaving Care and Asylum teams, with a view to reducing posts	0	110	110	0	110	0	110	This saving plan has been achieved.
OOP/SG-F	Reduction in court ordered contact arrangements.	100	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	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 SC-G.
OOP/SG-I	Review of all kinship care placements.	30	8	21	60	21	60	21	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.
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	0	300	0	600	0	There are no savings for 2015/16. The savings required for 2016/17 are being developed.
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	299	671	500	671	750	671	The over recovery for this savings line is referred to in the Savings OOP Reference SG-B.
	<b>Total</b>	<b>1,661</b>	<b>1,701</b>	<b>2,291</b>	<b>3,186</b>	<b>3,423</b>	<b>4,424</b>	<b>4,111</b>	
	<b>Target</b>		<b>1,661</b>	<b>1,661</b>		<b>3,186</b>		<b>4,424</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(40)</b>	<b>(630)</b>		<b>(237)</b>		<b>313</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
		12	0	50	188	250	12	0	50	188	250	0	0	

## 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 - Hugh Disley  
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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Help and Targeted Support - Head of Service	2,191	51	2,242	1,509	(733)	£153,000 is for budget allocated to the Head of Service for the traded surplus. The remainder is partly early achievement of Business Unit wide savings for future years and held back inflation to cover expected demand led fluctuating IDS residential placements. This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part 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 £0.059m
Early Help and Targeted Support - Head of Service - Non WES Traded	(156)	(36)	(192)	(192)	0	
Community Support for Vulnerable Adults	4,798	0	4,798	5,007	209	This overspend is a combination of an underspend of £0.470m for Reablement and an overspend of £0.679m for ICES(Equipment). Reablement under-spend consists of (i) the early achievement of planned year 4 savings of the OOP plan (approaching £0.4m) and (ii) current full year effect of existing staff vacancies. Recruitment activities have taken place throughout the year but it continues to be difficult to fill Reablement Assistant vacancies. Increased costs for ICES due to higher than expected activity levels. Analysis work has highlighted some data recording issues and these are being investigated to further clarify and understand the impact on costs.
Transition Support	930	0	930	952	22	
Transition Support-Non WES Traded	(15)	0	(15)	44	59	
Integrated Disability Service - Social Care	3,805	0	3,805	4,404	599	There are 14 placements (Q2 = 11) being supported in Residential Care ( 1 new placement due January 2016) forecasting an over-spend of £0.625m (Q2=£0.565m). External Fostering is currently showing an underspend of £0.001m (Q2 = (£0.002m) with 5 children being accommodated (Q2 = 6). Internal fostercare is £0.035m under-spent (Q2 = £0.067m) with 9 (Q2 = 7) children being looked after. A forecast is predicted for ICES equipment of an over-spend of £0.075m. Due to the re-imbursement of budget for the new Service Manager and unfilled vacancies staffing is currently underspent by £0.116m (Q2 = £0.100m)
Family Support and Children's Centres	6,484	0	6,484	6,479	(5)	
Net Service Spending	18,037	15	18,052	18,203	151	
				Non DSG	146	
				DSG	5	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	895	0	(146)	749		
Early Help and Targeted Support Traded Services Earmarked Reserve	0	51		51		
Total	895	51	(146)	800	0	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction for savings in 2014/15	1,017	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	0	57	0	100	0	The project is becoming established, with the timeline and scope agreed. However, questions remain regarding the position of the budget. There is a dependency on commissioned business and whether the service is viable or needs to review other options to reduce costs. The permanent investment shall be from the Head of Service budget. The CAF is an integral part of the MASH development and as a result the investment from the Head of Service budget is needed to meet the needs of the MASH. There is an additional pressure from SEND on CAF.
OOP/EH-C	Charging Academy Schools for the coordination of educational visits.	5	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	0	15	0	20	0	The project is unlikely to deliver the income required and the savings shall be achieved through alternative projects.
OOP/EH-F	Head of Service Business Unit overheads	100	193	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	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.
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	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	25	The savings have been achieved for 2015/16.
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	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.
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	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/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	272	The savings have been achieved for 2015/16.
<b>Total</b>		<b>1,537</b>	<b>1,537</b>	<b>1,537</b>	<b>1,891</b>	<b>1,611</b>	<b>2,687</b>	<b>2,687</b>	
<b>Target</b>			<b>1,537</b>	<b>1,537</b>		<b>1,891</b>		<b>2,687</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>	<b>0</b>		<b>280</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	25	25	25	75	0	0	
		<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>75</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>75</b>	<b>0</b>	<b>0</b>	

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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Professional Practice and Governance - Head of Service	164	0	164	131	(33)	
Service Development and Assurance (Adults)	188	0	188	187	(1)	
Service Development and Assurance (Business and Systems)	2,552	(34)	2,518	2832	314	Increased costs for the replacement client information system project of £0.527m have been forecast at Quarter 3. This is due to slippage in delivery and increased resources being required. These are offset by further reductions of £0.179m (£0.034m at Quarter 2) forecast for salaries and supplies & services following service redesign. A transfer from reserves to cover this overspend will be requested.
Service Development and Assurance (Children's)	1,387	11	1,398	1493	95	The increase of £0.110 from Quarter 2 is due to the market supplements paid to Independent Reviewing Officers agreed earlier in the year. Expected budget has not been forthcoming, hence the overspend forecast in this period.
Net Service Spending	4,291	(23)	4,268	4,643	375	
				Non DSG	375	
				DSG	0	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	2,751	0	(375)	2,376	(314)	Increased costs for the replacement client information system.
Total	2,751	0	(375)	2,376	(314)	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction in 2014/15	1,090	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	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 net result is a forecast over recovery designed to offset under-recovery of other savings lines for which the service is responsible.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	366	366	366	367	400	467	436	Having delivered the required savings for 2014/15 and 2015/16, the service is currently consulting to reduce capacity in 2016/17 and 2017/18, changes which will deliver the remaining savings required.
OOP/STC-G	Reductions to the Learning, Development and Training budget	123	123	123	123	123	123	123	This project is on track to achieve the savings for 2015/16.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	(5)	(5)	(5)	69	8	69	8	Following a review of the service, The Group Leadership Team have agreed not to make this savings. A business case has been agreed with the portfolio holder. As a consequence some operational underspends shall be secured and no further progress shall be taken against this saving line. The net effect of the under-recovery has been factored into the other savings lines owned by the service with a £nil effect on the overall saving target.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	69	69	69	69	99	69	99	Having delivered the required savings for 2014/15 and 2015/16, the service is currently consulting 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)	(133)	
OOP/PPG-B	Savings still to be identified	0	0	0	15	0	15	0	There are no savings in 2015/16. Future savings are included in project STC-E.
	<b>Total</b>	<b>1,610</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>		<b>1,610</b>	<b>1,610</b>		<b>1,800</b>		<b>1,900</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
11310000	Client Information Systems Review	336	489	534	0	1,360	336	713	311	0	1,360	223	0	More detailed allocation of spend since quarter 2 has increased the capital requirement 2015/16.
		<b>336</b>	<b>489</b>	<b>534</b>	<b>0</b>	<b>1,360</b>	<b>336</b>	<b>713</b>	<b>311</b>	<b>0</b>	<b>1,360</b>	<b>223</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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care and Support Services - Head of Service	3,872	638	4,510	4,130	(380)	Expenditure has been held back in order to offset the overspend on disabilities.
Older People North and East and Specialist Services	22,663	(99)	22,564	21,960	(604)	There remains an unexpected drop in customer levels in this area. There is growth in the proportion of care costs which are paid for by customers, as a result of demographic changes in the client base. There are areas of overspends masked by this, including one caused by additional staffing in the hospital teams to manage pressures.
Older People South and Reviewing Services	21,184	(1)	21,183	21,028	(155)	This is a small natural variation on this size of budget.
Disabilities	56,530	57	56,587	58,488	1,901	Although the overspend position has improved for Learning Disabilities, the improvement plan for Physical Disabilities has not delivered as anticipated and a mitigation plan will now be taken forward. Due to the level of the demands it was anticipated that there would be a significant overspend in this area at year end, however the current is higher than anticipated. There continues to be further potential to improve the transitions to adults services.
Mental Health	7,611	0	7,611	7,365	(246)	The current underspend consists of reduced staffing costs due to vacant posts and a number of posts being held by staff working towards Approved Mental Health Professional status and cessation of two contracts at the end of 2014/15 resulting in early delivery of an OOPs saving area.
Care Act	1,330	(499)	831	674	(157)	The underspend is as a result of the postponement of the cap on care cost implementation, which was deferred to 2020.
<b>Net Service Spending</b>	<b>113,190</b>	<b>96</b>	<b>113,286</b>	<b>113,645</b>	<b>359</b>	
				Non DSG	359	
				DSG	0	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	11,310	0	(359)	10,951		
<b>Total</b>	<b>11,310</b>	<b>0</b>	<b>(359)</b>	<b>10,951</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for permanent savings in 2014/15	9,048	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)	£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	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" is now underway.
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	240	320	558	320	958	320	The target includes £358,000 brought forward from 2014/15. The project has reported a "red" overall. Work is needed to develop a savings plan for the delivery of social care and support savings and to consider how this fits with the close working / integration developments with CERT / ICT.
OOP/SCS-C	Maximise all customer charging opportunities	100	331	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	0	0	This saving was completed last year.
OOP/SCS-E	Home Improvement Agency - more timely delivery of home adaptations to reduce falls or more intensive homecare	196	217	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	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	225	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	1,246	1,246	728	1,316	1,228	1,574	The savings for 2015/16 are expected to be 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. This early delivery will be used to 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	188	250	400	250	500	250	The project is on track to deliver savings for 2015/16. The under-deliver of the savings plan in future years is reflected in the re-profiled plans from 2016/17.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	188	250	500	500	500	500	The current plans indicate 2015/16 savings shall be delivered.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	450	600	1,200	1,200	1,600	1,600	The current plans indicate 2015/16 savings shall be delivered. Further work is ongoing to develop the strategy 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	231	318	300	318	600	600	The current plans indicate 2015/16 and 2016/17 savings will be delivered early. This early delivery will be used to offset delays in the delivery of other savings plans.
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	200	0	0	400	0	600	0	The project is currently under review as it will not deliver. It is most likely the Business Unit will request to remove this savings target in the refresh process and instead deliver the saving through another area over delivering on current plans.
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	0	500	500	800	800	No savings are due in 2015/16. The projects on track to deliver savings required in the 4 year savings plan.
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	185	350	350	700	350	Early delivery of future years' savings targets.
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	78	78	454	0	454	0	The target includes £254,000 of savings that were not achieved by the end of 2014/15. The current plans indicate a shortfall in the savings target. This shortfall shall be covered from an alternative budget in 2015/16, whilst plans are developed to find a long term solution as it is looking possible this saving may not be delivered through the transport theme.
	<b>Total</b>	<b>11,676</b>	<b>11,818</b>	<b>12,407</b>	<b>14,926</b>	<b>14,014</b>	<b>17,976</b>	<b>15,354</b>	
	<b>Target</b>		<b>11,676</b>	<b>11,676</b>		<b>14,926</b>		<b>17,976</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(142)</b>	<b>(731)</b>		<b>912</b>		<b>2,622</b>	

