

Cabinet

13 July 2017

One Organisational Plan Year End Progress Report April 2016 – March 2017

Recommendations


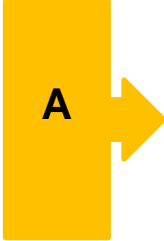








Cabinet are recommended to:

- a) Consider the progress on the delivery of the final year and that of the three years of the One Organisational Plan 2014-18 to the end of March 2017 as summarised in Sections 1 to 6 of the report and detailed in Appendix A.
- b) Consider explanations for spending variances outside of the agreed tolerance levels in Appendix B.
- c) Consider the 2016-17 revenue and capital outturn position, the cumulative performance against the savings plan, performance against the Key Business Measures (Background Annexes A to R) and the level of reserves held by the Authority (Appendix C).
- d) Approve the transfer of general reserves to cover the overdrawn Dedicated Schools Grant reserve detailed in paragraph 5.4.
- e) Approve the use of £2.676 million of reserves to support spending in 2017/18 as outlined in Table 3.
- f) Support the approach to financing the 2017/18 capital programme as outlined in paragraph 6.4.
- g) Consider the management of significant risks as outlined in Section 2.
- h) Consider the key achievements over the three years of the OOP 2014-17 as summarised in section 1.9
- i) Note the £245,000 contribution from Education & Learning 2017/18 budget to make good the Business Unit's 2016/17 overspend.

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

- 1.1. The Authority's One Organisational Plan 2014-18 was originally intended to cover the period to the 31 March 2018. However, the approval of the second OOP 2020 which commenced on the 1st April 2017 means that 2016-17 was in effect the final year of the OOP 2014-18. This report therefore reports on progress to the year end to 31 March 2017 and also on key progress for the three years of 2014-17.
- 1.2. 2016-17 was recognised as being the most challenging of the OOP 2014-18 Plan periods and this is reflected in the overall delivery status of Amber in the table below. The table sets out the year end delivery status of each of the key elements that make up the OOP.

Table 1

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

The following paragraphs highlight the key messages from the OOP Year End Progress Report.

- 1.3. 59% of the Key Business Measures which support the five OOP Outcomes have achieved or exceeded their yearly target by the end of March 2017.
- 1.4. The financial standing of the authority remains good and the forecast of resources available to deliver the OOP Outcome Framework remain robust. The year-end position saw an under-spend against revenue budgets in 2016/17 of £9.864 million; largely achieved from one-off additional income and early delivery of some savings. These one-off variations do not change the position in relation to the need to deliver the planned future savings.
- 1.5. The final savings achieved in 2016/17 were £14.536 million, a shortfall of £1.724 million or 10.6% against the Authority's 2016/17 target of £16.262 million. The shortfall is now forecast to be delivered in 2017/18.

- 1.6. Capital programme expenditure slipped by £17.791 million compared to the approved budget. Detailed reasons for this slippage are available in paragraph 6.3. When combined with the revenue underspend and the delivery of savings the overall financial outturn emphasises the need for a focussed discipline on priorities, maintaining pace in the decision-making and then delivery of the agreed plans
- 1.7. Significant risks are being managed actively and net strategic risks remain unchanged since the last quarter. The Authority has robust plans in place to deal with the strategic risks through its One Organisational Plan 2017-2020 and accompanying actions.
- 1.8. Workforce management is positive with turnover remaining stable, staff sickness levels having reduced (with a Green RAG at year end) and employee engagement scores maintained at a high 70%.
- 1.9 Over the three years 2014-17, the Authority's One Organisational Plan (2014-18) set out its core purpose, Outcomes and plans to reshape the Authority so that it was fit for the future. This included a number of specific objectives and the sections below report on progress against these by the end of March 2017.

(i) Achievements against the five OOP Outcomes

The achievement of the five OOP Outcomes is measured through their supporting Key Business Measures. Despite the very challenging climate in which the Authority has operated during 2014-17, at least 50% of the Key Business Measures supporting the five OOP Outcomes have achieved their yearly target as shown by the table below:

Year	% of KBMs achieving their year target
2016-17	59%
2015-16	55%
2014-15	59%

(ii) A savings programme amounting to £92 million by 2018.

The Authority's savings have been planned and delivered in the context of the core purpose and priorities of the One Organisational Plan. The original target of £92 million was reduced to just under £71.5 million as council tax base increases were larger than expected which eliminated the need to address the demand pressures through the savings plan. By 31 March 2017, savings of £45.645 million against the adjusted planned target of £46.055 million had been successfully achieved. (The original target to achieve savings of £71.484 million by 31 March 2018 was adjusted to £46.055 million by 31 March 2017 as a result of the approval

of the OOP2020 savings plan. The remaining 2017/18 targets have been rolled into the new plan).

(iii) Transformation of adult social care services.

In line with other Councils across the country, the Authority was faced (and continues to be so) with the challenge of an increasing elderly population against a background of reduced resources whilst aiming to achieve its Outcomes of supporting communities and individuals to be safe, protected from harm, remain independent and healthy for longer. To achieve this, the organisation embarked on a transformation programme, which is still continuing and which aims to:

- Provide information, advice and interventions at the right time to support people to remain independent, resilient and safe
- Enable private, voluntary and independent sector organisations to provide localised support and services
- Enable more people to remain living at home for longer through reablement services, occupational therapy, assistive technology etc.
- Targeted work with people with disabilities- such as supporting young people with disabilities to maximise their independent living skills and those living out of county to return to Warwickshire through an increase in local provision.
- Increase provision such as Extra Care Housing and supported living accommodation to provide alternatives to residential care for older people.

During the years 2014-17, the Authority has achieved savings of £15.361 million in its adult social care services and the transformation programme is now in its next phase as part of the OOP 2020.

(iv) We will work with health partners, including GP's to maximise and align available resources

The integration of health and social care services in Warwickshire is overseen by the Health & Wellbeing Board (HWB) and the commitment to partnership working has been confirmed in the Concordant signed by both Coventry and Warwickshire HW Boards in October 2016 on behalf of all constituent partners. Examples of integrated commissioning across health and social care include:

- The Care at Home contract, jointly developed by WCC Commissioners and the three Clinical Commissioning Groups (CCGs). This contract was launched in August 2016 to provide domiciliary care, Supported Living, Live-in care and clinical care services to people living in their own homes.
- Joint commissioning between WCC and all three CCGs of all Nursing and Residential care for adults in Warwickshire.

Additionally, there have been successful developments of integrated operational models across social care, health and housing. This includes the Housing Environment Assessment and Response Team between WCC and the five District and Borough Councils to deliver housing adaptations for disabled and older people and the Integrated Community Equipment & Support Service which is a section 75 agreement with WCC and the CCGs to provide community equipment and assistive technology for all ages.

(v) A programme of modernisation and collaboration by Warwickshire's Fire & Rescue Service.

The Warwickshire Fire and Rescue Service's programme of transformation aims to make it more innovative in the way it uses new technology, how it deploys its resources to meet new and emerging risks, increase collaborative work with others to reduce costs and revise duty systems to be more efficient and effective. As a result, the Service has delivered some key achievements including:

- An improvement in its Emergency Response Standards to provide a more equitable response across the County so that 75 % of life risk incidents are attended to within 10 minutes, including road traffic collisions, special service incidents and fire incidents.
- The implementation of new fire duty systems at Stratford, Alcester and Leamington which is helping to provide a 24 hour response to the public whilst reducing costs by 40%.
- The introduction of a new fire station at Gaydon to improve our response to incidents in that area and along the M40.
- Better use of first line managers to provide more support for our Retained Firefighters and Station Commanders.
- Using smaller and more efficient fire engines enabling us to save £80,000 year.

Over the period 2014-17, our Fire and Rescue Service has achieved savings of just under £2 million, including the target of £505,000 in 2014-15, while continuing to deliver its priorities of keeping the public safe, keeping firefighters safe, doing its very best and contributing to the achievement of the OOP outcomes.

(vi) Economic growth in the county will be supported million through a Capital Growth Fund

The Capital Growth Fund was programmed for the period 2014-18. For the three years 2014-17, a total of £26.476 million had been allocated towards a number of schemes to support economic growth and the schemes had expended £17 million by 31 March 2017. Projects successfully delivered and being progressed through this investment included:

- The Broadband UK project, as a result of which 58,863 properties now have the potential to use superfast broadband. To date 45.8% of these have taken up connection, far surpassing the initial 20% target set, resulting in a Gainshare payment to the Authority of £1.653m.
- A number of infrastructure improvements including the M40 Junction 12, improvements to school routes and highways maintenance.
- The establishment of an access to finance scheme, providing small business loans and a small capital grants funds. To date the schemes have provided loans to 24 businesses and grants to 33 businesses and together are expected to create 160 new jobs and levered £1.2million in additional private sector investment.
- A programme of investment in LED street lighting which has helped to reduce electricity consumption and running costs.
- Design work to improve the A444 Coton Arches Roundabout and the A46 Stank Island improvement schemes have also commenced as part of the capital growth fund.

(vii) £16.3 million additional funding allocation to the capital programme to maintain and develop assets to support service delivery.

This additional funding was also allocated over the four year period 2014-17 to support a number of services and has helped deliver: maintenance to household recycling centres, planned maintenance for schools, schools basic needs allocation, the creation of community information hubs, capital maintenance for rural services, safer routes to schools, adaptations to support foster carers and equipment for new appliances for the Fire Service.

(viii) Investment in the region of £1 million into highways drainage and flood alleviation to enhance the County's resilience.

This has supported the Authority's flood alleviation strategy which aimed to develop a clear understanding of flood risk in Warwickshire, to reduce that risk and enhance the resilience in high risk areas in partnership with other agencies and communities. Since 2014, this has included a programme of CCTV investigations to identify and clearance of blockages which have helped to better protect at least 40 properties. This programme has been supplemented by improvements undertaken by partners and landowners as a result of the Authority's CCTV investigations, thus increasing the number of properties better protected. In addition, a programme of capital works has successfully better protected over 54 properties at Aston Cantlow, Bulkington, Eathorpe, Grendon and Snitterfield and supported by £2.2 million of external funding. Additionally, the Authority's flood grant scheme has supported works by third parties such as landowners, Severn Trent and Parish Councils. The Flood Risk Management Strategy also uses targeted

enforcement and landlord liaison to ensure there is appropriate culvert and ditch maintenance and has helped at least 8 properties to be better protected. The Post Pathfinder project which supports communities in setting up flood groups which are self-supporting has successfully met its target of having 20 active groups in place by March 2017.

- (ix) £2.5m to be invested over 3 years in safer routes to schools and to improve infrastructure for public, school and adult social care transport services to achieve savings.

This programme of works, with its allocated capital funding of £2.5 million, is progressing and will continue to be delivered as part of the revised Capital Investment Strategy.

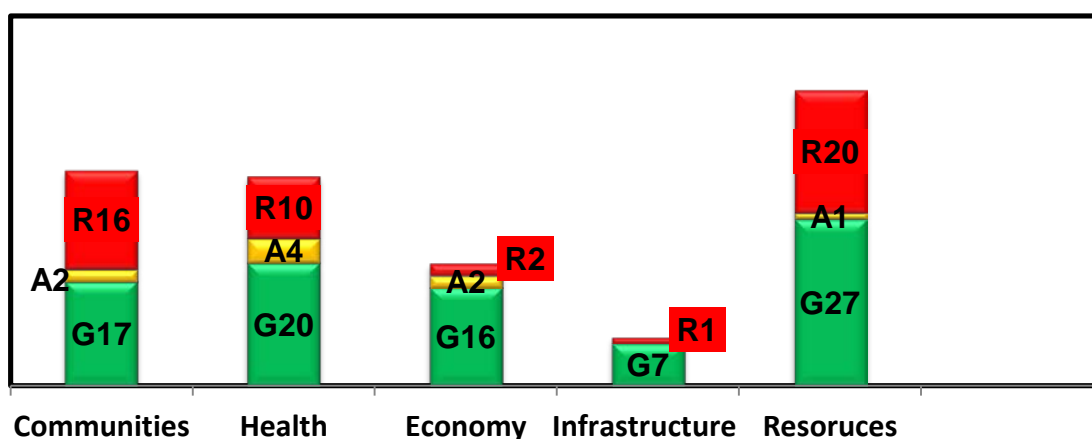
- (x) Reduce our workforce by approximately 11%
At 1st April 2017, our workforce had reduced by 11.3% as a result of work to transform the organisation and deliver the agreed savings plan has progressed.

2 Performance Commentary

OOP Outcome Framework

- 2.1 The OOP Outcome Framework consists of five specific key outcomes, whose delivery is dependent on the achievement of a number of Key Business Measures (KBM) for each Outcome. The Table below shows the outturn of these KBMs at the year-end; a Green Rag indicates that the KBM met its yearly target. All five OOP Outcomes had at least 50% of KBMs with a Green rating. Overall, 59% (87 of the 147) of Key Business Measures achieved their yearly target as shown in Table 2.1.

Table 2.1



NB RAG Not Available for 1 Economy KBM & 1 Resources KBM

- 2.2 The tables below provide details of all the Key Business Measures for each of the five OOP Outcomes which achieved their yearly target and so had a

Green RAG rating. For each KBM, the table shows the yearly target, the actual year end performance and whether the aim is to aim to lower or increase the target.

Table 2.2.1- Outcome 1 KBMs which achieved their yearly target & Green RAG

Our communities and individuals are safe and protected from harm and able to remain independent for longer			
Measure	Aim (for the target to be low or high)	2016-17 year end Actual performance	2016-17 Target
No. of children who are subject to a child protection plan per 10,000 population	Low	39.3	40*
No. of Common Assessment Frameworks initiated per 10,000 of the 0-19 child population	High	96	90
% of reablement customers who achieved (either fully or partly) one or more outcomes	High	95	95
% of adults with a learning disability in paid employment ASCOF 1E	High	11.7*	11.5
Proportion of Deprivation of Liberty Safeguards (DoLS) referrals per 100,000 adult population	High	486	455.6
No. of Third Sector organisations and Town & Parish Councils supported to develop/ implement a local service offer	High	265	250
No. of properties better protected from flooding through partnership working	High	29	25
No. of communities with engaged flood groups or flood wardens	High	20	20
% Emergency Plans & Procedures that are reviewed, tested and within their review period	High	95	90
No. of Priority 1 (those presenting an immediate threat to human life) incidents attended	Low	177	201
No. of Priority 2 (those presenting a serious hazard/high risk to human life) incidents attended	Low	300	301
No. of Priority 3 (potential serious hazard to life) incidents attended	Low	843	1380
No. of Home Fire Safety Checks delivered	High	4158	4000
No. of Site Specific Inspections delivered	High	787	600
No. of students receiving "Fatal Four" education sessions	High	2284	1500
No. of fire related injuries	Low	14	22
% Retained Duty System (RDS) appliance availability at key stations	High	89.93	85

Table 2.2.2 - Outcome 2 KBMs which achieved their yearly target & Green RAG

The health and wellbeing of all in Warwickshire is protected			
Measure	Aim	2016-17 year end Actual performance	2016-17 Target
No. of 13-17 year olds (excluding UASC) entering care per 10,000	Low	20	30
% of Children Looked After (CLA) (excluding unaccompanied Asylum Seeking Children-UASC) that left care via an adoption order, Special Guardianship Order or Children Arrangement Order	High	38*	32
No. of children placed in residential care at 31 March (excluding UASC)	Low	29*	32
% children aged 5 who are obese	Low	8.3	8.5
% infants being breastfed at 6-8 weeks (breastfeeding prevalence)	High	46.9	43.8
% women smoking in pregnancy (Coventry Rugby CCG)	Low	10.9**	12.1
% women smoking in pregnancy (South Warwickshire CCG)	Low	6.4**	7.6
% women smoking in pregnancy (Warwickshire North CCG)	Low	10**	11.6
Teenage conception rate per 1,000 population-Warwickshire	Low	19.5	22.9
Teenage conception rate per 1,000 population (Stratford DC)	Low	11.5	14.2
No. of individuals completing the Fitter Futures programme	High	1648	900
% increase of low level Mental Health and Wellbeing support services (level of access) by Warwickshire residents	High	37	5
% increase of the no. of people with dementia accessing post diagnosis mental health and wellbeing support	High	14	10
Total % drug and alcohol users successfully completing structured treatment	High	29.7	27
% repeat presentations for drug and alcohol use	Low	4.8	5.4
No. of major training events/exercises undertaken at risk premises	High	17	12
No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents	Low	3	6
No. of Retained Duty Service Firefighter vacancies (FT Equivalents)	Low	36	40
Kgs of residual household waste per household (estimated figures, final available in August after DEFRA confirmation)	Low	486	520
% household waste re-used, recycled and composted (estimated figures as above)	High	54.3	51.2

NB-* data is provisional; ** data is upto Q3 only, Full year data is due after July.

