

## Cabinet

8 September 2016

## One Organisational Plan Quarterly Progress Report April – June 2016


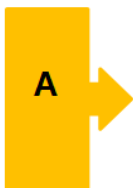
### Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the third year of the One Organisational Plan (2014-18) as at the end of June 2016 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 £0.474 million out of Business Unit reserves to support the delivery of services in 2016/17, as outlined in section 3.2.
- d) Approve the revised capital payments totals and the revised financing of the 2016/17 capital programme as detailed in the table in section 3.4.

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

- 1.1. At the end of quarter 1, the Authority is on track to deliver all the major elements of its One Organisational Plan as shown in the table below and this is reflected in the overall delivery status of Amber. Further details are provided in **Appendix A**.

 Overall Delivery	OOP Outcomes	Cumulative Savings years 2014-16	Savings 2016-17	Controllable Revenue (Variance)
	Amber	Green	Red	Green
	Capital Spend	Capital Slippage into future years	Strategic Risks	Workforce
	Green	Red	Amber	Amber

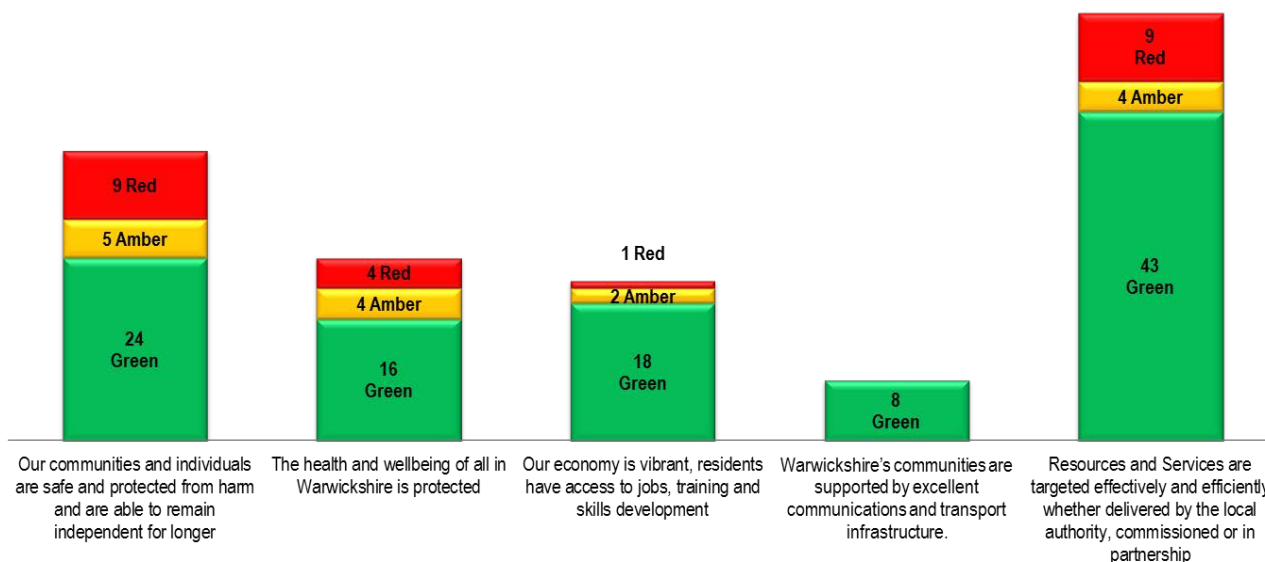
- 1.2. Overall, we are on track (Amber) to deliver on all the five high level Outcomes agreed for the One Organisational Plan.

- 1.3. A small underspend of £2.291 million (0.87%) is being forecast on the revenue budget for the year.
- 1.4. The forecast outturn for the savings plan for the year is shown as not being fully achieved (and therefore red). The actual year end under-achievement is estimated be about 6% less than the planned target. Where this has an impact on the revenue outturn position services have sufficient reserves to cover any shortfall.
- 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

- 1.1.1 The OOP Outcome Framework contains 5 specific key outcomes, deliveries of which are dependent on the achievement of its supporting Key Business Measures.
- 1.1.2 The table below shows that all five Outcomes have a majority of Green KBM's which are forecasted to be delivered by the end of 2016/17.



- 1.1.3 Full details of progress on the delivery of all the Outcomes are available on the Member Dashboard.

## 1.2 Key Achievements

1.2.1 At the end of Quarter 1, we are reporting a number of key achievements including:

### **Outcome: Our Communities & Individuals are safe and protected from harm and are able to remain independent for longer**

- A further 8 properties have benefitted from flood protection measures and the annual target is forecasted to be met.
- A total of 18 communities have active flood protection structures; this will therefore achieve the annual target and is also likely to be higher than that in neighbouring authorities.
- Fire and Rescue continue to arrive at incidents posing a risk to life or property within 10 minutes on almost 80% of incidents as per target and are also delivering site specific inspections in line with their target.
- The number of CAFs initiated per 10,000 of the 0-19 child population is meeting the quarterly target (25) and is likely to meet the annual target.
- Almost 97% of reablement customers achieved one or more outcomes, exceeding the target of 95%.

### **Outcome: The Health & Wellbeing of all in Warwickshire is protected**

- The number of carers receiving a service in their own right (436) is in keeping with the target (520) and are being facilitated by Direct payments.
- Average kilogram of waste per household is reducing (122.2 kgs) against the target.
- The percentage of household waste being reused, recycled and composted continues to exceed the target of 51.2%.

### **Outcome: Our economy is vibrant, residents have access to jobs, training & skills development**

- The percentage of children Looked After who are Not in Education, Employment or Training is in line with the target of 14.5%.
- 88% of Children Looked After have attended school over 90% of the time and the year end target of attendance of 90% of time is likely to be met.
- 27% of Care leavers aged 19-21 are Not in Education, Employment or Training and has been maintained within the set target of 27%.
- 70 children missed out on education which is in keeping with the target.
- The percentage of vulnerable children and those with SEND in out of County provision has kept within the target of 10%.

### **Outcome: Warwickshire's communities are supported by excellent communications & transport infrastructure.**

- 90.4% coverage has been achieved for access to high speed broadband within the programme area, which is therefore likely to meet the target of 91.5%.

- 69% of Highway Authority applications were responded to within the target of 21 days.
- 8% of highways programmed infrastructure improvements have been completed and the annual target is likely to be fully delivered.

**Outcome: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.**

- 88.8% of customers contacting the Council through its contact centre are satisfied with the way their inquiry progressed its journey and is above the target of 85%.
- At the end of Qtr 1, 26% of customers are using available on-line transaction services and at this rate, this measure is forecasting to meet the annual target of 80%.

1.2.2 A number of these key achievements are presented pictorially on the Outcomes Dashboard in Appendix A and progress against the delivery of all the supporting key business measures is presented in Annex R.

### 1.3 Management of HR and Risk

1.3.1 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.

1.3.2 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. Sickness absence has increased slightly this quarter but is consistent with sickness figures for this period last year.

1.3.3 Headcount stands at 5,153 a reduction of 43 since 31st March 2016.

1.3.4 Turnover remains stable with only a very minor increase in the number of leavers, though the number of new starters has increased by nearly 14% (20) compared with the previous quarter.

1.3.5 Our Age Profile remains stable, with an average age of 45.7. Efforts to increase the younger representation of the workforce continue, with the Apprenticeship programme now supporting 41 apprentices across the County Council.

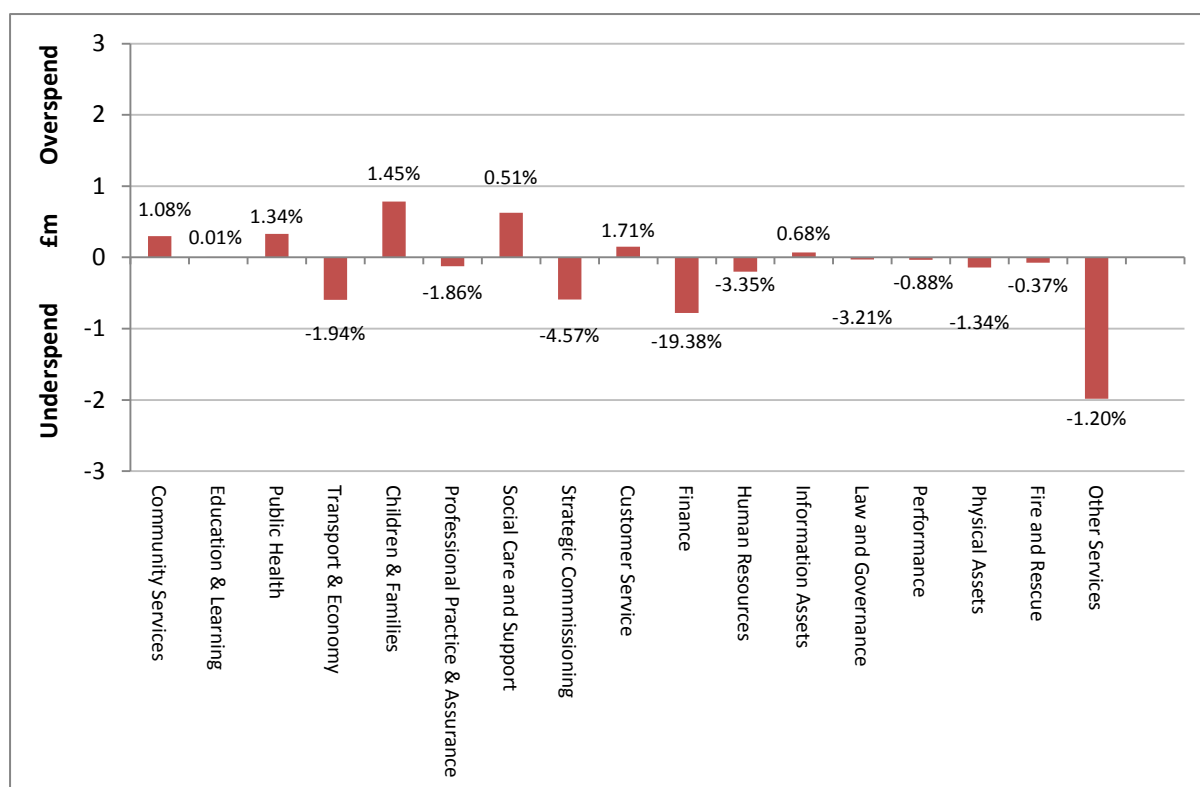
1.3.6 Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register; the last review was carried out in June which coincided with the preparation of the Annual Governance Statement (reported elsewhere on today's agenda). Appendix A provides further details of the significant risks to the Authority and for Business Units together with the mitigating actions.

### 3. Financial Commentary

#### 3.1. Revenue Budget

3.1.1. The approved net revenue budget for 2016/17 is £264.499 million. Against this, at Quarter 1, an underspend of £2.291 million or 0.87% is forecast. The agreed tolerance for underspends is 2% which means the overall forecast falls within this tolerance.

3.1.2. The following chart shows the forecast position for each Business Unit. It shows both the absolute under/overspend for each Business Unit as well as 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.



3.1.3. At Quarter 1 seven Business Units are forecasting that they will overspend and a further four are forecasting underspends greater than the -2% tolerance agreed, the remaining six have underspends within the agreed tolerance level. In all cases where an overspend is being forecast Business Units/Groups have sufficient reserves to meet any residual overspend.

3.1.4. 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**

- Community Services – The forecast overspend of £0.298 million reflects in-year funding reductions from some of our partners. Part of this funding shortfall will be offset by drawing down from reserves.
- Education & Learning – The forecast overspend is fairly insignificant and as £0.006 million almost represents a balanced outturn position. This is due to the recovery plan the service has put in place with early indications that the plan is delivering what it set out to do.
- Public Health – The forecast overspend of £0.329 million is a consequence of Government reducing the Public Health Grant which had a direct impact of the service delivering its savings target. The Business Unit will cover this deficit by drawing down reserves later in the year.
- Children and Families – The forecast overspend of £0.785 million is due to the high cost of Children Looked After and residential placements offset by the early delivery savings plans, most notably by reducing pre-court proceedings and the associated disbursement costs.
- Social Care and Support – The forecast overspend of £0.625 million reflects overspending against Disabilities and Mental Health budgets offset by one-off savings from revised contractual rates during the year.
- Customer Service – The forecast overspend of £0.152 million is due to the Supporting People Programme and will be partly funded from underspends in other service areas.
- Information Assets – The forecast overspend of £0.067 million is a result of the service traded with schools potentially not meeting its full trading target.

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

- Strategic Commissioning – The forecast underspend of £0.590 million is due to the reduction in programmes and projects, savings from revised contracts as well as service redesign of the Supporting People Programme.
- Finance – The main reason for the forecast underspend of £0.779 million is the receipt of additional income from a VAT claim. Underspends have also been delivered by holding vacancies in order to fund future savings targets.

- Human Resources – The forecast underspend of £0.201 million is due to holding open staff vacancies against future savings plans.
- Law & Governance – The forecast underspend of £0.030 million is due to a number of small savings across a number of services.

### **3.2. Reserves**

3.2.1. Business Units are seeking Members' approval to put £0.802 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

#### **Transport and Economy (£0.100 million)**

To offset future staffing costs of the G4G Apprenticeship Hub which are anticipated as a result of the introduction of the Apprenticeship Levy in April 2017.

#### **Children and Families (£0.050 million)**

To fund a further year of the Young Carers Contract.

#### **Resources Group (£0.652 million)**

To support Resources Transformation programme in future years, including support for major projects with a technical finance dimension (e.g. West Midlands Combined Authority, 100% local retention of Business Rates etc.)

3.2.2. Business Units are also seeking approval to drawdown £1.276 million from reserves to support the delivery of their plans in the current financial year:

#### **Community Services (£0.132 million)**

- £0.074 million to meet expected Councillor Grants carried over from 2015/16.
- £0.058 million to meet a forecast overspend by the Youth Justice Service.

#### **Customer Service (£0.041 million)**

To purchase a Mobile Super Kitchen.

#### **Information Assets (£1.036 million)**

- £1.031 million as revenue contribution the BDUK Project.
- £0.005 million as contribution to the development of the schools IT service.

#### **Resources Group (£0.067 million)**

To fund a bid consultant who will help to develop our traded services.

- 3.2.3. The proposed net movement out of reserves of £0.929 million combined with the effect of the forecast outturn (£2.291 million) would mean total reserves of £113.705 million are forecast for the end of the financial year.
- 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 the new plan through to 2020 that is currently being developed.

### **3.3. Delivery of the 2014-18 Savings Plan**

- 3.3.1. Three Business Units, Community Services, Children and Families and Social Care and Support are presently forecasting that they will not meet their 2016/17 savings targets. For Community Services the shortfall is the result of a delay in moving to the new service model and any resulting overspend at the end of the year will, if necessary, be met from the Business Unit's reserves.
- 3.3.2. The other two Business Units are undertaking work to identify alternative savings and consider any service redesign needed to replace those that are now not expected to deliver savings at the level expected when the One Organisation Plan was approved in February 2014. These alternative options will be brought forward for consideration as part of developing the One Organisation Plan 2020, including any use of their reserves to achieve a balanced budget whilst the new options are implemented.
- 3.3.3. Two Business Units are forecasting to overachieve on their 2016/17 savings targets which means overall the shortfall is expected to be £1.035 million by the end of the year.
- 3.3.4. Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

### **3.4. Capital Programme**

- 3.4.1. The total forecasted level of planned capital spend is £104.523 million in 2016/17, with a further £125.521million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £7.861 million for 2016/17 with a further £2.484 million over the medium term.
- 3.4.2. Managers' forecasts indicate that £10.983 million (10.4%) of the planned spend for 2016/17 is now expected to slip into future years.
- 3.4.3. The main reasons for the £10.983 million slippage in the quarter compared to the approved budget are:

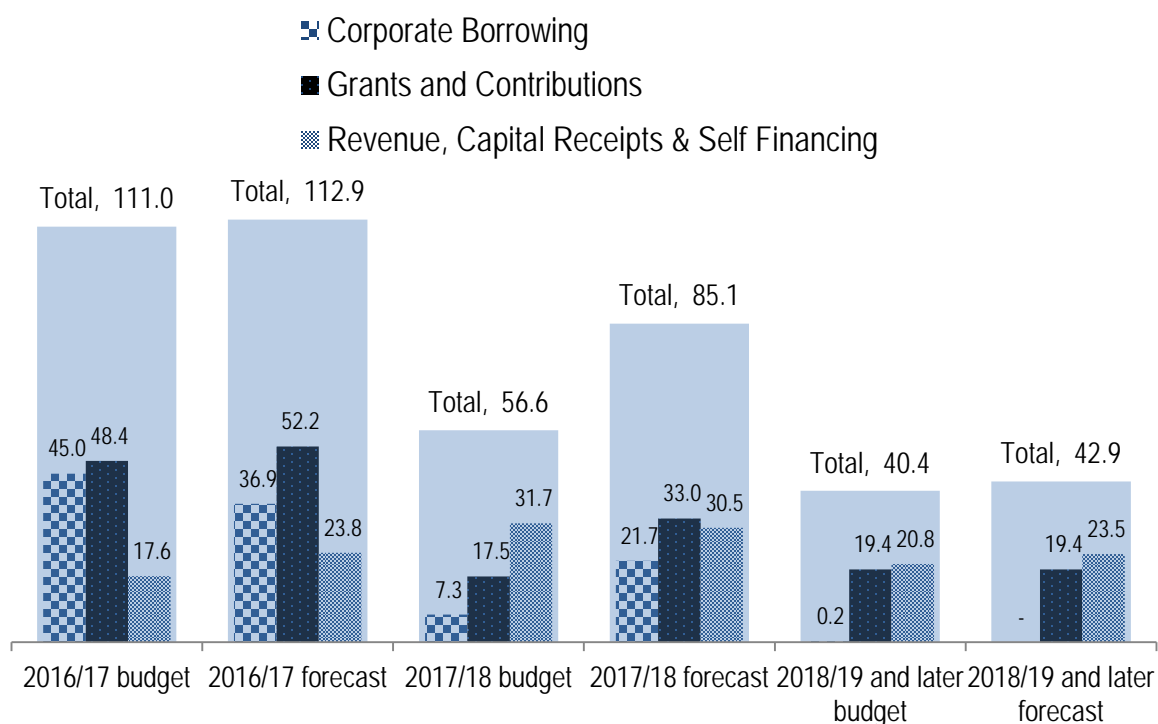


- Customer Service - The slippage of £2.897 million is due to the correction of prior year profiling errors on the Improving the Customer Experience/One Front door project.
- Fire and Rescue - The slippage of £1.260 million is due to spending on the new training centre which has slipped into later years. Details of the new spend profile are in the Cabinet report of 19<sup>th</sup> July 2016.
- Physical Assets – The slippage of £0.788 million is due to the 2017/18 Rural Services Capital Maintenance allocation being moved out of 2016/17 and into the correct year.
- Social Care and Support - There has been slippage of £0.670 million against the Social Care IT project. The nature of the project and the joint working with Health means that timescales are unclear and continuous monitoring of the spending profile is necessary.
- Strategic Commissioning – The slippage of £0.154 million is due to the OOP 2020 commissioning activities which needed to be re-scoped and redesigned.
- Transport and Economy – The £4.822 million slippage is made up of; £1.429 million on the Kenilworth station project which has seen a delay in the awarding of the tender, £2.121 million across the Area Delegated Funded Schemes, £0.784 million from the 2016/17 budget on the Capital Growth Fund Business Loans and Grants has been given up and the Resources returned to the Capital Growth Fund and £0.500 million is due to land and ecology issues on the Ansty Business Park Junction Improvements project.

3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is prepared each quarter. This briefing is provided to the Resources and Fire and Rescue Overview and Scrutiny Committee.

3.4.5. 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 and the table overleaf show how the planned and forecast capital expenditure is to be financed. These figures include the remaining Growth Fund allocation of £10.879 million.