2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	1,176	0	1,176	0	0	920	750	1,670	0	494	Funding released from mosaic project as it is now funded by adult social care ring fenced grant
		0	0	1,176	0	1,176	0	0	920	750	1,670	0	494	



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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,916	(1)	1,915	1,121	(794)	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 a forecast underspend of £0.738 million against the Care Act funding. The Better Care Fund underspend of £104,000 is off set by one off costs.
All Age Disabilities	2,268	1	2,269	2,248	(21)	
Commissioning and Business Intelligence	762	0	762	603	(159)	The underspend is a combination of vacant posts and in preparation for 2016/17 savings
Integrated Elderly Care	9,681	(9,048)	633	568	(65)	A number of vacant posts and reduced hours in preparation for 2016/17 savings. Forecast outturn for Supporting People is included in Children's Commissioning following transfer of responsibility
Market Management and Quality	604	0	604	596	(8)	
Children's Commissioning	936	9,048	9,984	9,797	(187)	Underspend includes £0.057 million for Supporting People resulting from in-year contract performance reviews, £0.071 million relating to vacant posts in preparation for 2016/17 savings and holding £0.070 million 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.
Net Service Spending	16,167	0	16,167	14,933	(1,234)	
				Non DSG	(1,163)	
				DSG	(71)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	4,550	0	1,163	5,713		
Total	4,550	0	1,163	5,713	0	



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction for savings in 2014/15	156	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	240	The project is on track to deliver the 4 year savings plan.
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	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	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	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	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	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	0	37	37	
	<b>Total</b>	<b>396</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>		<b>396</b>	<b>396</b>		<b>2,447</b>		<b>4,501</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>(3)</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	100	871	0	971	0	48	452	500	999	(52)	29	Allocation for 15/16 is fully committed and on track to be delivered. We have an indicative number of projects that are forecast to be delivered within 16/17 which leave the surplus for further projects to be developed in later years. Furthermore, total allocation has increased by £28,586 due to underspend on the completed Complex Needs Service Building Adaptations and Equipment - Sesame project (11616003) being vired back to this allocation (was originally approved by cabinet in March 2014 to be funded from here).
11314000	Community Access for Disabled People	34	105	71	0	210	34	176	0	0	210	71	0	Changing Places bids received and evaluated. Expectation invoices will be received by year end.
11316000	Complex Needs Service Building Adaptations and Equipm	72	29	0	0	101	72	0	0	0	72	(29)	(29)	Works undertaken at Sesame Centre not capitalisable. Remaining funding of £28,586 not required and to be returned to Adult Social Care Modernisation and Capacity 2012/13 allocation (project 11021000).
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	19	0	0	37	0	0	
11420000	Disabled Facilities Capital Grant	0	1,925	0	0	1,925	0	1,925	0	0	1,925	0	0	
		254	2,177	1,010	0	3,441	254	2,167	519	500	3,441	(10)	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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	387		387	375	(12)	
Customer Service Centre	2,049	(7)	2,042	2,117	75	
Customer Relations	382		382	255	(127)	This underspend relates to Care Act monies which are ring-fenced and will be put into reserves
Face to Face (including Libraries and Registration Service)	3,885	(81)	3,804	3,833	29	See below comments
Head of Service and Business Unit Projects	1,134		1,134	814	(320)	The underspend has supported overspends with respect to the Welfare Scheme, project work in the Registration Service and the Customer Relationship Management integration work
E Services and Business Development	817	7	824	893	69	See above
Traded Services - Educational	(37)		(37)	(35)	2	
Traded Services - Non Educational	(28)		(28)	(6)	22	Under recovery against budget. Further income streams are being investigated.
<b>Net Service Spending</b>	<b>8,589</b>	<b>(81)</b>	<b>8,508</b>	<b>8,246</b>	<b>(262)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	0	0	0	
Care Act	0	0	126	126	126	The reserve will be used to fulfil Care Act duties
Customer Journey	0	0	136	136	136	The reserve will continue to support the ongoing Corporate Customer Journey programme.
Warwickshire Local Welfare Scheme	742	0	0	742	0	
<b>Total</b>	<b>742</b>	<b>0</b>	<b>262</b>	<b>1,004</b>	<b>262</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	420	420	420	420	420	420	420	
OOP/CS-B	Applying additional income targets to the Registration Service.	55	55	55	55	55	155	155	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	80	80	80	
OOP/CS-D	Reduction in the Customer Services Projects.	50	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	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	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	0	150	100	346	200	The Digital by Default programme outcomes are taking longer to embed than was originally anticipated hence the slippage in realising the Digital by Default Savings. The shortfall will be achieved in 2018/19 by reduced staff savings as a result of the Warwick District Council exit and reducing project monies.
OOP-CS-I	Improve the effectiveness of the whole library network	0	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	0	112	112	112	112	
	<b>Total</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>1,052</b>	<b>1,002</b>	<b>1,378</b>	<b>1,232</b>	
	<b>Target</b>		<b>650</b>	<b>650</b>		<b>1,052</b>		<b>1,378</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>50</b>		<b>146</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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	311		311	451	140	The underspend in Communities Finance relates primarily to vacancies in Procurement (which are required next year to deliver savings), a restructure of support for Fire and greater than anticipated contract rebates. The underspend in People Group finance relates to delays in recruitment and 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. We plan to use some of this to fund one-off improvements in the exchange of information from the Authority's HR and Payroll system into the financial ledger, which should provide longer term efficiency gains. This is reflected in the "overspend" against the Head of Service. However, not all this work will be completed in 2015/16, so the proposal is to transfer into reserves for this purpose.
Corporate Finance and Advice	753		753	692	(61)	
Treasury, Exchequer, Finance Systems, Pensions	190	20	210	198	(12)	
Communities Group Local Finance, Fire and Rescue Local Finance, Procurement	827		827	698	(129)	
People Group Local Finance, Financial Benefits and Advice	1,917		1,917	1,773	(144)	
Resources Local Finance, Schools Strategy and Support, Payroll	639	(229)	410	377	(33)	
Traded Services - Education	(238)		(238)	(225)	13	
Traded Services - Non Education	(189)	209	20	95	75	
<b>Net Service Spending</b>	<b>4,210</b>	<b>0</b>	<b>4,210</b>	<b>4,059</b>	<b>(151)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	151	151	0	As noted above, there is a need to invest in the exchange of information between the Authority's HR & Payroll system and the General Ledger. This work has been scoped and IT consultants engaged, but the work will not be finished by the end of the financial year and there is no ongoing budget for this. This underspend will be used to complete the work in 2016/17.
Finance Training Reserve	95	0		95		
<b>Total</b>	<b>95</b>	<b>0</b>	<b>151</b>	<b>246</b>	<b>0</b>	