Table 2.2.3- Outcome 3 KBMs which achieved their yearly target & Green RAG

Our economy is vibrant, residents have access to jobs, training and skills development			
Measure	Aim	2016-17 year end Actual performance	2016-17 Target
% of children achieving a Good Level Development (GLD) at the end of reception	High	71	70
% of Children Looked After (CLA) whose attendance at school is above 90%	High	90	90
Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English and Maths	High	41	41
% of Children Looked After (CLA) aged 16-19 who are Not in Education, Employment or Training (NEET)	Low	13.3	14.5
% 16 to 17 year olds who are not in education, employment or training (NEET)	Low	2.3	3.5
% children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	High	0.06	0.01
No. of children missing out on education	Low	65	70
Total no. of individuals taking part in engagement activities delivered across the County (heritage & Culture)	High	20012	16250
% business satisfaction levels with Trading Standards	High	100**	87
% targeted formal Trading Standards enforcement actions which are successful	High	100	87
% satisfied Trading Standards customers	High	90**	87
% planning application responses delivered within Service Level Agreements by Community Services	High	97	90
% all planning applications processed within target	High	96	70
% gap between best and worst wards in terms of unemployment rate	Low	3	3
% gap in productivity (GVA per job) with UK average	Low	2.2	14
No. of people employed in key target growth sectors in Warwickshire	High	85386	83000

NB-** data is incomplete -to end of January 2017 only; full year data available after July.

Table 2.2.4 – Outcome 4 KBMs which achieved their yearly target & Green RAG

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

Measure	Aim	2016-17 year end Actual performance	2016-17 Target
% completion of infrastructure improvements programmed for the current financial year within Transport Planning	High	95	95
% WCC financially supported bus services operating on time	High	97.2	88
% renewed and replaced free concessionary travel passes posted within five days of receipt of request	High	96	85
% write offs of Penalty Charge Notices	Low	0.52	0.95
% deployed hours for Civil Enforcement Officers	High	103.24	100
% completion of infrastructure improvements programmed for the current financial year within County Highways	High	100	100
Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses	High	92.02	91.5

Table 2.2.5 Outcome 5 KBMs which achieved their yearly target & Green RAG

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

Measure	Aim	2016-17 year end Actual performance	2016-17 Target
Permanent admissions of older people (aged 65 and over) to residential & nursing care homes, per 100,000 population (ASCOF 2Cii)	Low	474.2*	480
% of placements in provision of Good or Outstanding quality (care homes)	High	85.7	85
No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure	Low	1	2
% of adults receiving a direct payment ASCOF 1C Part 2A	High	29.3*	28
% of placements in provision of Good or Outstanding quality (CLA)	High	89	88
% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	High	90	90
Waste Service cost per household	Low	65.54*	65.74
% customer satisfaction level-Fire & Rescue	High	97.5	95
£K Forecast Savings at Year End-Fire & Rescue	High	860	860
Number visits to WCC libraries(per population)	High	2.80	2.80
Resident satisfaction with WCC customer journey	High	89.5	85.0
Call abandonment rate	Low	2.9	5.0

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership			
Measure	Aim	2016-17 year end Actual performance	2016-17 Target
WCC's statutory reports (WCC Statement of Accounts) are produced to deadline	High	100	100
WCC's statutory reports (Pension Fund) are produced to deadline	High	100	100
Statutory reports are unqualified by External Auditors (WCC Statement of Accounts)	High	100.0	100.0
Statutory reports are unqualified by External Auditors (Pension Fund)	High	100.0	100.0
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	High	545	100
Staff sickness	Low	9.65	10.05
Staff turnover	Plan	15.07	15.19
Positive employee engagement score	High	70	70
Compliance with statutory requirements or maintain 100% compliance	High	100	100
Availability of IT systems through core infrastructure to users	High	99	99
Audit recommendations implemented vs recommendations	High	72	66
WCC Council property footprint (sq. mtrs.)	High	186.33	100
Non-compliance per £1m of operational property expenditure	Low	0	4
Actual project delivery time to planned delivery time	High	96	90
Benefits derived from high priority projects and programmes (as agreed by CTB)	High	100	90

N.B-* data is estimated as final data due in August 2017

2.3 Across the five OOP Outcomes, a third or 49 of the 147 Key Business Measures did not achieve their yearly target, resulting in a red rated RAG. These are listed in Annex R which includes commentary on the reasons for the under achievement together with the actions being taken to address them.

2.4 Progress on the overall delivery of all the outcomes within the One Organisational Plan are being monitored and managed to ensure all necessary activity is being undertaken. This activity is also reflected in the Member Dashboard.

Management of HR and Risk

2.5 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.

- 2.5.1 **Headcount** at the end of 2016-2017 was 5094, which was a reduction of 66 posts. This equates to a 1.96% reduction in headcount compared with the 2.24% reduction in 2015-16.
- 2.5.2 **Age Profile** remains stable with an average age of 45.7. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme having supported 155 apprentice placements since the programme commenced in September 2012.
- 2.5.3 **Turnover** stands at 15.1 %, a slight increase from the 14.9% for 2015-16 with an increase in the number of voluntary resignations.
- 2.5.4 **Absence** management remains a priority for the Council and we are pleased to report a reduction in the overall level of sickness for the year to under 10 days average per fte. The top four reasons for absence remain unchanged with stress and mental health being the highest at 24.9 % but which is a small decrease from the previous year. There has also been a reduction in the number of days lost for musculoskeletal related absences.
- 2.5.5 **Employee engagement** is strong and has been maintained at 70% as measured through our employee engagement score.
- 2.5.6 Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register. There is only one net red risk for the Authority and this remains unchanged over the year; this relates to the adequate safeguarding of Children and vulnerable adults. **Appendix A** provides details of the actions being taken to reduce the likelihood/impact of the Strategic risks and the risks to Business Units.

3 **Revenue Spending**

- 3.1 The under-spend for the year is £9.864 million. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the approved budget. When government grants and schools spending are excluded, as they are effectively outside of our control, the under-spend against controllable budgets is £10.204 million, equivalent to a 2.18% underspend.
- 3.2 The under-spend reflects a culture of careful spending and advance planning for future spending reductions. This culture was embedded in the last Medium Term Financial Plan and will continue into the delivery of the 2020 One Organisational Plan.

- 3.3 Two Business Units overspent in 2016/17 whilst eleven Business Units underspent their approved budget by more than 2%, and are therefore outside the tolerance level set as the basis for exception reporting. Heads of Service have provided a brief explanation of why their Business Units outturn position was outside of the agreed tolerances and this is attached as **Appendix B**.

Table 1: 2016/17 Revenue Spending by Business Unit						
	Budget After Q3 £m	Agreed Changes £m	Revised Budget £m	Outturn Spending £m	Over/(Under) Spend £m	Variation %
Community Services	27.790	0.405	28.195	28.164	-0.031	-0.11%
Education & Learning	87.929	0.551	88.480	89.528	1.048	1.18%
Public Health	25.695	0.000	25.695	25.509	-0.186	-0.72%
Transport & Economy	30.491	-0.603	29.888	28.652	-1.236	-4.14%
Communities Group	171.905	0.353	172.258	171.853	-0.405	-0.24%
Children & Families	54.001	0.333	54.334	54.735	0.401	0.74%
Professional Practice & Assurance	6.160	0.017	6.177	4.997	-1.180	-19.10%
Social Care & Support Services	122.029	0.737	122.766	121.330	-1.436	-1.17%
Strategic Commissioning	12.836	-0.315	12.521	11.215	-1.306	-10.43%
People Group	195.026	0.772	195.798	192.277	-3.521	-1.80%
Customer Service	8.870	0.026	8.896	8.445	-0.451	-5.07%
Finance	3.470	-0.051	3.419	3.147	-0.272	-7.96%
Human Resources	5.411	-0.095	5.316	5.071	-0.245	-4.61%
Information Assets	10.401	-0.046	10.355	9.641	-0.714	-6.90%
Law & Governance	0.933	-0.065	0.868	0.469	-0.399	-45.97%
Performance	3.948	-0.406	3.542	3.410	-0.132	-3.73%
Physical Assets	9.911	0.456	10.367	10.340	-0.027	-0.26%
Resources Group	42.944	-0.181	42.763	40.523	-2.240	-5.24%
Fire and Rescue	19.685	-0.455	19.230	17.891	-1.339	-6.96%
Other Services - Spending	41.899	-2.883	39.016	36.317	-2.699	-6.92%
Controllable Total	471.459	-2.394	469.065	458.861	-10.204	-2.18%
Government Funding and Schools	-211.980	-2.103	-214.083	-213.743	0.340	-0.16%
Total	259.479	-4.497	254.982	245.118	-9.864	-3.87%

Communities Group

- 3.4 The main reason for the underspend in Communities Group is mainly due to a significant increase in income Transport & Economy across a number of functions; rental income from the University of Warwick Science park; increased occupancy at WCC business Centres; increased income from highways agreements and planning applications; increased income from utilities companies and from parking permits. In future years, income performance is central to the OOP 2020 savings targets. These under spends will mainly be utilised in 2017/18 to provide the necessary match funding required for our Challenge Fund Bid, and to meet the revenue costs associated with Kenilworth Station.

3.5 In Education and Learning the £1.048 million overspend includes an over-spend on home to school transport of £1.9 million of which £1.6 million relates to Special Educational Needs. This is partly due to a higher than average number of academic days in the financial year, and partly due to ongoing demand led pressures in Special Educational Needs. Management actions to address this overspend are:

- policy and procedures for agreeing transport are being tightened
- monitoring income to be able to clearly project income introduced
- travel trainers being introduced in areas where walking routes and travel are accessible (a procurement process is in place in order to award travel training, this service is expected to start in September 2017)
- rewriting policy to firm up on areas such as parents having cut off times for applying for assistance
- a wider consultation is scheduled for September 2017, this timescale has already been approved.

Part of this over-spend is being managed from within the Business Unit and will be replenished from 2017/18 budgets. For the Dedicated Schools Grant (DSG) element, Schools Forum approved that any overspend in 2016/17 can be funded from 2017/18 DSG grant. A provision has been made in General Reserves to cover the DSG underspend (£0.886 million) until such time as the reimbursement from 2017/18 DSG is made.

The over-spend has been partly offset by several smaller underspends within the business unit including early achievement of OOP2020 savings and additional surpluses generated from trading with schools.

People Group

3.6 Across Adult Social Care and Strategic Commissioning there was an early delivery of savings, including as a result of the retendering of key contracts, and a reduction in spending on programme and project infrastructure and support. These one-off underspends were, in part used to temporarily offset demand pressures in disability services and pressures for Deprivation of Liberty assessments. The result was a net underspend in People Group, excluding Children and Families, of £3.922 million

3.7 In Children & Families, part of the £0.401 million overspend is on external placements, with fewer available internal foster care placements the service had to purchase more external placements. There was also particular pressure on the Special Educational Needs and Disabilities short breaks/direct payment budget and pressure from specialist residential care places. This has been addressed by the Business Unit's Financial Recovery plan as part of OOP2020. In the medium term there is a strategy to focus on the reduction in the need for children to become or be looked after. This over-spend is being managed from within other People Group reserves.

The “invest to save” programme in Children's Services has also been delivering financially, with the over-spend of £3.5 million two years ago having now been reduced to £0.401 million.

Resources Group

- 3.8 The Resources Group used £2.240 million less of the resources allocated by Members in 2016/17. There were three main reasons for this. £0.589 million was the result of a late in-year contract change with the BDUK supplier which meant spending was unavoidably delayed until 2017/18. About half was due to services generating more one-off income than anticipated. The balance was the result of underspends in planned staffing costs partly as a result of difficulties in recruiting staff with the appropriate skills set and partly holding others vacant to deliver the OOP 2020 savings plans.

Fire & Rescue

- 3.9 The Service implemented the planned organisational changes to deliver the OOP savings early including the wider use of a flexible staffing pool to manage fluctuations in establishment levels. This contributed to the £1.339 million underspend alongside the receipt of external grants in advance of spend being incurred and delays in IT projects. For these latter elements spending will happen in 2017/18.

Other Services

- 3.10 There was an under-spend of £2.699 million on Other Services. All of this was the result of an underspending in capital financing costs as a result of delays/slippage in the delivery of the approved capital programme, reducing the need to borrow and the effect of continued low interest rates, and the early delivery of 2017/18 savings.

3.11 Underspend compared to Quarter 3 Forecast

At Quarter 3 the forecast underspend was £6.701 million. It has therefore increased by £3.160 million over the last quarter. A comparison of the Quarter 3 forecast and outturn position for each Business Unit is shown in Table 2.

Table 2: 2016/17 Revenue Budget - Comparison of Quarter 3 and Outturn Positions			
	Quarter 3 Position £m	Outturn Position £m	Variation £m
Community Services	0.089	-0.031	-0.120
Education & Learning	1.256	1.048	-0.208
Public Health	-0.025	-0.186	-0.161
Transport & Economy	-1.121	-1.236	-0.115
Communities Group	0.199	-0.405	-0.604
Children & Families	0.913	0.401	-0.512
Professional Practice & Assurance	-0.668	-1.180	-0.512
Social Care & Support Services	-0.887	-1.436	-0.549
Strategic Commissioning	-1.408	-1.306	0.102
People Group	-2.050	-3.521	-1.471
Customer Service	-0.069	-0.451	-0.382
Finance	-0.246	-0.272	-0.026
Human Resources	-0.506	-0.245	0.261
Information Assets	-0.153	-0.714	-0.561
Law & Governance	-0.229	-0.399	-0.170
Performance	-0.561	-0.132	0.429
Physical Assets	-0.014	-0.027	-0.013
Resources Group	-1.778	-2.240	-0.462
Fire and Rescue	-0.760	-1.339	-0.579
Other Services	-2.312	-2.359	-0.047
Total	-6.701	-9.864	-3.163

4 **Delivery of the 2014-18 Savings Plan**

- 4.1 All but four Business Units have met their 2016/17 year savings target included in the One Organisational Plan 2014-18.
- 4.2 Only Children & Families is reporting an implementation status of red but to improve this, in the medium term, there is a strategy to focus on the reduction in the need for children to become or be looked after.
- 4.3 In February, Council agreed the new OOP2020 Savings Plan as part of the budget setting process; the existing targets for 2017/18 contained in the 2014-18 Plan have been rolled into the new plan. Monitoring of the delivery of the new 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.

5 Reserves

5.1 We hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need. The need to hold reserves and the level of financial uncertainty we face was borne out when the 2016/17 Local Government Finance Settlement reduced our government grants more significantly than had previously been expected. Reserves were used to manage the immediate financial impact and the development of OOP2020 was advanced a year to reflect the extra savings needed to balance the funding gap. As we move through the three years of the new 2017-20 One Organisational Plan there will be ups and downs in the level of reserves if progress on the actual delivery of the Plan does not fully align to the timeframes originally envisaged.

5.2 **Level of Reserves as at 31 March 2017**

Any under or over spend at the end of the year falls into either Corporate, Group or Business Unit reserves. At the start of 2016/17 the authority held reserves of £134.652 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has decreased to £133.395 million. **Appendix C** shows the level of reserves held by the authority as at 31 March 2017 and how this has changed from the start of the 2016/17 financial year.

5.3 **Review of the level of reserves as a result of outturn**

As part of the 2017/18 budget setting process, Council approved a new reserves strategy. Reserves are held at Business Unit, Group and Corporate level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units/Groups plans for managing the financial risks and demands facing services over the next three years. Details of why the reserves are being held and why they are appropriate are also outlined in **Appendix C**.

5.4 **Making good overdrawn reserves**

As a result of the 2016/17 outturn one reserve is overdrawn, the Education and Learning Business Unit (£0.245 million). In keeping with the Council's reserves policy, making good this reserve forms the first call on the 2017/18 budgets for this Business Unit.

A provision has been made in General Reserves to cover the DSG underspend until such time as the reimbursement from 2017/18 DSG is made. Schools Forum approved £750,000 from the 2017/18 centrally managed DSG to deal with the 2016/17 DSG overspend, the remainder will be mostly funded from DSG underspends in other groups.

5.5 Use of Reserves to support 2017/18 activity

Business Units are requesting approval to use £2.676 million of reserves to support services in 2017/18. These carry forward requests are summarised in Table 3. The details behind these carry forward requests can be found in **Appendix C**.

Table 3: List of Carry Forward Requests	
	£m
Communities Group	
Transport and Economy	0.500
People Group	
Children & Families	0.820
Professional Practice & Assurance	0.061
Resources Group	
Customer Service	0.102
Information Assets	0.698
Law & Governance	0.121
Performance	0.072
Group	0.302
Total Carry Forwards	2.676

5.6 As part of the 2017/18 budget resolution Members approved the use of £10.616 million of reserves to support spending in 2017/18. Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2017/18 is estimated to be £120.103 million. Table 4 overleaf shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2017/18.

5.7 The use of £78.176 million of these reserves is restricted, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £41.927 million to support services, provide cover for financial risks facing the authority and support the service transformation needed to deliver the savings in the 2017-20 Plan.

5.8 General Reserves

At the end of 2017/18 General Reserves are expected to be £25.213 million. This is £6.713 million above the £18.500 million minimum specified by the Head of Finance in his risk assessment when the 2017/18 budget was set in February. Corporate Board recommend that none of this reserve is used in the short term and that General Reserves above the minimum are held pending receipt of the monitoring reports on the delivery of the 2017-20 One Organisation Plan, with any use considered as part of setting the 2018/19 budget.