## Estimated Financing to 2018/19 & Later Years (£m)



	<b>2016/17 Budget</b>	<b>2016/17 Forecast</b>	<b>2017/18 Budget</b>	<b>2017/18 Forecast</b>	<b>2018/19 and later Budget</b>	<b>2018/19 and later Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Total</b>	<b>111,029</b>	<b>112,918</b>	<b>56,553</b>	<b>85,135</b>	<b>40,366</b>	<b>42,870</b>
Corporate Borrowing	44,982	36,862	7,287	21,652	235	0
Self-Financed Borrowing	1,802	1,724	4,930	4,930	1,300	1,300
Grants and Contributions	48,438	52,213	17,524	32,951	19,410	19,447
Capital Receipts	11,360	16,302	26,536	25,326	18,555	21,255
Revenue Contribution	4,447	5,818	275	275	867	867

3.4.6. 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. Supporting Papers

4.1. Annexes A-R (the detailed returns from each Business Unit of their Quarter 1 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

4.2. The information is also available electronically via the Member Dashboard.

## 5. Background Papers

None


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# One Organisational Plan Outcomes 2014-18 - Key Messages: Quarter One 2016/17



**Fire and Rescue**

Target **90%**  
Actual **77.6%**  
Forecast **80%**


The % of time a 2nd appliance arrives at life risk or property incidents within 15 minutes of mobilisation based on revised type



**Social Care & Support**

Target **11.5%**  
Actual **10.6%**  
Forecast **11%**

Proportion of adults with a learning disability in paid employment



**Social Care & Support**

Target **95%**  
Actual **96.7%**  
Forecast **97%**

Proportion of Reablement customers who achieved (either fully or partly) one or more outcomes




**Transport and Economy**

Target **25**  
Actual **8**  
Forecast **30**

Number of properties better protected from flooding through partnership working


Our Communities and individuals are safe from harm and are able to remain independent for longer



**Children and Families**

Target **32**  
Actual **33**  
Forecast **32**


Number of children placed in residential care at 31st March (excluding UASC)



**Social Care & Support**

Target **520**  
Actual **436**  
Forecast **520**

Number of carers receiving a service in their own right

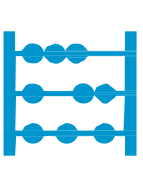


**Community Services**

Target **20,000**  
Actual **7,349**  
Forecast **16,500**

No. of individuals taking part in Country Park environmental activities across the County


The health and wellbeing of all in Warwickshire is protected



**Children and Families**

Target **70%**  
Actual **67%**  
Forecast **70%**


Percentage of children achieving a Good Level Development (GLD) at the end of reception



**Transport and Economy**

Target **3%**  
Actual **2.5%**  
Forecast **2.6%**

Percentage gap between best and worst wards in terms of unemployment rate




**Transport and Economy**

Target **83,000**  
Actual **81,977**  
Forecast **81,977**

Number employed in key target growth sectors in Warwickshire


Our economy is vibrant; residents have access to jobs, training and skills development



**Information Assets**

Target **91.5%**  
Actual **90.4%**  
Forecast **91.5%**


Coverage for Warwickshire of high speed broadband/internet access for all premises and small businesses



**Transport and Economy**

Target **88%**  
Actual **91%**  
Forecast **91%**

Percentage of WCC financially supported bus services operating on time



**Transport and Economy**

Target **100%**  
Actual **8%**  
Forecast **100%**

Percentage of infrastructure improvements programmed for the current financial year within County Highways


Warwickshire's communities are supported by excellent communications and transport infrastructure



**Customer Services**

Target **80%**  
Actual **26%**  
Forecast **80%**


Online customer service transactions



**Information Assets**

Target **99%**  
Actual **99.7%**  
Forecast **99.7%**


Availability of IT key systems through core infrastructure to users



**Strategic Commissioning**

Target **80%**  
Actual **52%**  
Forecast **80%**

Percentage of domiciliary packages sourced with a request within two days



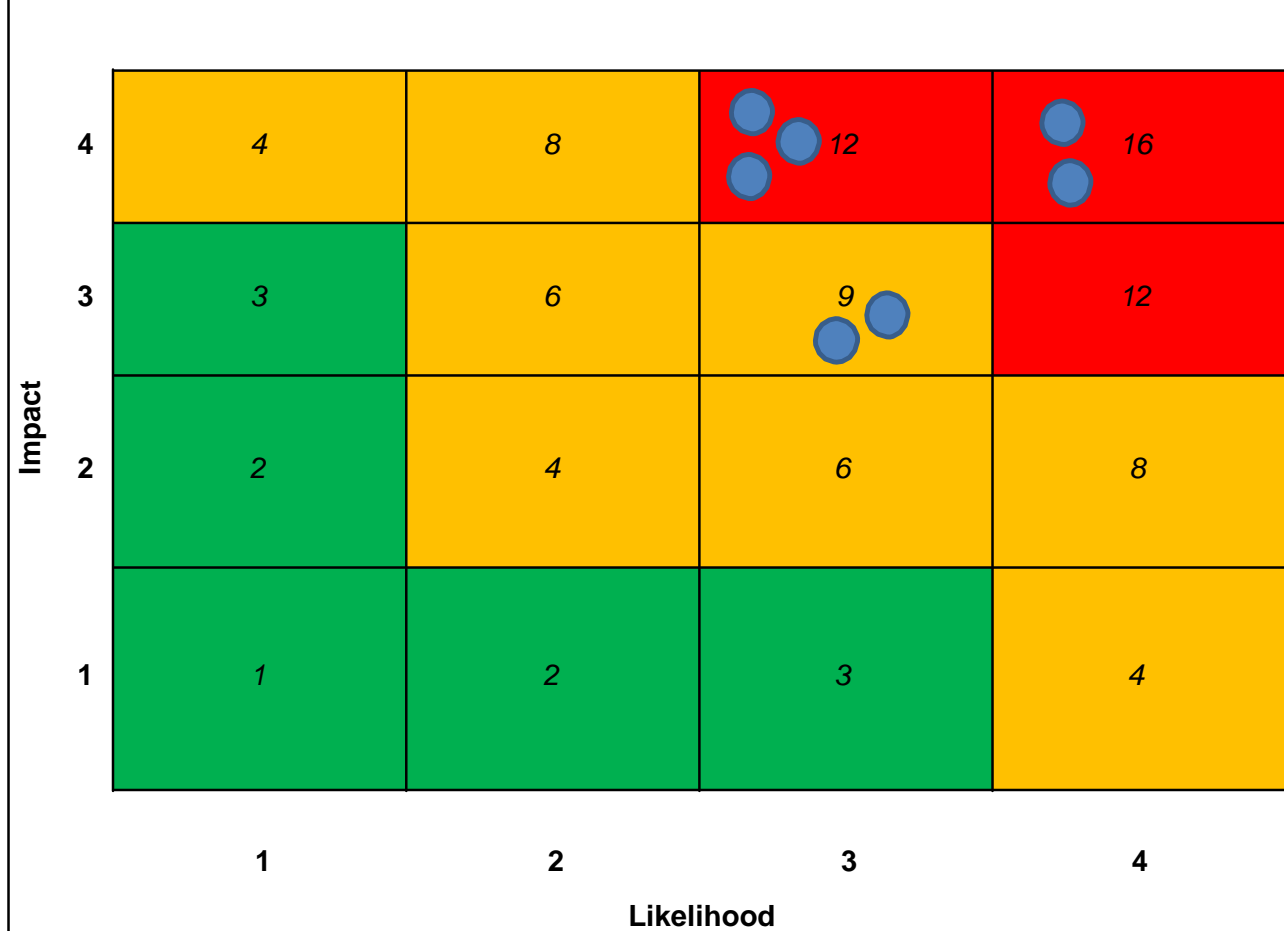
**Community Services**

Target **£65.74**  
Actual **£65.72**  
Forecast **£65.72**

Waste Service cost per household

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or delivered in partnership

**WCC Strategic Risks - Performance Update April 2016 - June 2016**



● Net Risk Level

**Net Amber Risks**

- 5. Failure to maintain the security of personal or protected data held by the Council
- 7. Inability to keep our communities safe from harm.

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

**Net Red Risks**

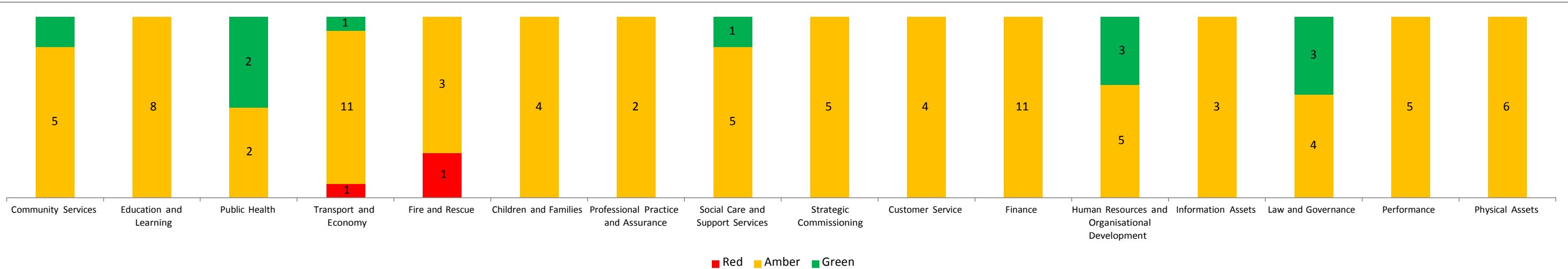
- 1. Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term.
- 2. Impact of devolution, Public Sector reform agenda, national and local policy direction for Warwickshire on service delivery.
- 3. Continuing pressure on Adult Social Services and Health
- 4. Safeguarding Children and Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death
- 6. The ability to secure economic growth in Warwickshire

16 (R)	16 (R)
16 (R)	16 (R)
16 (R)	12 (R)
16 (R)	12 (R)
16 (R)	12 (R)

**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 2016 - June 2016**



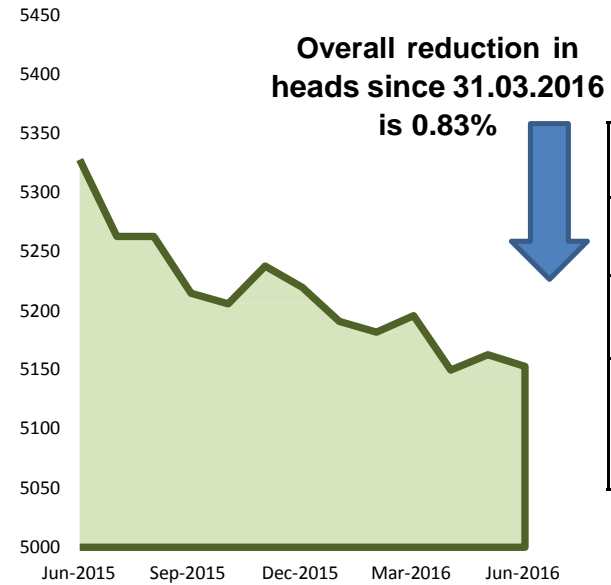
**Commentary - Action to reduce the likelihood and Impact of Net Red Risks:**

**Deterioration of Highway Network Condition.** Risk Owner: Mark Ryder (Head of Transport and Economy). Due to a significant reduction in capital investment additional one off funding was secured. In addition careful strategic management to optimise our spend and maintain the condition and longevity of the network is in place. However there still remains a risk of long term structural deterioration with current levels of investment.

**N/WFRS not achieving the aims and objectives within the Fire Control Project A & B scopes and/ or failing to achieve system functions.** Risk Owner: Rob Moyney (Deputy Chief Fire Officer). A programme of work was established in 2012 with Northamptonshire Fire and Rescue service to provide fall back arrangements in case of a failure in our Fire Control capability. Capita are the main suppliers of the system and are a key dependency. The programme received central Government funding. The programme has had some difficulties due to the complexity of the technology and the dependent elements delivered by Capita. the programme time scales continue to extend beyond the target date and we are being closely scrutinised by the Home Office. All possible measures are being taken to ensure target dates are met and Capita deliver their dependencies however, any delays do incur some additional budget pressures due to staffing.

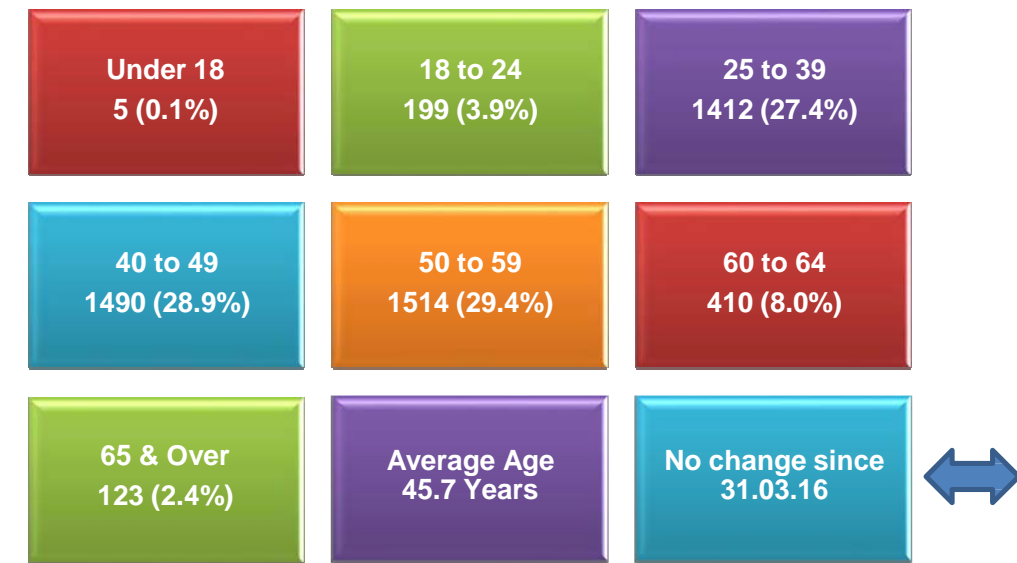
# One Organisational Plan Year End (April 2016 - June 2016) Progress Report: Headline HR Information

## Number of employees



	Qtr 1 2015/16	Mid Year 2015/16	Qtr 3 2015/16	Year End 2015/16	Qtr 1 2016/17
Head Count	5328	5215	5220	5196	5153
Full Time Equivalents	4154.0	4085.2	4097.2	4068	4015.9
Whole Time Equivalents	4087.0	4030.5	4030.2	4000.3	3947.8
Number of Posts	5630	5500	5500	5472	5421

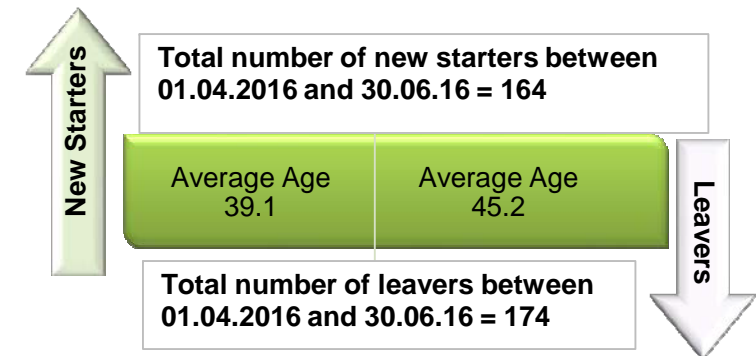
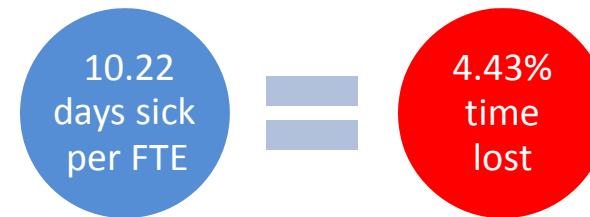
## Age profile of our workforce at 30th June 2016



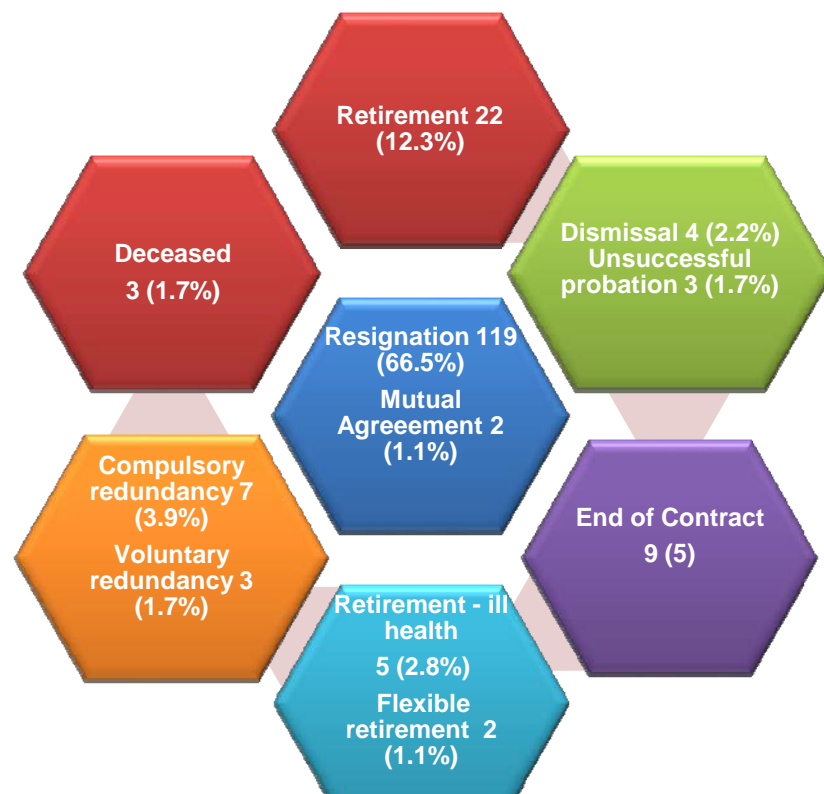
## Turnover of workforce 1st April 2016 - 30th June 2016.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	164	174	3.4	<b>3.40%</b>
Full Time Equivalents	114.5	125.1	3.1	
Posts	165.0	179	3.3	

## Sickness Headline Statistics Rolling Year 30.06.16



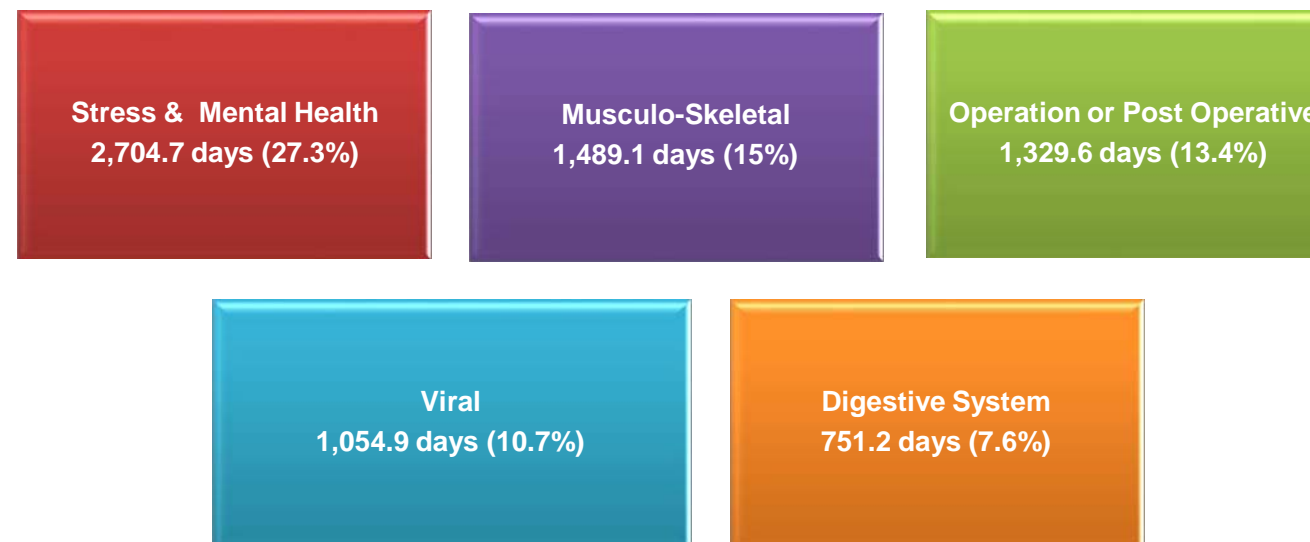
## Number of posts by the reasons for leaving (% of leavers)



## Sickness Absence Days

	Qtr 1 2015/16	Mid Year	Qtr 3 2015/16	Year End 2015/16	Qtr 1 2016/17
Days lost through sickness	9,261.3	9,253.7	11,191.8	42,411.60	9,902.60
of which short-term	3759.6 (40.6%)	3525.7 (38.1%)	4655.8 (41.8%)	15,819.5 (37.3%)	3970.9 (40.1%)
of which long-term	5501.6 (59.4%)	5728 (61.9%)	6536 (58.4%)	26,592.1 (62.7%)	5,931.7 (59.9%)

## Top 5 reasons for absence (days lost)



**One Organisational Plan: Use of Financial Resources: Quarter 1 2016/17 - April 2016 to June 2016**  
**Revenue Position by Business Unit**

Service	2016/17 Budget £'000	2016/17 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Community Services	27,566	27,864	298 1.08% Overspent	(1,591)	(1,293)
Education & Learning	87,136	87,142	6 0.01% Overspent	(621)	(615)
Public Health	24,607	24,936	329 1.34% Overspent	(2,169)	(1,840)
Transport & Economy	30,791	30,193	(598) 1.94% Underspent	(4,942)	(5,540)
<b>Total Communities Group</b>	<b>170,100</b>	<b>170,135</b>	<b>35</b> <b>0.02% Overspent</b>	<b>(9,323)</b>	<b>(9,288)</b>
Children & Families	54,015	54,800	785 1.45% Overspent	(1,377)	(592)
Professional Practice & Assurance	6,734	6,609	(125) 1.86% Underspent	(949)	(1,074)
Social Care & Support	121,994	122,619	625 0.51% Overspent	(5,082)	(4,457)
Strategic Commissioning	12,906	12,316	(590) 4.57% Underspent	(2,976)	(3,566)
<b>Total People Group</b>	<b>195,649</b>	<b>196,344</b>	<b>695</b> <b>0.36% Overspent</b>	<b>(13,245)*</b>	<b>(12,550)</b>

**Notes**

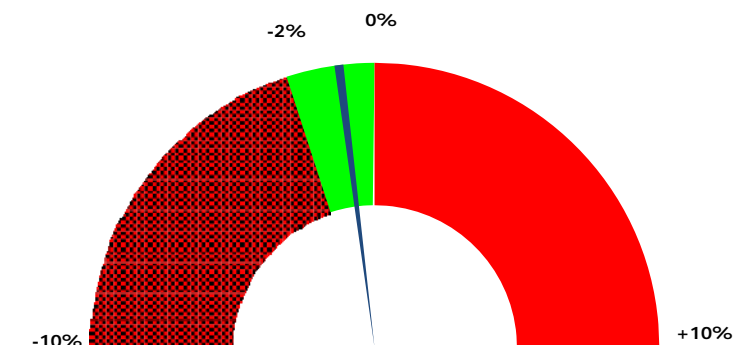
All positive revenue variances (i.e. overspends) are shown as a solid Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Patterned Red. All other underspends are shown as Green.