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

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	251	251	251	251	251	251	251	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	0			250	250	327	327	NB The proposal for the 2016/17 budget will be to swap around FIN-C and FIN-D in terms of profiling the delivery of savings.
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	250	250	250	250	250	422	422	
	<b>Total</b>	<b>501</b>	<b>501</b>	<b>501</b>	<b>751</b>	<b>751</b>	<b>1,000</b>	<b>1,000</b>	
	<b>Target</b>		<b>501</b>	<b>501</b>		<b>751</b>		<b>1,000</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,558		1,558	1,420	(138)	Held against vacancies and saving delivered early (for year 3)
Human Resources Service Centre	1,152		1,152	1,198	46	Additional resource required to deliver new systems
Business Partners and Learning and Organisational Development	1,803		1,803	1,701	(102)	Vacancies and salaries
Human Resources Head of Service and Internal Apprenticeship Programme	717		717	697	(20)	Apprenticeships programme continuation over the next 2 years
Traded Services - Education	(87)		(87)	(91)	(4)	
Traded Services - Non Education	14		14	13	(1)	
Net Service Spending	5,157	0	5,157	4,938	(219)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	160	160		Held against savings delivered early - for Yr3 OOP
Growing for Growth Apprenticeship Scheme	658	0	59	717	59	As above - this has been allocated over the 2 year programme and ring fenced
Total	658	0	219	877	59	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	296	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	86	129	129	129	129	As planned
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	57	57	57	80	80	172	172	As planned
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	61	190	190	230	230	As planned
OOP/HR-D	Redesign HR business partnership, realigning support for services	61	61	61	98	98	98	98	As planned
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	0			75	75	75	75	As planned
OOP/HR-F	Additional savings to be identified	0			40	40	50	50	As planned
	<b>Total</b>	<b>561</b>	<b>561</b>	<b>561</b>	<b>908</b>	<b>908</b>	<b>1,050</b>	<b>1,050</b>	
	<b>Target</b>		<b>561</b>	<b>561</b>		<b>908</b>		<b>1,050</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	393		393	366	(27)	Vacant post from 1/1/2016 and saving taken early
Members Support	35		35	23	(12)	Members equipment has operated successfully in 2015/16
Strategy and Programme and Innovation	846		846	812	(34)	Secondment freed salary used to cover Schools Service under recovery against surplus target
Corporate ICT Development	1,415		1,415	1,406	(9)	
Customer and Supplier Services	1,741		1,741	1,730	(11)	
Production Services	2,636	81	2,717	2,713	(4)	
Systems Design and Architecture	1,188		1,188	1,186	(2)	
Network Services	1,155		1,155	1,161	6	
Information Management	357		357	354	(3)	
Traded Services - Education	(258)		(258)	(197)	61	We are currently forecasting that we will be unable to deliver the full £387k Traded Service Target but will continue to seek to make up the current forecast shortfall. If unable to recover, we will look to cover by wider Information Assets budgets.
<b>Net Service Spending</b>	<b>9,508</b>	<b>81</b>	<b>9,589</b>	<b>9,554</b>	<b>(35)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
WAN Investment	325	0		325		
Information Assets - Savings	0	0	35	35		Will look to add this reserve to the WAN Investment Reserve as currently undergoing a project to replace old telephony systems in the next 18 months which current forecast business case may require £1m capital expenditure. Developing a reserve in this way should minimise the requirement for any additional dedicated funding.
Going for Growth - IA	1,031	0		1,031		
PFI for School	200	(140)		60		
<b>Total</b>	<b>1,556</b>	<b>(140)</b>	<b>35</b>	<b>1,451</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	559	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	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	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	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	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	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	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			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	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	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 advise 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	17	17	
	<b>Total</b>	<b>1,067</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>		<b>1,067</b>	<b>1,067</b>		<b>1,634</b>		<b>2,100</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	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	£ 000's		£ 000's	£ 000's	£'000	£ 000's	£ 000's	£ 000's	
10363000	Property Systems Development	201	70	0	0	271	201	70	0	0	271	0	0	
11121000	Development of Rural Broadband	5,177	5,971	7,191	12,771	31,110	5,177	5,971	7,323	13,035	31,507	0	397	Solihull MBC has contributed an additional £198,450 to be included in Contract 2, Part 2. This is matched by £198,450 from BDUK, providing additional Public funding totalling £396,900 to be included in the CSW Broadband project. This funding will be spent over three years of the project from 2016 onwards.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
		<b>5,792</b>	<b>6,041</b>	<b>7,191</b>	<b>12,771</b>	<b>31,794</b>	<b>5,792</b>	<b>6,041</b>	<b>7,323</b>	<b>13,035</b>	<b>32,191</b>	<b>0</b>	<b>397</b>	

**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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	468		468	428	(40)	Underspend mainly attributed to staffing changes during the year and vacancies which we are recruiting to.
Insurance, Internal Audit and Risk Management	517		517	454	(63)	Underspend largely due to the counter fraud partnership funding which is a specific grant from Department for Communities and Local Government
Head of Service	0		0	0	0	
Legal Core	405		405	411	6	
Traded Services - Educational	(69)		(69)	(74)	(5)	
Traded Services - Non Educational	(541)		(541)	(540)	1	
<b>Net Service Spending</b>	<b>780</b>	<b>0</b>	<b>780</b>	<b>679</b>	<b>(101)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	38	38		
Warwickshire Counter Fraud Partnership	48	0	63	111	63	The programme of work means that this funding will not be utilised in 2015/16 but instead will offset specific costs to be incurred in 2016/17
<b>Total</b>	<b>48</b>	<b>0</b>	<b>101</b>	<b>149</b>	<b>63</b>	

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

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	19	19	19	19	19	19	19	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	20	15	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	12	
OOP/LG-D	Increase External Income Potential through Legal Services	6	5	6	12	12	20	20	
OOP/LG-F	Reduce Elected Member Support and Development	0			24	24	24	24	
	<b>Total</b>	<b>57</b>	<b>51</b>	<b>57</b>	<b>87</b>	<b>87</b>	<b>95</b>	<b>95</b>	
	<b>Target</b>		<b>57</b>	<b>57</b>		<b>87</b>		<b>95</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>6</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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	904		904	498	(406)	Savings realised following the Property Rationalisation Programme work is requested to be used to repay debt early.
Construction Services	1,875		1,875	1,906	31	
Facilities Management	8,853	(50)	8,803	8,561	(242)	£18k underspend by the cleaning service, £185k underspend on rates for county buildings, £22k salaries turnover within Property Risk, £17k underspend within Facilities general
Estates and Smallholdings	406	284	690	461	(229)	£230k to fund strategic development sites planning applications; transfer to the specific planning reserve
Asset Strategy	232	1	233	229	(4)	
Property Rationalisation Savings *	123	7	130	130	0	
Traded Services - Education	(1,139)		(1,139)	(1,224)	(85)	Trading above target achieved by the following: Construction £48k, Cleaning £55k, Premises Health & Safety £3k, Property risk £31k but catering £51k below.
Traded Services - Non Education	(296)	50	(246)	(265)	(19)	Trading surplus above target in Construction Services
<b>Net Service Spending</b>	<b>10,958</b>	<b>292</b>	<b>11,250</b>	<b>10,296</b>	<b>(954)</b>	<b>Of this total under spend, approval is being sought to use £524k to repay debt early</b>