Table 4: Forecast Reserves as at 31 March 2017

	Balance 31/03/17 after outturn £m	Council resolution drawdown of reserves £m	Transfers between reserves £m	Carry forwards £m	Estimated final balance 31/03/18 £m	Reserves with restricted use £m
Corporate Reserves						
Capital Fund	1.037	0.000	0.000	0.000	1.037	1.037
General Reserves	26.006	0.000	-0.793	0.000	25.213	18.500
Insurance Fund	8.435	0.000	0.000	0.000	8.435	8.435
Provision for Redundancy Costs	12.424	0.000	0.000	0.000	12.424	12.424
Medium Term Contingency	16.985	-2.945	0.000	0.000	14.040	14.040
Schools	15.652	0.000	0.000	0.000	15.652	15.652
Group Reserves						
Resources	5.253	-1.365	0.675	-0.302	4.261	0.000
People	2.954	-0.821	2.365	-0.520	3.978	0.000
Business Unit Reserves						
Community Services	1.186	-0.280	0.000	0.000	0.906	0.229
Education & Learning	-0.427	0.000	0.886	0.000	0.459	0.332
Public Health	2.355	-1.229	-0.027	0.000	1.099	0.000
Transport & Economy	7.283	-0.943	0.000	-0.500	5.840	2.227
Children & Families	0.495	-0.050	1.505	-0.300	1.650	1.524
Professional Practice & Assurance	2.129	-0.949	-1.119	-0.061	0.000	0.000
Social Care & Support Services	6.518	0.000	-1.200	0.000	5.318	0.000
Strategic Commissioning	4.636	0.000	-0.800	0.000	3.836	0.000
Customer Service	1.129	-0.054	0.000	-0.102	0.973	0.714
Finance	0.999	0.000	-0.305	0.000	0.694	0.000
Human Resources	1.279	-0.557	0.000	0.000	0.722	0.155
Information Assets	0.777	-0.079	0.000	-0.698	0.000	0.000
Law & Governance	0.419	0.000	-0.279	-0.121	0.019	0.020
Performance	0.285	-0.150	-0.063	-0.072	0.000	0.000
Physical Assets	0.523	-0.094	-0.028	0.000	0.401	0.000
Fire and Rescue	2.737	0.000	0.000	0.000	2.737	0.762
Other Services	12.326	-1.100	-0.817	0.000	10.409	2.125
Total Reserves	133.395	-10.616	0.000	-2.676	120.103	78.176

6 Capital Programme

- 6.1 The level of capital payments was £83.606 million in 2016/17, with a further £210.854 million of payments forecast over the medium term. The remaining Capital Growth Fund (CGF) allocation of £8.490 million from 2016/17 has been carried forward, which together with the remaining future years CGF figure of £19.217 results in a total amount available towards the new Capital Investment Fund (CIF) of £27.707 million. A further £28.500 million has been generated for the CIF through growth in the taxbase above that needed to

fund our revenue proposals. A total amount of £56.207million is therefore available in 2017/18 to fund future bids to the CIF.

6.2 The outturn position shows that £17.791 million of the planned spend for 2016/17 has slipped into future years. This brings the total slippage for the year to £48.146 million or 47%.

6.3 The main reasons for the additional £17.791 million slippage in the quarter compared to the approved budget are:

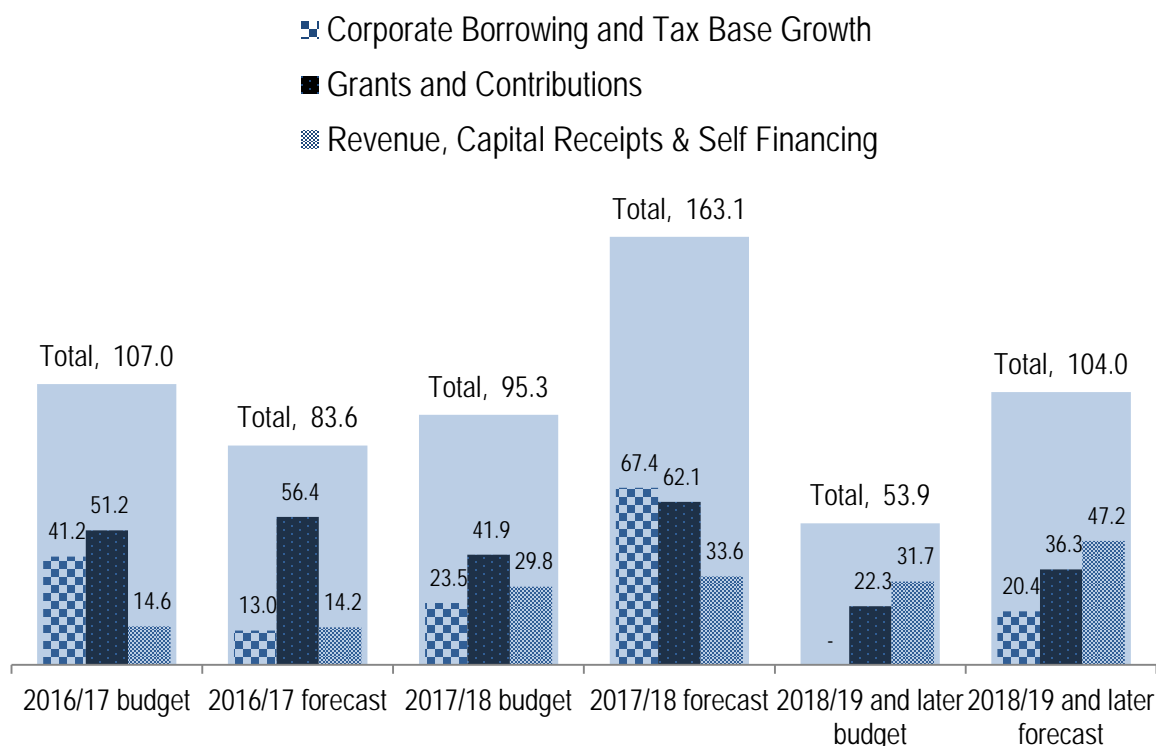
- Community Services – The slippage of £0.262 million is in the main due to the Market Hall Museum project progressing slower than anticipated.
- Education and Learning – The slippage of £2.103 million is across a variety of projects due to issues including delays in obtaining planning permission and projects on hold pending further review. Further details on the reasons for the slippage are available in the background annexes.
- Fire and Rescue – The slippage of £1.082 million is mainly due to a delay in the new fire and rescue centre (£0.679 million) and a delay in the new training centre (£0.183 million).
- Information Assets – Slippage of £0.538 million is due to spending on the BDUK project having been less than expected in 2016/17 due to contractual changes imposed upon the supplier.
- Physical Assets – The slippage of £1.882 million is due in the main to a delay in the Rationalisation of county Storage Facilities project of £1.2 million due to a late decision regarding the final receipt for Montague Road. Additionally, a requirement for ecological surveys has resulted in slippage of £0.291 million within the Rural Services Maintenance project.
- Professional Practice and Assurance – The £0.818 million slippage is due to a delay in the Information System Implementation project due to the impact of the recent IR35 tax legislation changes.
- Transport and Economy - There has been slippage of £11.157 million from 2016/17 across a wide range of projects. Further details on the individual reasons are available in the background annexes.

6.4 As well as approving the revised spending profile of 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

below show how the actual and forecast capital expenditure is to be financed compared to the approved plans. These figures include the Capital Investment Fund allocation of £56.207 million.

6.5

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



	2016/17 Budget	2016/17 Actual	2017/18 Budget	2017/18 Forecast	2018/19 and later Budget	2018/19 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	106,989	83,606	95,293	163,081	53,939	103,980
Corporate Borrowing	41,178	12,999	23,488	35,913	0,000	20,430
Tax Base Growth	0,000	0,000	0,000	31,500	0,000	0,000
Self-Financed Borrowing	1,414	0,061	0,400	1,696	6,230	6,225
Grants and Contributions	51,245	56,419	41,918	62,078	22,267	36,263
Capital Receipts	4,177	2,832	28,642	29,368	24,574	40,815
Revenue Contribution	8,976	11,295	0,846	2,530	0,867	0,247

6.6 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.

7 Background Papers

- 7.1 Annexes A-R (the detailed returns from each Business Unit of their Quarter 4 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.
- 7.2 The information is also available electronically via the Member Dashboard.

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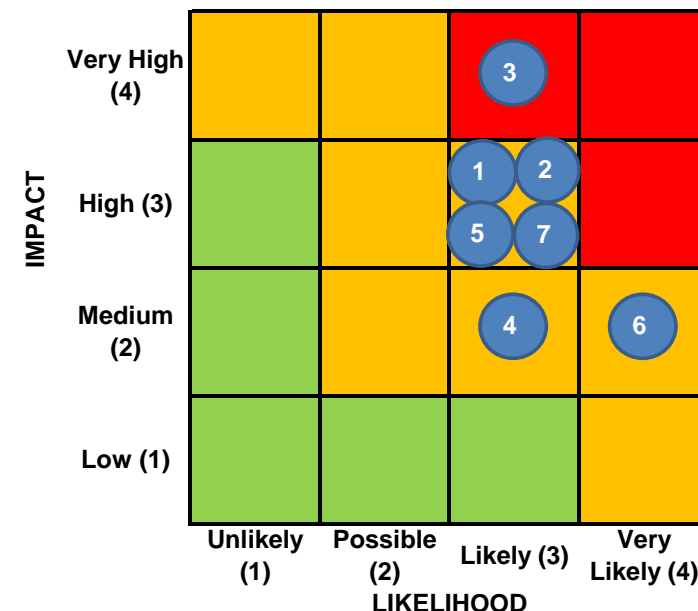
Cllr Peter Butlin, Cllr Kam Kaur

WCC Strategic Risks - Performance Update April 2016 - March 2017

Risk - “an uncertain event that, should it occur, will have an effect on the Council’s objectives and/or reputation.”

It is the combination of the probability of an event (likelihood) and its effect (impact).

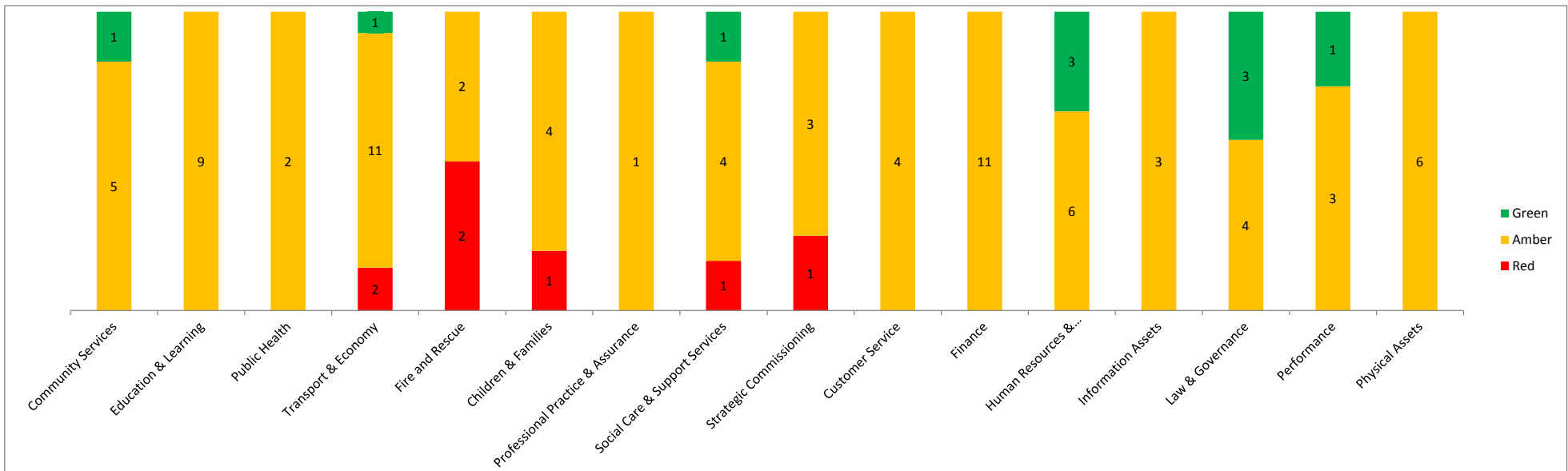
Risk description	Gross risk level	Net risk level
1 Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery.	16	9
2 Continuing pressure on Adult Social Services and Health.	16	9
3 Failure to adequately safeguard Children and Vulnerable Adults.	16	12
4 Failure to maintain the security of personal or protected data.	12	6
5 The security and integrity of our systems are disrupted as a result of cybercrime.	16	9
6 Inability to secure economic growth in Warwickshire.	16	8
7 Inability to keep our communities safe from harm.	16	9



Commentary – Actions being taken to further reduce the likelihood and impact of risks

1. Introduce £5 million Transformation Fund to aid implementation of OOP 2020, contribute to Government consultation on schools national funding formula and allocation of high needs funding, participate in working groups to develop 100% Business Rates Retention and engage with the Government on Brexit.
2. Progress commissioning approaches to manage contractor performance and market failures, integrate Reablement with CERT and Intermediate Care Service, monitor change plans and budgets and review the “Customer Journey” for child to adult services.
3. Continue to review controls to manage the risk of a Safeguarding incident occurring, implement a new Adults case file audit tool, recruit 40 additional social workers to reduce caseloads and enable us to work more effectively with families in the community and reduce the number of looked after children, implementation of Mosaic and development of revised processes and develop action plan to manage suggested improvements arising from the Childrens Service Peer Review.
4. Review mobile device protection facilities, implement additional facilities purchased as part of GSuite for Business, and prepare for the General Data Protection Regulation (GDPR).
5. Seek Cyber Essential Plus accreditation; increase penetration testing routines, extend the cyber-defence team and investigate insurance cover solutions to cover cyber-risk events.
6. Support the CWLEP Growth Hub to help it reduce operating costs and become self-financing, contribute to the CWLEP sub-group looking at the impact of Brexit on skills and employment in Coventry and Warwickshire, work with our partners to develop the Skills for Employment programme to improve the employability skills and attributes of young people and promote the new 'Warwickshire Together'; crowd-funding portal and Warwickshire Placemaking Fund - a capital fund available for town centre projects.
7. Deliver action plans as part of the Fire and Rescue Integrated Risk Management Plan (IRMP) 2017-20 and peer review, prioritise fire resources and capacity in line with the 2017/18 WFRS Business Unit Plan, and continue on going desktop and live testing of business continuity and emergency plans.

Business Unit Net Risks: Performance Update April 2016 - March 2017



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

Transport & Economy-Risk Owner: Mark Ryder (Head of Transport and Economy):Risk1> **The deterioration of Highway Network condition.** The risk is being managed with additional agreed investment through the February 2017 budget resolution, the use of additional funding available through the National Productivity Investment and Challenge Funds and the effective prioritisation of maintenance and repair work on the network, including more intelligence led processes, underpinned by an Asset Management approach; **Risk 2>- A major Flood Risk Materialises.** The Risk is being managed by maximising the opportunities to deliver schemes to alleviate flooding, by working with communities and partners to help better manage local flood risk and be more resilient to it. The Flood Risk Management Team are also ensuring that there is no increase to the risk of flood as part of their statutory consultee role.

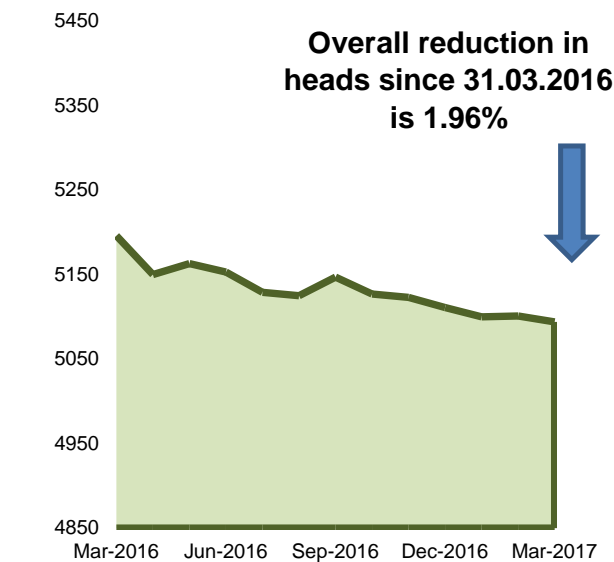
Fire and Rescue, Risk Owner: Rob Moyney -(Deputy Chief Fire Officer): Risk 1>**Fire Control. The risk of a critical failure in our ability to receive emergency calls and mobilise resources, combined with the health and welfare of control staff caused by the ongoing delays to the control project.** This risk is managed by the Joint Control Project Board and the Brigade Command Team via Monthly Performance and Risk meetings. There are ongoing technical issues that have resulted in a further delay to the expected completion date. Legal options continue to be explored regarding contractual arrangements and compensation. Delay in achieving system functionality has a subsequent impact on the achievement of the OOP2020 savings target associated with a new staffing model. **Risk 2> Inability to keep our communities safe from harm.** This risk is managed by the Brigade Command Team via Monthly Performance and Risk meetings. WFRS is now a very lean organisation, and in a wide range of areas now operate to the minimum level of resources necessary to provide a viable and sustainable service against the range of legal standards that apply to us. We will continue to review our organisational capacity and capability against the changing landscape of foreseeable risks such as terrorism and climate change, and the learning outcomes of the Operational Assessment and Fire Peer Challenge we received in November 2016.

Children and Families-Risk Owner: Beate Wagner (Head of Children and Families) Risk > **Non Engagement of all stakeholders in MASH leads to inability to make multi-agency assessment of referrals and lack of shared understanding regarding threshold for services.** The risk remains at the highest level as no real progress to resolve this has been achieved and risks to children remain significant.