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

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

Service	2016/17 Budget £'000	2016/17 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,890	9,042	152 1.71% Overspent	(665)	(513)
Finance	4,019	3,240	(779) 19.38% Underspent	(96)	(875)
Human Resources & Organisational Development	6,005	5,804	(201) 3.35% Underspent	(549)	(750)
Information Assets	9,893	9,960	67 0.68% Overspent	(1,099)	(1,032)
Law & Governance	935	905	(30) 3.21% Underspent	(20)	(50)
Performance	3,882	3,848	(34) 0.88% Underspent	(3)	(37)
Physical Assets	10,475	10,335	(140) 1.34% Underspent	(402)	(542)
<b>Total Resources Group</b>	<b>44,099</b>	<b>43,134</b>	<b>(965)</b> <b>2.19% Underspent</b>	<b>(5,701)</b>	<b>(6,000)</b>
<b>Fire &amp; Rescue</b>	<b>19,686</b>	<b>19,613</b>	<b>(73)</b> <b>0.37% Underspent</b>	<b>(444)</b>	<b>(517)</b>
<b>Other Services</b>	<b>(165,035)</b>	<b>(167,018)</b>	<b>(1,983)</b> <b>1.20% Underspent</b>	<b>(83,627)</b>	<b>(85,610)</b>
<b>Total Whole Authority</b>	<b>264,499</b>	<b>262,208</b>	<b>(2,291)</b> <b>0.87% Underspent</b>	<b>(112,343)</b>	<b>(114,634)</b>

**Revenue Variance for the Whole Authority**



**One Organisational Plan: Use of Financial Resources: Quarter 1 April 2016 - June 2016**  
**Savings Plan Position by Business Unit**

Service	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Comments	Implementation Status
Community Services	838	497	757	Whilst there are particular pressures across the Business Unit, the expected end of year savings position will be achieved, using one-off reserves if required to manage any under delivery.	A
Education & Learning	2,454	2,454	2,454		G
Public Health	800	800	800	Whilst there are particular pressures across the Business Unit, the expected end of year savings position will be achieved, using one-off reserves if required to manage any under delivery.	A
Transport & Economy	733	100	733		G
<b>Total Communities Group</b>	<b>4,825</b>	<b>3,851</b>	<b>4,744</b>		
Children & Families	1,879	605	1,325	While most of the savings have either been achieved or are on track to be achieved, there are some key savings, largely around the reduction of Children Looked After, that are not. The shortfall along with demand led overspends in the business unit have necessitated the need for a Redesign Plan. Further work is being done on this and will be reported on in due course	R
Professional Practice & Assurance	190	190	190		G
Social Care & Support	3,250	812	2,593	Overall there is a shortfall in savings which is being managed from reserves. This means that though plans have been put in place to mitigate projects which have proved challenging to deliver, overall implementation is behind target. Further work is being done on the options to deal with this and will be reported on in due course	R
Strategic Commissioning	1,851	380	2,008		G
<b>Total People Group</b>	<b>7,170</b>	<b>1,987</b>	<b>6,116</b>		

Service	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Comments	Implementation Status
Customer Service	402	0	402		G
Finance	250	0	250		G
Human Resources & Organisational Development	347	0	347		G
Information Assets	567	567	567		G
Law & Governance	30	29	30		G
Performance	200	200	200		G
Physical Assets	1,061	389	1,061		G
<b>Total Whole Authority</b>	<b>16,262</b>	<b>8,398</b>	<b>15,227</b>		

**Key**

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.

If savings are forecast to be less than fully delivered it is shown as Red.

The "Implementation Status" RAG rating relates to the whole of the 2014-18 savings plan.



One Organisational Plan: Use of Financial Resources: Quarter 1 April to June 2016  
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 2016/17 into Future Years	Comments
Children & Families	288	0	288	(37)	Reduction in estimate of spend on fostercare adaptations for 2016-17. These schemes are difficult to predict.
Community Services	2,419	16	2,435	0	
Customer Service	3,528	0	3,528	(2,897)	Funding for customer service related schemes has been slipped into later years.
Education & Learning	24,855	14,248	39,103	(355)	
Finance	0	0	0	0	
Fire & Rescue	9,865	1,721	11,586	(1,260)	In respect of the new training centre spend has slipped into later years. A full report went to cabinet on the 19th July. Changes to the Leamington Fire & rescue centre have been brought forward.
Information Assets	24,639	70	24,709	0	

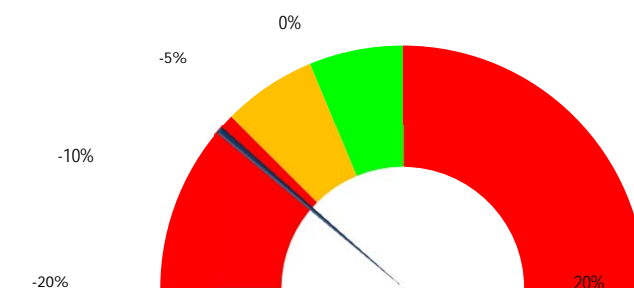
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2016/17 into Future Years	Comments
Physical Assets	33,408	6,067	39,475	(788)	Various schemes are likely to experience small amounts of slippage during the year. The details can be found in the appendices.
Public Health	0	24	24	0	
Professional Practice & Assurance	180	806	986	0	
Social Care & Support (Adults)	1,670	0	1,670	(670)	The timing of a possible multi agency citizen records database is unclear and will depend upon funding and external agencies. Therefore some spend has been slipped into later years.
Strategic Commissioning	1,040	0	1,040	(154)	Due to OOP 2020 commissioning activities will need to be rescoped and redesigned.
Transport & Economy	91,883	13,329	105,213	(4,822)	Various schemes are likely to experience small amounts of slippage during the year. The details can be found in the appendices.

Key

For forecast slippage from 2016/17 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

Slippage from 2016/17 into Future Years - Total



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

**2016/17 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
Community Services Management	155		155	155	0	
Community Services Support Costs	265	30	295	295	0	
Localities and Partnerships	2,671		2,671	2,678	7	
Heritage and Environment	1,367		1,367	1,489	122	Forecast overspend as a result of a delay in delivering service changes planned as part of OOP savings alongside income pressures across the service.
Heritage Education (WES - Traded Service)	(13)		(13)	(4)	9	Reduced income following planned closure of Market Hall Museum for refurbishment.
Waste Management	18,562		18,562	18,471	(91)	Forecast position reflecting redirection of waste to more cost effective disposal methods, working within the bounds of minimum contractual requirements.
Youth Justice Service	1,577		1,577	1,862	285	The forecast overspend position reflects the outcome of in year funding reductions across a range of funding partners. An initial drawdown of reserve is requested below and further drawdown of reserve in year is likely.
Trading Standards	1,271	26	1,297	1,290	(7)	
Emergency Management	161		161	161	0	
Community Safety	1,097	124	1,221	1,206	(15)	
Communities Group Resources	273		273	261	(12)	
<b>Net Service Spending</b>	<b>27,386</b>	<b>180</b>	<b>27,566</b>	<b>27,864</b>	<b>298</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	271			271		
Museum Development Fund	235			235		
Museums Ethnographic fund	18			18		
Records Purchase Fund	19			19		
Records Donations Fund	61			61		
Localities and Partnerships	74			74	74	Drawdown of reserve to meet expected Councillor grants carried forward from 2015/16
Community Services Savings	135		(71)	64	58	Drawdown of reserve to meet forecast overspend detailed above for Youth Justice Service.
Trading Standards	46			46		
Proceeds of Crime	27	(27)		0		
Domestic Homicide Reviews	77			77		
Secure Remand	405		(227)	178		
Ecology & Archaeology Information and Advice Service	60			60		
Heritage and Culture Services - Our Warwickshire	190			190		
<b>Total</b>	<b>1,618</b>	<b>(27)</b>	<b>(298)</b>	<b>1,293</b>	<b>132</b>	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	
		£'000	£'000	Outturn £'000	£'000	Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,729	1,729	1,729	1,729	1,729	
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	50	50	50	70	50	
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	50	13	50	145	50	
OOP/LCS-D	Heritage and Culture Warwickshire - Large service reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	173	23	92	261	92	Delays in delivering service redesign have impacted upon time schedule for savings. Any non delivery in year will be met from resources across the BU as a one-off.
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	100	0	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	178	45	178	306	178	
OOP/LCS-G	Increasing income levels and identify savings to make Forestry self financing	27	7	27	53	27	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	79	79	79	146	79	
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.	85	85	85	85	85	
OOP/EG-G	Reducing waste and increase recycling across the County.	196	196	196	509	196	
OOP/EG-H	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.	0	0	0	98	0	
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 and making Landscape Services self financing	0	0	0	30	30	
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	94	0	
	<b>Total</b>	<b>2,567</b>	<b>2,226</b>	<b>2,486</b>	<b>3,626</b>	<b>2,516</b>	
	<b>Target</b>		<b>2,567</b>	<b>2,567</b>		<b>3,626</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>341</b>	<b>81</b>		<b>1,110</b>	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,226	262	0	0	1,488	1,226	367	0	0	1,593	104	104	As part of our ongoing strategy there is a requirement for additional containers at the sites to support our proposed savings - to this end we have committed a further £60k from the Maintenance budget (11217000) and seek to use the residual £27.6k from 10350000 to commence procurement. Our savings target relating to Behaviour Change necessitates the need for the public to recycle their food waste correctly - we have therefore allocated a further £16,900 to enable the purchase of kitchen food caddies from the residual Waste Capital Infrastructure Grant (10381000).
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	0	0	0	37	(28)	(28)	This project used funding from our original strategy budget but it has proved difficult to engage the schools. We now intend to move this back to the Strategy block header (10207000) and use for the purchase of additional containers at the sites (10207001).
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	0	0	0	304	(17)	(17)	This residual infrastructure grant money will be used to support the Behaviour Change campaign with the purchase of Food Waste caddies under project 10207003
10454000	Lower House Farm Waste Facility	5,599	0	0	0	5,599	5,599	0	0	0	5,599	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	41	0	0	41	0	58	0	0	58	16	16	As part of the monitoring of sites via CCTV and ANPR - new equipment needs to be installed. This work will be funded from an RCCO which has been allocated from the Waste revenue budget.
11217000	HWRC Maintenance 2015/16	0	71	0	0	71	0	11	0	0	11	(60)	(60)	We plan to redirect £60k of this Maintenance budget to the ongoing maintenance and renewal of the container skips under project 10207001
11303000	HWRC Maintenance 2016/17	0	71	0	0	71	0	71	0	0	71	0	0	
11304000	HWRC Maintenance 2017/18	0	0	71	0	71	0	0	71	0	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	35	0	0	0	35	35	0	0	0	35	0	0	
11450000	HWRC Maintenance 2018/19	0	0	0	71	71	0	0	0	71	71	0	0	

A Community Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
<b>Countryside</b>															
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	27	0	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	593	23	0	0	616	593	23	0	0	616	0	0		
11023000	Countryside Maintenance - Base Programme 2013/14	216	0	0	0	216	216	0	0	0	216	0	0		
11120000	Countryside Rural Services Capital Maintenance 2014/15	208	0	0	0	208	208	0	0	0	208	0	0		
11218000	Countryside Rural Services Capital Maintenance 2015/16	172	202	0	0	374	172	202	0	0	374	0	0		
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	170	0	0	170	0	170	0	0	170	0	0		
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	122	0	122	0	0	122	0	122	0	0		
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	0	122	122	0	0	0	122	122	0	0		
<b>Heritage</b>															
10623000	County Records Office Service - Digital Asset Management	55	26	20	0	101	55	26	20	0	101	0	0		
11415000	Market Hall Museum - "Our Warwickshire"	64	990	0	0	1,054	64	990	0	0	1,054	0	0		
11426000	Market Hall Museum Lift	0	85	0	0	85	0	85	0	0	85	0	0		
<b>Community Safety</b>															
11185000	George Eliot Hospital, Nuneaton, Construction Of SARC	11	0	0	0	11	11	0	0	0	11	0	0		
		<b>8,667</b>	<b>2,013</b>	<b>213</b>	<b>193</b>	<b>11,086</b>	<b>8,667</b>	<b>2,029</b>	<b>213</b>	<b>193</b>	<b>11,102</b>	<b>16</b>	<b>16</b>		

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

## 2016/17 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	0	151	151	152	1	
Business Unit	1,173	(151)	1,022	1,023	1	
Business Unit - WES Traded	373	187	560	383	(177)	
Business Unit - DSG	18	69	87	87	0	
Head of Service - Total	1,564	256	1,820	1,645	(175)	
School Organisation and Planning	15,293	0	15,293	15,289	(4)	
School Organisation and Planning - WES Traded	(61)	0	(61)	(81)	(20)	
School Organisation and Planning - DSG	20,196	0	20,196	20,200	4	
School Organisation and Planning - Total	35,428	0	35,428	35,408	(20)	
Vulnerable Learners	2,233	0	2,233	2,176	(57)	This represents the early achievement of an OOP savings proposal.
Vulnerable Learners - WES Traded	(363)	0	(363)	(390)	(27)	
Vulnerable Learners - DSG	39,617	0	39,617	40,260	643	The overspend on the DSG is largely due to pressures in the SEN top up budgets for mainstream and special school pupils. The growth in the special schools pupil numbers has been larger than anticipated, while the pressures in mainstream is due to a variety of reasons, including an increase in referrals, an increase in levels of need and increased costs of mediation.
Vulnerable Learners - Total	41,487	0	41,487	42,046	559	
Learning and Performance	2,140	0	2,140	1,823	(317)	This represents the early achievement of an OOP2020 savings proposal.
Learning and Performance - WES Traded	(208)	0	(208)	(208)	0	
Learning and Performance - DSG	3,062	0	3,062	3,055	(7)	
Learning and Performance - Total	4,994	0	4,994	4,670	(324)	
Adult Community Learning	(83)	0	(83)	(83)		
Schools related residual	2,412	0	2,412	2,378	(34)	
Schools related residual - DSG	(715)	1,793	1,078	1,078	0	
Schools related residual - Total	1,697	1,793	3,490	3,456	(34)	
<b>Net Service Spending</b>	<b>85,087</b>	<b>2,049</b>	<b>87,136</b>	<b>87,142</b>	<b>6</b>	
Non DSG	22,909	187	23,096	22,462	(634)	
DSG	62,178	1,862	64,040	64,680	640	

## 2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	277		634	911		
Traded Services	129	(13)		116		
SEND Earmarked Reserve	228			228		
<b>Total</b>	<b>634</b>	<b>(13)</b>	<b>634</b>	<b>1,255</b>	<b>0</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	
	Saving Delivered in 2014/15 and 2015/16	1,568	1,568	1,568	1,568	1,568	
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	44	44	44	111	111	
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.	100	100	100	200	200	
OOP/LA-I and OOP/LA-J	Reduction in Home to School Transport Budget	407	407	407	993	993	
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	1,900	1,900	1,900	1,800	1,800	
OOP/LG-G	Increase income generation target for School Governor Development and Training	3	3	3	3	3	
	<b>Total</b>	<b>4,022</b>	<b>4,022</b>	<b>4,022</b>	<b>4,675</b>	<b>4,675</b>	
	<b>Target</b>		<b>4,022</b>	<b>4,022</b>		<b>4,675</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## 2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Learning - Devolved</b>														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	39,853	3610	0	0	43,463	39,853	3,610	0	0	43,463	0	0	
<b>Learning - Other</b>														
10513000	Education Capital - Earmarked Capital Receipts	0	550	0	0	550	0	0	0	0	0	(550)	(550)	Project postponed until funding is more certain
10970000	CYPF - Capital Minor Projects	(4)	0	0	0	(4)	(4)	0	0	0	(4)	0	0	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	350	0	0	350	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	
11247000	2 Year Old Offer - Capital Funding	711	0	0	0	711	711	0	0	0	711	0	0	
11393000	Minor Works Block Header 2015/16	229	417	0	0	645	229	417	0	0	645	0	0	
11399000	CMS Musical Instruments 2015/16-2017-18	24	25	25	0	74	24	25	25	0	74	0	0	
11434000	Coten End pre school toilet refurbishment	24	0	0	0	24	24	0	0	0	24	0	0	
11476000	Nursery & Pre School provision	0	0	0	0	0	0	100	0	0	100	100	100	Approved at Cabinet 14th April and Council 17th May 2016
11499000	Bidford Primary & Willow Tree Nursery separation works	0	0	0	0	0	0	38	0	0	38	38	38	£37.712k approved by Cabinet 4th July 2016
11501000	Camp Hill Nursery improvements & extension work	0	0	0	0	0	0	160	0	0	160	160	160	£100k approved by Cabinet 4th July 2016 , increased to £160k after receipt of tenders and further approval from Monica Fogarty on 8th July 2016.

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
<b>Primary - expansion</b>															
10027000	Stratford Primary Places Alveston	0	0	0	0	0	0	0	0	0	0	0	0	0	
10044000	Newburgh Primary Warwick Extension	2,736	0	0	0	2,736	2,736	13	0	0	2,748	13	13	Final retention payments to the contractor and settlement of the final account.	
10051000	Stratford Primary Places - The Willows Extn	0	0	0	0	0	0	0	0	0	0	0	0		
11064000	The Willows Primary Extension (Pupil Places) Stratford	3,038	0	0	0	3,038	3,038	0	0	0	3,038	0	0		
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	273	0	0	0	273	273	0	0	0	273	0	0		
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0		
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	0	0	0	377	377	0	0	0	377	0	0		
11069000	Sydenham Primary Extension (Pupil Places)	1,740	19	0	0	1,760	1,740	19	0	0	1,760	0	0		
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	0	0	0	689	689	0	0	0	689	0	0		
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	897	53	0	0	950	897	53	0	0	950	0	0		
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	1,819	0	0	0	1,819	1,819	0	0	0	1,819	0	0		
11173000	Wolston St Margarets extension (pupil places)	14	0	0	0	14	14	0	0	0	14	0	0		
11174000	Kingsway Primary extension and reorg (pupil places)	997	25	0	0	1,021	997	25	0	0	1,021	0	0		
11175000	Newburgh Primary	2	0	0	0	2	2	0	0	0	2	0	0		
11199000	Budbrooke Primary Warwick extension (pupil places)	437	0	0	0	437	437	0	0	0	437	0	0		
11200000	The Ferncombe extension (pupil places)	298	0	0	0	298	298	5	0	0	304	5	5	Retention payment and settlement of final account.	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	28	0	0	1,241	0	0		
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0		
11211000	Coten End Primary Warwick expansion (pupil places)	3,010	0	0	0	3,010	3,010	15	0	0	3,025	15	15	Additional works (£15,000) to the front elevation of the school to be met from Physical Assets maintenance budget 11289000	
11249000	Bishopton School extension - targeted basic need	1,196	1504	0	0	2,700	1,196	1,504	0	0	2,700	0	0		
11253000	Lapworth School extension - targeted basic need	714	7	0	0	721	714	7	0	0	721	0	0		
11255000	Paddox School extension - targeted basic need	2,621	29	0	0	2,650	2,621	29	0	0	2,650	0	0		
11256000	St Michael's CE School extension - targeted basic need	267	5	0	0	273	267	5	0	0	273	0	0		
11262000	Cawston Grange extension (pupil places)	2,626	24	0	0	2,650	2,626	24	0	0	2,650	0	0		
11263000	Long Lawford extension (pupil places)	769	206	0	0	975	769	206	0	0	975	0	0		
11270000	Shipston Primary extension	386	0	0	0	386	386	8	0	0	395	8	8	Original design based on previous scheme knowledge, however excessive heat build up due to pod location and structure. Comfort requirement to install additional ventilation fans. Additional costs of £8k funded from Physical Assets project 11289000	
11271000	Alcester St Nicholas Academy extension	312	8	0	0	320	312	8	0	0	320	0	0		
11322000	Whitnash primary basic need provision	564	86	0	0	650	564	86	0	0	650	0	0		
11323000	Boughton Leigh Jnr basic need provision	292	8	0	0	300	292	8	0	0	300	0	0		
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	697	291	0	0	988	697	291	0	0	988	0	0		
11386000	Long Lawford Primary permanent expansion	41	1462	1448	0	2,950	41	1,462	1,448	0	2,950	0	0		



B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	11	739	0	0	750	11	739	0	0	750	0	0		
11390000	Nathaniel Newton Infants, internal alterations re bulge class	5	70	0	0	75	5	70	0	0	75	0	0		
11392000	St Peters Barford, expansion	141	189	0	0	330	141	189	0	0	330	0	0		
11401000	Hillmorton Primary Permanent Expansion	139	1561	1250	0	2,950	139	1,561	1,250	0	2,950	0	0		
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	138	762	0	0	900	138	762	0	0	900	0	0		
11468000	Oakfield Primary expansion (Academy)	0	0	0	0	0	0	210	340	0	550	210	550	Approved at Cabinet 14th April and Council 17th May 2016	
11469000	Northlands Primary School - bulge class developer contribution	0	0	0	0	0	0	50	0	0	50	50	50	Approved at Cabinet 14th April and Council 17th May 2016	
11470000	Nathaniel Newton Infants, extension re bulge class	0	0	0	0	0	0	200	50	0	250	200	250	Approved at Cabinet 14th April and Council 17th May 2016	
11471000	The Ferncumbe Primary School	0	0	0	0	0	0	150	0	0	150	150	150	Approved at Cabinet 14th April and Council 17th May 2016	
11474000	Newdigate Primary School Bedworth	0	0	0	0	0	0	150	0	0	150	150	150	Approved at Cabinet 14th April and Council 17th May 2016	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	0	0	0	0	0	0	140	0	0	140	140	140	£140k approved by Cabinet 4th July 2016	
11494000	Kingsway Primary - temporary classroom for bulge class	0	0	0	0	0	0	150	0	0	150	150	150	£150k approved by Cabinet 4th July 2016	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	0	0	0	0	0	0	70	0	0	70	70	70	£70k approved by Cabinet 4th July 2016	
<b>Primary - new</b>															
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	0	0	0	3,006	3,006	0	0	0	3,006	0	0		
11384000	New School, The Gateway, Rugby	11	100	3039	0	3,150	11	100	3,039	0	3,150	0	0		
11391000	New school, South Warwick (Heathcote Farm site)	25	2025	1000	0	3,050	25	1,675	1,625	0	3,325	(350)	275	Council 17 May 2016. Additional funding met from developer contributions.	
11480000	Water Orton Primary School (re HS2 Conditional)		0	0	0	0	0	550	4,950	0	5,500	550	5,500	Approved at Cabinet 14th April and Council 17th May 2016	
<b>Primary - other</b>															
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	0	0	0	611	611	0	0	0	611	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	9,942	74	0	0	10,016	9,942	10	0	0	9,952	(64)	(64)	Underspend following review of final account.	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	15	0	0	3,749	3,734	20	0	0	3,754	5	5	Retention payments and settlement of final account.	
11182000	Ilmington Primary School replace temporary classrooms	598	0	0	0	598	598	0	0	0	598	0	0		
11183000	Clifton upon Dunsmore replace temporary classrooms	1,072	0	0	0	1,072	1,072	0	0	0	1,072	0	0		
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	0	0	0	507	507	0	0	0	507	0	0		
11204000	Tysoe temporary classroom replacement	277	5	0	0	282	277	5	0	0	282	0	0		
11205000	Water Orton temporary classroom replacement	7	0	0	0	7	7	0	0	0	7	0	0		
11206000	Telford Infants temporary classroom replacement	271	0	0	0	271	271	0	0	0	271	0	0		
11207000	Telford Junior temporary classroom replacement	218	0	0	0	218	218	0	0	0	218	0	0		