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Planning Reserve	320	(320)	430	430	430	Addition of £430k into reserve for works at various sites to gain planning permission
Catering Equalisation Account	401	0	0	401	0	
<b>Total</b>	<b>721</b>	<b>(320)</b>	<b>430</b>	<b>831</b>	<b>430</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	406	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	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	40	70	70	90	90	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	6	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	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	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	20	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	30	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	37	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	75	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	350	1,050	1,050	1,600	1,600	
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	
OOP/PA-O	Additional building maintenance for three years	50	50	50	50	50	50	50	
	<b>Total</b>	<b>1,092</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>		<b>1,092</b>	<b>1,092</b>		<b>2,153</b>		<b>3,750</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	100	620	0	750	30	115	605	0	750	15	0	Increase in 2015/16 spend is due to a re-profile of internal costs. Cabinet decision re preferred operator due 18th February 2016
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	0	0	0	0	0	0	746	249	0	995	746	995	Project approved by Portfolio Holder December 2015
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	0	0	0	200	200	0	12	0	188	200	12	0	Slippage relates to estimated cost for compensation now due as part of the collaboration agreement
10972000	Planning Consent For Europa Way	445	30	0	0	475	445	30	0	0	475	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	0	240	0	0	240	0	240	0	0	240	0	0	
11416000	Bedworth King's House - Purchase of Long Lease	0	2,000	0	0	2,000	0	2,000	0	0	2,000	0	0	
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	719	49	0	0	768	719	129	34	0	883	80	115	Unused funds returned from project 11190000
11190000	Warwick Shire Hall refurbishment	0	0	0	0	0	0	(115)	0	0	(115)	(115)	(115)	Final account now settled and creditor sum not required. Balance to be returned to block header 11041000
11335000	Rationalisation of County Storage	2,695	1,055	650	0	4,400	2,695	238	1,467	0	4,400	(817)	0	Profiled to match actual project progress - reconciliation of refurb / fit out cost still being confirmed further report due to Cabinet Spring 16
11338000	Re-wire & refurbishment of Pound Lane	479	19	0	0	499	479	19	0	0	499	0	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	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	253	13	0	0	266	253	13	0	0	266	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,129	251	0	0	1,380	1,129	251	0	0	1,380	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,205	356	0	0	2,561	2,205	441	0	0	2,646	85	85	£85,000 transferred from 11226000. Final accounts higher than original forecast in some instances (c.66 projects on this block header)
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,763	67	0	0	5,830	5,763	88	0	0	5,851	21	21	£21,443 transferred from 11227000. Final accounts higher than original forecast in some instances (c.167 projects on this block header)
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	353	0	0	353	0	353	0	0	353	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	1,184	0	0	1,184	0	1,141	0	0	1,141	(43)	(43)	£25,000 + £17539 contributed to 11270001 (Shipston Primary)



## Annex P Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	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	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	2,596	0	0	2,596	0	2,503	0	0	2,503	(93)	(93)	£8,000 contributed to Stratford Fire Station (11151000). £85,000 transferred to 11144000
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	5,630	0	0	5,630	0	5,609	0	0	5,609	(21)	(21)	£21,443 transferred to 11145000. Final accounts higher than original forecast in some instances (c.167 projects on this block header)
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	311	0	311	0	0	311	0	311	0	0	
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	2,524	0	2,524	0	0	
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	1,292	0	1,292	0	0	
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	2,569	0	2,569	0	0	
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	
<b>Facilities</b>														
10592000	Small Scale Reactive / Minor Improvements County-Wide	149	122	18	0	289	149	27	113	0	289	(95)	0	Capital funding slipped to next year as Car Parking solution is yet to be agreed.
11318000	Universal Free School Meals Programme	1,156	91	0	0	1,247	1,156	91	0	0	1,247	0	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	291	64	0	0	355	291	19	45	0	355	(45)	0	Planned contribution for Saltisford project not required. Spend rephased to 16.17 for inclusion on alternative project
10410000	Climate Change 2007/08	352	0	0	0	352	352	0	0	0	352	0	0	
11135000	Various Properties - Reducing Energy	63	337	500	1,344	2,244	63	0	300	1,200	1,563	(337)	(681)	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	257	500	4,500	5,401	145	33	723	4,500	5,401	(223)	0	Underspend against forecast for 15.16 due to consultation regarding Ground Mounted Solar schemes and viable business cases to support. Ongoing work being carried out to continually review viability of short listed scheme options. Funding estimates rephased based on ongoing work.
<b>Smallholdings</b>														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	40	310	0	0	350	40	300	0	0	340	(10)	(10)	£10,000 transferred to 11228000
11141000	Rural Services Capital Maintenance 2014/15	582	86	0	0	668	582	86	0	0	668	0	0	
11228000	Rural Services Capital Maintenance 2015/16	0	875	0	0	875	0	885	0	0	885	10	10	£10,000 moved from 11139009
11291000	Rural Services Capital Maintenance 2016/17	0	0	789	0	789	0	0	789	0	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		16,507	16,096	9,773	13,529	55,905	16,507	15,267	11,022	13,373	56,169	(829)	264	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance and Planning	780		780	741	(39)	Underspends relates to staff vacancies
Observatory	336		336	369	33	Shortfall in anticipated external income
Service Improvement and Change Management Admin	172		172	162	(10)	Lower than budgeted staffing costs primarily due to part time coverage of Personal Assistant post
Development and Support	560		560	535	(25)	Part-year vacancy arisen in year.
Commercial Enterprise	208		208	210	2	
Resources Transformation	0		0	242	242	Transformation fund projects to be funded from Resources Group Reserves
<b>Net Service Spending</b>	<b>2,056</b>	<b>-</b>	<b>2,056</b>	<b>2,259</b>	<b>203</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(203)	(203)		Request to use £206,000 from the Resources Group Transformation Fund and System Development fund included in Annex S (Other Services)
SICM Reserves	190	0		190		
<b>Total</b>	<b>190</b>	<b>0</b>	<b>(203)</b>	<b>(13)</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	247	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	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	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	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	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	60	
OOP/SICM-G	Increase income generation activities	40	40	40	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			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			100	100	100	100	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0			20	20	20	20	
OOP/SICM-K	Rationalisation of performance management and business support	10	10	10	40	40	40	40	
	<b>Total</b>	<b>540</b>	<b>540</b>	<b>540</b>	<b>740</b>	<b>740</b>	<b>740</b>	<b>740</b>	
	<b>Target</b>		<b>540</b>	<b>540</b>		<b>740</b>		<b>740</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