Social Care & Support: Risk Owner John Dixon (Strategic Director, People Group)Risk>- **Demand for Services and current market forces continue to put financial pressure on disabilities services.** The risk is being managed by work with appropriate service users and carers to meet some of their needs via universal and community services, rather than funded Adult Social Care, and work with care providers to contain/reduce their costs, for example use of the Care Funding Calculator to establish costings, and use of the electronic 'Just Checking' system to reduce the need for 24 hr care and support. **Strategic Commissioning-Risk Owner: Chris Lewington (Head of Strategic Commissioning)**Risk> **Poor quality of data and sharing protocols not in place, leading to fragmented, incomplete and/or inaccurate data.** A joint Data Sharing Strategy is now in place, agreed through the Coventry & Warwickshire Information Sharing Advisory Group who will maintain a register of sharing agreements across health and care in Warwickshire.

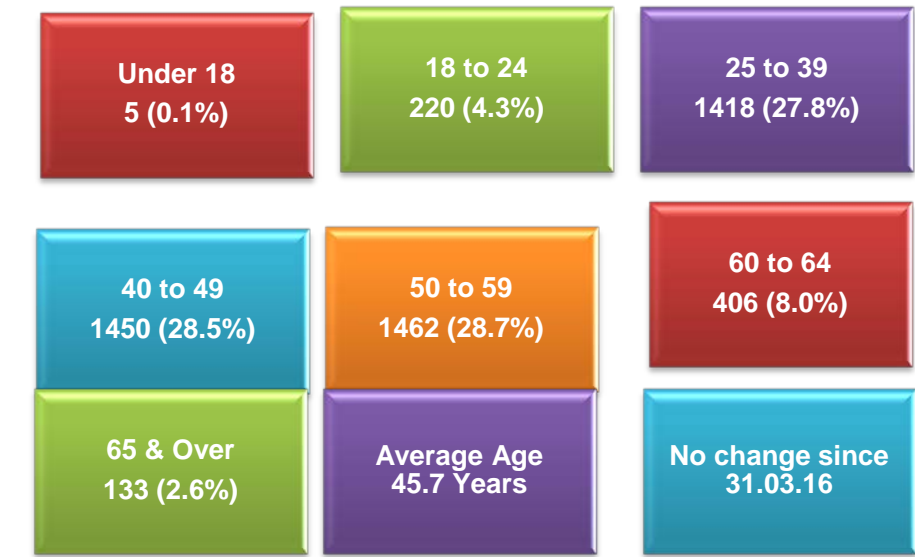
One Organisational Plan YE (1st April 2016 - 31st March 2017) Progress Report: Headline HR Information

Number of employees



	Year End 2015/16	Qtr 1 2016/17	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17
Head Count	5196	5153	5147	5111	5094
Full Time Equivalents	4068	4015.9	4037.6	4015.5	4012.8
Whole Time Equivalents	4000.3	3947.8	3969.2	3951.1	3942.6
Number of Posts	5472	5421	5428	5393	5364

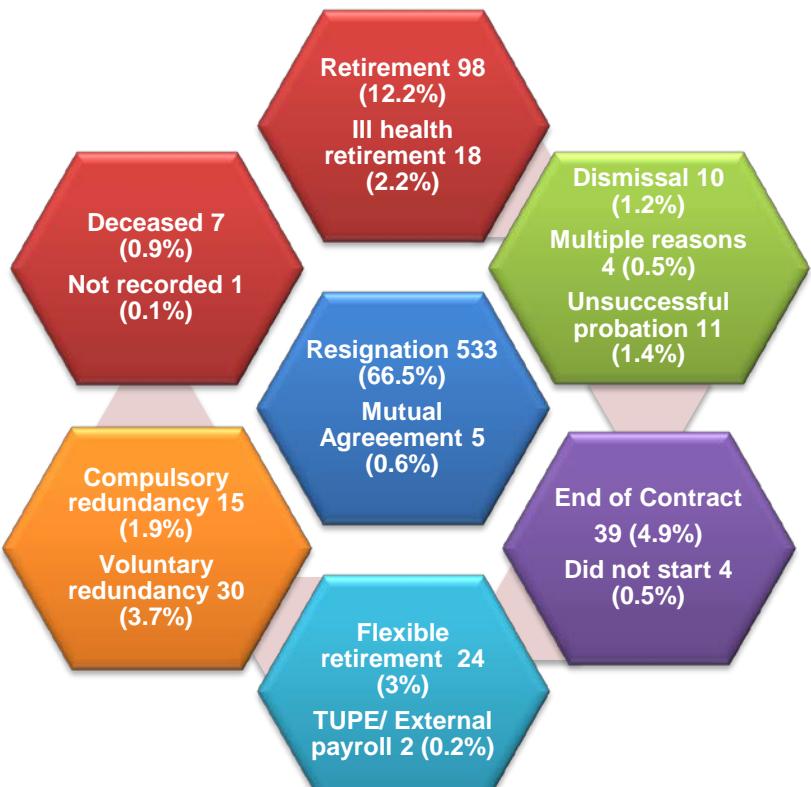
Age profile of our workforce at 31st March 2017



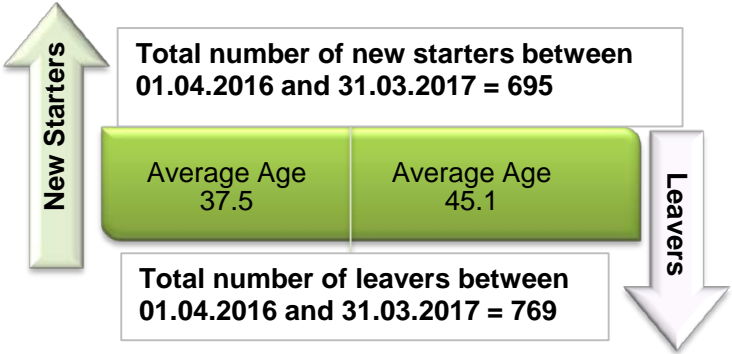
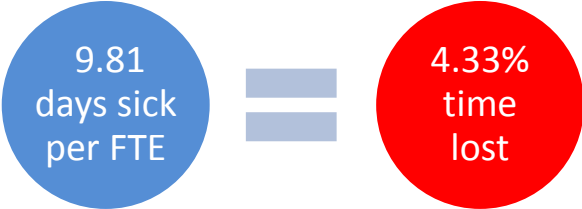
Turnover of workforce 1st April 2016 - 31st March 2017.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	695	769	15.1	15.10%
Full Time Equivalents	512.8	560.1	14	
Posts	708.0	801	14.9	

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



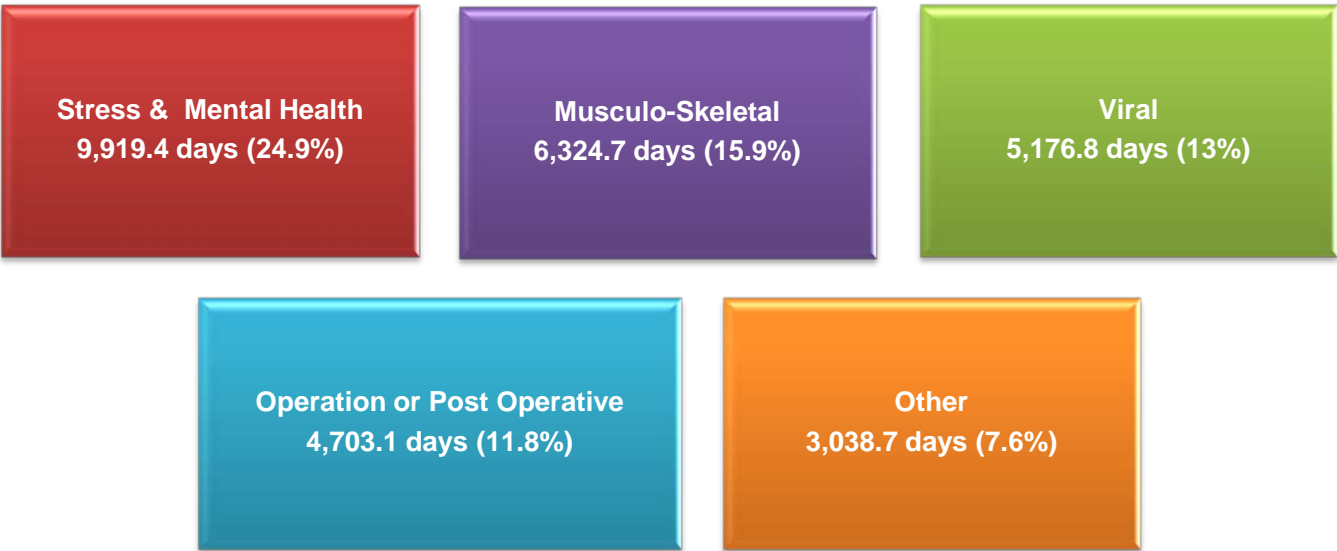
Sickness Headline Statistics
Financial Year 2016/17



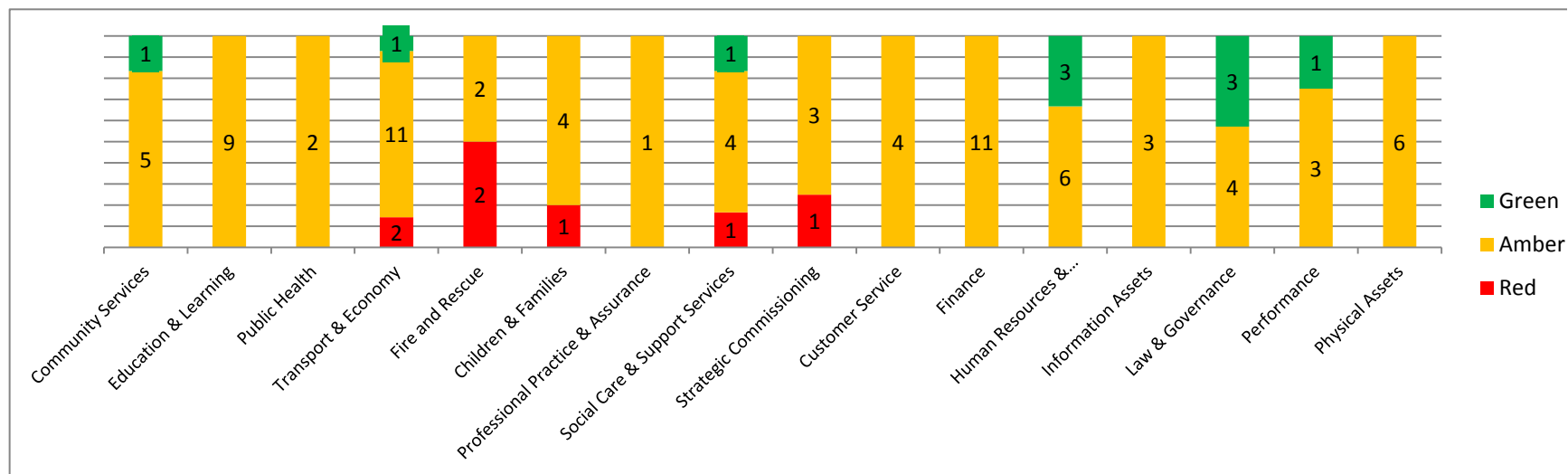
Sickness Absence Days

	Year End 2015/16	Qtr 1 2016/17	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17
Days lost through sickness	42,411.60	9,902.60	8,581.70	10,632.50	39,855.70
of which short-term	15,819.5 (37.3%)	3970.9 (40.1%)	3578.57 (41.7%)	4833.1 (45.5%)	17,199.7 (43.2%)
of which long-term	26,592.1 (62.7%)	5,931.7 (59.9%)	5003.13 (58.3%)	5799.4 (54.5%)	22,656.1 (56.8%)

Top 5 reasons for absence (days lost)



	Red	Amber	Green
Community Services			5
Education & Learning			9
Public Health			2
Transport & Economy		2	11
Fire and Rescue		2	2
Children & Families		1	4
Professional Practice & Assurance			1
Social Care & Support Services		1	4
Strategic Commissioning		1	3
Customer Service			4
Finance			11
Human Resources & Organisational Development			6
Information Assets			3
Law & Governance			4
Performance			3
Physical Assets			1
			6



One Organisational Plan: Use of Financial Resources: Year End 2016/17 - April 2016 to March 2017
Revenue Position by Business Unit

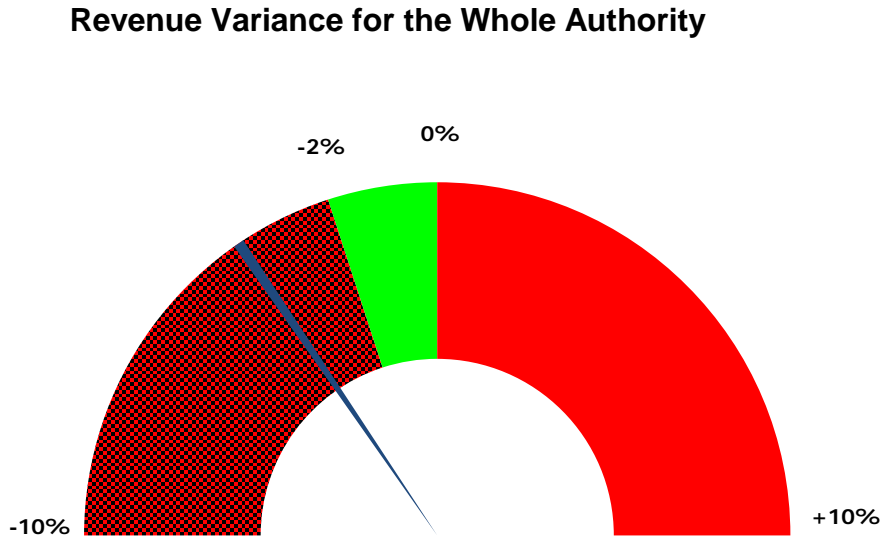
Service	2016/17 Budget £'000	2016/17 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Community Services	28,195	28,164	(31)	0.11% Underspent	(1,155)	(1,186)
Education & Learning	88,480	89,528	1,048	1.18% Overspent	(621)	427
Public Health	25,695	25,509	(186)	0.72% Underspent	(2,169)	(2,355)
Transport & Economy	29,888	28,652	(1,236)	4.14% Underspent	(6,047)	(7,283)
Total Communities Group	172,258	171,853	(405)	0.24% Underspent	(9,992)	(10,397)
Children & Families	54,334	54,735	401	0.74% Overspent	(989)	(588)
Professional Practice & Assurance	6,177	4,997	(1,180)	19.10% Underspent	(949)	(2,129)
Social Care & Support	122,766	121,330	(1,436)	1.17% Underspent	(5,082)	(6,518)
Strategic Commissioning	12,521	11,215	(1,306)	10.43% Underspent	(3,330)	(4,636)
Total People Group	195,798	192,277	(3,521)	1.80% Underspent	(13,211)*	(16,732)

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	8,896	8,445	(451)	5.07% Underspent	(678)	(1,129)
Finance	3,419	3,147	(272)	7.96% Underspent	(727)	(999)
Human Resources & Organisational Development	5,316	5,071	(245)	4.61% Underspent	(1,034)	(1,279)
Information Assets	10,355	9,641	(714)	6.90% Underspent	(63)	(777)
Law & Governance	868	469	(399)	45.97% Underspent	(20)	(419)
Performance	3,542	3,410	(132)	3.73% Underspent	(153)	(285)
Physical Assets	10,367	10,340	(27)	0.26% Underspent	(496)	(523)
Total Resources Group	42,763	40,523	(2,240)	5.24% Underspent	(8,389)*	(10,629)
Fire & Rescue	19,230	17,891	(1,339)	6.96% Underspent	(1,398)	(2,737)
Other Services	(175,067)	(177,426)	(2,359)	1.35% Underspent	(90,541)	(92,900)
Total Whole Authority	254,982	245,118	(9,864)	3.87% Underspent	(123,531)	(133,395)



One Organisational Plan: Use of Financial Resources: Year End April 2016 - March 2017
Savings Plan Position by Business Unit

Service	2016/17 Target £'000	2016/17 Final Outturn £'000	Comments	Implementa tion Status
Community Services	838	838	All required savings delivered	G
Education & Learning	2,454	2,047	Upon greater examination of the reduction in home to school transport budget, all aspects are being re-examined to produce a realistic set of proposals. Currently a procurement process is in place in order to award travel training, this service is expected to start September 2017.	A
Public Health	800	800	We have maintained very close scrutiny of the budget in order to deliver final OOP1 and initial OOP2020 savings. Reserves will be used in 17/18 to deliver the savings as we progress a number of procurement exercises to deliver the sustainable long term savings. Overall we delivered on target with a small surplus of just under 0.7% of budget.	G
Transport & Economy	733	733		G
Total Communities Group	4,825	4,418		
Children & Families	1,879	1,035	While most of the savings are on track/achieved, there are some key savings, largely around the reduction of Children Looked After associated with the original OOP1 plan, that are not. The shortfall along with demand led overspends in the business unit have necessitated the need for the Redesign Plan. In the medium term there is a strategy to focus on the reduction in the need for children to become or be looked after.	R
Professional Practice & Assurance	190	190		G
Social Care & Support	3,250	2,621	Savings levels are below target, but mitigations are in place for the new financial year and savings have been reprofiled to reflect what is deliverable.	A
Strategic Commissioning	1,851	1,851		G
Total People Group	7,170	5,697		