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11210000	Exhall Cedars Infants temporary classroom replacement	289	0	0	0	289	289	0	0	0	289	0	0	
11260000	St Marys Southam Fire damage	186	13	0	0	200	186	13	0	0	200	0	0	
11319000	Eastlands Primary Temporary Classroom	(31)	31	0	0	0	(31)	26	5	0	0	(5)	0	
11321000	Long Lawford Pri temporary classroom	198	37	0	0	235	198	37	0	0	235	0	0	
11331000	Newburgh Primary School - New Play Area	139	11	0	0	150	139	11	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	96	4	0	0	100	96	24	0	0	120	20	20	Increase costs incurred for removal of temporary building.
11347000	Weddington Primary School	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11387000	Long Lawford temporary arrangements	4	96	0	0	100	4	96	150	0	250	0	150	Addition of £150,000 developer funds per Council report 17th May 2016
11402000	Hillmorton Primary Temporary Classroom	134	28	0	0	162	134	28	0	0	162	0	0	
11410000	Canon Evans CofE Infant School - Universal Free School Meals	109	0	0	0	109	109	0	0	0	109	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	6	138	0	0	144	6	213	0	0	219	75	75	Increase per Council 17 May 2016.
11412000	St Francis Catholic Primary School - Universal Free School Meals	40	5	0	0	46	40	5	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	12	234	0	0	247	12	234	0	0	247	0	0	
11491000	Race Leys Infant School demolish classroom and extend playground	0	50	0	0	50	0	50	0	0	50	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	0	0	0	0	0	0	150	0	0	150	150	150	£150k approved by Cabinet 4th July 2016
<b>Schools Access</b>														
11076000	Schools Access Initiative Block Header	897	0	0	0	897	897	0	0	0	897	0	0	
11177000	Schools Access Initiative 2012/13 block header	703	6	0	0	709	703	0	0	0	703	(6)	(6)	Block header to be closed and £5,780 balance moved to project 11267000
11267000	2013-14 Schools Disability Access block header	400	272	0	0	672	400	298	0	0	698	26	26	Additional LCVAP funding as contribution to works at Aided schools of £35,350 less £15,000 contribution to works on project 11227011 (Physical Assets), plus £5,780 balance from block header 11177000
11479000	Access works for SEN 16-17		0	0	0	0	0	100	200	0	300	100	300	Approved at Cabinet 14th April and Council 17th May 2016
<b>Secondary - expansion</b>														
10251000	Stratford High School Extension	4,654	7	0	0	4,661	4,654	7	0	0	4,661	0	0	
11261000	Shipston High extension (pupil places)	1,684	0	0	0	1,684	1,684	0	0	0	1,684	0	0	
11266000	St Benedict's extension (pupil places) Atherstone	146	0	0	0	146	146	0	0	0	146	0	0	
11405000	Southam College - Expansion	417	583	0	0	1,000	417	583	0	0	1,000	0	0	
11472000	Kineton High School	0	0	0	0	0	0	995	2,300	0	3,295	995	3,295	Approved at Cabinet 14th April and Council 17th May 2016 for £3,250k. Plus a further £45k from physical assets maintenance code 11289000 for works to second floor windows
11473000	Shipston High School	0	0	0	0	0	0	250	2,000	0	2,250	250	2,250	Approved at Cabinet 14th April and Council 17th May 2016
11481000	Campion School - Phase 1 (Conditional)	0	0	0	0	0	0	25	25	0	50	25	50	Approved at Cabinet 14th April and Council 17th May 2016
11482000	Southam College (Conditional)	0	0	0	0	0	0	100	300	0	400	100	400	Approved at Cabinet 14th April and Council 17th May 2016

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Secondary - other</b>														
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	14	0	0	626	612	14	0	0	626	0	0	
11320000	Shipston High temporary classroom	114	66	0	0	180	114	66	0	0	180	0	0	
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	100	0	0	100	0	0	
11414000	Stratford Girl's Grammar - S106 Contribution re: 6th form provision	300	0	0	0	300	300	0	0	0	300	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	0	0	0	0	0	0	30	0	0	30	30	30	£30k approved by Cabinet 4th July 2016
<b>SEN - other</b>														
11178000	Woodlands School (improve facilities)	300	8	0	0	308	300	8	0	0	308	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	7	143	0	0	150	7	93	0	0	100	(50)	(50)	Underspend reported to Cabinet 4 July 2016
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	35	65	0	0	100	35	25	0	0	60	(40)	(40)	Underspend reported to Cabinet 4 July 2016
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	5	395	0	0	400	5	395	0	0	400	0	0	
11409000	New SEN provision - Complex Mental Health needs	50	30	0	0	80	50	30	0	0	80	0	0	
11477000	North Warwickshire & Hinckley College SEN provision		0	0	0	0	0	365	0	0	365	365	365	Approved at Cabinet 14th April and Council 17th May 2016
11478000	Warwickshire College SEN provision	0	0	0	0	0	0	292	0	0	292	292	292	Approved at Cabinet 14th April and Council 17th May 2016
11495000	Stockingford Primary School new SISG module building	0	0	0	0	0	0	300	0	0	300	300	300	£300k approved by Cabinet 4th July 2016
11496000	Middlemarch Junior School - SEN resourced provision facilities	0	0	0	0	0	0	100	0	0	100	100	100	£100k approved by Cabinet 4th July 2017
<b>SEN - expansion</b>														
11250000	Brooke School extension - targeted basic need	945	5	0	0	950	945	5	0	0	950	0	0	
11257000	Welcombe Hills School extension - targeted basic need	964	0	0	0	964	964	26	0	0	990	26	26	Increased construction cost due to unanticipated variations
11269000	Woodlands Special School (pupil places)	395	0	0	0	395	395	0	0	0	395	0	0	
11346000	Brooke School - Conversion of Existing Spaces	0	500	0	0	500	0	(0)	0	0	0	(500)	(500)	Per Cabinet 4th July 2016. reallocation of funds.
<b>SEN - new</b>														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,486	514	0	0	6,000	5,486	514	0	0	6,000	0	0	
		<b>115,497</b>	<b>18,093</b>	<b>6,762</b>	<b>0</b>	<b>140,352</b>	<b>115,497</b>	<b>21,396</b>	<b>17,707</b>	<b>0</b>	<b>154,600</b>	<b>3,303</b>	<b>14,248</b>	

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

**2016/17 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 Management	245		245	245	0	
Salaries and Service Overheads	1,531	(122)	1,409	1,724	315	The overspend is comprised of the Business unit's deficit due to the OOP savings target of £0.800 million. The original plans to address the OOP savings were overtaken by events as the Government imposed an unexpected additional saving of £1.470 million to the Public Health Budget. This was only announced when the allocation was made known in February 2016. As part of the budget planning process all budgets within Public Health have been reviewed and reduced where possible, however some time will be needed for reductions to be effected given current contract commitments. The business unit plans to cover the deficit by a draw-down from Reserves.
Children's Health	9,027		9,027	9,034	7	
Health Checks and Wellbeing	751		751	751	0	
Physical Activity and Weight Management	1,442		1,442	1,442	0	
Substance Misuse	5,137	(124)	5,013	5,013	0	
Smoking Cessation and Tobacco Control	755		755	755	0	
Health Protection and Resilience	4,238		4,238	4,245	7	
Mental Health and Wellbeing	1,138		1,138	1,138	0	
Population Health and Place	589		589	589	0	
<b>Net Service Spending</b>	<b>24,853</b>	<b>(246)</b>	<b>24,607</b>	<b>24,936</b>	<b>329</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1,295		(329)	966		
DAAT	513			513		
Family Nurse Partnership	361			361		
<b>Total</b>	<b>2,169</b>	<b>0</b>	<b>(329)</b>	<b>1,840</b>		

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	800	800	800	2,000	800	
<b>Total</b>		<b>800</b>	<b>800</b>	<b>800</b>	<b>2,000</b>	<b>800</b>	
<b>Target</b>			<b>800</b>	<b>800</b>		<b>2,000</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>	<b>0</b>		<b>1,200</b>	

## 2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11492000	Urban Mile Markers	0	0	0	0	0	0	24	0	0	24	24	24	NEW - Project approved by members 22.01.16
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>24</b>	

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

**2016/17 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 & Economy Management	252	(30)	222	256	34	Predicted overspend on Legal Services charges, based on spend to date.
Transport & Economy support costs	815		815	690	(125)	Reduction in Communities Heads of Service
Economy & Skills	1,679		1,679	1,537	(142)	Unfilled vacancies, and a significant delay in the start of the European Structural and Investment programme.
Economy & Skills - Business Centres	(340)	19	(321)	(437)	(116)	Higher than budgeted income levels due to strong occupancy rates in the Business Centres
Planning and Development & Flood Risk	1,046		1,046	1,013	(33)	Increased level of Highway Agreements income and some salary savings. £10,000 through the Jaguar Land Rover Planning Performance Agreement to be redistributed to other teams when chargeable hours are known.
Infrastructure & Regeneration	995	50	1,045	1,065	20	
Design Services	1,169	19	1,188	1,169	(19)	
Design Services (Traded Service)	(384)		(384)	(384)	0	
County Fleet Management	(289)		(289)	(269)	20	Increased costs of Employers National Insurance and pension contributions
County Fleet Management (WES Traded Service)	(109)		(109)	(109)	0	
County Highways	16,017		16,017	16,017	0	
Transport Operations	9,183	99	9,282	9,283	1	
Transport Planning	1,386		1,386	1,382	(4)	
Road Safety and Traffic Projects	(756)	(20)	(776)	(1,007)	(231)	Variance due to reduced costs & additional income in civil parking enforcement (largest income for one quarter since new contract)
Road Safety - Minibus Driver Training (WES Traded Service)	(10)		(10)	(13)	(3)	More income from additional training
<b>Net Service Spending</b>	<b>30,654</b>	<b>137</b>	<b>30,791</b>	<b>30,193</b>	<b>(598)</b>	

## 2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	440		37	477		
Speed Awareness Workshops	920			920		
Kenilworth Station	461			461		
Accommodation reserve	29			29		
County Fleet Maintenance	25			25		
Design Services Reserve	100			100		
Development Group Realignment Costs	134			134		
Concessionary Travel Reserve	130			130		
Transport Pilot Fund	99	(99)		0		
Highways Maintenance Reserve	0			0		
Growth Deal Bid Development Reserve	50			50		
Women's Cycle Race 2016 Reserve	50	(50)		0		
Transport & Economy - Savings	194		341	535		
S38 Developer Funding	940			940		
Flood Management Reserve	555			555		
European Match Funding	191		120	311		
Infrastructure Group	58			58		
G4G Apprenticeship Hub	34		100	134	(100)	Future budget for the staffing costs of the Hub are uncertain as a result of the impact of the new Apprenticeship Levy, with the expectation of increased staffing costs in 2017/18 when new funding model is determined. Request to transfer 2016/17 forecast underspend to reserve for this purpose.
Skills Delivery for Economic Growth	200			200		
Rural Growth Network	317			317		
HS2 Phase 2	107			107		
Traffic Model Revenue Fund	57			57		
<b>Total</b>	<b>5,091</b>	<b>(149)</b>	<b>598</b>	<b>5,540</b>	<b>(100)</b>	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	2,369	2,369	2,369	2,369	2,369	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	(20)	0	(20)	377	0	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	120	0	120	123	0	
OOP/TH-L	Reduction in street lighting energy costs	300	0	300	300	0	
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.	214	0	214	214	0	
OOP/TH-O	Reduction in highway drainage maintenance.	0	0	0	200	0	
OOP/TH-P	Review the policy for subsidised public transports services with a view to making a reduction in the overall public transport subsidy and re tender services.	0	0	0	500	0	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0	0	0	200	0	
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	100	119	299	299	
	<b>Total</b>	<b>3,102</b>	<b>2,469</b>	<b>3,102</b>	<b>4,582</b>	<b>2,668</b>	
	<b>Target</b>			<b>3,102</b>		<b>4,582</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>1,914</b>	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget				Forecast				Variation		Reasons for Variation and Management Action		
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total		Variance	Total
<b>Area Delegated Funded Schemes</b>														
Various	Area Delegated Funding up to 14-15	5,867	983	0	0	6,850	5,867	839	0	0	6,706	(144)	(144)	Various delegated schemes from earlier years
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	2,000	0	0	2,000	0	0	2,126	0	2,126	(2,000)	126	all new and previous unallocated budgets moved to this holding code.
11354000	Area Delegated Funding 17-18	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11394000	Transport & Roads Area Delegated Funding	250	431	0	0	680	250	527	0	0	777	96	96	Additional projects identified and confirmed for 2016-17. Projects now programmed for delivery.
11395000	Street Lights Area Delegated Funding	139	15	0	0	154	139	13	0	0	152	(2)	(2)	Additional projects identified and confirmed for 2016-17. Projects now programmed for delivery.
11396000	County Highways Area Delegated Funding	157	140	0	0	297	157	187	0	0	343	47	47	Additional projects identified and confirmed for 2016-17. Projects now programmed for delivery.
11397000	Transport Planning Unit Area Delegated Funding	27	748	0	0	775	27	76	0	0	103	(672)	(672)	The unallocated budget has been reallocated to code 11353000
11398000	Design Services Area Delegated Funding	21	144	0	0	166	21	108	0	0	129	(37)	(37)	scheme 11398005 reduced to £3500 design fees only per Cllr Butlin
11452000	Area Delegated Funding 18-19	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	0	0	0	0	0	0	69	0	0	69	69	69	Transfer of budgets from above schemes



D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance	Total		
11484000	Delegated Budget 2016-17 Bridge Maintenance	0	0	0	0	0	0	6	0	0	6	6	6	Transfer of budgets from above schemes	
11485000	Delegated Budget 2016-17 Road Safety	0	0	0	0	0	0	444	0	0	444	444	444	Transfer of budgets from above schemes	
11487000	Delegated Budget 2016-17 Transport Planning	0	0	0	0	0	0	8	0	0	8	8	8	Transfer of budgets from above schemes	
11488000	Delegated Budget 2016-17 Casualty reduction	0	0	0	0	0	0	10	0	0	10	10	10	Transfer of budgets from above schemes	
11489000	Delegated Budget 2016-17 Street Lighting	0	0	0	0	0	0	12	0	0	12	12	12	Transfer of budgets from above schemes	
11490000	Delegated Budget 2016-17 Programmes	0	0	0	0	0	0	42	0	0	42	42	42	Transfer of budgets from above schemes	
<b>Economic Development</b>															
10086000	Optima Centre, Nuneaton	7,697	0	0	0	7,697	7,697	0	0	0	7,697	(0)	(0)		
10154000	Centenary Business Centre Phase 3	(8)	0	7	0	(0)	(8)	0	7	0	(0)	0	0		
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	134	0	0	720	586	134	0	0	720	0	0		
11208000	Rural Growth Network	250	0	0	0	250	250	0	0	0	250	0	0		
11425000	Capital Growth Fund Business Loans and Grants	409	1,391	1,200	0	3,000	409	607	984	0	2,000	(784)	(1,000)	£1m being returned to the Capital Growth fund following withdrawal of CWLEP and CCC from sub regional large capital grants scheme	
11431000	Broadband and communication provision - business centres	7	68	0	0	75	7	83	0	0	90	15	15	Revenue contribution to fund additional unforeseen fees	
<b>Flood Management</b>															
11370000	Aston Cantlow Flood Alleviation	100	0	0	0	100	100	0	0	0	100	0	0		
11424000	Snitterfield Flood Alleviation	99	2,473	0	0	2,572	99	2,473	0	0	2,572	0	0		
11427000	Ladbroke Flood Alleviation	0	25	25	0	50	0	25	25	0	50	0	0		
11504000	Eathorpe Flood Alleviation						0	56	0	0	56	56	56	£56k approved by Portfolio holder for Finance & Property 15th July 2016. £38k EA, £11k WDC, £7k WCC	
<b>Integrated Transport - Casualty Reduction Schemes</b>															
11453000	Casualty Reduction Schemes 18-19	0	0	0	350	350	0	0	0	350	350	0	0		
11126000	Casualty Reduction Schemes 2012/13	223	0	0	0	223	223	0	0	0	223	0	0		
11127000	Casualty Reduction Schemes 2013/14	348	104	0	0	453	348	0	0	0	348	(104)	(104)	Schemes either cancelled or cost less than expected. Funds have reallocated to other Casualty Reduction Schemes 11355000 & 11330000	
11128000	Casualty Reduction Schemes 2014/15	106	83	0	0	189	106	83	0	0	189	0	0		
11355000	Casualty Reduction Schemes 15/16	254	199	0	0	453	254	239	0	0	493	40	40	Portobello Crossroads Scheme budget has been increased as junction will now be signalled. Blooms junction was funded fully through Delegated Budget Cost Code. To be funded from 11127000	
11356000	Casualty Reduction Schemes 16/17	0	311	0	0	311	0	311	0	0	311	(0)	(0)		
11357000	Casualty Reduction Schemes 17/18	0	0	350	0	350	0	0	350	0	350	0	0		
<b>Integrated Transport - Cycle Schemes</b>															
10324000	Lawford Road Cycle Route	455	17	0	0	472	455	17	0	0	472	0	0		
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	50	82	0	132	0	30	102	0	132	(20)	0		
10434000	North West Warwick Cycle Scheme	769	9	0	0	778	769	9	0	0	778	0	0		
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0		
<b>Integrated Transport - Other Schemes</b>															
10294000	Minor Imps To Public & Community Transport 2008/09	0	0	0	0	0	0	0	0	0	0	0	0		
10980000	M40 Junction 14	2,818	416	0	0	3,234	2,818	416	0	0	3,234	0	0		

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance	Total	
11060000	Renewal Of Vehicle Activated Signs	24	0	0	0	24	24	0	0	0	24	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	18	84	-	0	102	18	149	0	0	167	65	65	Scheme to cost more than initially forecast due to utility works and additional measures. To be funded from 11127000
11421000	Minor Integrated Schemes 15-16	0	56.5	0	0	57	0	0	0	0	0	(57)	(57)	Scheme no longer proceeding £57k. Reduction in external contributions.
11456000	Stratford Park & Ride site alterations	0	100	0	0	100	0	100	0	0	100	0	0	
<b>Integrated Transport - Public Transport</b>														
11192000	Access to Stations - Warwick	108	0	0	0	108	108	0	0	0	108	0	0	
11193000	Access to Stations - Leamington	172	0	0	0	172	172	0	0	0	172	0	0	
11244000	Leamington Bus / Rail Interchange	59	0	0	0	59	59	15	0	0	75	15	15	This is an outstanding commitment due to a procurement error being made by a third party. The charge to be met by a specified revenue budget.
11325000	Stratford Town Station Upgrade	17	243	0	0	260	17	243	0	0	260	0	0	
<b>Integrated Transport - Safer Routes to Schools</b>														
11280000	Safer routes to schools and 20mph school safety zones 14/15. Renamed Home to School Routes 14-15.	10	0	0	0	10	10	0	0	0	10	0	0	
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	20	190	0	0	210	20	190	0	0	210	(0)	(0)	
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	0	1200	580	0	1,780	0	1,200	580	0	1,780	0	0	
<b>Integrated Transport - Safety Camera Schemes</b>														
10192000	Safety Camera Funded Schemes	1,369	227	0	0	1,596	1,369	227	0	0	1,596	0	0	
<b>Integrated Transport - School safety zones</b>														
11358000	School Safety Zones 15/16	183	126	0	0	309	183	126	0	0	309	0	0	
11359000	School Safety Zones 16/17	11	1430	1250	0	2,691	11	1,430	1,250	0	2,691	0	0	
<b>Major Transport Projects</b>														
10144000	A429 Barford By-Pass	10,802	30	0	0	10,831	10,802	30	0	0	10,831	0	0	
10203000	Rugby Western Relief Road	59,045	594	857	0	60,495	59,045	500	951	0	60,496	(94)	0	Expenditure expected to be lower than previously forecast in 16/17
10362000	Kenilworth Station	4,617	8,626	0	0	13,243	4,617	7,197	1,391	37	13,243	(1,429)	(0)	Due to delayed award as a result in rolling stock procurement impacting on completion date
11333000	Kenilworth Station Contingency	0	373	0	0	373	0	373	0	0	373	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,562	85	0	0	5,646	5,562	85	0	0	5,646	0	0	
10981000	NUCKLE	1,896	33	0	0	1,930	1,896	33	0	0	1,930	0	0	
11221000	M40 Junction 12	9,483	1,671	0	0	11,154	9,483	1,671	0	0	11,154	0	0	
11272000	Rugby Gyatory Improvements	1,537	75	0	0	1,612	1,537	75	0	0	1,612	0	0	
11339000	Bermuda Connectivity	430	503	2768	0	3,702	430	503	2,768	0	3,702	0	0	
11383000	Nuckle 1.2 Coventry - Nuneaton Rail Upgrade	851	-	0	0	851	851	0	0	0	851	0	0	
11100000	Footbridge at Stratford Town Station	3,007	36	0	0	3,043	3,007	36	0	0	3,043	0	0	
11509000	A444 Coton Arches, Nuneaton	0	0	0	0	0	0	900	2,700	100	3,700	900	3,700	£3.7m added to capital programme by Cabinet 4th July 2016 pending approval by Council. Corporate resource element £1.7m.
11510000	A46 Stanks Island, Warwick	0	0	0	0	0	0	250	5,650	100	6,000	250	6,000	£6m added to capital programme by Cabinet 4th July 2016 pending approval by Council. Corporate resource element £2.594m.