Fire and Rescue - Gary Phillips  
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	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	10,877	(100)	10,777	10,736	(41)	
Prevention, Protection & Planning	1,848		1,848	1,742	(106)	The Service is currently replacing a number of essential IT systems. The procurement exercise is well underway but it is unlikely that this will be complete before the end of this financial year. The Service is therefore transferring £77k to the service savings reserve to support the completion of this project in 2016/17.
Operational Support	5,576	472	6,048	5,974	(74)	
Service Support	1,313	(42)	1,271	1,250	(21)	
Net Service Spending	19,614	330	19,944	19,702	(242)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Pensions Reserve	79	0	6	85		
Fire Control Project	509	(430)	(37)	42		
Service Savings Reserve	426		173	599	77	The Service would like to transfer £77k into reserves to support the IT replacement systems project due for completion in 16/17.
Fire Training Reserve	0	100	100	200	100	The Service would like to transfer £100k of savings into a new reserve to support operational training.
Total	1,014	(330)	242	926	177	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	505	505	505	505		505		
OOP/FRS-A	Implement a new response model	471	350	471	1,159		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		Control programme implementation now scheduled for 2016/17. Shortfall in 2015/16 will be funded from underspends elsewhere. A reduction in staffing has been achieved however due to a delay in the implementation of the new systems this has caused an additional one-off pressure.
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	66	82		97		
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0			42		42		
OOP/FRS-H	Removal of one senior management post within the Service	35	35	35	100		100		
	Total	1,129	956	1,129	1,989	0	2,357	0	
	Target		1,129	1,129		1,989		2,357	
	Remaining Shortfall/(Over Achievement)		173	0		1,989		2,357	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16	2016/17	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
			£ 000's	£ 000's				£ 000's	£ 000's					
11151000	Fire Capital Grant - Equipment for Fire Appliances	97	7	0	0	104	97	7	0	0	104	0	0	
Sub Total - Projects Funded From Fire Capital Grant		97	7	0	0	104	97	7	0	0	104	0	0	
11223000	Vehicle Replacement Programme 2015/16	0	881	0	0	881	0	904	0	0	904	23	23	Funded via a revenue Contribution
Sub Total - F&R Self Financing Projects		0	881	0	0	881	0	904	0	0	904	23	23	
11153000	Equipment for new Fire Appliances 2014/15	97	23	0	0	120	97	23	0	0	120	0	0	
11298000	Equipment for new Fire Appliances 2015/16	0	120	0	-	120	0	82	38	0	120	(38)	0	The purchase of new operational radios for fire appliances requires further research prior to procurement which is now likely to take place in the new financial year 2016/17.
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	
Sub Total - Projects Funded from Corporate Resources		97	143	120	120	480	97	105	158	120	480	(38)	0	
11229000	New Fire & Rescue Centre Leamington Spa	109	100	750	1,891	2,850	109	100	750	1,891	2,850	0	0	Design and pre planning fees will be incurred during 2015/16 but it is unlikely that any major works will commence prior to the end of the current financial year.
11372000	Fire & Rescue Service Future Estate	0	0	891	-	891	0	0	870	0	870	0	(22)	Funds transferred to cover a slight increase on project 11376000 Stratford Station Refurbishment due to changes in specification to support welfare facilities.
11373000	Response Location - Gaydon	0	750	0	-	750	0	530	220	0	750	(220)	0	This project has been re-phased due to a delay with the planning application. It is likely to be May 2016 before all works are complete.
11374000	Training Centre - New Build	0	0	3,700	1,600	5,300	0	40	3,660	1,600	5,300	40	0	A potential has now been identified and it is likely that costs will be incurred this financial year for design and pre planning.
11375000	Alcester Fire Station Reconfiguration	5	410	0	-	415	5	420	0	0	425	10	10	Increased spending funded via a revenue contribution
11376000	Stratford Fire Station Reconfiguration	20	330	0	-	350	20	352	0	0	372	22	22	Slight increase in project cost due to changes in specification to support welfare facilities. Financing transferred from 11372000.
Sub Total - F&R Future Estate Project		134	1,590	5,341	3,491	10,556	134	1,441	5,500	3,491	10,566	(149)	10	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	696	115	0	0	811	696	125	0	0	821	10	10	Slight increase in expenditure due to Windows upgrade for Integrated Command & Control System to enhance security. Increase funded via a revenue contribution
Sub Total - Fire Control Project		696	115	0	0	811	696	125	0	0	821	10	10	
Grand Total		1,025	2,735	5,461	3,611	12,833	1,025	2,581	5,658	3,611	12,875	(154)	43	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(159,055)	(1,915)	(160,970)	(162,545)	(1,575)	Final grant allocations are higher than those estimated when the budget was agreed in February. The main ones are Revenue Support Grant (+£459,000), business rates (+£830,000) and 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	(245,438)	6,353	(239,085)	(238,658)	427	The variation reflects the school balances of schools converting to an academy in the year and adjustments to grants to schools to reflect in-year changes in pupil numbers.
Individual Schools Budget (ISB)	179,403	(6,535)	172,868	172,868	0	.
Capital Financing	39,529	(41)	39,488	37,419	(2,069)	This underspend is the result of slippage in the delivery of the capital programme reducing the underlying need to borrow in previous years. Whilst this is an in year saving, the funding will be required in future years when the spending takes place. The in-year underspend will be used as part funding for the overspends on the Education and Learning and Children's Social Care and Support Business Units.
Revenue contribution to capital financing	1,471	0	1,471	1,471	0	
Interest on Revenue Balances	(1,082)	0	(1,082)	(2,065)	(983)	The additional income has been generated because investments are currently yielding higher returns than was forecast when the budget was agreed.
0-5 Strategy for Children	800	0	800	400	(400)	Work is still on-going to finalise the projects that will utilise this funding. Therefore not all of the budget will be spent in 2015/16. It is proposed that the underspend is transferred to a specific reserve for the 0-5 strategy to be used in future years.
Living Wage in Warwickshire - Feasibility	50	0	50	50	0	
Strategic Management Team	1,206	0	1,206	1,319	113	
County Coroner	402	0	402	402	0	
Environment Agency (Flood Defence Levy)	224	0	224	224	0	
External Audit Fees	171	0	171	109	(62)	The underspend will be allocated to the 'external audit fees' reserve and Member approval sought to use the reserve in 2016/17 to fund the investment needed to meet the new statutory requirement of closing the authority's accounts earlier.
Provision for redundancy costs	2,169	(76)	2,093	2,093	0	This budget is shown as being fully utilised in 2015/16. However, it is not clear how many of the reductions in staff numbers as a result of the delivery of the savings plans and wider service transformation across the authority will result in additional redundancies before the end of this financial year. Any underspend at the end of the year will be set aside to meet redundancy costs in future years as a result of delivery of both the current and future savings plans.
Pensions deficit under-recovery	420	0	420	420	0	
County Council Elections	15	0	15	13	(2)	
Members Allowances and Expenses	1,032	0	1,032	936	(96)	
Other Administrative Expenses and Income	420	(250)	170	170	0	
Reorganisation Pensions	58	0	58	29	(29)	
Subscriptions	104	0	104	106	2	
<b>Net Service Spending</b>	<b>(178,101)</b>	<b>(2,464)</b>	<b>(180,565)</b>	<b>(185,239)</b>	<b>(4,674)</b>	
				Non DSG	(5,101)	
				DSG	427	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
<b>Corporate</b>						
General Reserves	18,797	(300)	3,619	22,116	3,500	The first call on all General Reserves above the minimum risk assessment determined by the Head of Finance as part of setting the 2016/17 budget will be used to part fund the forecast overspends in the Education and Learning and Children's Social Care and Safeguarding Business Units
Medium Term Contingency	17,332	0	976	18,308		The £0.976 million is the underspend on concessionary travel in T & H.
Service Realignment Fund	11,877	0	0	11,877		
<b>Total Corporate Reserves</b>	<b>48,006</b>	<b>(300)</b>	<b>4,595</b>	<b>52,301</b>	<b>3,500</b>	
<b>Other Services</b>						
Audit Fee Reserve	563	0	62	625		
0-5 Strategy for Children	0	0	400	400	400	
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	0	1,040		
Insurance Fund	8,460	0	0	8,460		
Schools	14,459	0	(427)	14,032		
Interest Rate Volatility Reserve	4,320	0	983	5,303	983	
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>236</b>	<b>1,020</b>	<b>33,541</b>	<b>1,383</b>	
<b>Group Reserves</b>						
Resources Group	766	0	0	766	(400)	The Resources Group requests a transfer of £400k from the general Resources Group Reserve to the Systems Replacement Fund to assist in funding the development of replacement IT systems for the group
Resources Transformation Fund	1,704	198	35	1,937	(131)	Members are requested to approve the use of £166,000 to fund works forecast to be undertaken within the SICM Business Unit (as shown in Annex Q) and the addition of £35,000 from underspends within the budget of the Strategic Director of Resources
Resources Group Traded Reserve	0	658	0	658	(400)	The Resources Group requests a transfer of £400k from the Resources Group Traded Reserve to the Systems Replacement Fund to assist in funding the development of replacement IT systems for the group
Resources Systems Replacement Fund	1,413	0	0	1,413	760	
<b>Total Group Reserves</b>	<b>3,883</b>	<b>856</b>	<b>35</b>	<b>4,774</b>	<b>(171)</b>	
<b>Total</b>	<b>84,174</b>	<b>792</b>	<b>5,650</b>	<b>90,616</b>	<b>4,712</b>	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for savings in 2014/15	1,050	1,050	1,050	1,050	1,050	1,050	1,050	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	500	1,000	1,000	1,500	1,500	
OOP/OS-D	Management Restructure	0	0	0	100	0	250	0	
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	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	0	2,800	2,800	
		1,550	1,550	1,550	2,150	2,050	7,600	7,350	
Target			1,550	1,550		2,150		7,600	
Remaining Shortfall/(Over Achievement)			0	0		100		250	



Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)		63.5	70.1	R	This is based on the pulse survey results.	Dialogue and workshops are being undertaken with staff
% of customer satisfaction with the quality of services provided (KBM)		64	64	G		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	NA	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	Working proactively with managers to address this
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)		68.9	65	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.	Dialogue and workshops are being undertaken with staff.
All Resources Group change activity is delivered on time & within budget (KBM)		1	1	G		
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations (KBM)	1	1	1	G		
Net variation to budget - Percentage (KBM)	-3.06%	-3.06	-2	R	£ variance: £233,636 The variance is due to underspends in ring fenced budgets including customer journey and Care Act budgets	A request will be made to members to transfer these underspends into ring fenced reserves
Resources Group demonstrates value for money (KBM)		80	100	R	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	G		
Service standards published for all services (KBM)	100	100	100	G		
Standards for complaint handling are met (KBM)	0	0.8	1	R	Areas being addressed are Adult social care and children's social care	
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	Timetable has slipped due to resourcing and staff availability at service level	
Traded Services meet budgetary targets(KBM)		1	1	G		

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% increase in staff engagement (KBM)	74.9	74.9	75.8	A	Based on the 2015/16 Pulse survey results. This is a slight decrease (on previous years), which is disappointing. We are working through an action plan to respond.	
% of customer satisfaction with the quality of services provided (KBM)	66	66	66	G		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				NA	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	76	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	Based on the 2015/16 Pulse survey results. This is a slight decrease (on previous years), which is disappointing. We are working through an action plan to respond.	
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	G	Still being agreed, but no reason as at 17th December to assume any delay in delivery.	
Net variation to budget - Percentage (KBM)	-3.6%	-3.6	-2	R	The Business unit is currently likely to be underspent by slightly more than -2%, due primarily to the number of vacancies. It is proving increasingly difficult to retain staff (3 key members have left or handed in their notice in Q3).	
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		
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)	50	75	100	R	This is the responsibility of individual capital project service managers - the responsibility of the Finance BU is to highlight major variations and suggest where remedial action needs to be taken. This has been considered at Resources O & S committee.	
Traded Services meet budgetary targets(KBM)	0.5	0.75	1	R	The forecast is that payroll will not meet its targets. However, Schools Finance and the Sickness Insurance scheme are on track.	