Key

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

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

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

Service	2016/17 Target £'000	2016/17 Final Outturn £'000	Comments	Implementa tion Status
Customer Service	402	402	The Registration Service has a target to deliver an additional £100,000 income next year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire. The Digital by Default programme outcomes are taking longer to embed within the organisation than was originally anticipated hence there will be a slippage in realising the Digital by Default Savings. Further, any savings will be retained by the Groups.	A
Finance	250	250		G
Human Resources & Organisational Development	347	347	2017/18 savings have been achieved due to a number of vacancies held in 2016/17 and Voluntary Eearly Retirements approved in the Business Unit.	G
Information Assets	567	567	All savings required for 2017/18 as part of the OOP 2014-18 have been identified and will be released in the 2017/18 budget process.	G
Law & Governance	30	30	Savings delivery for 2017/18 on track	G
Performance	200	200		G
Physical Assets	1,061	583	A review of customer journeys and the implementation of community hubs is having an impact on Property Rationalisation as clarity is required on what property needs to be retained to deliver future service offers. The savings target for 2017/18 will have to be heavily reliant on achieving significant capital receipts which themselves are governed by complex planning requirements and negotiations with the property development market. In order to mitigate this, resources will need to be prioritised on delivering capital receipts.	A
Total Resources Group	2,857	2,379		
Fire & Rescue	860	860	Savings targets fully achieved for 2016/17 and some of the actions to achieve 2017/18 savings have been implemented early, resulting in underspends against the 2016/17 budget allocation.	G
Other Services	550	1,182		G
Total Whole Authority	16,262	14,536		

One Organisational Plan: Use of Financial Resources - Quarter 4 (April 2016 to March 2017)
Capital spend position and slippage by Business Unit

Business Unit	Approved budget for all current and future years (£'000)	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Slippage from 2016/17 into Future Years (£'000)	Comments
Children & Families	435	(13)	422	(2)	Additional spending on a project identified late in the financial year during the last quarter.
Community Services	3,243	19	3,262	(262)	The Market Hall Museum project has progressed more slowly than expected.
Customer Service	3,528	0	3,528	40	Spending brought forward as projects ahead of schedule.
Education & Learning	38,647	4,573	43,221	(2,103)	Long Lawford Primary expansion has been delayed due to highways issues around planning (£408k), North Warwickshire & Hinckley College SEN provision commencement of works has been delayed due to ongoing discussions about the provision (£365k), McIntyre Discovery Academy completion works have been delayed (£234k).
Fire & Rescue	11,822	119	11,941	(1,082)	New fire & rescue centre in Leamington Spa has been delayed £679k as well as the training centre new build £183k.
Information Assets	26,241	4,800	31,041	(538)	Spending on the BDUK project has been less than expected during 16-17 due to contractual changes imposed on the supplier. The project is ongoing with additional funds allocated to future years.

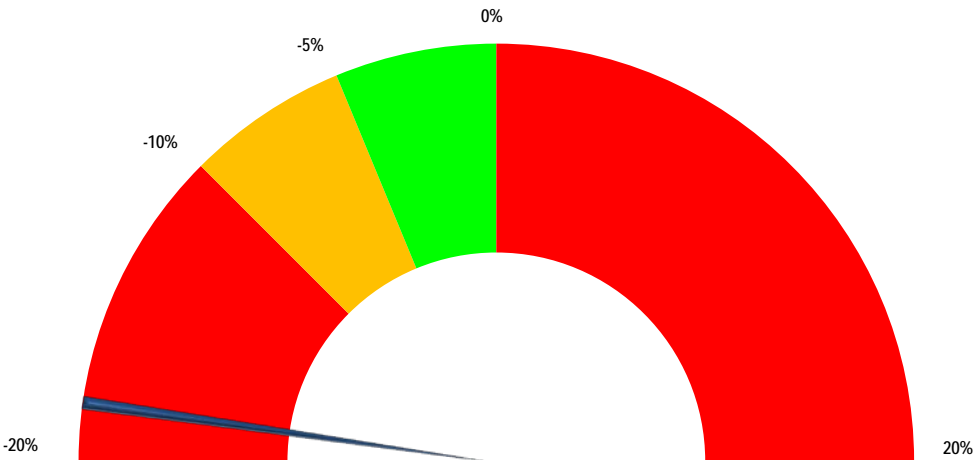
Key

In the current forecast the following tolerances have been used to identify slippage from 2016/17 into future years:

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

Business Unit	Approved budget for all current and future years (£'000)	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Slippage from 2016/17 into Future Years (£'000)	Comments
Physical Assets	47,011	153	47,164	(1,882)	Rationalisation of the County Storage facilities (£1.2m) has been delayed pending a decision on the final receipt for Montague Road / Ridgeway. Rural services capital maintenance has been delayed due to the requirement of bat surveys prior to insulation work taking place (£291k).
Professional Practice & Assurance	1,010	760	1,770	(818)	IR35 tax legislation has impacted on the progress of the client information system implementation.
Public Health	569	57	626	0	
Social Care & Support (Adults)	4,670	0	4,670	0	
Strategic Commissioning	4,551	0	4,551	0	
Transport & Economy	141,324	939	142,263	(11,157)	Delays on: Snitterfield Flood Alleviation £440k, M40 J14 £416k, Kenilworth Station £2,536k, M40 J12 £633k, Stratford Footbridge £976k, Bridges Schemes £736k, Leamington Potterton Developer Scheme £396k, Ansty Business Park Phase 3 £1,373k, Rugby Radio Mast site £621k, B4642 Coventry Rd Cawston Grange £873k.

Slippage from 2016/17 into Future Years - Total for all Business Units



Appendix B

Explanations for underspends by Business Unit Outside 2% Tolerance	Variation £'000	Variation %
<p>Transport and Economy</p> <p>The primary reason for the out-turn revenue underspend for Transport and Economy is a significant increase in income across a number of functions, namely: increased rental income from the University of Warwick Science park; increased income as a result of increased occupancy at WCC business Centres; increased income from highways agreements and planning applications; increased income from utilities companies and increased income from parking permits. Income comprised more than £1,000,000 of the net underspend. In future years, income performance is central to the OOP2020 savings targets.</p>	-1,236	-4.14%
<p>Professional Practice and Assurance</p> <p>The underspend is due to a number of factors within the now de-commissioned Professional Practice and Assurance Business Unit :- early delivery of OOP1 savings, reduction in spending in terms of programme and project infrastructure and support, underspend on transitional funding given to key projects held within PPA due to delayed projects - most notably the Mosaic Client information system. (note: the funding will need to be available throughout 17/18 and into 18/19 via Group reserves). Additionally the underspend also relates to an element of early generation of savings identified for the OOP2020 savings.</p>	-1,180	-19.10%
<p>Social Care and Support</p> <p>The overall underspend this year is due to one-off benefits from tenders happening part way through the year, offsetting pressures with disability services and pressures for Deprivation of Liberty assessments.</p>	-1,436	-1.17%

Appendix B

Explanations for underspends by Business Unit Outside 2% Tolerance	Variation £'000	Variation %
<p>Strategic Commissioning</p> <p>The underspend is due to a number of factors within strategic commissioning; early delivery of OOP1 savings, reduction in spending in terms of programme and project infrastructure and support, underspend on transitional funding given to key projects held within strategic commissioning due to delayed project starts (note: the funding will need to be available throughout 17/18 and into 18/19 via reserves). Additionally the underspend also relates to an element of income generation which also features within the OOP2020 savings. There were also savings ahead of new procurement and contract awards.</p>	-1,306	-10.43%
<p>Customer Service</p> <p>Marketing & Communications received £120,000 additional income for commissions received after Q3. Registration services income was also higher than anticipated. Recharges from other groups were £89,000 lower than forecast. Actual income was £517,000 higher than budgeted. This was partially offset against higher expenditure in some areas to deliver income resulting in a net underspend of £451,000 (5.07%).</p>	-451	-5.07%
<p>Finance</p> <p>The majority of the underspend has been the generation of additional income for the County Council - both from traded activity with schools, contract rebates and from corporately recovering additional VAT. The underspends on staffing budgets have largely been the result of difficulties in recruiting to particular posts, as well as holding others vacant to deliver OOP2020 savings plans. The overspend on improving Agresso was planned, insofar as the Unit had compensating savings elsewhere.</p>	-272	-7.96%
<p>Human Resources and Organisational Development</p> <p>The £245,000 underspend within HROD was mainly around 2 factors 1) we had a number of resignations in the year and we have held these vacancies for future OOP savings and 2) we received additional income for managing the DBS approval process and a one-off piece of HR consultancy for United Learning Academy.</p>	-245	-4.61%

Appendix B

Explanations for underspends by Business Unit Outside 2% Tolerance	Variation £'000	Variation %
<p>Information Assets</p> <p>ICT Services variation on budget is 6.9% or £714,000. However of that £589,000 of that relates to an in year change in contract with the BDUK supplier that meant the spend was delayed until 2017/18 and the funding will be carried forward for that purpose. Without the BDUK change in contract the business unit position is a 1.35% variation or £125,000.</p>	-714	-6.90%
<p>Law and Governance</p> <p>L&G's underspend is largely due to a better than forecast trading position for Legal Services combined other in year savings, which included:</p> <p>Democratic Services: Staff savings due to one position being held vacant and other in year staffing variations and timings of recruitments to other vacancies.</p> <p>Internal Audit: Staff savings largely as a result of holding vacancies pending new structure being implemented.</p> <p>Legal Services: Staff savings, plus a large increase in external income, in particularly from work undertaken for Herefordshire.</p>	-399	-45.97%
<p>Performance</p> <p>Timing of expenditure on Resources Transformation Programme has been reprofiled due to delays in recruitment of project staff with the appropriate skills set. This expenditure will now take place in the first quarter of 2017/18 rather than Q4 2016/17 and will not delay the end delivery of the impacted projects. In addition vacant posts within the Service have been held vacant in anticipation of 2017/18 savings.</p>	-132	-3.73%

Appendix B

Explanations for underspends by Business Unit Outside 2% Tolerance	Variation £'000	Variation %
<p>Fire</p> <p>A percentage of underspend is a result of the Service implementing organisational changes earlier than their required OOP savings in 2018/19. The Service has also managed its budget in anticipation of fluctuating establishment levels and the use of flexible staffing pool. The continued management of the service delivery budget allows for a more flexible approach for using its resources when they are needed and for addressing any emerging areas of demand and capacity building. The Service's training budget was managed to retain appropriate funds for the training of new recruits in 2017-18 for the first time in 10 years. Finally the remainder of the underspend resulted from late external grant receipts and IT project delays that are outside of the Service's control (e.g. Joint Fire Control, replacement Information systems and the national communications programme). The Service is requesting that the funding for these is held in reserves as it is committed to achieving these projects in 2017/18.</p>	-1,339	-6.96%

									Likelihood of Risk Materialising - with reasons to justify accountability level					
Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity
	A	B	C	D	E=A+B+C+D	F		G = E+F						
	£'000	£'000	£'000	£'000	£'000	£'000		£'000						
Community Services														
Waste Management	371	(280)	0	(91)	0	0		0						
Museums Development Fund	180	0	0	(76)	104	0		104	Earmarked	Business Unit	These funds are held for the purchase of key records or artefacts as and when the opportunity arises, for the benefit of the people of Warwickshire. Obtained through collections in the two museums.			
Museum Ethnographic Fund	18	0	0	0	18	0		18	Earmarked	Business Unit	Trust fund from the sale of a previous museums collection dating back to 1982, approved by the Charities Commission (Charity commission scheme produced detailing the aims and administration of the fund). Items sold were inherited from Warwick Natural History & Archaeological Society Utilised for acquisitions to further the collection			
Records Purchase Fund	6	0	0	0	6	0		6	Earmarked	Business Unit	Fund for the purchase of records from legacies utilised for the acquisition of archival collections and documents (as match funding).			
Records Donation Fund	61	0	0	1	62	0		62	Earmarked	Business Unit	Donations from the Public via donations tin (at County Records Office), on-line via County Records Office webpages on WCC website and Friends of the Warwickshire County Record office, that must be spent on acquisition of key documents / collections			
Accommodation Reserve	29	0	0	0	29	0		29	Management of Financial Risk	Business Unit	To support accommodation changes not funded by Physical Assets	Less than 10% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Community Services - Savings	77	0	0	69	146	0		146	Management of Financial Risk	Business Unit	For managing the financial risk of savings not delivered in year	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Trading Standards	46	0	0	11	57	0		57	Specific Investment	Business Unit	Held for managing the maintenance and repair of equipment, the periodic purchase of replacement testing mediums (3-5 years) and the replacement or purchase of new equipment for Calibration Services.			
Proceeds of Crime	19	0	0	21	40	0		40	Earmarked	Business Unit	Confiscation awards following prosecution held for reinvestment in crime reduction activity.			
Domestic Homicide Reviews	77	0	0	16	93	0		93	Specific Investment	Business Unit	To meet the cost of statutory reviews. Reviews, by there nature are not predictable and the funding associated with them cannot be accurately predicted due to impact of legal delays; translation and other costs. Reserves will be used where cost of reviews exceeds expectations. (Safer Warwickshire Partnership Board paper refers)			
Secure Remand Reserve	231	0	0	80	311	0		311	Management of Financial Risk	Business Unit	Held as contingency for funding secure remand as demand requires. This is a statutory duty of local authorities resulting form a court decision which is outside of officer's control.			
Ecology and Archaeology Information and Advice Service	42	0	0	0	42	0		42	Management of Financial Risk	Business Unit	One-off funding for AHEO & Planning Archaeologist posts. Balance is for managing peaks & troughs in providing contractual planning advice. There are large savings targets in 2017/18 and it is likely that some of the remaining reserve will be utilised.	More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
Community Services Sub-Total	1,155	(280)	0	31	906	0		906						
Education and Learning														
Education and Learning - Savings	277	0	0	(522)	(245)			(245)	Management of Financial Risk	Business Unit	Overdrawn reserve to be refunded from HoS budgets in 2017/18			
Special Educational Needs and Disabilities Grant	228	0	0	104	332	0		332	Earmarked	Business Unit	Special Education Needs and Disabilities (SEND) grant earmarked for transition spending up to the end of March 2018. A plan has been approved by the SEND Board for the 3 years of transition and is regularly reviewed at SEND board meetings.			
Education MIS Reserve	0	0	0	372	372	0		372	Specific Investment	Business Unit	Project to implement a new Management Information System for Education Services begun in 2016/17 and continuing into 2017/18 therefore funding ring-fenced to this project			
Communities Group Traded Services Reserve	116	0	0	(116)	0	0		0						
DSG Reserve	0	0	886	(886)	0	0		0			Schools Forum approved overspend to be funded from 2017/18 DSG grant. Provision has been made in General Reserves to cover this until such time as the reimbursement from 2017/18 DSG is made.			
Education and Learning Sub-Total	621	0	886	(1,048)	459	0		459						
Public Health														
DAAAT Reserve	513	0	0	(124)	389	0		389	Management of Financial Risk	Business Unit	For managing the financial risk of savings not delivered in year	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Public Health - Savings	1,295	(868)	(27)	310	710	0		710	Management of Financial Risk	Business Unit	To utilise Public Health Grant funding not spent in previous years on development of Public Health services e.g. One-off funding of projects and research. To support delivery of savings targets	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Family Nurse Partnership	361	(361)	0	0	0	0		0						
Public Health Sub-Total	2,169	(1,229)	(27)	186	1,099	0		1,099						

Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18
	A £'000	B £'000	C £'000	D £'000	E=A+B+C+D £'000	F £'000		G = E+F £'000
Transport and Economy								
Business Centres	640	0	0	0	640	(500)	Drawdown to fund car park resurfacing at EPIC business centre.	140
Speed Workshops	920	0	0	0	920	0		920
Kenilworth Station	661	(661)	0	0	0	0		0
CFM Reserve	25	0	0	0	25	0		25
Design Services Reserve	100	0	0	0	100	0		100
Development Group Realignment Costs	134	0	0	0	134	0		134
Concessionary Travel Reserve	340	0	0	0	340	0		340
Transport & Highways - Savings	194	0	0	1,025	1,219	0		1,219
S38 Developer Funding	940	0	0	0	940	0		940
Flood Management Reserve	555	0	0	75	630	0		630
European Match Funding	340	0	0	36	376	0		376
Infrastructure Group	58	0	0	0	58	0		58
G4G Apprenticeship Hub	134	0	0	0	134	0		134
Skills Delivery for Economic Growth	250	0	0	100	350	0		350
Rural Growth Network	367	0	0	0	367	0		367
HS2 Phase 2	157	(157)	0	0	0	0		0
Traffic Model Revenue Fund	57	0	0	0	57	0		57
Growth Deal Bid Development	50	0	0	0	50	0		50
Womens Cycle Race 2016	125	(125)	0	0	0	0		0
Transport Sub-Total	6,047	(943)	0	1,236	6,340	(500)		5,840
Total Communities Group	9,992	(2,452)	859	405	8,804	(500)		8,304
Children & Families								
Early Intervention - Savings (Young Carers Contract)	168	(50)	0	(68)	50	0	The E50,000 drawdown from this reserve is in order to fund the 2nd year (of 3) of the Young Carers' contract.	50
Priority Families Reserve	745	0	0	185	930	(300)	Drawdown to continue support of the Priority Families programme.	630
0-5 Strategy for Children (Children & Families)	0	0	844	0	844	0		844
Children & Families - Savings	0	0	661	(661)	0	0		0
Traded	76	0	0	50	126	0		126
Children & Families Sub-Total	989	(50)	1,505	(494)	1,950	(300)		1,650
Professional Practice and Assurance								
Professional Practice & Governance - Savings	949	(949)	(1,119)	1,119	0	0	The E949,000 draw down from reserves for 2017/18 is to fund the continued implementation of the Social Care Management Information System - Mosaic. The business unit has been discontinued and remaining reserves are recommended to be moved to the People Group Reserve to cover group wide risk. An element of this reserve was due to fund the Client Information System, it is being recommended that these costs are funded from available revenue budget.	0
Warwickshire Safeguarding Adults Board Match Contribution	0	0	0	61	61	(61)	This is WCC's match funding of under-spent contributions of the various partners - the partners contributions are accrued and carried forward automatically.	0
Professional Practice - Sub-Total	949	(949)	(1,119)	1,180	61	(61)		

Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Likelihood of Risk Materialising - with reasons to justify accountability level		
			Probability	Timescale	Clarity
Management of Financial Risk	Business Unit	Retained for large items of maintenance at Business Centres	10% to 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated
Earmarked	Business Unit	Joint reserve to protect Council and Police for safety camera / delivery of driver offender retraining against Risk and Liabilities in accordance with Service Level Agreement.			
Management of Financial Risk	Business Unit	Funding utilised to balance out fluctuations in the requirements for vehicle replacements	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Specific Investment	Business Unit	Funding utilised to meet the requirements of the Code of Practice for the management of Highways Structures where unforeseen expenditure arises			
Management of Financial Risk	Business Unit	Earmarked for minerals plan consultation and examination	More than 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated
Specific Investment	Business Unit	Department for Transport guidance states that local authorities should introduce their own assessment of applications from people with disabilities and this funding is committed to developing Warwickshire's delivery of this requirement including on line applications.			
Management of Financial Risk	Business Unit	For managing the financial risk of savings not delivered in year	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified
Earmarked	Business Unit	Developer funding for specific S38 agreements			
Specific Investment	Business Unit	Partly for 4 yr settlement for Flood Alleviation; partly funding from the Environment Agency for flood schemes			
Specific Investment	Business Unit	Funding used to attract matched funding for strategic economic investment			
Specific investment	Business Unit	To aid the development of a targeted approach to infrastructure development e.g. S106 agreements			
Specific Investment	Business Unit	To continue the development of external apprenticeships in Warwickshire			
Specific Investment	Business Unit	Four yr settlement of funding to develop working relationships between schools and businesses			
Earmarked	Business Unit	Funding received from DEFRA utilised to provide business support			
Specific Investment	Business Unit	A reserve to pay for planned updates to the Traffic Model which will maintain future income levels and ensure the County continues to be able to assess future developments/schemes and has the appropriate tools to make informed decisions.			
Specific Investment	Business Unit	For leverage to engage other partners to invest in Nuneaton Town Centre			
Earmarked	Business Unit	The remaining reserves is held in order to cover the full term of the contract.			
Earmarked	Business Unit	The balance of government funding for the Priority Families initiative to support the delivery of phase 2 of the programme.			
Earmarked	Business Unit	These reserves are committed to planned initiatives over the life time of the OOP2020 with most of the individual allocations having been approved by the governance arrangements approved by Members.			
Specific Investment	Business Unit	To provide a reserve that allows trading services to operate on a trading basis i.e. more independently. The reserve relates to Child Protection & Taking Care service.			

Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18
	A	B	C	D	E=A+B+C+D	F		G = E+F
	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Social Care and Support								
Social Care and Support - Savings	5,082	0	(1,200)	1,436	5,318	0		5,318
Social Care Sub-Total	5,082	0	(1,200)	1,436	5,318	0		5,318
Strategic Commissioning								
Strategic Commissioning - Savings	3,330	0	(800)	1,306	3,836	0		3,836
Strategic Comm. Sub-Total	3,330	0	(800)	1,306	3,836	0		3,836
People Group								
People Group Reserve	2,861	(821)	2,458	0	4,498	(520)	E821,000 planned one off funds were allocated as part of the 2017/18 budget process in order to invest to save within Children's Services - by increasing the number of Social Workers to reduce case loads to in turn reduce the number of Children Looked After. This was the first instalment of up to £1,800,000. The proposed additional drawdown of £520,000 is specific spending proposals arising from the Peer Review of Children Services.	3,978
People Group DSG	0	0	(93)	93	0	0		0
People Group Sub-Total	2,861	(821)	2,365	93	4,498	(520)		3,978
People Group Total	13,211	(1,820)	751	3,521	15,663	(881)		14,782
Customer Service								
Customer Services - Savings	0	0	(123)	225	102	(102)	E50,000 to cover agency/external investigation capacity increase required because of significant growth in formal complaint investigations across whole of WCC and develop bite size E Learning packages for Contact Us system users handling customer feedback across the organisation. This will reduce traffic on the CRT helpline/email volume and make users self sufficient. £30,000 for a marketing campaign for Old Shire Hall and £22,000 to implement a digital commissioned approach to printing.	0
Warwickshire Local Welfare Scheme	624	0	0	90	714	0		714
Future Care Act Duties (Customer Services)	0	0	(32)	32	0	0		0
Corporate Customer Journey Programme	0	0	155	104	259	0		259
Phasing of Library Sunday Opening Hours	54	(54)	0	0	0	0		0
Customer Service Total	678	(54)	0	451	1,075	(102)		973
Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for		Probability	Timescale	Clarity	Likelihood of Risk Materialising - with reasons to justify accountability level	
Management of Financial Risk	Business Unit	Care Act & Service Transformation - There will be radical changes to funding and the way in which people contribute to the cost of their care. Any changes resulting are highly unlikely to be fully funded by central government. It is possible that structural integration options may be pursued in the next 3-5 years. These may carry significant one-off costs in scoping, developing and establishing new arrangements and the management of risks during this process as budgets are potentially pooled. Cost Volatility - The reserve also addresses the future service risks recognising the scale, volatility and overall risks associated with adult social care services including unpredictable elements (severe winters, flu epidemic). This also protects the wider council from the impact of these as a small percentage change to adult social care expenditure is a large financial figure.		10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated		
Management of Financial Risk	Business Unit	Redesign and transformation of market to achieve OOPs savings - Required to mitigate risks associated with service redesign and transformation e.g.: legal challenge, delay in achieving defined savings targets within given year(s), risks linked to market changes for example: planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned. Market failure support - Mitigate risks of provider failure in light of duties in the Care Act: Indemnity for transfer of staff to a new provider in the case of a company going into administration (Southern Cross experience) that is not managed nationally and has to be coped with locally under new legislation. To cover costs associated with a provider going into administration to enable the service to continue uninterrupted e.g.: staff wages, overheads. And to mitigate the risk of judicial review in negotiating and securing a fair price for care from the market. Impact of costs associated with outsourcing e.g.: costs of repairs to buildings, pension liabilities. - To mitigate the risk of liability for a number of legacy and current issues with outsourcing services e.g.: significant and historical pension liabilities of small/medium community and voluntary sector organisations within the local authority pension fund, building costs associated to any buildings transferred that require ongoing maintenance, funding deficits linked to outsourcing services. Potential impact on health integration e.g.: cost shunting, exit strategy costs - To mitigate the risk of health service changes that may shunt costs towards social care e.g. reduction in admissions to acute care through the Better Care Fund and the increased pressures on social care provision (market shape).		10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated		
Management of Financial Risk	Group	Reserves are held to cover transformation of Peoples Group Services (in particular Children & Families) as set out in the OOP2020 plan.		More than 75% chance of circumstances arising	Very likely to occur in the next year	Financial impact can be estimated		
Earmarked	Corporate	This amount is transferred to the corporate Central DSG reserve to mitigate over-spends in other central DSG services.						
Specific Investment	Business Unit	The reserve will continue to support the implementation of the Corporate Customer Journey programme and will be used to support the digitisation of services including redesigning the customer service centre adult social care support and Mosaic integration.						

								Likelihood of Risk Materialising - with reasons to justify accountability level							
Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity	
	A	B	C	D	E=A+B+C+D	F	G = E+F								
	£'000	£'000	£'000	£'000	£'000	£'000	£'000								
Resources Group Reserves															
Service Savings	374	0	289	0	663	0		663	Management of Financial Risk	Group	This is a general reserve held on behalf of the Group to mitigate the risk associated with any unforeseen financial costs facing the Group, such as service failure, external suppliers liquidating, loss of grant and other overspends.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact cannot be quantified	
Resources Transformation Fund	1,709	0	386	35	2,130	(302)	This fund will be used to continue the review of the services which we have identified for the next phase of transformation review. In addition, this fund will be used to implement the outcomes of the reviews, including the development of any new trading model which is identified.	1,828	Specific Investment	Group	This reserve is used to fund one-off investment in services, including traded services, to ensure that they are commercially viable, competitive, sustainable and provide an improved service to customers in an ever increasingly competitive market place. The funding will be specifically aimed at supporting new business structures and delivery models across the Group.				
Systems Replacement	2,872	(1,365)	0	0	1,507	0		1,507	Specific Investment	Group	In the next two years the Council will need to replace some Business Systems that have been used for many years, for example, the Human Resources Management System and the analogue telephony system. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later which would incur future debt and charges.				
Resources Group Traded Services Reserve	263	0	0	0	263	0		263	Management of Financial Risk	Group	This reserve is held on behalf of the Group to allow traded services to adjust to changes in the market, including unforeseen financial costs and to smooth out short term fluctuations.	10% to 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated	
Resources Group Sub-Total									5,218	(1,365)	675	35	4,563	(302)	4,261
Total Resources Group									8,389	(2,299)	0	2,275	8,365	(1,295)	7,070
Fire & Rescue															
Pensions Reserve	585	0	0	177	762	0		762	Earmarked	Business Unit	Potential Pensions costs that cannot be predicted.				
Fire Control Project	0	0	0	278	278	0		278	Specific Investment	Business Unit	Specific project funded through Home Office grant due to be completed in 2016/17 and delayed by supplier - funding therefore committed to complete project				
Service Savings Reserve	394	0	0	427	821	0		821	Management of Financial Risk	Business Unit	This is to be utilised to meet capacity requirements where national reviews (Peer review, Jesip review) have shown WFRS as having gaps, long-term arrangements will be considered over the next 12-24 months	More than 75% chance of circumstances arising	Possible/likely in the next 1 to 3 years	Financial impact can be estimated	
Fire Services - ESMCP (prev Fire Control Project)	150	0	0	395	545	0		545	Specific Investment	Business Unit	Specific project partly funded through one off grant from the Home Office that was distributed on 28/3/17. Committed to completion of requirements under that project and will require reporting to the Home Office				
Operational Training in Future Years	198	0	0	0	198	0		198	Specific Investment	Business Unit	Deliberate underspending in 2016-17 to create a reserve to fund training of new recruits in 2017-18 - this is the first new recruitment that has take place for more than 10 years				
RSFRS Project	70	0	0	62	132	0		132	Specific Investment	Business Unit	Specific project funding set aside for completion in 2016-17 but delayed due to various IT issues - committed to completion in 2017-18				
Total Fire & Rescue									1,398	0	0	1,339	2,737	0	2,737

Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18	Likelihood of Risk Materialising - with reasons to justify accountability level		
	A	B	C	D	E= A+B+C+D	F		G = E+F	Probability	Timescale	Clarity
	£'000	£'000	£'000	£'000	£'000	£'000		£'000			
Other Services											
NNDR Pool Reserve	329	0	0	642	971	0		971	Earmarked	Corporate	This reserve is the net surplus on the business rates pool held as an artificial safety net. The balance will be distributed across pool members at the end of the pool's life. It is held as part of the County Council's accounts because we are the lead authority.
Quadrennial Elections	730	0	0	0	730	0		730	Specific Investment	Business Unit	It is expected most of this reserve will be drawn down in the Quarter 1 OOP Progress report when the final returns from the districts/boroughs on the cost of the May 2017 election have been collated.
Transformation Fund	1,154	(1,100)	0	0	54	0		54	Specific Investment	Corporate	Residual funding to support the delivery of the authority's transformation agenda. The on-going budget has been deleted and therefore once this funding has been used no future funding will be available. This is the only reserve where an officer (the Chief Executive) has delegated authority to make allocations without reference back to Elected Members. Without this reserve any one-off investment to build capacity across the organisation will need prior approval of Members. Customer and Transformation Board may want to consider supplementing this reserve as part of their deliberations around OOP2020.
NNDR Appeals Reserve	1,047	0	0	0	1,047	0		1,047	Management of Financial Risk	Corporate	There remains a significant backlog in business rates appeals that have yet to be settled and may go back several years. On top of this there is a full revaluation of business rates properties scheduled to take effect in 2017/18. If relative valuations across Warwickshire (compared to the national picture) go up there will be further growth in appeals and therefore increased risk of not maintaining the budgeted level of business rates income. Looking forward towards 2020 there will be further increased volatility in business rates income as a result of moves towards 100% localisation of business rates. This reserve provides some capacity to manage any impact but is unlikely to be sufficient.
Community Infrastructure Levy	301	0	0	0	301	0		301	Specific Investment	Business Unit	Funding set aside to support the County Council's work in ensuring the effective implementation of the Community Infrastructure Levy across Warwickshire. As yet no borough/district has implemented the levy and therefore the risk to the authority of having to incur costs/work remains.
Audit Fee Reserve	646	0	0	71	717	0		717	Specific Investment	Business Unit	The external audit fee is variable between years depending on the auditors perceived level of financial risk, the number of additional grant claims to be audited and investigations into any issue that emerge during the audit or are reported to the auditors. This reserve of accumulated underspends ensures that in any one year there will be no impact on the revenue budget and will ensure sufficient funds are available to meet additional audit requirements. There are two further specific financial risks that this reserve will be expected to cover. Firstly we are required to tender for our external audit services from 2018/19 onwards when the current national contracting arrangements come to an end. Costs are expected to increase, but as yet we do not know by how much. Secondly the statutory deadline for closing the 2017/18 accounts has been brought forward by a month. To meet this deadline will require investment in both the financial system and those systems that interact with it as well as introducing lean thinking across some of our core financial processes. This reserve provides capacity to deliver the changes required.
Interest Rate Volatility Reserve	5,436	0	0	0	5,436	0		5,436	Management of Financial Risk	Business Unit	The Council currently pays interest of £19 million a year and earns interest of £2 million a year on its cash balances. Interest rates are currently at an all time low and therefore these figures do not reflect the long term steady state. This reserve will allow fluctuations in interest rates, as they impact on both the interest we can earn and the interest we pay on any borrowing to be smoothed and avoid the need to allocate resources to fund capital financing costs whilst spend/borrowing is at the level set out in the OOP. A 1% increase in interest rates would cost the Council about £1.2 million by 2020.
0-5 Strategy for Children (Other Services)	817	0	(817)	0	(0)	0		(0)			This reserve is committed to planned initiatives over the life time of the OOP2020 with most of the individual allocations having been approved by the governance arrangements approved by Members. The balance of this reserve has been transferred to Children's and Families as part of the new governance arrangements.
Adult Social Care (BCF) Reserve	1,154	0	0	0	1,154	0		1,154	Earmarked	Business Unit	Funds received in respect of the Better Care Fund
Total Other Services	11,613	(1,100)	(817)	713	10,409	0		10,409			

									Likelihood of Risk Materialising - with reasons to justify accountability level							
Service	Balance on Reserves at 31 December 2016 In-hand (Overdrawn)	2017/18 Council Resolution Drawdown of Reserves	Movements Between Reserves	Effect of Final 2016/17 Outturn	Revised Reserves In-hand (Overdrawn)	Additional Proposed Drawdown of Reserves in 2017/18	Head of Service explanation of what the 2017/18 drawdown of reserves will fund (Column B and/or Column F)	Forecast Reserves at the end of 2017/18	Reserve Type	Accountability Level	Explanation of what risks or expected spend this is being held for	Probability	Timescale	Clarity		
	A	B	C	D	E=A+B+C+D	F		G = E+F								
	£'000	£'000	£'000	£'000	£'000	£'000		£'000								
Corporate Reserves																
Capital Fund	848	0	0	189	1,037	0		1,037	Management of Financial Risk	Corporate	Funding set aside from capital receipts to meet the sale expenses and any associated fees. A rolling Fund is required as the costs of selling assets etc. are incurred before any receipt is received.					
General Reserves	21,574	0	(793)	4,432	25,213	0		25,213	Accumulated Underspends	Corporate	Reserve set aside to meet corporate financial risks that are not covered elsewhere by business unit and group reserves. The Head of Finance specifies each year the minimum amount that must be help in General Reserves. For 2017/18 this is £18.5 million.					
Insurance Fund	8,517	0	0	(82)	8,435	0		8,435	Specific Investment	Corporate	As an authority it is financially a better option to self-insure for some risks. We also have a number of excesses on the various corporate insurance policies. This Fund provides cover for both of these risks. Without this Fund individual services would be required to meet the cost of excesses or of any risks we self-insure for (e.g. ICT equipment) from their revenue budget as and when claims arise.					
Provision for Redundancy Costs	12,696	0	0	(272)	12,424	0		12,424	Specific Investment	Corporate	Funding set aside to meet the costs of redundancies/early retirements that arise as a result of the reduction in staff numbers that forms part of the OOP. Without this funding any costs would have to be met from within service budgets, increasing the level of savings to be delivered.					
Medium Term Contingency	16,985	(2,945)	0	0	14,040	0		14,040	Specific Investment	Corporate	Funding set aside to manage timing differences between the delivery of savings and spending need across the four years of the One Organisation Plan. The approved Medium Term Financial Plan requires the use of £1.6 million of this reserve. This will be reviewed as part of the 2018/19 refresh when there is more clarity about Government policy on local authority funding and services from the new national government.					
Schools	18,308	0	0	(2,656)	15,652	0		15,652	Earmarked	Corporate	This is the net level of school reserves. Any decisions about the use of this funding rest with individual schools.					
Total Corporate Reserves									78,928	(2,945)	(793)	1,611	76,801	0		76,801
TOTAL									123,531	(10,616)	0	9,864	122,779	(2,676)		120,103