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance	Total	
<b>Street Lighting</b>														
11125000	Street Lighting Column Replacement 2014/2015	1,231	7	0	0	1,238	1,231	7	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,011	87	0	0	1,098	1,011	87	0	0	1,098	0	0	
11279000	Pump Priming allocation for LED street lighting	1,133	10	0	0	1,143	1,133	101	0	0	1,234	91	91	Financed via a revenue contribution
11360000	LED Street Lights March Funding	2,885	2,115	0	0	5,000	2,885	2,115	0	0	5,000	0	0	
11459000	Street Lighting Column Replacement 2016-17	0	720	0	0	720	0	840	0	0	840	120	120	New Scheme allocated from revenue contribution
<b>Structural Bridge Maintenance</b>														
10413000	Structural Maintenance of Bridges 2009/10	1,404	0	0	0	1,404	1,404	0	0	0	1,404	0	0	
10421000	Portobello Bridge	521	73	1,461	5	2,060	521	73	1,461	5	2,060	0	(0)	
10977000	Minor Bridge Maintenance Schemes 2011/2012	15	89	0	0	104	15	89	0	0	104	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,339	0	0	0	2,339	2,339	2	0	0	2,341	2	2	
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	0	0	0	291	291	0	0	0	291	0	0	
11308000	Minor Bridge Maintenance schemes 2014/2015	839	7	0	0	845	839	25	0	0	864	18	18	Bridge Maintenance allocation for 16-17 funded via £1,350k 2016-17 funds transferred from 11454000 plus additional developer income against a bridge scheme (within 11171000) of £46k
11382000	Minor Bridge Maintenance schemes 2015/2016	972	0	0	0	972	972	240	0	0	1,212	240	240	Bridge Maintenance allocation for 16-17 funded via £1,350k 2016-17 funds transferred from 11454000 plus additional developer income against a bridge scheme (within 11171000) of £46k
11457000	Minor Bridge Maintenance schemes 2016/2017						0	1,137	0	0	1,137	1,137	1,137	Bridge Maintenance allocation for 16-17 funded via £1,350k 2016-17 funds transferred from 11454000 plus additional developer income against a bridge scheme (within 11171000) of £46k
<b>Structural Maintenance of Roads</b>														
11018000	Highways Maintenance 2013/14	4	0	0	0	4	4	0	0	0	4	0	0	
11129000	Highways Maintenance 2014/15	18,769	0	0	0	18,769	18,769	0	0	0	18,769	0	0	
11219000	Highways Structural Maintenance 2015/16	14,149	0	0	0	14,149	14,149	0	0	0	14,149	0	0	
11361000	Highways Maintenance 16-17	0	11,440	0	0	11,440	0	13,398	0	0	13,398	1,958	1,958	Budget includes £832k grant money for pot holes and also budget from 11454000 for £1126k
11362000	Highways Maintenance 17-18	0	0	11,801	0	11,801	0	0	11,801	0	11,801	0	0	
11451000	Highways Maintenance 18-19	0	0	0	10,708	10,708	0	0	0	10,708	10,708	0	0	
11454000	Highways Maintenance Additional Funding 16-17	0	2,000	0	0	2,000	0	0	0	0	0	(2,000)	(2,000)	£1126k transferred to 11361000, £250k to 11458000, £1,137k to 11457000 and £240k to 11382000
11455000	Highways Maintenance Additional Funding 17-18	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
<b>Traffic Signals</b>														
11309000	Traffic Signals 2014-15	234	36	0	0	270	234	22	0	0	256	(14)	(14)	
11381000	Traffic Signals 2015-16	191	3	0	0	193	191	16	0	0	207	14	14	
11458000	Traffic Signals 2016-17						0	250	0	0	250	250	250	2016-17 works programme trf from 11454001
<b>Total Transport &amp; Economy (excluding funded developer schemes)</b>		<b>165,796</b>	<b>42,017</b>	<b>24,381</b>	<b>13,063</b>	<b>245,257</b>	<b>165,796</b>	<b>40,564</b>	<b>36,146</b>	<b>13,300</b>	<b>255,806</b>	<b>(1,453)</b>	<b>10,549</b>	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance	Total	
<b>Section 278 Funded Developer Schemes</b>														
<b>Developer Funded Transport - s106 schemes</b>														
11464000	Clifton on Dunsmore Traffic Calming S106	0	280	0	0	280	0	280	0	0	280	0	0	
<b>Developer Funded Transport - minor schemes</b>														
11085000	Developer Schemes Under £100k	21	0	0	0	21	21	0	0	0	21	0	0	
11194000	Minor Developer Funded Schemes 2013/14	73	181	0	0	255	73	182	45	0	300	1	46	
11195000	Minor Developer Funded Schemes 2014/15	457	0	0	0	457	457	14	0	0	471	14	14	
11196000	Minor Developer Funded Schemes 2015/16	91	0	0	0	91	91	0	0	0	91	0	0	
11441000	Minor Developer Schemes 16-17	4	55	0	0	59	4	123	0	0	127	68	68	S106 agreement requires a controlled crossing to be installed on Weddington Road, Nuneaton - actual location to be agreed.
<b>Developer Funded Transport - other schemes</b>														
10382000	Warwick Town Centre Traffic Management	1,018	0	0	0	1,018	1,018	0	0	0	1,018	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	41	350	0	0	391	41	350	0	0	391	0	0	
10257000	South west Warwickshire Fisher Brook Flood Alleviation	913	64	0	0	977	913	64	0	0	977	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0	
10930000	Stratford Guild Street - College House dev Whitbread	68	0	0	0	68	68	0	0	0	68	0	0	
11079000	Former Cattle Market Site in Stratford	1,225	0	0	0	1,225	1,225	0	0	0	1,225	0	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade traffic signals Blackhorse Road	13	0	0	0	13	13	0	0	0	13	0	0	
11197000	Ford Foundry - Highway Improvement Works	4,712	0	0	0	4,712	4,712	0	0	0	4,712	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	4	0	0	0	4	4	0	0	0	4	0	0	
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	362	0	0	0	362	362	0	0	0	362	0	0	
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	0	109	0	0	109	0	109	0	0	109	0	0	
11326000	Elliots Field Retail Park	812	10	0	0	822	812	10	0	0	822	0	0	
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	199	0	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	463	36	0	0	499	463	36	0	0	499	0	0	
11329000	Southam Town Centre enhancements	317	0	0	0	317	317	0	0	0	317	0	0	
11336000	Ansty Business Park Phase 3	552	2,624	0	0	3,176	552	2,124	500	0	3,176	(500)	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	324	5	0	0	329	324	5	0	0	329	0	0	
11366000	B4087 Tachbrook Road Signals	428	10	0	0	438	428	12	0	0	440	2	2	
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	57	560	0	0	617	57	560	0	0	617	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	2	20	213	22	257	2	25	207	22	257	5	(0)	
<b>Developer Funded Transport - s278 schemes</b>														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	297	146	0	0	443	297	146	0	0	443	0	0	
11423000	A423 Coventry Road Southam S278	1	479	0	0	480	1	479	0	0	480	0	0	
11428000	B5000 Grendon Road, Polesworth New Roundabout S278	0	680	0	0	680	0	750	0	0	750	70	70	Tender price was higher than originally estimated. The Developer will still contribute 100% funding.

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance	Total	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	6	269	0	0	275	6	269	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	26	2,674	0	0	2,700	26	2,674	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	0	180	0	0	180	0	310	0	0	310	130	130	New Scheme approved by Deputy leader 22nd January 2016
11436000	B4087 Oakley Wood Road Bishops Tachbrook	0	250	0	0	250	0	360	0	0	360	110	110	New Scheme approved by Deputy leader 22nd January 2016
11437000	B4632 Campden Road / C47 Station Road	0	480	0	0	480	0	480	0	0	480	0	0	New Scheme approved by Deputy leader 22nd January 2016
11438000	B4642 Coventry Road / site access Cawston	0	300	0	0	300	0	300	0	0	300	0	0	New Scheme approved by Deputy leader 22nd January 2016
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	0	650	0	0	650	0	650	0	0	650	0	0	New Scheme approved by Deputy leader 22nd January 2016
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	280	0	0	280	0	280	0	0	280	0	0	New Scheme approved by Deputy leader 19th February 2016
11461000	A47 The Long Shoot Nuneaton	0	350	0	0	350	0	350	0	0	350	0	0	New Scheme approved by Deputy leader 19th February 2016
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	0	250	0	0	250	0	250	0	0	250	0	0	New Scheme approved by Deputy leader 19th February 2016
11463000	B4451 Kineton Road, Southam - new roundabout	0	300	0	0	300	0	300	0	0	300	0	0	New Scheme approved by Deputy leader 19th February 2016
11467000	C43 Traffic Junction for Country Park on Harbury Lane	0	0	0	0	0	0	550	0	0	550	550	550	New Scheme approved by Deputy leader 25th April 2016
11511000	A429 Ettington Road, Wellesbourne	0	0	0	0	0	0	980	0	0	980	980	980	New Scheme approved for £980k by Portfolio Holder for Finance & Property 17th June 2016
11505000	A422 Alcester Road, Stratford upon Avon	0	0	0	0	0	0	225	0	0	225	225	225	New Scheme for £225k approved by Portfolio Holder for Finance & Property 15th July 2016
11506000	A426 Southam Road, Southam	0	0	0	0	0	0	245	0	0	245	245	245	New Scheme for £245k approved by Portfolio Holder for Finance & Property 15th July 2016
11507000	A428 Lawford Road, Rugby	0	0	0	0	0	0	190	0	0	190	190	190	New Scheme for £190k approved by Portfolio Holder for Finance & Property 15th July 2016
11508000	B4429 Ashlawn Road, Rugby	0	0	0	0	0	0	150	0	0	150	150	150	New Scheme for £150k approved by Portfolio Holder for Finance & Property 15th July 2016
<b>Total Funded Developer Schemes</b>		<b>13,051</b>	<b>12,188</b>	<b>213</b>	<b>22</b>	<b>25,474</b>	<b>13,051</b>	<b>14,428</b>	<b>752</b>	<b>22</b>	<b>28,254</b>	<b>2,240</b>	<b>2,780</b>	

<b>Grand Total - All Transport &amp; Economy</b>	<b>178,847</b>	<b>54,204</b>	<b>24,594</b>	<b>13,085</b>	<b>270,731</b>	<b>178,847</b>	<b>54,991</b>	<b>36,899</b>	<b>13,323</b>	<b>284,060</b>	<b>787</b>	<b>13,329</b>	
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Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	Mark Ryder	21/04/2016	16	The risk is being managed with additional agreed investment through the February 2016 budget resolution, the effective prioritisation of maintenance and repair work on the network, including more intelligence led processes under our new highways maintenance contract with Balfour Beatty.	12	Due to a significant reduction in capital investment additional one off funding was secured. In addition careful strategic management to optimise our spend and maintain the condition and longevity of the network is in place. However there still remains a risk of long term structural deterioration with current levels of investment.

**Children & Families - Beate Wagner**  
**Strategic Director - John Dixon (Interim)**  
**Portfolio Holder - Councillor Caborn (Health)**

**2016/17 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	4,699	(707)	3,992	3,392	(600)	This underspend primarily consists of OOP 2017/18 savings that have been made early and removed from individual services. The underspend is therefore one off as the budget will be relinquished during the 2017/18 corporate budget process.
Priority Families	525	0	525	529	4	
Priority Families - WES Traded Services	(1)	0	(1)	(2)	(1)	
Transition	963	200	1,163	1,140	(23)	
Transition - WES Traded Services	(3)	0	(3)	(3)	0	
Social Care North	18,399	(1,862)	16,537	17,200	663	This highlights the numbers of more costly Residential placements (These places have an average unit cost of £134,000 - effort in procuring less expensive places has resulted in this unit cost reducing by £12,000 since 2015/16- these numbers have reduced by 6 since April) are reducing as well as internal fostercare places while external fostercare numbers continue to hold steady. The overall placement budget is on budget. The Special Guardianship (SGO) budget is also seeing a pressure (forecasted overspend of £182,000 due to higher levels of payments (due to beneficiaries financial position) as well as a 4% increase in numbers. Within Children In Need & Children Looked After the staffing budget is experiencing pressure with a forecasted overspend of £400,000 in part to the use of agency to staff in order to over vacancies that have arisen due to better pay & conditions being offered by other Local Authorities as well as short term work pressures associated with the opening of the Multi Agency Safeguarding Hub. The reduced Children Looked After transport budget (OOP saving ) is also forecasting an overspend of £300,000.
Social Care South	10,436	(425)	10,011	9,748	(263)	
Social Care South - WES Traded Services	(20)	0	(20)	(24)	(4)	
Social Care Countywide	7,962	1,679	9,641	10,128	487	
SEND Social Care	4,396	0	4,396	4,925	529	This overspend relates to the continued pressure on the very costly residential placements budgets with a forecast overspend of £237,000, this should reduce next year with transitions to Adulthood with a projected overspend of £100,000. Further effort in reducing unit costs and obtaining greater partner contributions are continuing - This is part of the financial recovery plan for the business unit. The remainder of the overspend relates directly with previous OOP plan (2013/14) where savings that were anticipated by movements between short breaks and Direct payments have not materialised at the pace expected as the demand for services (including ICES equipment) has not relented.
Family Support	6,658	100	6,758	6,721	(37)	
Multi Agency Safeguarding Hub	388	628	1,016	1,046	30	
<b>Net Service Spending</b>	<b>54,402</b>	<b>(387)</b>	<b>54,015</b>	<b>54,800</b>	<b>785</b>	
				Non DSG	806	
				DSG	(21)	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	68		(847)	(779)		
Young Carers Contract	50		50	100	(50)	Transfer to replenish reserve for a further year of the contract.
Priority Families	1,183		(4)	1,179		
Traded	76		(5)	71		
Central DSG Reserve	0		21	21		
<b>Total</b>	<b>1,377</b>	<b>0</b>	<b>(785)</b>	<b>592</b>	<b>(50)</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	
		£'000	£'000	Outturn £'000	£'000	Outturn £'000	
	Budget reduction for savings in 2014/15 and 2015/16	3,198	3,198	3,198	3,198	3,198	
CF-A (SG-A,B,H,I)	Children Looked After (CLA) - The pathway of the Child	775	0	255	1,463	299	This is a roll up of the previous savings SG-B (reducing CLA numbers & costs) plus other minor savings. There is a Redesign Plan to manage down the under-achievement of the reduction and cost of Children looked after numbers which has been reported to Corporate board for challenge and approval. The Solo placement scheme strategy continues to aid the cost reduction of other wise costly residential places.
CF-B (EH-A, EH-H)	Redesign Early Help Services	42	0	18	90	23	This is a roll up of the previous EHATS savings. The achievement of CAF 16/17+savings is now seen as counter-productive to other savings plans (for example CF-A) and therefore a solution to covering this saving is now included within the Business Units Redesign Plan.
OOP/EH-C	Proposed Savings is based on charging Academy Schools for the coordination of educational visits.	7	0	7	7	7	
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)	25	0	25	73	73	
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	700	700	
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	40	280	280	
OOP-EH-M	Use of Reserves to allow phasing of savings delivery	280	280	280	0	0	
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.	200	200	200	200	200	
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	125	500	500	500	
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.	300	0	0	600	0	Work is continuing to review to review the strategies to reduce spend and demand in line with our statutory duties. This savings non achievement is contained within the Business Unit's Financial Recovery Plan.
	<b>Total</b>	<b>5,077</b>	<b>3,803</b>	<b>4,523</b>	<b>7,111</b>	<b>5,280</b>	
	<b>Target</b>		<b>5,077</b>	<b>5,077</b>		<b>7,111</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>1,274</b>	<b>554</b>		<b>1,831</b>	

## 2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11115000	Fostercare Adaptations 2013-14	12	38	0	0	50	12	0	0	0	12	(38)	(38)	Remaining £38,305 allocation to be Vired to Block Header 11295000 - Fostercare Adaptations - 2016/17
11116000	Fostercare Adaptations 2014-15	0	12	0	38	50	0	0	0	0	0	(12)	(50)	Remaining £50,000 allocation to be Vired to Block Header 11295000 - Fostercare Adaptations - 2016/17
11294000	Fostercare Adaptations 2015-16	0	0	50	0	50	0	0	0	0	0	0	(50)	Remaining £50,000 allocation to be Vired to Block Header 11295000 - Fostercare Adaptations - 2016/17
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	13	50	226	288	13	238	Remaining allocations from previous years Fostercare Adaptation block headers to be vired here to simplify and amalgamate these Capital Allocations which are all to be used for the same purpose. Comprised of £38,305 from 11115001 Fostercare Adaptations 2013-14, £50,000 from 11116000 Fostercare Adaptations 2014-15, £50,000 from 11294000 Fostercare Adaptations 2015-16.
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	0	0	0	(50)	Remaining £50,000 allocation to be Vired to Block Header 11295000 - Fostercare Adaptations - 2016/17
11447000	Fostercare Adaptations 2018-19	0	0	0	50	50	0	0	0	0	0	0	(50)	Remaining £50,000 allocation to be Vired to Block Header 11295000 - Fostercare Adaptations - 2016/17
		12	50	50	188	300	12	13	50	226	300	(38)	0	



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

**2016/17 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	284	450	734	722	(12)	
Service Development and Assurance (Adults)	194	95	289	270	(19)	
Service Development and Assurance (Business and Systems)	4,742	(607)	4,135	4,012	(123)	The under spend is the full year effect of staffing vacancies which are frozen ahead of future OOP savings.
Service Development and Assurance (Children's)	1,576	0	1,576	1,605	29	
<b>Net Service Spending</b>	<b>6,796</b>	<b>(62)</b>	<b>6,734</b>	<b>6,609</b>	<b>(125)</b>	
				Non DSG	(125)	
				DSG	0	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	949		125	1,074		
<b>Total</b>	<b>949</b>	<b>0</b>	<b>125</b>	<b>1,074</b>	<b>0</b>	

**2016/17 to 2017/18 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	1,610	1,610	1,610	1,610	1,610	
OOP/STC-E	Changes to System Support Service including a reduction in computer system support contract costs and consultancy	100	113	113	100	177	The over recovery of this saving represents the outcome of the Service restructure in 2015/16 and additional savings anticipated as a result of reduced licencing costs from the replacement of Care First achieved in 2017/18. Historical flexible project budgets have also been reduced.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	16	69	69	116	105	The saving is on track to be delivered. The saving relates to the ending of fixed term contracts and therefore reduction in capacity. The under recovery relates to saving made elsewhere in the business unit.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	74	8	8	74	8	The savings required from this line will be achieved in the Business Units other savings lines.
	<b>Total</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>1,900</b>	<b>1,900</b>	
	<b>Target</b>		<b>1,800</b>	<b>1,800</b>		<b>1,900</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11310000	Client Information Systems Review	1,180	180	0	0	1,360	1,180	986	0	0	2,166	806	806	The overall project costs and budget remain on target, a review of project phasing has moved additional spend and budget into Capital rather than revenue for the Social Care implementation. These costs are covered by existing revenue budgets so overall there is a nil affect on the project funding.
		<b>1,180</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>1,360</b>	<b>1,180</b>	<b>986</b>	<b>0</b>	<b>0</b>	<b>2,166</b>	<b>806</b>	<b>806</b>	

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

## 2016/17 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	9,094	(482)	8,612	7,890	(722)	The forecast underspend relates to a one-off benefit from revised contractual rates starting mid-year which is over and above the OOP delivery targets for 2016/17, which is partly offset by an overspend on transport costs due to the problems delivering the savings plan. The underspend will now be held to offset other pressures within the Business Unit.
Disabilities	57,267	0	57,267	57,850	583	There is a new service redesign plan the purpose of which is to address the historical overspend within disabilities services. As a result the overspend shown represents a large improvement from the previous financial year. However there continue to be emerging pressures as a result of children transitioning to adults with higher cost support needs. There are new risks emerging from the health driven Transforming Care programme whereby people will be moving from long stay hospital settings to the community.
Mental Health	7,582	0	7,582	8,195	613	There is considerable pressure on Deprivation of Liberty Safeguards budgets as the number of assessments has risen significantly, resulting in high use of Best Interest Assessors and higher than planned medical and legal fees. The current waiting list is approximately 800, which is factored in to this forecast.
Practice Development	14	0	14	14	0	
Older People	40,185	269	40,454	40,621	167	At present pressure on older people's budget continues to be contained.
Integrated Care	7,697	368	8,065	8,049	(16)	Integrated Care is a new service area incorporating reablement, hospital social care teams and occupational therapy related services.
<b>Net Service Spending</b>	<b>121,839</b>	<b>155</b>	<b>121,994</b>	<b>122,619</b>	<b>625</b>	
				Non DSG	625	
				DSG	0	