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	This is a misleading picture. Engagement scores are high for WCC and although this has red because the target has been missed a result over 50% is considered a excellent in relation to other organisations. This needs looking at.	
% of customer satisfaction with the quality of services provided (KBM)		62	62	G		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100		100	NA	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	46	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)		74.6	75	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)	78.7	78.7	72	G		
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	G		
Average number of days lost due to sickness per FTE - Resources Group (KBM)	6.5	7	7.8	G		
Net variation to budget - Percentage (KBM)	-4.25%	-4.25	-2	R	£ variance: -£219,122	
Resources Group demonstrates value for money (KBM)	100	100	100	G		
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)	1	1	1	G		

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.	
% of customer satisfaction with the quality of services provided (KBM)		58	58	G	Still need to confirm how this will be calculated	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	NA	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	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	100	G		
CBPM - WCC Contribution to Rural Broadband Development (KBM)	88	90	90	G		
Capital Programme delivered on time & to budget (KBM)	1	1	1	G		
Major IT development projects are delivered on time and to budget (KBM)			100	NA	To be measured against those projects which are clearly defined, both in terms of time and budget. Projects not yet clearly defined.	
Net variation to budget - Percentage (KBM)	-0.18%	-0.18	-2	G	£ Variance: £14,708	
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)	88	90	90	G		
Resources Group demonstrates value for money (KBM)	95	95	100	A		
Risks identified are managed and reviewed monthly (KBM)		1	1	G		
Savings delivered (KBM)	100	100	100	G	All 2015/16 have already been removed from Budgets and we are working to delivering against the revised Budgets	
Service standards published for all services (KBM)	100	100	100	G		
Traded Services meet budgetary targets (KBM)	0.99	0.99	1	A	Service still forecasting £60k under-recovery against surplus target of £385k. Will continue to seek to reduce shortfall over the remainder of the year, however also looking to cover from within wider Information Assets Service.	

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 customer satisfaction with the quality of services provided (KBM)	95	95	52	G	Legal Services - Customer satisfaction rating Q3 figure to date is 95%. In the future this KBM to be changed to NPS score.	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				NA	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	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)		79	79	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)	71.8	71.8	71	G	Figures based on Pulse Survey results.	
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	3	6	10	G	22 complaints have been considered by the LGO in this period (1 April-8th December 2015). 3 have been upheld.	
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)	-13.08%	-13.08	-2	R	£ variance: -£101,842. This is largely due to staff vacancies in democratic service and the CLG grant funding for the counter fraud partnership	
No. of decisions deferred by decision making committee (KBM)	2	3	3	G		
Number of adverse decisions from legal challenges is low (KBM)	4	7	10	A	This the the total of adverse decisions - it includes the 1 Information Tribunal decision and the 3 upheld LGO decisions	
Resources Group demonstrates value for money (KBM)	100	100	100	G		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	G	Process has been put in place to review BU register managed by Hos PA.	
Savings delivered (KBM)	57000	57000	57000	G		
Service standards published for all services (KBM)	100	100	100	G	Standards need to be finalised. Being picked up via the transformation programme.	
Traded Services meet budgetary targets(KBM)	1	1	1	G	WES trading targets on target to be met.	



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 customer satisfaction with the quality of services provided (KBM)	61	61	61	G		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				NA	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	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	75	R	A full Staff Survey will be undertaken in 2016/17.The figures quoted are based on the 2014/15 staff survey results	Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
% 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)		100	100	G		
Capital Programme delivered on time & to budget (KBM)	73	100	100	G	Details input for this measure are for Capital Maintenance programme - % committment against nett budget - detaill from Work programme output 25.11.15	
Net variation to budget - Percentage (KBM)	-8.47%	-8.47	-2	R	£ variance: -£953,226	Some of the underspend to be transferred to the planning application reserve in order to deliver strategic development site, some to the deliver of the MASH, some to other reserves for service transformation work.
Resources Group demonstrates value for money (KBM)	100	100	100	G		
Risks identified are managed and reviewed monthly (KBM)	100	100	100	G		
Savings delivered (KBM)	to plan	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)	985134	-1017134	-1017134	G		
Traded Services meet budgetary targets(KBM)	100	100	100	G	Info taken from P8 report and for Facilities traded services only	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
						1. Discussion of results with employees at November team meetings 2. SICM All Team Event to be run late November/early December, where these results will be discussed (this event will be customer focussed) 3. SICM 'Innovation Lab' group to be set up where like minded staff, in an open and honest environment can propose ideas for improving the quality of our services to our customers 4. SICM Staff Group to work with the Management Team on addressing the identified areas for improvement
% increase in staff engagement (KBM)	75.4	75.4	81.8	R	The results of the Pulse survey have considered by the management team and action will be taken as shown in the next column	
% of customer satisfaction with the quality of services provided (KBM)		57	57	G		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				NA	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	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	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)	80.4	80.4	72	G		
All Resources Group change activity is delivered on time & within budget (KBM)		100	100	G		
Net variation to budget - Percentage (KBM)	9.91%	9.91	0	R	£ variance: £203,781 The 9.91% overspend for SI&CM in Q3 is being driven by Resources Group transformation activity, which is located within SI&CM finances for management purposes. Transformation work related to the MID, HRMS and Agresso as well some staff costs associated with the Resources Transformation Programme itself make up the majority of this activity	These costs are to be met from Resources Group Reserves.
Resources Group demonstrates value for money (KBM)		100	100	G		
Risks identified are managed and reviewed monthly (KBM)		100	100	G		
Savings delivered (KBM)	1	1	1	G		
Service standards published for all services (KBM)		100	100	G		

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Highway Authority applications which were responded to within target of 21 days (KBM)	76	80	80	G	<p>Data as of 30th November 2015.</p> <p>Whilst the performace for quarter 3 has dipped slightly on quarter 2, this is due to an increase in the number of applications received as the Highway Authority. 796 applications have been received in quarter 3, with 496 being responded to within the time period. There are 144 applications waiting for a response within the 21 days consultation period, which will be actioned during quarter 3. The total received to date is 2071, of which 1583 were responded to on time.</p> <p>These figures do not include any applications that will be received in December 2015, but based on the trend, it is expected that the number of applications received will exceed those recorded previously in quarters 1 and 2.</p>	
% household waste re-used, recycled and composted (KBM)	55.4	53.4	55	A	<p>Green waste dramatically down by 3000 tonnes which has affected the overall recycling rate</p> <p>Actual figure = cumulative figure</p> <p>Quarters 2 and 3 are estimates</p>	
% of all planning applications processed within target (KBM)	68	70	70	G	<p>Data as of the 7th December 2015</p> <p>22 applications have been determined to date, of which 15 have been determined within the statutory time period.</p>	
% of businesses ( in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)	67.0			NA	<p>No target set, baseline to be established once we have a full year of results from the C&amp;W Quarterly Economic Survey. Baseline will be created for 2016/17 Business Plan</p>	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			78.3	NA	<p>This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.</p> <p>Please note this question was not included in the 2015 Pulse Survey.</p>	
No. of communities with active flood groups or flood wardens (KBM)		20	20	G	<p>This is an annual target</p>	
No. of properties better protected from flooding through partnership working (KBM)		25	25	G	<p>This is an annual target</p>	
Number employed in key target growth sectors in Warwickshire (KBM)	74367	74367	72200	G	<p>Same as last quarter - 2014 figure not yet available due to data access problems with the ONS Business Register &amp; Employment Survey. Being addressed by Warwickshire Observatory.</p>	
Number of planning applications responded to (KBM)	6171	8787		NA	<p>No target set, this measure is monitored for information.</p> <p>Planning Applications continue to increase in number. 2014/15 figure highlighted inconsistent recording across Archaeology &amp; Ecology, which has been resolved. Therefore, the baseline should be 8644 (2013/14).</p>	
Percentage of planning application responses delivered within Service Level Agreements (KBM)	93	97	90	G	<p>Ecology only. Responses continue to be well within Service Level Agreement targets illustrating an effective service delivery.</p>	
Reduce the gap between best and worst wards in terms of unemployment rate (KBM)	2.7	2.7	7	G	<p>Data from NOMIS. Most recent data is for November 2015. This is a measure of the difference between the JSA claimant count in the best performing ward (i.e. the one with the lowest rate of claimants) and the worst performing ward (i.e. highest rate of claimants) in Warwickshire.</p>	
Reduce the gap in productivity (GVA per job) with England average (KBM)	15.3	15.3	9.5	R	<p>Data from 2013 GVA release data. 2014 data will be published shortly and will be updated in Q4. This is a relative measure of GVA per worker in Warwickshire against the national average.</p>	
Reduction of Kgs of residual household waste per household (KBM)	0	0	20	R	<p>Figure does not take into account increase in dwelling stock figures due to be released in new year</p> <p>Actual = cumulative figure</p> <p>Quarters 2 and 3 are estimated</p> <p>We have seen a reduction of some 3,200 tonnes of green waste that has reduced our overall performance.</p>	
Waste Service cost per household (KBM)	75.54	75.54	75.54	G	<p>Unit price on track to be acheived</p>	



Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of 16-19 year olds not in education, employment or training (NEET) (KBM)	Next data available	4	4.5	G	Early indications are that the proportion of NEETs is lower than the same time last year however the proportion of not knowns is high some of whom may be NEET.  NEETs figures are the average proportion of NEET 16-19 year olds at the end of Nov, Dec, Jan. The DfE publish the official figures in the following spring. The Nov 14, Dec 14 and Jan 15 stood at 5.1%, the target for Nov 15, Dec 15, Jan 16 is 4.0%. Forecast reflects target.	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			59.4	NA	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)	17	17	15	R	Data unvalidated, final data due end Jan 16  Final validated figure will be available at the end of January 2016. Cabinet paper 10th Dec re Closing the Gap Strategy has requested targets to be reviewed.	Closing the Gap has been identified as a major area for development and project was established in January 15 and is progressing well.
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)	30	30	15	R	Data estimated, final data due end Jan 16  Using NCER data as a proxy for national performance the gap has remained static at 30% for Key Stage 4. Actual figure will be available at the end of January 2016. Cabinet paper 10th Dec re Closing the Gap Strategy has requested targets to be reviewed.	Closing the Gap has been identified as a major area for development and project was established in January 15 and is progressing well.
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.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% improvement recorded (Use Warwick and Edinburgh Mental Being Score) following interventions (KBM)				NA	No target set, new measures, target to be confirmed. This measure will be updated at year end.	
% of Breastfeeding initiated (KBM)		72	73	A	Quarterly actual data will be available Jan 2016	
% of children aged 11 who are obese (KBM)	16.8	16.8	15.6	R	During 14/15 obesity rates in Year 6 children has increased from 13/14 data.	Change Maker is a Family Weight Management Programme, which supports children who are overweight or obese. This new service started 1 July 2015. To date the service has had 133 referrals, 14 children have completed the programme and some are still in progress.
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)		42	43	A	Quarterly actual data will be available Jan 2016	
% of women smoking in pregnancy (Coventry Rugby CCG) (KBM)		12.2	12.2	G	Q2 (July-Sept) data 9.65% Q3 data due at end of Feb 2016	
% of women smoking in pregnancy (South Warwickshire CCG) (KBM)		8.6	8.6	G	Q2 (July-Sept) data 6.4% Q3 data due end of Feb 2016	
% of women smoking in pregnancy (Warwickshire North CCG) (KBM)		13.9	13.9	G	Q2(July-Sept) data 10.8% Q3 data due out end of Feb 2016	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			89.8	NA	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 individuals completing the Fitter Futures Warwickshire programme. (KBM)	98	200		NA	No target set, this is a new measure, baseline to be established.  1154 total referrals/self-referrals across all services since 1st July 2016  New website launched  Online referral system launched  Secure online 'service user' management system implemented across all services  October – December 2015 258 Physical Activity Referrals 165 Adult Weight Management Referrals 65 different surgeries have made a referral to Fitter Futures Warwickshire 129 online referrals received via the website □	
Number of people stopping smoking (4 week quit data) (KBM)		2000	2162	R	Cumulative data 902 at Q2 Q3 data due out end Feb 2016	Launching new on-line service in February 2016.  Promoting 'Quit for Good' campaign, leading to the non-smoking day in March.  Launching the risk perception intervention for pregnant smokers (January 2016)
Number of people with dementia accessing post diagnosis wellbeing support (KBM)	4579	5349	5349	G		
Teenage conception rate per 1,000 population (KBM)	23.4	23	25	G	Actual data relates to Feb 2015.	
Uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBM)	7632	15307	15307	G	Data is obtained from several services. Data provided is for those services we receive quarterly returns from. No Q3 data is available yet, so figures are based on Q2 data. Please note that some service data is only available at the end of year.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)		100	90	G	This is an annual indicator.	
% of business satisfaction levels with TS (KBM)	100	86	86	G	Figures up to September 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)	6.3	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	
% satisfied TS customers (KBM)	86	86	86	G	Figures up to September 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	NA	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	86	86	G		
No of ASB incidents (KBM)	11366	17049	17647	G	Actual is April-November data with the forecast calculated based on the average number of crimes.	
No. of individuals taking part in Country Park environmental activities across the County (KBM)	20000	28000	28000	G	Q3 Actual is an estimate, because the reporting period fell before quarter end.	
No. of positive outcomes arising from councillor support inc community forums (KBM)	251	450	450	G		
No. of violence against the person (including domestic abuse & sexual offences) (KBM)	6235	9353	5623	R	Police recording of violent crime has changed this year and all forces across the country are seeing significant increases. In some categories, such as sexual and domestic violence, increases are positive, therefore this indicator needs to be handled with extreme caution. Breakdowns of the data are considered monthly and quarterly by the local and county partnership groups with action taken where required. Actuals are from April-November with the forecast calculated based on the average monthly number of crimes.	We will continue to monitor the position but this year will be a new baseline for this indicator.
Rate of proven re-offending by young offenders (KBM)	0.87	0.87	0.68	R	Latest available data (January 2013 – December 2013) cohort shows a frequency rate (average number of re-offences per offender) of 0.87 per person This continues the down trend in recent quarters and 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)	0.41	10	10	G	The Phase 2 criteria and PBR requirements are proving far more stringent than those we experienced in Phase 1. We will be in a better position to judge at year end following completion of our January 2016 claim.	
Total % of drug and alcohol users successfully completing structured treatment (KBM)	27.4	27.5	26	G		
Total number of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	21095	24000	16250	G	Data relates to the period April - Dec.	
Total value of volunteer hours recorded (£) (KBM)	2141208	2900000	2900000	G	Volunteer Centres plus WCC Services	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% WCC financially supported bus services operating on time (KBM)		98.2	86	G		
% delivery of the annual Capital Programme (exc 278s) for Transport (KBM)		95	95	G	The measures relates to the annual delivery of the capital programme and is only calculated at the end of the financial year when the final outturn is known.	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			73.9	NA	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)	70.6	69.6	72	A		
Length of highway network where surface treatment was achieved (KBM)	137.6	157	157	G	On target	
Number of people killed or seriously injured (KSI) - on our roads (KBM)	227	303	277	R	The Q3 figure covers the period January to September and is provisional. The Q1-Q3 KSI figure is down slightly on the same period 2014. The year end estimate is the provisional figure for the year ending 30 September 2015.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	59.2	80	68	G	Cumulative figure since 1/4/15	
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	80.2	80	62	G	Working with the customer to set realistic/achievable outcomes and staff working with the customer to achieve these outcomes is proving positive	
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing FGC (KBM)	61	70	80	R	As recorded at the end of the last reporting quarter, a substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service. It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes.  These factors continue to influence the year to date estimate to the end of the third quarter. This consolidated performance measure is under review.	As recorded at the end of the last reporting quarter, a substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service. It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes.  These factors continue to influence the year to date estimate to the end of the third quarter. This consolidated performance measure is under review.
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	N/A	70	73	A	Data to be supplied in January.	
Percentage of single assessments for disabled children completed within 45 working days (KBM)	N/A		80	NA	IDS only started using single assessments from 1 December 2015 so no data is currently available for this measure.	
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)	N/A		65	NA	Annual measure only.	
Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention (KBM)	30	50	70	R	lower than anticipated percentage due to complex cases being referred that require longer term interventions and their previous experiences of education/support being short term or curtailed by their non attendance. A number of young people worked with in this group have "moved on" and therefore case closed without positive outcome	need to examine in more detail the suitability of some referrals and whether a different approach to their needs could be more beneficial - for instance the balance of one to one support to group work.
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	12.3	15	15	G	New work is underway around fall prevention and looking at ways to keep customers out of hospital and therefore potentially returning to reablement for more than one episode.  Reablement Assistants are now trained in smaller pieces of equipment to assist customers to be more independent without the need for Occupational Therapy input. This figure should reduce as the year progresses.	



Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
CiN Rate per 10,000 CYP population (including CiC and CPP) (KBM)	321	345	345	G	This work is progressing well and relects the focus upon this area. We are on track to meet our target.	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading (KBM)	n/a	43	72	R	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing (KBM)	n/a	29	81	R	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort	
LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics (KBM)	n/a	39	72	R	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort	
LAC attainment: KS4 - 5+ GCSEs A*-C or equivalent including English & Mathematics GCSEs (KBM)	n/a	43	24	G	Actual attainment of the cohort is only available at the end of the academic year. The year end target was based on previous years and does not reflect the potential of the current cohort	
Number of 13-17 year olds entering care per 10,000 (KBM)	33	36	36	G	Profile and circumstances of children entering care are closely monitored and alternative options are being considered, however these figures are affected by the number of unaccompanied asylum seekers who are entering care who tend to be in this age range.	LAC Project Board reviews care entries and leavers. Children's Panels monitor all new admissions into care. The data set now excludes unaccompanied asylum seekers so that a more accurate reflection of young people entering care in this age range is achieved.
Number of children who are subject to a child protection plan per 10,000 population (KBM)	50	47	44	R	We have revised the dual status policy to reduce duplication and anticipate this will support a reduction in figures.	
Number of looked after children per 10,000 population (KBM)	68.4	61	60	A	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.	Detailed monitoring of care entries and leavers now being undertaken. Review of decision making processes re LAC admissions being considered.
Percentage of Care Leavers aged 19, 20 & 21 who were looked after at aged 16 who are in education employment or training (EET) (KBM)	N/A		42	NA	This is currently only reported on an annual basis as part of the SSDA903 Looked After return made to the Department for Education. Leaving Care are currently working on ensuring that the data items in relation to this indicator are updated more frequently to ensure that any quarterly out-turn data is more robust.	
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)	58.8	63	67	R	This is an area to be reviewed 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.	Through the JSNA on LAC to examine the placement histories of a sample of young people within this cohort to understand in more detail their outcomes and how placement stability can be better supported. To review current permanency planning processes against revised Statutory Guidance. Permanence and long term placements and children ceasing to be looked after.
Percentage of Looked After Children whose attendance at school is above 90% (KBM)	98	98	92	G		
Percentage of children's case file audits undertaken where the standards are judged to be good or better (KBM)	N/A			NA	The work to develop an improved case file audit tool is due to be completed by February 2016 and we will then be able to report on performance by the end of March 2016.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Carer reported quality of life ASCOF 1D BCF (KBM)	N/A		7.9	NA	Annual survey measure.	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	N/A	517.4	430	R	Q3 data not yet available from NHS systems.	
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	N/A	17.83	14.5	R	Q3 data not yet available from NHS systems.	
Number of adult safeguarding concerns per 100,000 adult population (KBM)	383.6	519	535	NA	Measure not applicable until EOY, but anticipate around 520 concerns per 100,000 population.  Measure included to monitor the impact of the Care Act on adult protection activity. ?? There is a known context of underreporting of adult protection concerns into?? adult protection services (O'Keeffe et al, NatCen/KCL, 2007) so rising numbers of referrals should not give cause for concern.	
Number of carers receiving a service in their own right (KBM)	386	520	520	G	Anticipated to hit the target, though the ambition is to continue to improve support for carers further, in future years	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	N/A		65.5	NA	Annual measure only.	
Percentage of adults case file audits undertaken where the standards are judged to be good or better (KBM)	N/A			NA	This will not be implemented until 2016.	
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	80.2	80	62	G	Working with the customer to set realistic/achievable outcomes and staff working with the customer to achieve these outcomes is proving positive	
Percentage of repeat safeguarding referrals (KBM)	38.5	38	11	R	Having a figure higher than target is not necessarily bad performance, but does warrant further checks. Whilst the repeats have gone up, all the necessary checks have been undertaken to ensure that appropriate further action is taken with cases in this cohort.	
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)	N/A		65	NA	Annual measure only.	
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)	503.3	508.6	490	A	Demographic challenges and natural variation mean there can be some changes to the rate of placement. This is under review to see if a reduction can be maintained.	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G	Data provided by CWPT - not available for Q3 until February 2016	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		86	86	G	Data provided by CWPT - not yet available	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.74	11	11.5	A	Performance appears to have stabilised and should still meet target.	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	74.4	76	76	G	Measure is on track to meet target by Year End.	
Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months (KBM)	57.3	80	90	R	This year, reviews have been more comprehensive due to the requirement for them to be 'full reassessments' to enable Care Act compliance. Performance has been affected by the need to divert Quality in Care (Reviewing) Team capacity to some Care Home closures, which require a lot of intensive work to move people safely	
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)	N/A	92	92.7	A	Annual measure only	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	12.3	15	15	G	New work is underway around fall prevention and looking at ways to keep customers out of hospital and therefore potentially returning to reablement for more than one episode.  Reablement Assistants are now trained in smaller pieces of equipment to assist customers to be more independent without the need for Occupational Therapy input. This figure should reduce as the year progresses.	
Proportion of people who use services who feel safe ASCOF 4A (KBM)	N/A		72	NA	Annual measure only.	
Social Care related quality of life ASCOF 1A (KBM)	N/A		19.1	NA	Annual measure.	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	N/A		73	NA	Annual measure only.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Carer reported quality of life ASCOF 1D BCF (KBM)	N/A		7.9	NA	Annual survey measure.	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	N/A	517.4	430	A	Q3 data not yet available from NHS systems.	
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	N/A	17.83	14.5	A	Q3 data not yet available from NHS systems.	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	N/A		65.5	NA	Annual measure only.	
Percentage of children's centres judged by Ofsted to be good or outstanding (KBM)	see comments		75	NA	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)	N/A	70	73	A	Data to be supplied in January.	
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)	N/A		65	NA	Annual measure only.	
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)	503.3	508.6	490	A	Demographic challenges and natural variation mean there can be some changes to the rate of placement. This is under review to see if a reduction can be maintained.	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G	Data provided by CWPT - not available for Q3 until February 2016	
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Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.74	11	11.5	A	Performance appears to have stabilised and should still meet target.	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	74.4	76	76	G	Measure is on track to meet target by Year End.	
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)	N/A	92	92.7	A	Annual measure only	
Proportion of people who use services who feel safe ASCOF 4A (KBM)	N/A		72	NA	Annual measure only.	
Social Care related quality of life ASCOF 1A (KBM)	N/A		19.1	NA	Annual measure.	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	N/A		73	NA	Annual measure only.	



Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Number of People Group Local Government Ombudsman decisions (KBM)	1	5	5	G		
Percentage of policies, procedures and guidance received by the Practice Development Group that are rated to be good or better (KBM)	100	62.5	62.5	G	<p>19 out of 19 documents rated as good or excellent. 7 rated excellent when received 12 rated good when received</p> <p>Suggestions for amendments / revision were made by the Practice Development Group in ALL 19 cases. In many cases, the PPG made the changes in the document on behalf of the author.</p> <p>In 3 cases, PDO's re-wrote the document either with the author, or for them.</p>	Practice development group is reviewing its process for signing off procedures and guidance. Also to include scoring the impact of the group.

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Customer satisfaction levels (KBM)	100	95	95	G		
% RDS appliance availability (KBM)	77	77	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, following extensive training, there will be a resulting improvement in RDS availability.	Continued further targeted recruitment campaigns as required. Close management of availability by Watch Commanders, Station Commanders and Fire Control. Performance monitoring through the fortnightly and 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	75	85	R	As reported at Q1 the priority for the Service has been addressing new legislation requirements regarding landlords ensuring, all privately owned accommodation has a working smoke alarm. The number of HFSC's conducted remains at the targeted level, however there are 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)			0	NA	Some slippage on WFRS Future Estates Programme due to identification of suitable sites / planning issues	
No of RIDDOR adverse events (KBM)	2	8	9	G		
No. of fire related injuries (KBM)	9	18	18	G		
No. of incidents attended (KBM)	2280	3050	2789	R	The overall number of incidents is forecast to end the year over target. 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. Moving into the last quarter of the year a positive change in our mobilising policy to AFA incidents will result in more incidents for the Service.	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)	76	140	145	G		
No. of preventable fire related deaths (KBM)	0	0	0	G		
Total no of accidental dwelling fires (KBM)	95	159	159	G		
Total no of fires in non domestic premises (KBM)	73	83	83	G		