Community Services - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Roberts (Fire and Community Safety) and Councillor Clarke (Environment)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	155		155	154	(1)	
Community Services Support Costs	335	17	352	335	(17)	
Localities and Partnerships	2,745	39	2,784	2,710	(74)	£14,000 of the underspend is made up of unspent Councillor grants. The remainder reflects an accumulation of minor individual variations.
Heritage and Environment	1,399	247	1,646	1,852	206	£74,000 of the overspend is due to spend for the completion of the Market Hall museum refurbishment which will be covered by drawdowns from Museum Reserves. The remaining overspend is a result of a planned delay in delivering service changes planned as part of OOP savings alongside income pressures across the service.
Heritage Education (WES - Traded Service)	(13)		(13)	23	36	Reduced income following planned closure of Market Hall Museum for refurbishment.
Waste Management	18,462		18,462	18,559	97	The overspend reflects increased waste tonnages that occurred in the final quarter of the year.
Youth Justice Service	1,810	36	1,846	1,766	(80)	Largely due to an underspend of the secure remand budget where a long term secure remand was drawn to an earlier than expected resolution by active interventions by the service. Additionally there have been savings on a number of posts that have been made vacant through the Council's voluntary early retirement scheme.
Trading Standards	1,257	2	1,259	1,218	(41)	The variance is due to repayment to WCC of £21,000 legal costs incurred following the successful outcome of Trading Standards legal cases. The remaining £20,000 is due to the service increasing its income generation.
Emergency Management	161		161	160	(1)	
Community Safety	1,221		1,221	1,095	(126)	The underspend is comprised of savings on salaries where posts have not been filled in year. There was also increased partner funding for domestic homicide reviews leading to a surplus which will be transferred to the Domestic Homicide Review reserve.
Communities Group Resources	258	64	322	292	(30)	
Net Service Spending	27,790	405	28,195	28,164	(31)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Waste Management	271	100	(91)	280	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Museum Development Fund	235	(55)	(76)	104	
Museums Ethnographic Fund	18	0	0	18	
Records Purchase Fund	19	(14)	1	6	
Records Donations Fund	61	0	1	62	
Localities and Partnerships	74	(74)	0	0	
Community Services Savings	135	(58)	68	145	
Trading Standards	46	0	11	57	
Proceeds of Crime	27	(8)	21	40	
Domestic Homicide Reviews	77	0	16	93	
Secure Remand	405	(175)	80	310	

A Community Services

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Ecology & Archaeology Information and Advice Service	60	(18)	0	42	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Heritage and Culture Services - Our Warwickshire	190	(190)	0	0	
Accommodation Reserve	29	0	0	29	
Total	1,647	(492)	31	1,186	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	
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	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	173	
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	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	178	178	
OOP/LCS-G	Increasing income levels and identify savings to make Forestry self financing	27	27	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	79	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	
OOP/EG-G	Reducing waste and increase recycling across the County.	196	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	
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	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	
	Total	2,567	2,567	
	Target		2,567	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,226	335	32	0	1,593	1,226	253	114	0	1,593	(82)	0	Project costs exceed those forecast at Quarter 3 - Additional costs funded from alternative waste budgets (project 11119000)
10350000	In-Vessel Composting Units For Schools	37	0	0	0	37	37	0	0	0	37	0	0	
10381000	Waste Capital Infrastructure Grant	1,167	0	0	0	1,167	1,167	0	0	0	1,167	0	0	
10454000	Lower House Farm Waste Facility	5,599	20	0	0	5,619	5,599	24	0	0	5,623	4	4	Project costs exceed those forecast at Quarter 3 - Additional costs funded from alternative waste budgets (project 11119000)
11118000	HWRC Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	38	0	0	38	0	22	0	0	22	(15)	(15)	
11217000	HWRC Maintenance 2015/16	0	11	0	0	11	0	0	0	0	0	(11)	(11)	Variations in project costs and progress since Q3 forecasts - All costs funded from within waste budgets with any variances being transferred between respective years allocations
11303000	HWRC Maintenance 2016/17	0	0	71	0	71	0	10	0	0	10	10	(61)	Budgets allocated to future years transferred to corresponding years blockheader
11304000	HWRC Maintenance 2017/18	0	0	80	0	80	0	0	163	0	163	0	83	Budgets allocated to future years transferred to corresponding years blockheader
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	80	80	0	0	0	80	80	0	0	
11535000	HWRC Maintenance 2019/20	0	0	0	80	80	0	0	0	80	80	0	0	Approved as part of the February budget resolutions
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10318000	Kenilworth Connect2	981	0	0	0	981	981	0	0	0	981	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	593	29	0	0	622	593	13	16	0	623	(16)	0	There has been a delay due to planning considerations
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	262	0	0	434	172	247	15	0	434	(15)	0	Project progressed at slower rate than expected at Quarter 3
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	294	0	0	294	0	362	25	0	387	68	93	Project progressed at slower rate than expected at Quarter 3. Increase funded from revenue.

A Community Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	220	0	220	0	0	133	0	133	0	(87)	Surplus funding transferred to 2017/18 project
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	0	220	220	0	0	0	220	220	0	0	
11536000	Countryside Rural Services Capital Maintenance 2019/20	0	0	0	220	220	0	0	0	220	220	0	0	Approved as part of the February budget resolutions
Heritage														
10623000	County Records Office Service - Digital Asset Management	55	6	34	6	101	55	6	34	6	101	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	64	1,045	0	0	1,109	64	849	195	0	1,109	(195)	0	Project progressed at slower rate than expected at Quarter 3
11426000	Market Hall Museum Lift	0	40	0	0	40	0	53	0	0	53	13	13	Final costs of installation exceeded those quoted at time of previous forecast although lower than original estimate. Increase funded from revenue.
11534000	Healey collection	0	93	0	0	93	0	89	4	0	93	(4)	0	
Community Safety														
11185000	George Eliot Hospital, Nuneaton, Construction Of SARC	410	0	0	0	410	410	0	0	0	410	0	0	
		10,907	2,173	464	606	14,150	10,907	1,930	726	606	14,170	(243)	20	

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	151		151	138	(13)	
Business Unit	1,156	221	1,377	1,346	(30)	The additional budget of £221,000 received from the service realignment fund to reimburse the business unit for redundancy costs. Underspend relates to the reduction in legal disbursements costs for 2016/17.
Business Unit - WES Traded	560	1	561	0	(561)	This under spend of £561,000 represents the surpluses generated from trading with schools, this has been used to offset overspends in home to school transport.
Business Unit - DSG	87		87	66	(21)	
Head of Service - Total	1,954	222	2,176	1,550	(626)	
School Organisation and Planning	15,861	70	15,931	17,518	1,587	There is an overspend on home to school transport of £1,900,000 of which £1,600,000 relates to Special Educational Needs. This is partly due to a higher than average number of academic days in this financial year, and partly due to ongoing demand led pressures in Special Educational Needs, with this there is also an underspend of £372,000 for the implementation of the new management information system, at Q3 it was agreed by cabinet to transfer to reserves. There are a small number of other minor variations.
School Organisation and Planning - WES Traded	(61)		(61)	(94)	(33)	
School Organisation and Planning - DSG	20,196		20,196	19,912	(284)	There is a £285,000 underspend as a result of lower than expected take up of early years places for two year olds, although awareness of availability of these places are improving. There are further underspends significantly Nursery funding for three & four year old of £87,000 and Admissions of £88,000, these underspends are offset against an overspend of £212,000 within pupil place planning.
School Organisation and Planning - Total	35,996	70	36,066	37,336	1,270	
Vulnerable Learners	2,233		2,233	2,047	(186)	This underspend represents £104,000 of Special Educational Needs and Disability Implementation grant to be transferred to earmarked reserves. The balance represents the early achievement of an OOP2020 saving (Ref: CG-EL-03)
Vulnerable Learners - WES Traded	(363)		(363)	(441)	(78)	Services trading with schools are delivering surplus over and above their targeted income.
Vulnerable Learners - DSG	39,617		39,617	40,463	846	The overspend on the Dedicated Schools Grant is largely due to pressures in the Special Educational Needs 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. Guidance has been co produced with schools and parents that clearly sets expectations for universal targeted and high need provision. Robust processes are in place to manage requests for additional funding and specialist provision.
Vulnerable Learners - Total	41,487	0	41,487	42,068	581	
Learning and Performance	2,170		2,170	1,667	(503)	This represents the early achievement of an OOP2020 saving (Ref: CG-EL-06)
Learning and Performance - WES Traded	(208)		(208)	(236)	(28)	Schools governance trading service has generated a surplus, which exceeded their targeted income.
Learning and Performance - DSG	3,062		3,062	3,141	79	Overspend is due to a one off cost related to the service redesign.
Learning and Performance - Total	5,024	0	5,024	4,572	(452)	
Adult Community Learning	(83)	26	(57)	(57)	0	
Schools related residual	2,391		2,391	2,399	8	
Schools related residual - DSG	1,160	233	1,393	1,659	266	Schools union & Dedicated Schools Grant budget balance
Schools related residual - Total	3,551	233	3,784	4,059	275	
Net Service Spending	87,929	551	88,480	89,528	1,048	
Non DSG	23,807	318	24,125	24,287	162	
DSG	64,122	233	64,355	65,241	886	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	277		(522)	(245)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Traded Services	129	(13)	(116)	0	
SEND Earmarked Reserve	228		104	332	
DSG Reserve	0		(886)	(886)	
Education MIS Project	0		372	372	
Total	634	(13)	(1,048)	(427)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Saving Delivered in 2014/15 and 2015/16	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	
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	
OOP/LA-I and OOP/LA-J	Reduction in Home to School Transport Budget	407	0	Savings have been made in terms of daily rate of travel, however due to the discrepancies in number of days we are transporting pupils the overall annual forecast is higher. Management actions are, policy and procedures for agreeing transport are being tightened, monitoring income to be able to clearly project income introduced, travel trainers being introduced in areas where walking routes and travel are accessible, rewriting policy to firm up on areas such as parents having cut off times for applying for assistance, there will be a wider consultation scheduled in September 2017, this timescale has already been approved.
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	1,900	1,900	
OOP/LG-G	Increase income generation target for School Governor Development and Training	3	3	
	Total	4,022	3,615	
	Target		4,022	
	Remaining Shortfall/(Over Achievement)		407	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	1,165	3610	0	0	4,775	1,165	4,105	0	0	5,270	495	495	
Learning - Other														
10513000	Education Capital - Earmarked Capital Receipts	0	0	0	0	0	0	0	0	0	0	0	0	
10970000	CYPF - Capital Minor Projects	699	0	0	0	699	699	4	0	0	703	4	4	
11013000	Education Capital - Unallocated Contributions	0	0	0	0	0	0	0	0	0	0	0	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	0	0	0	1,709	1,709	1	0	0	1,710	1	1	Settlement of final account
11090000	Nuneaton Milby Primary roof replacement	0	0	0	0	0	0	3	0	0	3	3	3	Settlement of final account
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	452	0	0	680	229	355	97	0	680	(97)	0	Slippage as some individual projects within the Block Header are delayed and will now be carried out in 2017/18. These delayed projects are 11393017 Hurley, 11393019 Whitnash, 11393021 Stockingford and 11393023 Woodlands.
11399000	CMS Musical Instruments 2015/16-2017-18	24	25	25	0	74	24	45	25	0	94	20	20	Fluctuations in purchase of instruments from year to year
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	100	0	0	100	0	10	0	0	10	(90)	(90)	£75,000 contribution made to project 11391000 for Early years provision.
11499000	Bidford Primary & Willow Tree Nursery separation works	0	4	34	0	38	0	5	33	0	38	1	0	Spend brought forward as more design done than forecast for 2016/17.
11501000	Camp Hill Nursery improvements & extension work	0	160	0	0	160	0	173	0	0	173	13	13	Overspend due to additional works for Nursery.
11556000	Education MIS	0	0	0	0	0	0	194	268	0	462	194	462	New capital project set up March'17, no previous budget loaded. Spend relates to Education MIS.
11557000	Early Years Capital Fund / Knightlow Children's Partnership	0	0	0	0	0	0	0	150	0	150	0	150	Funding from EFA paid prior 31/03/17, relating to 17/18 Early Years Capital Fund.
11558000	Early Years Capital Fund / Nic Nac Pre-School	0	0	0	0	0	0	0	174	0	174	0	174	Funding from EFA paid prior 31/03/17, relating to 17/18 Early Years Capital Fund.
11559000	Early Years Capital Fund / Acorn Wood Day Nursery	0	0	0	0	0	0	0	195	0	195	0	195	Funding from EFA paid prior 31/03/17, relating to 17/18 Early Years Capital Fund.
11560000	Early Years Capital Fund / Brooklyn Day Nursery	0	0	0	0	0	0	0	78	0	78	0	78	Funding from EFA paid prior 31/03/17, relating to 17/18 Early Years Capital Fund.
11571000	Bridges Childcare	0	0	0	0	0	0	0	40	0	40	0	40	New project approved by Cabinet 9th March 2017
11573000	Planning & Development block header 17/18	0	0	0	0	0	0	0	200	0	200	0	200	New project approved by Cabinet 9th March 2017
11583000	Early Years Capital Fund / Dunchurch Infants	0	0	0	0	0	0	0	132	0	132	0	132	Funding from EFA paid prior 31/03/17, relating to 17/18 Early Years Capital Fund.
Primary - expansion														
10027000	Stratford Primary Places Alveston	1,313	0	0	0	1,313	1,313	0	0	0	1,313	0	0	
10044000	Newburgh Primary Warwick Extension	2,736	13	0	0	2,748	2,736	12	0	0	2,747	(1)	(1)	Slippage due to refund of Internal Fees £858.97 due to adjustment of final account for works following final payment to contractor. This project can now close as complete. £858.97 unspent funding can be returned to E&L Capital Programme.
10051000	Stratford Primary Places - The Willows Extn	704	0	0	0	704	704	0	0	0	704	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) Rugby	273	0	0	0	273	273	0	0	0	273	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	0	12	0	1,328	(12)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
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	0	19	0	1,760	(19)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
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	2	51	0	950	(51)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	0	25	0	903	(25)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
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)	823	1	0	0	825	823	1	0	0	825	(0)	0	
11174000	Kingsway Primary extension and reorg (pupil places)	997	25	0	0	1,021	997	17	8	0	1,021	(8)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11175000	Newburgh Primary	477	1	0	0	477	477	1	0	0	477	0	0	
11199000	Budbrooke Primary Warwick extension (pupil places)	437	0	0	0	437	437	0	0	0	437	0	0	
11200000	The Ferncumbe extension (pupil places)	298	5	0	0	304	298	5	0	0	304	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	0	28	0	1,241	(28)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	0	7	0	425	(7)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11211000	Coten End Primary Warwick expansion (pupil places)	3,010	34	0	0	3,044	3,010	66	0	0	3,076	32	32	Overspend due to additional works to roofs.
11249000	Bishopton School extension - targeted basic need	1,196	1,504	0	0	2,700	1,196	1,422	82	0	2,700	(82)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11253000	Lapworth School extension - targeted basic need	714	7	0	0	721	714	4	3	0	721	(3)		Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11255000	Paddox School extension - targeted basic need	2,621	19	10	0	2,650	2,621	26	4	0	2,650	6	0	Spend brought forward as additional landscaping works carried out.
11256000	St Michael's CE School extension - targeted basic need	267	5	0	0	273	267	0	5	0	273	(5)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11262000	Cawston Grange extension (pupil places)	2,626	28	0	0	2,655	2,626	52	0	0	2,678	24	24	Overspend due to additional works to roofs.
11263000	Long Lawford extension (pupil places)	769	206	0	0	975	769	1	105	0	875	(205)	(100)	Slippage as final account to be settled in 2017/18 and then project completed. However, before project close-down, £100,000 of the unspent funding can be returned to the E&L Capital Programme. This will reduce 11263000 Total Budget from £975,000 to £875,000.
11270000	Shipston Primary extension	386	8	0	0	395	386	6	2	0	395	(2)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11271000	Alcester St Nicholas Academy extension	312	8	0	0	320	312	3	4	0	320	(4)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11322000	Whitnash primary basic need provision	564	86	0	0	650	564	83	3	0	650	(3)	0	
11323000	Boughton Leigh Jnr basic need provision	292	8	0	0	300	292	(2)	11	0	300	(11)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	697	291	0	0	988	697	173	118	0	988	(118)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11386000	Long Lawford Primary permanent expansion	41	562	2438	0	3,040	41	153	2,846	0	3,040	(408)	0	Slippage as project delayed by planning and highways issues in 2016/17, to now be progressed and carried out in 2017/18.
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	11	739	0	0	750	11	555	184	0	750	(184)	0	Slippage as works on-site in late 2016/17 and early 2017/18, so remaining works spend will be carried forward into 2017/18.
11390000	Nathaniel Newton Infants, internal alterations re bulge class	5	70	0	0	75	5	58	11	0	75	(11)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11392000	St Peters Barford, expansion	141	189	0	0	330	141	167	22	0	330	(22)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11401000	Hillmorton Primary Permanent Expansion	139	1,561	1250	0	2,950	139	2,370	441	0	2,950	809	0	Spend brought forward as works spend in 2016/17 was greater than forecast, due to works on-site being 3 months ahead of programme.
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	138	762	0	0	900	138	754	8	0	900	(8)	0	
11468000	Oakfield Primary expansion (Academy)	0	60	490	0	550	0	41	509	0	550	(19)	0	Slippage as some design and procurement to be carried forward into 2017/18.
11469000	Northlands Primary School - bulge class developer contribution	0	50	0	0	50	0	33	17	0	50	(17)	0	Slippage as some works to be carried forward into 2017/18.
11470000	Nathaniel Newton Infants, extension re bulge class	0	200	50	0	250	0	191	59	0	250	(9)	0	