## 2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	5,082		(625)	4,457		
<b>Total</b>	<b>5,082</b>	<b>0</b>	<b>(625)</b>	<b>4,457</b>	<b>0</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 & 2015/16	11,676	11,676	11,676	11,676	11,676	
	Adjustment for under-delivery of savings in 2014/15 & 2015/16	(1,174)	(1,174)	(1,174)	(1,174)	(1,174)	£1,174,000 permanent savings due to be delivered in 2014/15 and 2015/16 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 2016/17 have been increased to reflect this as follows: SCS-A £300,000, SCS-B £398,000, SCS-P £200,000 and STC-B £276,000
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	500	100	100	700	100	Target for 2016/17 has been increased by £300,000 to reflect delays in delivery from previous years. £100,000 of savings have been delivered through efficiencies in running the service, however no further savings have been identified.
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.	398	0	559	798	1,006	Target for 2016/17 has been increased by £398,000 to reflect delays in delivery from previous years. Integrating with health and improvements in the effectiveness of the service are expected to deliver savings in excess of target, which are intended to help offset other savings which are under-delivering.
OOP/SCS-C	Maximise all customer charging opportunities	100	100	100	300	300	Progress on target.
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	0	0	828	878	Progress on target.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except reablement - separate savings plan)	100	100	100	200	200	Changes have been made to management structures to deliver these savings in 2016/17.
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	1,072	1,072	1,465	1,372	2,158	Many of these savings were delivered early last financial year, therefore are known to be on track. The project is expected to over-deliver as a result of further initiatives to ensure care is proportionate to need.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	207	250	250	250	Progress on target.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	198	665	1,000	200	The project is expected to over-deliver in the current year due to the one-off benefit of a mid-year implementation of new contracts. Savings for the final year are currently being reviewed and may be revised later in the year.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	200	50	200	500	500	Progress on target.
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.	500	0	0	800	100	There have been delays in the commencement of the this project. It is now expected to deliver in full by 2019/20.
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	328	159	328	350	350	Progress on target.
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	376	0	0	376	0	Target for 2016/17 has been increased by £276,000 to reflect delays in delivery from previous years. Project progress has been suspended pending feedback from a corporate review.
<b>Total</b>		<b>14,926</b>	<b>12,488</b>	<b>14,269</b>	<b>17,976</b>	<b>16,544</b>	
<b>Target</b>			<b>14,926</b>	<b>14,926</b>		<b>17,976</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>2,438</b>	<b>657</b>		<b>1,432</b>	

## 2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's				£ 000's	£ 000's					
10964000	CAF Development Team - Social Care IT 2010/11	0	920	250	500	1,670	0	250	920	500	1,670	(670)	0	Significant investment will be needed in future with respect to addressing the impact of integration on systems and technology development and multi-agency citizen held record developments. However, the timescales are currently unclear and depend on Local Digital Roadmap progress and ongoing work with health partners. It is anticipated that the investment needed will ultimately be a significant sum, and there is no alternative funding stream.
		0	920	250	500	1,670	0	250	920	500	1,670	(670)	0	

## Strategic Commissioning - Chris Lewington

Strategic Director - John Dixon (Interim)

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

## 2016/17 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	1,720	(221)	1,499	1,257	(242)	This underspend is due to reduction in programme & projects.
All Age Disabilities	2,340	(404)	1,936	1,920	(16)	£14,000 relates to the delivery of savings for SCS-H
Integrated Elderly Care	656	(53)	603	606	3	
Market Management and Quality	632	109	741	742	1	
Children's Commissioning	8,108	19	8,127	7,791	(336)	£150,000 relates to the early delivery of savings in the Supporting People Programme following service redesign, as well as £110,000 for the Carers Services due to revised contracts following a review of service provision and £75,000 due to staff vacancies.
Commissioning & Business Intelligence	791	(791)	0	0	0	Service transferred to Performance Business Unit (Resources Group)
<b>Net Service Spending</b>	<b>14,247</b>	<b>(1,341)</b>	<b>12,906</b>	<b>12,316</b>	<b>(590)</b>	
				Non DSG	(590)	
				DSG	0	

## 2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	2,976	0	590	3,566		
<b>Total</b>	<b>2,976</b>	<b>0</b>	<b>590</b>	<b>3,566</b>	<b>0</b>	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	396	396	396	396	396	
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.	1,628	0	1,628	3,525	3,525	These savings have all been achieved either on time or ahead of plan.
OOP-STC-L/N	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	165	165	165	165	165	
OOP-STC-M	To review the future viability of the brokerage role	58	58	58	58	58	
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	120	120	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	37	37	37	37	
<b>Total</b>		<b>2,247</b>	<b>776</b>	<b>2,404</b>	<b>4,301</b>	<b>4,301</b>	
<b>Target</b>			<b>2,247</b>	<b>2,247</b>		<b>4,301</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>1,471</b>	<b>(157)</b>		<b>0</b>	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	68	0	0	198	130	68	0	0	198	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	43	454	500	0	996	43	300	654	0	996	(154)	0	Due to the impact of OOP2020 all commissioning activities will need to be rescoped and redesigned which will impact on delivery outcomes and timescales.
11314000	Community Access for Disabled People	213	0	0	0	213	213	0	0	0	213	0	0	
11316000	Complex Needs Service Building Adaptations and Equipme	72	0	0	0	72	72	0	0	0	72	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	19	0	0	37	0	0	
11420000	Disabled Facilities Capital Grant	1,925	0	0	0	1,925	1,925	0	0	0	1,925	0	0	
		<b>2,401</b>	<b>540</b>	<b>500</b>	<b>0</b>	<b>3,441</b>	<b>2,401</b>	<b>386</b>	<b>654</b>	<b>0</b>	<b>3,441</b>	<b>(154)</b>	<b>0</b>	

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

**2016/17 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	356	(28)	328	341	13	Forecasting lower than budgeted income in the Print Unit - investigating additional opportunities for income generation.
Customer Service Centre	1,981	415	2,396	2,585	189	Overspend in Supporting People - budget will be transferred from Head of Service
Customer Relations	201		201	229	28	Additional temporary member of staff to manage workload - budget to be transferred from Head of Service
Face to Face (including Libraries and Registration Service)	4,083	(91)	3,992	3,962	(30)	£54,000 being retained for 2017/18 Sunday opening, £28,000 required for security guard at Rugby Library to manage health and safety issues at the Library. £10,000 underspend due to vacancies in One Stop Shops
Head of Service and Business Unit Projects	825	272	1,097	1,043	(54)	Underspend in projects being used to fund spending in other areas.
E Services and Business Development	838	(73)	765	765	0	
Family Information Service	0	149	149	154	5	
Traded Services - Educational	(38)		(38)	(37)	1	
Traded Services - Non Educational	0		0		0	
<b>Net Service Spending</b>	<b>8,246</b>	<b>644</b>	<b>8,890</b>	<b>9,042</b>	<b>152</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		(88)	(88)		
Warwickshire Local Welfare Scheme	665		(41)	624	41	To provide additional grants under the welfare scheme.
<b>Total</b>	<b>665</b>	<b>0</b>	<b>(129)</b>	<b>536</b>	<b>41</b>	



2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	650	650	650	650	650	
OOP/CS-B	Applying additional income targets to the Registration Service.	0	0	0	100	0	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	0	40	40	40	
OOP/CS-D	Reduction in the Customer Services Projects.	0	0	0	30	0	
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.	150	0	150	346	150	
OOP-CS-I	Improve the effectiveness of the whole library network	100	0	100	100	100	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	112	0	112	112	112	
<b>Total</b>		<b>1,052</b>	<b>650</b>	<b>1,052</b>	<b>1,378</b>	<b>1,052</b>	
<b>Target</b>			<b>1,052</b>	<b>1,052</b>		<b>1,378</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>402</b>	<b>0</b>		<b>326</b>	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	57	511	0	0	568	57	100	94	0	251	(411)	(317)	Funds transferred to 1104000
10645000	One-Stop Shops Expansion Programme 2009/10	70	133	0	0	203	70	0	33	100	203	(133)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	226	2,503	0	0	2,730	226	150	150	2,520	3,046	(2,353)	317	Funds transferred from 10155000
11293000	Community Information Hubs	45	64	0	0	109	45	64	0	0	109	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	3	317	0	0	320	3	317	0	0	320	0	0	
11466000	New digital printer	29	0	0	0	29	29	0	0	0	29	0	0	
		<b>430</b>	<b>3,528</b>	<b>0</b>	<b>0</b>	<b>3,958</b>	<b>430</b>	<b>631</b>	<b>277</b>	<b>2,620</b>	<b>3,958</b>	<b>(2,897)</b>	<b>(0)</b>	

**Finance - John Betts**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Cockburn (Finance and Property)**

**2016/17 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	469	(35)	434	294	(140)	Budget held for meeting 2017/18 OOP target with no specific plans to spend in this year.
Corporate Finance, Resources Local Finance, Payroll & Schools Strategy	1,072	32	1,104	572	(532)	£455,000 additional income due to VAT claim. £73,000 underspend in Corporate Finance due to vacancies being held for future savings.
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	207	(2)	205	200	(5)	
Communities Group and Fire and Rescue Local Finance, Procurement	716		716	732	16	Projected overspend in Finance Training Board
People Group Local Finance, Financial Benefits and Advice	1,779		1,779	1,662	(117)	2 vacant posts in People finance (£71,000) and one vacant manager post in Financial Benefits and Advice (£59,000) being held for future savings
Traded Services - Education	(244)	1	(243)	(241)	2	
Traded Services - Non Education	20	4	24	21	(3)	
<b>Net Service Spending</b>	<b>4,019</b>	<b>0</b>	<b>4,019</b>	<b>3,240</b>	<b>(779)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1		794	795	455	To support Resources Transformation programme in future years, including support for major projects with a technical finance dimension (eg Combined Authority, Business Rates pooling etc)*
Finance Training Reserve	95		(15)	80		
<b>Total</b>	<b>96</b>	<b>0</b>	<b>779</b>	<b>875</b>	<b>455</b>	

**2016/17 to 2017/18 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	501	501	501	501	501	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	250	0	250	327	250	
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	0	0	0	172	0	
	<b>Total</b>	<b>751</b>	<b>501</b>	<b>751</b>	<b>1,000</b>	<b>751</b>	
	<b>Target</b>		<b>751</b>	<b>751</b>		<b>1,000</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>250</b>	<b>0</b>		<b>249</b>	

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

**2016/17 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	1,447	(36)	1,411	1,293	(118)	£48,000 due to advisory manager leaving, not to be replaced. Staffing savings in Equality & Diversity (£20,000) and Health & Safety (£37,000)
Human Resources Service Centre	1,160	(1)	1,159	1,156	(3)	
Business Partners and Learning and Organisational Development	1,805	(20)	1,785	1,704	(81)	Staffing savings due to manager leaving and vacancies being held.
Human Resources Head of Service and Internal Apprenticeship Programme	1,703	33	1,736	1,754	18	Higher than anticipated legal charges for salary sacrifice schemes.
Traded Services - Education	(101)	1	(100)	(117)	(17)	Increased income from maintained schools.
Traded Services - Non Education	14		14	14	0	
<b>Net Service Spending</b>	<b>6,028</b>	<b>(23)</b>	<b>6,005</b>	<b>5,804</b>	<b>(201)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	160		201	361		
Growing for Growth Apprenticeship Scheme	389			389		
<b>Total</b>	<b>549</b>	<b>0</b>	<b>201</b>	<b>750</b>	<b>0</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	561	561	561	561	561	
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	43	0	43	43	43	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	23	0	23	115	23	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	129	0	129	169	129	
OOP/HR-D	Redesign HR business partnership, realigning support for services	37	0	37	37	37	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	75	0	75	75	75	
OOP/HR-F	Additional savings to be identified	40	0	40	50	40	
	<b>Total</b>	<b>908</b>	<b>561</b>	<b>908</b>	<b>1,050</b>	<b>908</b>	
	<b>Target</b>		<b>908</b>	<b>908</b>		<b>1,050</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>347</b>	<b>0</b>		<b>142</b>	

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

**2016/17 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	1,101	(1)	1,100	1,099	(1)	
Members Support	34		34	27	(7)	
Strategy and Programme and Innovation	838		838	838	0	
Corporate ICT Development	1,365		1,365	1,360	(5)	
Customer and Supplier Services	1,631	9	1,640	1,640	0	
Production Services	2,763	561	3,324	3,324	0	
Systems Design and Architecture	1,160	(5)	1,155	1,136	(19)	
Network Services	1,025	(558)	467	465	(2)	
Information Management	368		368	368	0	
Traded Services - Education	(398)		(398)	(297)	101	The schools service are unlikely to be able to deliver their full Traded Services Target, this position has been anticipated since the start of the year, however we will monitor it very closely over the next quarter.
<b>Net Service Spending</b>	<b>9,887</b>	<b>6</b>	<b>9,893</b>	<b>9,960</b>	<b>67</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Information Assets - Savings	63		(62)	1		
Going for Growth - BDUK	1,031			1,031	1,031	This is WCC's revenue contribution towards BDUK capital project
PFI for School	5		(5)	0	5	To draw down the final £5,000 of the fund to make a small contribution to the development of the schools service.
<b>Total</b>	<b>1,099</b>	<b>0</b>	<b>(67)</b>	<b>1,032</b>	<b>1,036</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report		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	
	Savings delivered in 2014/15 and 2015/16	1,067	1,067	1,067	1,067	1,067	
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	
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.	0	0	0	50	50	
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	104	104	104	209	209	
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	108	108	108	166	166	
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	152	152	152	152	152	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	72	72	72	107	107	
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.	14	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	0	41	41	
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>1,634</b>	<b>1,634</b>	<b>1,634</b>	<b>2,100</b>	<b>2,100</b>	
	<b>Target</b>		<b>1,634</b>	<b>1,634</b>		<b>2,100</b>	
	<b>Remaining Shortfall(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## L Information Assets

## 2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	268	0	0	0	268	268	70	0	0	338	70	70	Further expenditure authorised by Customer & Transformation Board on 12/04/2016 to be funded from revenue contribution.
11121000	Development of Rural Broadband	7,719	4,625	3,097	16,917	32,358	7,719	4,625	3,097	16,916	32,358	0	(0)	
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
11465000	WCC Information Assets Purchases	221	0	0	0	221	221	0	0	0	221	0	0	
		<b>8,621</b>	<b>4,625</b>	<b>3,097</b>	<b>16,917</b>	<b>33,260</b>	<b>8,621</b>	<b>4,695</b>	<b>3,097</b>	<b>16,916</b>	<b>33,329</b>	<b>70</b>	<b>70</b>	

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

**2016/17 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	459		459	443	(16)	
Insurance, Internal Audit and Risk Management	543		543	532	(11)	
Law & Governance Administration	111		111	111	0	
Legal Core	405		405	405	0	
Traded Services - Educational	(81)		(81)	(80)	1	
Traded Services - Non Educational	(502)		(502)	(506)	(4)	
<b>Net Service Spending</b>	<b>935</b>	<b>0</b>	<b>935</b>	<b>905</b>	<b>(30)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0			0		
Warwickshire Counter Fraud Partnership	20			20		
<b>Total</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	

**2016/17 to 2017/18 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	57	57	57	57	57	
OOP/LG-D	Increase External Income Potential through Legal Services	6	5	6	14		
OOP/LG-F	Reduce Elected Member Support and Development	24	24	24	24		
	<b>Total</b>	<b>87</b>	<b>86</b>	<b>87</b>	<b>95</b>	<b>57</b>	
	<b>Target</b>		<b>87</b>	<b>87</b>		<b>95</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>1</b>	<b>0</b>		<b>38</b>	



**Performance - Tricia Morrison**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Kaur (Customers)**

**2016/17 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
Commissioning & Business Intelligence	0	806	806	756	(50)	Underspend relates to vacant posts being held for future savings and to support realignment of roles in the Performance Business Unit later in 2016/17.
Performance and Planning	832	91	923	900	(23)	Vacant post being held for future savings
Observatory	291	122	413	392	(21)	Vacant Team Manager post in Public Health Intelligence Team (April to August 2017), post is now filled..
Service Improvement and Change Management Admin	193		193	182	(11)	
Development and Support	568		568	564	(4)	
Commercial Enterprise	216	13	229	304	75	Bid Consultant Post - £67,000 to be funded from Commercial Enterprises/WES Reserves
Traded Services - Education	0		0		0	
Resources Transformation	750		750	750	0	
<b>Net Service Spending</b>	<b>2,850</b>	<b>1,032</b>	<b>3,882</b>	<b>3,848</b>	<b>(34)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	3		34	37		
<b>Total</b>	<b>3</b>	<b>0</b>	<b>34</b>	<b>37</b>	<b>0</b>	

**2016/17 to 2017/18 Savings Plan**

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	540	540	540	540	540	
OOP/SICM-K	Rationalisation of performance management and business support	30	30	30	30	30	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	50	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.	100	100	100	100	100	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	20	20	20	20	20	
	<b>Total</b>	<b>740</b>	<b>740</b>	<b>740</b>	<b>740</b>	<b>740</b>	
	<b>Target</b>		<b>740</b>	<b>740</b>		<b>740</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	

**Physical Assets - Steve Smith**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Cockburn (Finance and Property)**

**2016/17 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	1,218	0	1,218	1,218	0	
Construction Services	1,662	0	1,662	1,645	(17)	Rebate to the council from Engineering partnership contractor Dodds for the cost of overheads.
Facilities Management	8,840	(62)	8,778	8,697	(81)	£14k overspend on corporate cleaning, £87,000 underspend on County Buildings (rates reduction, car parking fees, additional rental income and reimbursements), £13,000 overspend across Corporate Facilities, £20,000 underspend on Property Risk (staffing turnover).
Estates and Smallholdings	405	0	405	412	7	Deferred turnover in staffing in Smallholdings.
Asset Strategy	244	5	249	250	1	
Property Rationalisation Savings *	(583)	62	(521)	(522)	(1)	
Traded Services - Education	(1,157)	0	(1,157)	(1,130)	27	£40,000 trading shortfall on Construction services activity, £5,000 trading shortfall on Safety & premises, £16,000 additional trading income on Cleaning, £2,000 additional trading income on Catering.
Traded Services - Non Education	(159)	0	(159)	(235)	(76)	£71,000 additional trading income on Cleaning, £10k additional trading income on Safety & Premises and Property Risk, £5,000 trading shortfall on Construction services.
<b>Net Service Spending</b>	<b>10,470</b>	<b>5</b>	<b>10,475</b>	<b>10,335</b>	<b>(140)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1		140	141	0	
Catering Equalisation Account	401		0	401	0	
<b>Total</b>	<b>402</b>	<b>0</b>	<b>140</b>	<b>542</b>	<b>0</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	1,092	1,092	1,092	1,092	1,092	
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.	0	0	0	750	0	
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.	30	30	30	50	30	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	4	4	4	6	4	
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.	40	40	40	80	40	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	7	7	7	12	7	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	5	5	5	5	5	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	25	25	25	25	25	
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	700	28	700	1,250	700	PRP savings still to be collected, though planned to be achieved by year end
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.	200	200	200	400	200	
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.	50	50	50	80	50	
	<b>Total</b>	<b>2,153</b>	<b>1,481</b>	<b>2,153</b>	<b>3,750</b>	<b>2,153</b>	
	<b>Target</b>		<b>2,153</b>	<b>2,153</b>		<b>3,750</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>672</b>	<b>0</b>		<b>1,597</b>	

O Physical Assets

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Building &amp; Construction</b>														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	121	604	25	0	750	121	604	25	0	750	0	0	
<b>Special Projects</b>														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	445	550	0	0	995	445	550	0	0	995	0	0	
11122000	Nuneaton Alderman Smith redevelopment	138	0	0	0	138	138	0	0	0	138	0	0	
11131000	Warwick St John's House Museum	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
<b>Estates</b>														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	26	-13	0	187	200	26	(13)	0	187	200	0	0	
10972000	Planning Consent For Europa Way	484	0	0	0	484	484	0	0	0	484	0	0	
11400000	Globe House Alcester - Remodelling of Globe House	210	30	0	0	240	210	30	0	0	240	0	0	
11416000	Bedworth King's House - Purchase of Long Lease	1,922	78	0	0	2,000	1,922	0	0	0	1,922	(78)	(78)	All project costs now complete, remaining budget allocation no longer needed
11440000	Strategic Site Planning applications	440	955	0	0	1,395	440	955	0	0	1,395	0	0	
11503000	Planning Consent re the disposal of Dunchurch depot	0	0	0	0	0	0	40	40	0	80	40	80	£80k approved for planning costs by Cabinet 4th July 2016 + Council in September
<b>Property Rationalisation Programme</b>														
11041000	Rationalisation Of The Council's Property	719	163	0	0	883	719	195	0	0	915	32	32	Member consent 19th July for earmarking £32k from capital receipt from the disposal of 1, Northgate Street
11190000	Warwick Shire Hall refurbishment	(115)	0	0	0	(115)	(115)	0	0	0	(115)	0	0	
11335000	Rationalisation of County Storage	2,771	1,629	0	0	4,400	2,771	1,629	0	0	4,400	0	0	
11338000	Re-wire & refurbishment of Pound Lane	473	26	0	0	499	473	26	0	0	499	0	0	
11371000	Arden Centre, 120 Long Street, Atherstone	(3)	3	0	0	(0)	(3)	4	0	0	1	1	1	
<b>Structural Maintenance</b>														
11035000	Schools Planned Capital Building Mech & Elect Maintenance 2012/13	1	0	0	0	1	1	0	0	0	1	0	0	
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	11	0	0	0	11	11	6	0	0	17	6	6	£5,648 transferred from 11285000
11038000	Schools - Capital Asbestos & Safe Water remedials 2013-14	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	(19)	0	0	0	(19)	(19)	21	0	0	2	21	21	£21,118 Transferred from 11289000 - Result of final accounts / movement. Note 184 projects under this block header
11142000	Non Schools Asb & Safe Water Remedials 2014/15	274	0	0	0	274	274	0	0	0	274	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,382	0	0	0	1,382	1,382	0	0	0	1,382	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,757	0	0	0	2,757	2,757	17	0	0	2,774	17	17	£16,662 Transferred from 11285000 - result of movement in final accounts etc - Note 64 Projects under this block header
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,879	0	0	0	5,879	5,879	13	0	0	5,892	13	13	£12,728 Transferred from 11289000 - Result of final accounts etc - Note 164 Projects under this block header
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	336	36	0	0	372	336	36	0	0	372	0	0	

O Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,221	16	0	0	1,236	1,221	64	0	0	1,285	48	48	£48,340 Transferred from 11287000. Projects raised in 15.16 min exp to in year budget - 2 projects being completed in 16.17 and funded from 16.17 funding but remains under 15.16 block header.	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,503	50	0	0	2,553	2,503	284	0	0	2,788	234	234	RCCO increased by £11,640 and £222,579 Transferred from 11285000 - Total £234,219. St John Museum project raised in 15.16 min exp to in year budget - this project is being completed in 16.17 and funded from 16.17 funding but remains under 15.16 block header	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,552	116	0	0	5,667	5,552	163	0	0	5,714	47	47	RCCO Increased by £5,163 - £26,853 Transferred from 11289000 - Total £32,016. £15000 Transferred from 11267000 (Schools Access)-Total £47,016	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	299	0	0	299	0	299	0	0	299	0	0		
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	311	0	311	0	0	311	0	311	0	0		
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	2,451	0	0	2,451	0	2,206	0	0	2,206	(245)	(245)	£5,648 Transferred to 11037000. £16,662 Transferred to 11144000. £222,579 Transferred to 11226000. Total £244,889. Comments of each of the Capital Codes receiving the funding	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0		
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	1,195	0	0	1,195	0	1,147	0	0	1,147	(48)	(48)	£48,340 Transferred to 11225000 - Projects raised in 15.16 Block Header and min spending to budget in year. Projects remaining in 15.16 Block Header for completion this year and funding reallocated	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0		
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	2,593	0	0	2,593	0	5,464	0	0	5,464	2,871	2,871	£21,118 Transferred to 11039000.£12,728 Transferred to 11145000.£26,853 Transferred to 11227000.£15,000 Transferred to 11211000 (maintenance to development cont).£45,000 Transferred to 11472000 (maintenance to development cont). £8,000 Transferred to 11270001 (maintenance to development cont). TOTAL £128,699. School's allocation of £3m transferred from school fund	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	2,569	0	2,569	0	0	5,569	0	5,569	0	3,000	School's allocation of £3m transferred from school fund	
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0		
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	0	311	311	0	0	0	311	311	0	0		
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0		
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0		
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0		
<b>Facilities</b>															
10592000	Small Scale Reactive / Minor Improvements County-Wide	167	123	0	0	290	167	231	0	0	398	108	108	Project increases relate to revenue funded improvement works on centralised properties	
11318000	Universal Free School Meals Programme	1,152	95	0	0	1,247	1,152	54	0	0	1,206	(41)	(41)	Reduction relates to transfer of funds spent directly at school level	
<b>Energy</b>															
10400000	Climate Change 2009/10	298	57	0	0	355	298	57	0	0	355	0	0		
10410000	Climate Change 2007/08	352	0	0	0	352	352	0	0	0	352	0	0		
11135000	Various Properties - Reducing Energy	63	0	200	800	1,063	63	0	200	800	1,063	0	0		
11136000	Various Properties - Renewable Energy	171	0	4,730	500	5,401	171	0	4,730	500	5,401	0	0		

O Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Smallholdings</b>														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	387	0	0	0	387	387	0	0	0	387	0	0	
11141000	Rural Services Capital Maintenance 2014/15	690	6	0	0	696	690	6	0	0	696	0	0	
11228000	Rural Services Capital Maintenance 2015/16	711	164	0	0	875	711	158	0	0	869	(6)	(6)	£6k moved to 11291000 - final accounts less than anticipated
11291000	Rural Services Capital Maintenance 2016/17	0	771	0	0	771	0	777	0	0	777	6	6	£6k moved from 11228000 due to final accounts being less than anticipated
11292000	Rural Services Capital Maintenance 2017/18	0	789	0	0	789	0	0	789	0	789	(789)	0	
11446000	Rural Services Capital Maintenance 2018/19	0	0	0	789	789	0	0	0	789	789	0	0	
		<b>31,530</b>	<b>12,785</b>	<b>11,651</b>	<b>8,972</b>	<b>64,938</b>	<b>31,530</b>	<b>15,022</b>	<b>15,481</b>	<b>8,972</b>	<b>71,005</b>	<b>2,237</b>	<b>6,067</b>	

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

**2016/17 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
Service Delivery - Operational Response	10,251		10,251	10,205	(46)	Although this area is currently forecasting a small underspend, the Service is reviewing business continuity arrangements and the likelihood of a pressure arising during the year. This will be reflected in the Quarter 2 Forecast.
Service Delivery - Prevention and Protection	871		871	871	0	
Service Delivery - Fire Control	765		765	800	35	Extension to fixed term contracts due to delays with Fire Control Project. The Management Team will continue to review this position throughout the year with a view to managing this pressure from within existing resources.
Service Support - Technical Support	2,481		2,481	2,472	(9)	
Service Support - Training & Development	1,512		1,512	1,514	2	
Service Improvement - Business Transformation & Projects	593	688	1,281	1,376	95	The Service has increased capacity in order to support a number of projects during 2016/17 including an Operational Assessment and Peer Challenge and the Emergency Services Mobile Communications Project. The Management Team will continue to review this position throughout the year with a view to managing this pressure from within existing resources..
Brigade Management	563		563	565	2	
Service Support - HR, IT, Finance & Pensions	2,162	(200)	1,962	1,810	(152)	£156,000 of this underspend relates to Fire Fighter Pensions. Within this budget there is an annual provision for 3 ill-health retirements and at this stage of the year we are not anticipating any.
<b>Net Service Spending</b>	<b>19,198</b>	<b>488</b>	<b>19,686</b>	<b>19,613</b>	<b>(73)</b>	

**2016/17 Reserves Position**

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	91		156	247		
Operational Training	118			118		
RSFRS Project	70			70		
Fire Control Project	0			0		
Service Savings Reserve	165		(83)	82		
<b>Total</b>	<b>444</b>	<b>0</b>	<b>73</b>	<b>517</b>	<b>0</b>	

## 2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	1,129	1,129	1,129	1,129	1,129	
OOP/FRS-A	Implement a new response model	688	688	688	1,041	1,041	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	49	14	49	49	49	The establishment level within the Fire Control Team has been reduced to achieve this saving, however due to a delay in the Fire Control Project the Service has had to extend some fixed term contracts. This is reflected in the forecast above against Fire Control.
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	16	16	16	31	31	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	42	42	42	42	42	
OOP/FRS-H	Removal of one senior management post within the Service	65	65	65	65	65	
	<b>Total</b>	<b>1,989</b>	<b>1,954</b>	<b>1,989</b>	<b>2,357</b>	<b>2,357</b>	
	<b>Target</b>		<b>1,989</b>	<b>1,989</b>		<b>2,357</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>35</b>	<b>0</b>		<b>0</b>	

## 2016/17 to 2019/20 Capital Programme

Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total	Variance in Year	Total	
11151000	Fire Capital Grant - Equipment for Fire Appliances	111	0	0	0	111	111	0	0	0	111	0	0	
<b>Sub Total - Projects Funded From Fire Capital Grant</b>		<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>111</b>	<b>0</b>	<b>0</b>	
11152000	Vehicle Replacement Programme 2014/15	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0	
11223000	Vehicle Replacement Programme 2015/16	929	0	0	0	929	929	0	0	0	929	0	0	
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>926</b>	<b>926</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>926</b>	<b>0</b>	<b>0</b>	
11153000	Equipment for new Fire Appliances 2014/15	120	0	0	0	120	120	0	0	0	120	0	0	
11298000	Equipment for new Fire Appliances 2015/16	80	40	0	-	120	80	40	0	0	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	120	0	-	120	0	120	0	0	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	120	-	120	0	0	120	0	120	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	0	120	120	0	0	0	120	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>200</b>	<b>160</b>	<b>120</b>	<b>120</b>	<b>600</b>	<b>200</b>	<b>160</b>	<b>120</b>	<b>120</b>	<b>600</b>	<b>0</b>	<b>0</b>	
11229000	New Fire & Rescue Centre Leamington Spa	155	804	1,500	391	2,850	155	1,569	1,125	0	2,850	765	(0)	Change to priority to complete Response & Crew accommodation as soon as possible
11372000	Fire & Rescue Service Future Estate	0	870	0	-	870	0	0	0	0	0	(870)	(870)	Trf to 11374000
11373000	Response Location - Gaydon	176	587	0	-	763	176	600	0	0	776	13	13	
11374000	Training Centre - New Build	88	3,708	1,504	-	5,300	88	2,539	5,250	0	7,878	(1,169)	2,578	A revised project plan was approved by Cabinet May 16, full Council will consider for approval July 19 (revised budget £7.878M)
11375000	Alcester Fire Station Reconfiguration	439	0	0	-	439	439	0	0	0	439	0	0	
11376000	Stratford Fire Station Reconfiguration	367	5	0	-	372	367	5	0	0	372	0	0	
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>1,226</b>	<b>5,973</b>	<b>3,004</b>	<b>391</b>	<b>10,593</b>	<b>1,226</b>	<b>4,713</b>	<b>6,375</b>	<b>0</b>	<b>12,314</b>	<b>(1,260)</b>	<b>1,721</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	723	97	0	0	821	723	97	0	0	821	0	0	
<b>Sub Total - Fire Control Project</b>		<b>723</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>821</b>	<b>723</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>821</b>	<b>0</b>	<b>0</b>	
<b>Grand Total</b>		<b>3,186</b>	<b>6,230</b>	<b>3,124</b>	<b>511</b>	<b>13,051</b>	<b>3,186</b>	<b>4,970</b>	<b>6,495</b>	<b>120</b>	<b>14,772</b>	<b>(1,260)</b>	<b>1,721</b>	



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

**2016/17 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	(144,113)		(144,113)	(144,113)	0	
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(251,090)	(13,876)	(264,966)	(264,966)	0	
Individual Schools Budget (ISB)	184,832	12,369	197,201	197,201	0	
Capital Financing Costs	38,850	(268)	38,582	37,007	(1,575)	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.
0-5 Strategy for Children	1,400		1,400	1,400	0	
Strategic Management Team	1,593		1,593	1,396	(197)	One-off underspend in 2016/17 to be transferred to the Resources Group Transformation Reserve
County Coroner	411		411	411	0	
Environment Agency (Flood Defence Levy)	228		228	228	0	
External Audit Fees	175		175	130	(45)	
Provision for redundancy costs	2,000		2,000	2,000	0	This budget will be used to fund any redundancy costs in 2016/17. Any balance at the end of the year will form part of the Service Realignment Fund to meet the costs of redundancies over the period through to 2020
Pensions deficit under-recovery	443		443	529	86	
County Council Elections	252		252	0	(252)	2016/17 share of the Fund to meet the cost of the May 2017 elections. Transfer to the elections reserve specifically for this purpose.
Members Allowances and Expenses	1,053		1,053	1,053	0	
Other Administrative Expenses and Income	550		550	550	0	
Reorganisation Pensions	50		50	50	0	
Subscriptions	106		106	106	0	
<b>Net Service Spending</b>	<b>(163,260)</b>	<b>(1,775)</b>	<b>(165,035)</b>	<b>(167,018)</b>	<b>(1,983)</b>	
				Non DSG	(1,983)	
				DSG	0	

## 2016/17 Reserves Position

Reserve	Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
<b>Corporate</b>						
General Reserves	21,373		1,489	22,862		
Medium Term Contingency	12,080			12,080		
Service Realignment Fund	12,696			12,696		
Capital Fund	848			848		
Insurance Fund	8,517			8,517		
Schools and Centrally Managed Dedicated Schools Grant	18,308			18,308		
0-5 Strategy for Children	414			414		
<b>Total Corporate Reserves</b>	<b>74,236</b>	<b>0</b>	<b>1,489</b>	<b>75,725</b>	<b>0</b>	
<b>Other Services</b>						
Audit Fee Reserve	646		45	691		
Capacity Building Fund	1,154			1,154		
Community Infrastructure Levy	301			301		
Interest Rate Volatility Reserve	5,436			5,436		
Provision for Business Rates Appeals	1,047			1,047		
Coventry and Warwickshire Business Rates Pool	329			329		
Quadrennial Elections	478		252	730		
<b>Total Other Services Reserves</b>	<b>9,391</b>	<b>0</b>	<b>297</b>	<b>9,688</b>	<b>0</b>	
<b>Group Reserves</b>						
Resources Transformation Fund	866		197	1,063	(130)	Transfer to reserves of a one-off underspend in £197k to the Resources Transformation Fund partially offset by a transfer from the reserve to the Performance Business Unit of £67,000 to fund a bid consultant to work with traded services.
Resources Systems Replacement Fund	1,373			1,373		
Resources Traded Service Reserve	258			258		
Resources Service Savings	374			374		
<b>Total Group Reserves</b>	<b>2,871</b>	<b>0</b>	<b>197</b>	<b>3,068</b>	<b>(130)</b>	
<b>Total</b>	<b>86,498</b>	<b>0</b>	<b>1,983</b>	<b>88,481</b>	<b>(130)</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	
	Savings delivered in 2014/15 and 2015/16	1,550	1,550	1,550	1,550	1,550	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	500	1,000	1,000	
OOP/OS-D	Management Restructure	50	50	150	250	250	
OOP/OS-E	Removal of the provision for funding redundancy costs.	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 (e.g. through Community Budgets) by 2018.	0	0	0	2,800	2,800	
		<b>2,100</b>	<b>2,100</b>	<b>2,200</b>	<b>7,600</b>	<b>7,600</b>	
	<b>Target</b>		<b>2,100</b>	<b>2,100</b>		<b>7,600</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>(100)</b>		<b>0</b>	

Our communities and individuals are safe and protected from harm and are able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Fire and Rescue	Number of P3 Incidents Attended	2.8	1300	1380	G		
Fire and Rescue	Number of P4 Incidents Attended	92	850	875	G		
Fire and Rescue	Number of P5 Incidents Attended	0	320	327	G		
Fire and Rescue	Number of Delivered HFSCs for County	100	4000	4000	G		
Fire and Rescue	Number of students receiving Fatal Four Education Sessions for the County	34	1500	1500	G		
Fire and Rescue	Total Number of Fire Related Injuries		20	22	G		
Fire and Rescue	Number of Site Specific Inspections Delivered	0	600	600	G		
Fire and Rescue	Number of P1 Incidents Attended	28	200	201	G		
Fire and Rescue	Number of P2 Incidents Attended	90	300	301	G		
Children and Families	Number of children who are subject to a child protection plan per 10,000 population (KBM)	43	40	40	G	On track to meet target	
Children and Families	No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	25	90	90	G	On track to meet the target	
Social Care and Support Services	Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	69.83	70	77	R	To ensure recording of classification on carefirst records. Accommodation with support sites for Disabilities available in 2016/17	
Social Care and Support Services	Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		87	87	G	This measure is provided by the Coventry and Warwickshire Partnership Trust.  The data has been requested, however due to changes to their reporting system this data set is not yet available.	
Social Care and Support Services	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)		90	92	A	This is an annual measure and will be reported at year-end.	
Social Care and Support Services	Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G		
Social Care and Support Services	Deprivation of Liberty Safeguards (DoLS) referrals per 100,000 adult population (KBM)	1.2	4.5	4.5	G	551 DoLS referrals recorded in Q1 2016-17.	
Social Care and Support Services	Proportion of reablement customers who achieved (either fully or partly) one or more outcomes (KBM)	96.73	97	95	G	Care Assess Forms continue to enable accurate recording of achieved outcomes for customers. Customers are involved in setting achievable outcomes at the start of their reablement journey and also have the opportunity to set new outcomes during their journey, which is having a positive impact on their lives.	Continue to add further outcomes which will support customers independence.
Strategic Commissioning	Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	69.83	70	77	R	To ensure recording of classification on carefirst records. Accommodation with support sites for Disabilities available in 2016/17	To ensure recording of classification on carefirst records. Accommodation with support sites for Disabilities available in 2016/17
Strategic Commissioning	Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		87	87	G		
Strategic Commissioning	Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	G	This measure is provided by the Coventry and Warwickshire Partnership Trust.	
Strategic Commissioning	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)		90	92	A	This is an annual measure and will be reported at year-end.	
Community Services	No. of Violence with injury crimes (domestic abuse flag) crimes (KBM)	333	1388	1300	R	The increase in recorded crime is not unexpected. Crime recording practices in the police have changed which have led to increases in incidents that are crimed. In some instances, an increase can be seen as positive if it means more people are coming forward to report crimes e.g. domestic abuse.	The partnership response to domestic abuse is dealt with by the Violence Against Women and Girls strategic board which meets quarterly. Performance is discussed at these meetings and agencies tasked accordingly.
Community Services	No. of Violence with injury (alcohol/drug flag) crimes (KBM)	423	1768	1700	A	The increase in recorded crime is not unexpected. Crime recording practices in the police have changed which have led to increases in incidents that are crimed.	The robustness of the alcohol/drugs flag will be investigated

Our communities and individuals are safe and protected from harm and are able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Community Services	No. of hate crime offences and hate incidents (KBM)	163	652	500	R	The increase in reported hate crime may be a positive as it we know hate crime tends to be under-reported. There has been an increased focus on hate crime over the last 12 months leading to more awareness. However, responses to terrorist incidents and the climate following referendum vote may have increased actual incidents.	Hate Incident Partnerships are being established north and south and will be looking at local emerging trends, A tasking agencies accordingly. In addition, a general 'Hate Crime is not tolerated in Warwickshire' campaign message will be promoted. Links to the 'prevent' agenda have been made.
Community Services	No of ASB incidents (KBM)	4572	16616	16000	A	ASB can be significantly influence by weather conditions and other factors beyond WCC control. (NOTE: ASB is not necessarily criminal)	Actions will be taken in conjunction with partners where patterns of behaviour are identified.
Community Services	Rate of proven re-offending by young offenders (KBM)	0.81	0.81	0.67	R	Latest available date (July 13 – June 14) shows a frequency rate (average number of re-offences per offender) of 0.81 per person and a binary rate (proportion of offenders who re-offend) of 28.5%. The frequency rate continues to show a downward trend which mirrors national trends. However, when looking at the re-offending rates as absolute numbers, this helps to contextualise these figures, the numbers are down significantly since 2019/10. There has been a reduction of 77% in the number of young people in the co-hort, a 63% reduction in the number who re-offend and a 59% reduction in the number of re-offences.	Continue to offer robust interventions based on high quality evidence based assessments
Community Services	Proportion of offenders who re-offend (%) (KBM)	20.9	21	7	R	There has been a shift from numerical offences/offenders to high harm causers. In addition there have been structural changes in the probation service that may be a contributory factor. Further changes in the probation system are likely to have a negative impact on this measure.	Discussions are being held regarding how to manage the tension between overall crime numbers and reducing harm. A partnership reducing reoffending action plan is being developed to mitigate for these effects.
Community Services	% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)		97	90	G	New Target Period – next measure – annually. Currently on track	
Community Services	Value of volunteer hours recorded through Third Sector Support contract (KBM)		2300000	2300000	G	Annual measure. Reported Q4	
Community Services	Number of Third Sector organisations and Town & Parish Councils supported to develop/ implement a local service offer (KBM)	47	200		N/A	New measure. Baseline to be established.	
Transport and economy	No. of properties better protected from flooding through partnership working (KBM)	8	30	25	G	5 properties have benefited from the of removal of severe highway blockages: 3 properties in Pool Close, Welford with a further 4 properties benefitting from improved access and 2 properties in Bilton Road, Rugby. An additional 2 properties have benefitted from the installation of non-return valves on highway drainage at Mill Lane, Tredington. 1 further property in Church Lane, Weddington has benefitted from culvert and ditch maintenance, working with Severn Trent Water to avoid probable foul contamination.	Continue to deliver capital programme.
Transport and economy	No. of communities with engaged flood groups or flood wardens (KBM)	18	20	20	G	17 consent applications received, many for multiple structures. This number continues to increase alongside our planning role and community work (higher than neighbouring authorities). 5 applications still within the statutory period.	Continue with Post Pathfinder project.
Transport and economy	% Major planning consultations processed within statutory period (KBM)	20	60	70	R	Work in this quarter was focused on reducing the backlog of outstanding applications that formed whilst staff members were not in post. This has been done through outsourcing to WSP. We continue to receive an average of 10 major applications per week (a regional high). The number of applications processed within the statutory period this quarter was 6 times higher than last, however 30% more applications were received this quarter compared to last. New posts are currently out for advert with interviews expected in early August.	Continuing to recruit to vacant posts. Procuring another commission for short-term support from consultants.

Our communities and individuals are safe and protected from harm and are able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Transport and economy	Number of people killed or seriously injured (KSI) on our roads (KBM)	92	349	271	R	The actual used is for the period jan - Mar as per the DfT reporting of casualty figures. The YE figure is the actual figure for 1/4/2015 - 31/03/2016	Data led interventions in road safety, education, engineering and enforcement will continue to be taken in response to analysis of long term data trends

The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Fire and Rescue	% of IC competency amongst Flexi Duty Officers	2.8	98	100	A	During June 1 Officer had not completed his competency levels assessment which has had an impact on the year to date	The Officer in question has been granted 3 weeks to ensure that Competency level assessment has been completed and achieved.
Fire and Rescue	Averaged competency level (in %) for WDS and RDS staff in 8 risk critical competency areas	92	96	100	A	In reality 100% is an aspirational target due to recently recruited RDS personnel undergoing their development courses.	Training and development centre continually strive to compress the development period for RDS personnel. However, RDS primary work and home life commitments for RDS means there is limited capacity each year for development RDS to attend the courses.
Fire and Rescue	Number of RIDDOR reportable accidents for County	0	6	6	G	NA	NA
Fire and Rescue	Average sick days per FTE for County		7	7	G	Absence level year to date stands at 2.28 average per FTE at end of June. YTD absence for 15/16 at this point was 1.79. Overall absence at the end of 15/16 was 8 days per FTE. The target this year is no more than 7 days per FTE. There are currently some long terms sickness absence which are being managed through occupational health with regular assessment to ensure that individuals are able to return to work as soon as possible.	The current sickness absence service order is being updated to ensure that it is clear document for managers to follow. 6 weekly Station Commander meetings have now been restarted and managers are being presented with absence information including those individuals who have hit absence triggers. They are also being supported to hold stage meetings to deal with absence which have hit triggers. The absences that effect frontline cover and being covered by the use of an ad hoc crewing pool and overtime apyments.  SCs have recently delivered training to WCs around absence and the ongoing management of absences which have hit triggers in the policy.
Fire and Rescue	Number of days lost as a result of an adverse event (within reporting period) for County			586		HR and Occupational Health have been working together to create a new robust and accurate reporting process across the year. However, information is not available for Q1 reporting.	NA
Fire and Rescue	Number of RDS firefighter vacancies (FTE) for County	34	23	20	R	Currently the level of RDS vacancies is running at 34 and the Fire Service continues to deal with the challenges of the RDS system	A further RDS recruitment campaign has been planned for this year. The DRASP team who coordinate the process will support the potential recruits throughout with a target of reducing the RDS vacancy levels to circa 23. The RDS recruitment process has been reviewed and improved and a result the number of applicants successfully completing the process has increased.
Fire and Rescue	Number of WDS firefighter vacancies (FTE) for County	6	0	0	G	The number of wholetime firefighters vacancies is being managed closely & is currently at 6. As WRFS enters the phase 2 of our Transformation programme & a new duty system is established, these vacant posts will be protected & contribute to the savings without the need for compulsory job losses. In order to maintain availability of fire engines temporary fixed contracts will be used and the yr end estimate takes this into account.	Close management of the vacancy situation and any effect on wholetime availability through the monthly performance a meetings.
Fire and Rescue	Number of exercises and training events in preparation for major events	9	30	12	G		
Children and Families	Percentage of Children Looked After (CLA) (excluding unaccompanied Asylum Seeking Children) that left care via an adoption order, Special Guardianship Order or Children Arrangement Order (KBM)	30.9	32	32	G	Kinship foster carers to be approached to consider Special Guardianship Order option.	
Children and Families	Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	71	71	71	G		
Children and Families	Number of children placed in residential care at 31 March (excluding UASC) (KBM)	33	32	32	G	Residential protocol is being reviewed and all placements are closely monitored. Ongoing recruitment of solo carers.	

The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Social Care and Support Services	Proportion of customers who have received support for 12 months or more who have had a review in the last 12 months (KBM)	68.5	70	80	R	Adult Social Care (ASC) has a dedicated resource to support annual reviews for Older People in residential or nursing care, called the Quality in Care Team (QinC). They have a schedule plan for undertaking these reviews. This year they are also supporting some residential reviews for customers with a learning disability as a pilot. They are also responsible for all provider closures and any provider wide quality concerns, therefore, these responsibilities may disrupt the planned reviewing cycle. All community teams are responsible for their own community reviews. Community teams balance the need to complete annual reviews alongside incoming requests to the team. There are monthly service area meetings that monitor team positions and delivery plans. The data that captures annual review stats for ASC presents some challenges and we are working with the development of our new IT system, Mosaic to determine if these can be improved.	Monthly service areas meetings are in place to enable senior managers to monitor and understand team and service areas positions in relation to annual reviews. We need to continue to develop Mosaic to enable effective reporting on annual reviews.
Strategic Commissioning	Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.61	11	11.5	A		To ensure recording of classification on carefirst records
Community Services	No. of individuals taking part in Country Park environmental activities across the County (KBM)	7349	16500	20000	R	No Easter in 2016/17 and poor weather early in the season has suppressed numbers.	
Community Services	Kgs of residual household waste per household (KBM)	122.7	501	520	G	Forecast does not include dwelling stock update (due Q4) which may further lower the figures forecast.	
Community Services	% household waste re-used, recycled and composted (KBM)	57.2	53.6	51.2	G	Majority of wood is no longer classed as household waste so reduces the overall waste tonnage baseline.	
Public Health	% children aged 5 who are obese (KBM)			8.5	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (Warwickshire) (KBM)			20.8	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (Warwick DC) (KBM)			12.8	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (Stratford DC) (KBM)			14.1	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (North Warks BC) (KBM)			24.2	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (Rugby BC) (KBM)			18.4	N/A	This measure is now broken down to provide data by Districts	
Public Health	Teenage conception rate per 1,000 population (Nuneaton & Bedworth BC) (KBM)			42.9	N/A	This measure is now broken down to provide data by Districts	
Public Health	% increase of low level Mental Health and Wellbeing support services (level of access) by Warwickshire residents (KBM)			5	N/A	Q1 data not yet available	
Public Health	% increase of the no. of people with dementia accessing post diagnosis mental health and wellbeing support (KBM)			10	N/A	Q1 data not yet available	
Public Health	% of women smoking in pregnancy (Coventry Rugby CCG) (KBM)	0			N/A	Q1 data not yet available	Q1 data will be recorded when available
Public Health	% of women smoking in pregnancy (South Warwickshire CCG) (KBM)	0			N/A	Q1 data not yet available	Q1 data will be recorded when available
Public Health	% of women smoking in pregnancy (Warwickshire North CCG) (KBM)	0			N/A	Q1 data not yet available	Q1 data will be recorded when available
Public Health	Number of people stopping smoking (4 week quit data) (KBM)	0			N/A	Q1 data not yet available	Q1 data will be recorded when available
Public Health	% of infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	39.48	43.8	43.8	G	Data is not yet all available for the cohort of mothers who have had their 10 week check during the quarter. Once this cohort has been seen by health visiting, the data	Refresh data to be uploaded 28.07.16
Public Health	Total % of drug and alcohol users successfully completing structured treatment (KBM)	26	27	27	G	Due to the nature of the service and external contributory factors it is difficult to provide a year end forecast for Q1, but as the year progresses, a more accurate service picture will emerge and if necessary relevant adjustments will be made. The data provided for this quarter only covers April and May 2016. June is still outstanding due to provider preparing for CQC inspection and experiencing staffing difficulties leading to delay in providing data for June 2016. This data will be available by end of July.	June 2016 data to be forwarded as and when received



The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Public Health	% of repeat presentations for drug and alcohol use (KBM)	7	6	5.4	R	Due to the nature of the service and external contributory factors it is difficult to provide a year end forecast for Q1, but as the year progresses, a more accurate service picture will emerge and if necessary adjustments will be made. The data provided for this quarter only covers April and May 2016. June is still outstanding due to provider preparing for CQC inspection and experiencing staffing difficulties leading to delay in providing data for June 2016. This data will be available by end of July.	June 2016 data to be forwarded as and when received
Public Health	No. of individuals completing the Fitter Futures Warwickshire programme. (KBM)	288	900	252	G		

Our economy is vibrant, residents have access to jobs, training and skills development							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Children and Families	Percentage of children achieving a Good Level Development (GLD) at the end of reception (KBM)	67.2	70	70	G	This is an annual measure reported once a year in September. 67.2% is the GLD percentage for the academic year 2014/15. Early indications are that Reception age pupils in Warwickshire have performed well this year and the 2015/16 percentage will show a slight increase on last years result. This will be available in September 2016.	
Children and Families	Percentage of Children Looked After (CLA) aged 16-19 who are Not in Education, Employment or Training (NEET) (KBM)	14.5	14.5	14.5	G		
Children and Families	Percentage of Looked After Children whose attendance at school is above 90% (KBM)	88	90	90	G		
Community Services	Total number of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	3030	16250	16250	G	Market Hall remains closed for events and engagement activities. Our Warwickshire initial programme of outreach completed at end of March	
Community Services	% of business satisfaction levels with Trading Standards (KBM)	87	87	87	G	April figure only - surveys are sent out monthly and results are 2 months in arrears	
Community Services	% targeted formal Trading Standards enforcement actions which are successful (KBM)	100	87	87	G		
Community Services	% satisfied Trading Standards customers (KBM)	88	87	87	G	April figure only - surveys are sent out monthly and results are 2 months in arrears	
Education and Learning	% children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths (KBM)		71	71	G		
Education and Learning	Closing the Gap - % disadvantaged children achieving age related expectations at end of Key Stage 2 in reading, writing and maths (KBM)		70	70	G	Final KS2 data will be available in September, it is hoped the impact of the CtG project will be seen in these results. YE forecast reflects YE target.	
Education and Learning	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: 5+ A*-C inc English and Maths (KBM)		41	41	G	Provisional data will be released by the DfE in October and final validated data in January 2017. It is hoped the impact of the CtG project will start to impact on this measure. Forecast currently reflects YE target.	
Education and Learning	% 16 to 19 year olds who are not in education, employment or training (NEET) (KBM)		3.5	3.5	G	NEET figures are the average of the proportion of NEET 16-19 year olds at the end of Nov, Dec and Jan. Data is collected by Prospects on behalf of the LA. The DfE publish official figures the following spring.	A range of actions have been agreed with new provider to improve performance.
Transport and Economy	% all planning applications processed within target (KBM)	86	70	70	G	7 applications were determined in Quarter 1, 6 of which were processed within target.	
Transport and Economy	% gap between best and worst wards in terms of unemployment rate (KBM)	2.5	2.6	3	G	Data from latest available Jobseeker Allowance Statistics.	
Transport and Economy	% gap in productivity (GVA per job) with UK average (KBM)	8.3	15.3	14	R	Productivity levels remains a key challenge for the county, along with the wider sub-region and region	New projects being started to support business growth, along with investment in skills and infrastructure to boost productivity.
Transport and Economy	% of businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)	67.0	64.93	70	A	New data not released yet	Working with Chamber of Commerce on Quarterly Economic Survey to get regular and consistent updates.
Transport and Economy	Number employed in key target growth sectors in Warwickshire (KBM)	81977	81977	83000	A	New data not released yet	

Warwickshire's communities are supported by excellent communications and transport infrastructure.							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
IA	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	90.4	91.5	91.5	G		
Transport and Economy	% Highway Authority applications which were responded to within target of 21 days (KBM)	69	80	80	G	791 requests for highways advice were received within quarter 1, of which 542 were responded to on time. The team are working at capacity, so as a member of the team has been off sick, the ability to meet the target has been reduced.	Additional resources being sought
Transport and Economy	% completion of infrastructure improvements programmed for the current financial year within Transport Planning (KBM)		95	95	G	Annual reporting of target	
Transport and Economy	% WCC financially supported bus services operating on time (KBM)	91	91	88	G	On target	
Transport and Economy	% of renewed and replaced free concessionary travel passes posted within five days of receipt of request (KBM)	85	85	85	G	On target	
Transport and Economy	% write offs of Penalty Charge Notices (KBM)	0.57	0.95	0.95	G	Write offs (CEO error)	
Transport and Economy	% of deployed hours for Civil Enforcement Officers (KBM)	104.75	105	100	G		

Resources and Services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Customer Service	Number visits (per population) (KBM)	2.8	2.8	2.8	G		
Customer Service	Resident satisfaction with WCC customer journey (KBM)	92	88.8	85	G		
Customer Service	Call abandonment rate (KBM)	0	3.8	5	G		
Customer Service	On-line customer service transactions -as a percentage(KBM)	26.5	80	80	G	123,460/466,027 which is 26.5%	
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline (KBM)	100	100	100	G	Unaudited accounts were published by the deadline of 30 June	
Finance	Statutory reports are unqualified by External Auditors ( WCC Statement of Accounts) (KBM)	34	100	100	G	Accounts are not finalised until 30 September	
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates (KBM)		100	100	G	Process for recording performance on this is currently being put in place	
Finance	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark (KBM)	0	373.333333	100	G		
Finance	WCC's statutory reports (Pension Funds) are produced to deadline (KBM)		100	100	G	Unaudited accounts were published by the deadline of 30 June	
Finance	Statutory reports are unqualified by External Auditors ( Pension Fund) (KBM)		100	100	G	Accounts are not finalised until 30 September	
HROD	Staff sickness (KBM)	10.27	10.27	10.05	A		
HROD	Staff turnover (KBM)		15.1896357			This is for monitoring purposes only	
HROD	Positive employee engagement score (KBM)		70	70	G		
HROD	Compliance with statutory requirements, or maintain 100 % compliance (KBM)	2	100	100	G		
IA	Medium and high level information incidents reported	12	50	50	G	New baseline target for 2016/17	
IA	Availability of IT key systems through core infrastructure to users (KBM)	99.67	99.67	99	G		
IA	Remote availability of IT key systems to users through mobile devices (KBM)	50	75	75	G		
L&G	Number of complaints upheld by the Ombudsman (KBM)	3	8	8	G	3 upheld complaints - all People Group	
L&G	Audit recommendations implemented vs recommended (KBM)	0	64.93	66.04	A	Will be measured during Q3	
L&G	Legal challenges / adverse judgements (KBM)	0	0	0	G		
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB) (KBM)		90	90	G		
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length (KBM)		10	10	G		
PA	Target asset receipts received (KBM)	565000	145.743119	100	G	Forecast total receipts for 2016/17 (i.e. by year end) is £15.886M i.e. above target BUT this is dependant on an initial payment re. sale of land at Europa Way (Forecast £7.5M) before 31.3.2017 which is at risk. If sale of land at Europa Way is NOT completed before 31.3.2017 the revised estimate receipts for his year is £8.386M which is below target.	
PA	WCC Council Property footprint (sq mtrs.) (KBM)	0	12.3555556	100	G		
PA	Non-compliances per £1m of operational property expenditure (KBM)	0	4	4	G	Based on a centralised property budget of £5.3million	
PA	Actual project delivery time to planned delivery time (KBM)	96	90	90	G		
Fire and Rescue	Number of justified complaints	0	0	0	G	NA	
Fire and Rescue	Number of complaints received for County	1	12	12	G	NA	
Fire and Rescue	% Customer satisfaction level for County		95	95	G	NA	
Fire and Rescue	£K forecast savings at Year End for County		860	860	G	NA	
Fire and Rescue	Revenue outturn -% forecast variance to budget for County	0.4	0.4	-2	R	If the pensions underspend is excluded from the Q1 position the Service is 0.4% overspent as highlighted in the Revenue Summary Table in section 4.	
Fire and Rescue	Capital programme -% variance to budget for County		20	0	R	Capital slippage is a result of delays in the commencement of the Training Centre construction due to the discovery of Great Crested Newts. The project cannot begin until after the breeding season and therefore much of the expenditure planned for this year will now happen in the next financial year.	Project Board monitoring the situation closely .
Children and Families	Percentage of children's social care workers whose workload consist of 21 allocated cases or more	21.4	16	15	R	Introduction of the MASH has temporarily led to an increase in activity and an increase in the number of open cases, and this is reflected in this measure. Strategies are in place to reduce the number of opened cases and increase the number of social workers which should improve performance.	

Resources and Services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Social Care and Support Services	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) (KBM)	473.9	470	403	R	The main contributing factors are notifications at the weekends and reablement capacity has been poor. Also, Stratford delays in sourcing packages of care (POC) have been particularly severe but this has also been the case in Nuneaton and Rugby which is unusual. Residential and nursing care is not readily available and Stratford is the most difficult area to source for both residential nursing & home care but also Nuneaton and in particular EMI/Dementia beds. The HSCT also have high sickness, annual leave and turn over of staff.	
Social Care and Support Services	Delayed transfers of care (attributable to social care, or both the hospital and social care) per 100,000 population (ASCOF 2 Cii) (KBM)	6.81	3	3	G	We are working closely with the Delayed Transfer of Care (DToC) Workstream in Warwick Hospital to review systems and process areas that will improve delays. This group is also feeding into North Hospital Services. The Brokerage Model within Adult Social Care (ASC) and the zoning of Home Care providers will support responsive services from August 2016 and will be fully implemented by December 2016 across the county.	Continue to support the DToC Working group at Warwick Hospital. Continue to support and implement the Brokerage Model within ASC. Monitor and evaluate the implementation of the Brokerage Model and service delivery improvements.
Social Care and Support Services	Proportion of adults receiving a direct payment ASCOF 1C Part 2A (KBM)	25.3	25	28	R		Practitioners to continue to offer a direct payment where the Council has agreed to provide services to meet eligible need. This offer will be monitored via case file audit
Social Care and Support Services	Proportion of carers receiving a direct payment ASCOF 1C Part 2B (KBM)	39.7	80	80	G		
Social Care and Support Services	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)	503.1	480	480	G		
Strategic Commissioning	Percentage of placements in provision of Good or Outstanding quality (CLA) (KBM)	85	85	88	A		
Strategic Commissioning	Percentage of placements in provision of Good or Outstanding quality (care homes) (KBM)	65.6	75	75	G	Data relates to Older People placements: 839 placements (65.6%) out of 1,279 are at homes rated as Good or Outstanding.	
Strategic Commissioning	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) (KBM)	473.9	470	403	R	The main contributing factors are notifications at the weekends and reablement capacity has been poor. Also, Stratford delays in sourcing packages of care (POC) have been particularly severe but this has also been the case in Nuneaton and Rugby which is unusual. Residential and nursing care is not readily available and Stratford is the most difficult area to source for both residential nursing & home care but also Nuneaton and in particular EMI/Dementia beds. The HSCT also have high sickness, annual leave and turn over of staff.	
Strategic Commissioning	Delayed transfers of care (attributable to social care, or both the hospital and social care) per 100,000 population (ASCOF 2 Cii) (KBM)	6.81	3	3	G	We are working closely with the Delayed Transfer of Care (DToC) Workstream in Warwick Hospital to review systems and process areas that will improve delays. This group is also feeding into North Hospital Services. The Brokerage Model within Adult Social Care (ASC) and the zoning of Home Care providers will support responsive services from August 2016 and will be fully implemented by December 2016 across the county.	Continue to support the DToC Working group at Warwick Hospital. Continue to support and implement the Brokerage Model within ASC. Monitor and evaluate the implementation of the Brokerage Model and service delivery improvements.
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Strategic Commissioning	Proportion of adults receiving a direct payment ASCOF 1C Part 2A (KBM)	25.3	25	28	R		Practitioners to continue to offer a direct payment where the Council has agreed to provide services to meet eligible need. This offer will be monitored via case file audit
Strategic Commissioning	Proportion of carers receiving a direct payment ASCOF 1C Part 2B (KBM)	39.7	80	80	G		

Resources and Services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Strategic Commissioning	Percentage of providers categorised as High Risk in the CreditSafe System (KBM)	2.99	3.31	3.31	G	Creditsafe monitoring of 268 provider organisations as at 30/06/16 revealed the following: Very High Risk 3 = 1.12%, High Risk 5 =1.87%, Moderate Risk 30 =11.19%, Low Risk 90 = 33.58%, Very Low Risk 140 = 52.24%	Market Mgmt Team get automatic Creditsafe update alerts if monitored companies ratings change. These are updated in a google spreadsheet and the month end ratings are logged so trends over the year can be established. The average High/Very High risk rating % Apr-Jun is 3.31%.
Strategic Commissioning	Percentage of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure (KBM)	0	2	2	G	It is normal that there will be some providers exiting the market due to market forces and supply and demand.	1) As part of the recent tender activity for Care Homes and Dom Care / Supported Living...financial viability is considered ahead of providers being offered a contract. 2) Oversight through CreditSafe alerts are monitored for early signs of business fragility. 3) The new dom care contract model involves using less providers, but makes them more sustainable by building agreed volumes of packages in return for a competitive hourly rate. 4) In County care home providers tendering for the new contract have been invited to attend contract rate negotiations to discuss capacity and cost pressures.
Strategic Commissioning	Percentage of domiciliary packages sourced with a request within two days (KBM)	52	80	80	G	Data taken from Brokerage team covering Apr-Jun. From of total 445 package referrals, 233 were sourced with 2 days. This data doesn't show packages sourced within the individual SCS teams.	Under new contract all referrals will be sourced through brokerage. Under the new contract providers are required to commence all referrals within 2 days, unless otherwise agreed.
Professional Practice and Assurance	Number of adverse People Group Local Government Ombudsman decisions (KBM)	3	5	5	G	All 3 so far are against the People Group (2 for Social Care and Support and 1 for Strategic Commissioning)	
Professional Practice and Assurance	Percentage of adult planned case file audits that are completed (KBM)	58	80	80	G	50 case file audits have been sent of which 29 are completed.	The new case file audit tool is under development and a new implementation date will be agreed by the Case File Audit Working Group. The Practice Development Team in SCS are working on pre-populating parts of the tool from Mosaic (the new case management system) to reduce the time taken to complete audits. The Case File Audit Working Group has started developing the single case file audit procedure for adult and children's social care and is scoping the work for both children and adult social care. An implementation date will be agreed in Q2 based on this. The People Group will have a single case file audit procedure, but the audit tools will need to be adapted for some specialist services and teams.
Professional Practice and Assurance	Percentage of children's planned case file audits that are completed (KBM)	39	80	80	G	The new audit process was implemented this year. A review of the process is scheduled for Q2, and outcomes should have a positive impact on this measure.	
Community Services	Waste Service cost per household (KBM)	65.72	65.72	65.74	G	Have not included £250k from our reserves as the fund was accounted for in past years. Being used for recycling campaigns and Health & Safety works.	
Education and Learning	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted (KBM)		90	90	G	Ofsted release data in Dec reporting on the LA position at the end of August. Currently performance shows 83% (64,044 of 77,754 pupils) are attending a G/O school (Dec 2015).As at end of June 2016 the percentage of good or better schools in Warwickshire stands at 89%. We are therefore on track to achieve YE target of 90%.	
Education and Learning	% EHC Assessments including exception cases issued within 20 weeks (KBM)	25.5	32	40	R	SENDAR has undergone a period of significant change which is now starting to impact on EHC assessment completion timescales making it difficult to estimate a Year End target accurately	These is already work taking place as part of the VL strategy
Education and Learning	% EHC Assessments excluding exception cases issued within 20 weeks (KBM)	25.5	32	40	R	SENDAR has undergone a period of significant change which is now starting to impact on EHC assessment completion timescales making it difficult to estimate a Year End target accurately	