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11471000	The Ferncumbe Primary School	0	150	0	0	150	0	100	50	0	150	(50)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11474000	Newdigate Primary School Bedworth	0	150	0	0	150	0	103	47	0	150	(47)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	0	140	0	0	140	0	230	45	0	275	90	135	Increase spend as school are providing funding contribution towards project costs.
11494000	Kingsway Primary - temporary classroom for bulge class	0	150	0	0	150	0	110	40	0	150	(40)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	0	15	55	0	70	0	9	61	0	70	(6)	0	Slippage as less design work undertaken than forecast for 2016/17.
11565000	Ettington Primary School	0	0	0	0	0	0	0	90	0	90	0	90	New project approved by Cabinet 9th March 2017
11566000	The Ferncumbe Primary School	0	0	0	0	0	0	0	40	360	400	0	400	New project approved by Cabinet 9th March 2017
11568000	Welford on Avon Primary School	0	0	0	0	0	0	0	150	1,350	1,500	0	1,500	New project approved by Cabinet 9th March 2017
11570000	Coten End Kitchen Extension	0	0	0	0	0	0	0	150	0	150	0	150	New project approved by Cabinet 9th March 2017
11572000	Stratford upon Avon Primary toilet facility improvements	0	0	0	0	0	0	0	29	0	29	0	29	New project approved by Cabinet 9th March 2017
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	11	0	0	3,017	3,006	2	9	0	3,017	(9)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11384000	New School, The Gateway, Rugby	11	0	1139	2000	3,150	11	0	1,139	2,000	3,150	0	0	
11391000	New school, South Warwick (Heathcote Farm site)	25	1,350	1950	0	3,325	25	1,629	1,747	0	3,400	279	75	Spend brought forward as works on-site are ahead of programme. Additional works to Nursery have been instructed, so overspend £75,000 to increase total budget to £3,400,000 to be funded by £75,000 contribution from 11476000 for Early Years Provision.
11480000	Water Orton Primary School (re HS2 Conditional)		148	3,352	2,000	5,500	0	38	3,462	2,000	5,500	(110)	0	Slippage as date for Royal Assent for HS2 rail link was later than originally forecast, also delays to design whilst procurement was agreed.
Primary - other														
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	9,786	10	0	0	9,796	9,786	0	0	0	9,786	(10)	(10)	Slippage as remaining budget unspent. This project can now be closed-down as complete. £10,000 unspent funding can be returned to the E&L Capital Programme.
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	20	0	0	3,754	3,734	20	0	0	3,754	0	0	
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	0	5	0	282	(5)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
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	
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	(0)	14	0	200	(14)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11319000	Eastlands Primary Temporary Classroom	71	26	5	0	102	71	23	8	0	102	(3)	0	Slippage as less spend than forecast in 2016/17, to be carried forward into 2017/18.
11321000	Long Lawford Pri temporary classroom	198	37	0	0	235	198	49	0	0	247	12	12	Overspend as phase 2 works costs have continued to be charged to 11321000. Spend should now transfer to phase 2 project 11387000 for 2017/18.
11331000	Newburgh Primary School - New Play Area	139	11	0	0	150	139	1	10	0	150	(10)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11345000	Paddox Primary School - New Temporary Classroom	96	24	0	0	120	96	24	0	0	120	(0)	0	

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
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	0	5	0	50	(5)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11387000	Long Lawford temporary arrangements	4	0	136	0	140	4	0	124	0	128	0	(12)	Spend in 16/17 is initial fee charges. Reduction overall due to overspend on 11321000 (phase 1 project at same school)
11402000	Hillmorton Primary Temporary Classroom	134	45	0	0	179	134	45	0	0	179	1	1	
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	213	0	0	219	6	204	9	0	219	(9)	0	
11412000	St Francis Catholic Primary School - Universal Free School Meals	40	5	0	0	46	40	5	1	0	46	(1)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	12	234	0	0	247	12	218	16	0	247	(16)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11491000	Race Leys Infant School demolish classroom and extend playground	0	50	0	0	50	0	26	24	0	50	(24)	0	Slippage as works on-site completed in 2016/17, so defects period and any additional works to be carried out in 2017/18.
11497000	Acorns Primary School, Long Compton - new temporary classroom	0	10	250	0	260	0	7	253	0	260	(3)	0	Slippage as project delayed by planning issues in 2016/17, to now be progressed and carried out in 2017/18.
Schools Access														
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	0	0	0	703	703	0	0	0	703	0	0	
11267000	2013-14 Schools Disability Access block header	394	263	0	0	656	394	269	21	0	684	7	28	Increase of £28,000 relates to additional contribution for IDS equipment purchases
11479000	Access works for SEN 16-17		100	200	0	300	0	56	244	0	300	(44)	0	Slippage relates to planned works being held back until the Easter break which fell into 2017/18
Secondary - expansion														
10251000	Stratford High School Extension	4,654	7	0	0	4,661	4,654	0	0	0	4,654	(7)	(7)	Slippage as remaining budget unspent. This project can now be closed-down as complete. £7,135 unspent funding can be returned to the E&L Capital Programme.
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	995	2,300	0	3,295	0	794	2,501	0	3,295	(201)	0	Slippage as works started on-site late 2016/17, so remaining works spend will be carried forward into 2017/18.
11473000	Shipston High School	0	155	2,095	0	2,250	0	104	2,146	0	2,250	(51)	0	Slippage as project behind programme due to the design and procurement issues.
11481000	Campion School - Phase 1 (Conditional)	0	25	25	0	50	0	6	44	0	50	(19)	0	Slippage as design to be carried out in 2017/18.
11482000	Southam College (Conditional)	0	100	300	0	400	0	55	345	0	400	(45)	0	Slippage as awaiting Developer contributions (Section 106) before authorising spend, to be carried forward into 2017/18.
Secondary - other														
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	15	0	0	626	612	15	0	0	626	0	0	
11320000	Shipston High temporary classroom	114	16	50	0	180	114	0	66	0	180	(16)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	47	52	0	100	(52)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
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	43	0	0	43	0	38	37	0	75	(5)	32	Slippage as additional works to be carried out in 2017/18. Potential overspend of £32,000 due to additional works to create cross falls to eliminate standing water so additional funding of £32,000 is required for 2017/18, increasing the total budget from £43,000 to £75,000.
SEN - other														

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11178000	Woodlands School (improve facilities)	300	8	0	0	308	300	4	3	0	308	(3)	0	Slippage as final account to be settled in 2017/18 and then project closed-down as complete.
11180000	Welcombe Hills vehicle access alterations	8	18	424	0	450	8	0	442	0	450	(18)	0	Slippage as project delayed by planning and Sport England issues in 2016/17, to now be progressed and carried out in 2017/18.
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	7	93	0	0	100	7	96	0	0	103	3	3	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	35	25	0	0	60	35	4	21	0	60	(21)	0	Slippage as remaining budget unspent, awaiting project close-down as complete in 2017/18.
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	5	-5	0	0	0	5	(5)	0	0	0	0	0	
11409000	New SEN provision - Complex Mental Health needs	50	30	0	0	80	50	3	27	0	80	(27)	0	Slippage as remaining budget unspent, awaiting project close-down as complete in 2017/18.
11477000	North Warwickshire & Hinckley College SEN provision		365	0	0	365	0	0	365	0	365	(365)	0	Slippage as project behind programme due to the on-going discussions with North Warwickshire & Hinckley College regarding the requirements for SEND provision.
11478000	Warwickshire College SEN provision	0	292	0	0	292	0	210	83	0	292	(83)	0	Slippage as works carried out but final account for works to be confirmed and settled in 2017/18.
11495000	Stockingford Primary School new SISG module building	0	300	100	0	400	0	118	282	0	400	(182)	0	Slippage as works started on-site late 2016/17, so remaining works spend will be carried forward into 2017/18.
11496000	Middlemarch Junior School - SEN resourced provision facilities	0	100	0	0	100	0	44	56	0	100	(56)	0	Slippage as works started on-site late 2016/17, so remaining works spend will be carried forward into 2017/18.
11569000	Paddox Primary SISG	0	0	0	0	0	0	0	300	0	300	0	300	New project approved by cabinet 9th March 2017
SEN - expansion														
11250000	Brooke School extension - targeted basic need	945	22	0	0	967	945	22	0	0	967	0	0	
11257000	Welcombe Hills School extension - targeted basic need	964	48	0	0	1,013	964	53	0	0	1,018	5	5	Overspend due to additional works for acoustics.
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	0	0	0	0	0	0	0	0	0	0	0	
11567000	Woodlands Special School contribution to fencing & car park	0	0	0	0	0	0	0	10	0	10	0	10	New project approved by Cabinet 9th March 2017
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,486	514	0	0	6,000	5,486	280	234	0	6,000	(234)	0	Slippage as additional works are now to be carried out in 2017/18 rather than 2016/17.
		80,757	17,969	16,678	4,000	119,404	80,757	16,730	20,780	5,710	123,977	(1,239)	4,573	

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	245		245	244	(1)	
Salaries and Service Overheads	1,400		1,400	1,633	233	The original plans to address the OOP savings were overtaken by events as the Government imposed an unexpected additional saving of £1,470,000 to the Public Health Budget. This overspend resulted from the grant settlement announcement being in February 2016 rather than in December 2015 and resulting delays in planning of the Business unit's OOP savings target of £800,000.
Children's Health	10,124		10,124	10,161	37	
Health Checks and Wellbeing	751		751	514	(237)	Health Checks is a demand led service that has had lower uptake this financial year than budgeted for even though promotional campaigns for uptake were delivered.
Physical Activity and Weight Management	1,442		1,442	1,428	(14)	
Substance Misuse	5,013		5,013	5,137	124	The overspend is comprised of £57,000 paid as a one off grant to support the provision of a residential rehabilitation facility within Warwickshire which is to be funded from DAAT reserves. The remaining £67,000 represents higher than anticipated uptake of residential rehabilitation services.
Smoking Cessation and Tobacco Control	755		755	622	(133)	The underspend represents lower than budgeted uptake of the Smoking interventions demand led service and the transfer of the function from George Eliot Hospital to Public Health.
Health Protection and Resilience	4,238		4,238	4,141	(97)	This relates largely to the unpredictability of demand led services and the active management of out of area payments.
Mental Health and Wellbeing	1,138		1,138	1,076	(62)	Additional income of £40,000 was received from the people group for 2016/17 providing capacity in one of the advocacy services.
Population Health and Place	589		589	553	(36)	A Pharmaceutical Needs assessment was budgeted for but not commissioned due to the unavailability of key data.
Net Service Spending	25,695	0	25,695	25,509	(186)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	1,295		283	1,578	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
DAAT	513		(124)	389	
Family Nurse Partnership	361			361	
0-5 Strategy for Children reserve held in 'Other Services'	0		27	27	
Total	2,169	0	186	2,355	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final Outturn	
		£'000	£'000	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	800	800	The OOP1 savings have been delivered over and above central government cuts of £1,140,000 recurring grant reduction and the 2.5% further reduction to the grant at point of allocation
	Total	800	800	
	Target		800	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later £'000	Total	Earlier Years	2016/17	2017/18	2018/19 and later £'000	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's		£ 000's		£ 000's	£ 000's		£ 000's	£ 000's	£ 000's	
11492000	Urban Mile Markers	0	0	24	0	24	0	0	24	0	24	0	0	
11533000	Public Health England grant- ESH Residential Rehab	0	545	0	0	545	0	602	0	0	602	57	57	Additional contribution made to project, funded by revenue contribution
		0	545	24	0	569	0	602	24	0	626	57	57	

Transport and Economy - Mark Ryder
Strategic Director - Monica Fogarty
Portfolio Holder - Councillor Cockburn (Transport)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Economy Management	222		222	246	24	Additional legal costs
Transport & Economy support costs	815	(104)	711	885	174	Re-allocation of Capital DeMinimus costs and insurance charges across Transport & Economy
Economy & Skills	1,579	(225)	1,354	1,285	(69)	Additional rental income from University of Warwick Science Park
Economy & Skills - Business Centres	(321)	(200)	(521)	(504)	17	
Planning and Development & Flood Risk	1,046		1,046	945	(101)	Additional income from both Highways agreements and Planning Applications
Infrastructure & Regeneration	1,045	(175)	870	931	61	Additional spend on HS2 and final closure expense on Camp Hill Opportunities Centre
Design Services	1,188		1,188	1,345	157	Increased expenditure on maintenance funded by increased surplus on traded service
Design Services (Traded Service)	(384)	40	(344)	(501)	(157)	Increased surplus used to fund additional maintenance costs
County Fleet Management	(289)	(84)	(373)	(328)	45	Purchase of vehicles - three pool cars and two second hand mini buses
County Fleet Management (WES Traded Service)	(109)	92	(17)	(13)	4	
County Highways	16,017		16,017	16,073	56	
Transport Operations	9,282	(120)	9,162	9,077	(85)	Delays in development work for on line services and eligibility assessments plus downturn in the number of concessionary journeys
Transport Planning	1,186	57	1,243	1,017	(226)	Increased income from utilities
Road Safety and Traffic Projects	(776)	109	(667)	(1,799)	(1,132)	Increased income from CPE including changes in permit prices. An increase in the number of clients being referred for diversionary courses resulting in increased income. Reduced staff costs in Engineering team.
Road Safety - Minibus Driver Training (WES Traded Service)	(10)	7	(3)	(7)	(4)	
Net Service Spending	30,491	(603)	29,888	28,652	(1,236)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Business Centres	440	200		640	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Speed Awareness Workshops	920			920	
Kenilworth Station	461	200		661	
County Fleet Maintenance	25			25	
Design Services Reserve	100			100	
Development Group Realignment Costs	134			134	
Concessionary Travel Reserve	130	210		340	
Transport Pilot Fund	99	(99)		0	
Highways Maintenance Reserve	0			0	
Women's Cycle Race 2016 Reserve	50	75		125	
Transport & Economy - Savings	194		1,025	1,219	
S38 Developer Funding	940			940	
Flood Management Reserve	555		75	630	
European Match Funding	191	149	36	376	
Infrastructure Group	58			58	
G4G Apprenticeship Hub	34	100		134	
Skills Delivery for Economic Growth	200	50	100	350	
Rural Growth Network	317	50		367	
HS2 Phase 2	107	50		157	
Traffic Model Revenue Fund	57			57	
Growth Deal Bid Development Reserve	50			50	
Total	5,062	985	1,236	7,283	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final Outturn	
		£'000	£'000	
	Savings delivered in 2014/15 and 2015/16	2,369	2,369	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	(20)	(20)	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	120	120	
OOP/TH-L	Reduction in street lighting energy costs	300	300	
OOP/TH-M	New ways of funding of road safety education and to be reduced by the redirection of all savings from the planned early repayment of self-financed borrowing in Transport and Highways.	214	214	
OOP/TH-O	Reduction in highway drainage maintenance.	0	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	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0	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	119	The review of Camp Hill is still in progress, which may affect the 'in year' realisation of savings. The financial impact of this delay will not be fully known until later in the 2017/18 financial year.
Total		3,102	3,102	
Target			3,102	
Remaining Shortfall/(Over Achievement)			0	

2016/17 to 2019/20 Capital Programme

Agresso Project Code	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	
			£ 000's	£ 000's				£ 000's	£ 000's					
Area Delegated Funded Schemes														
10461000	Hways Maint/Road Safety 2012/13 Warwick Area Com	482	0	0	0	482	482	0	0	0	482	0	0	
10478000	Hways Maint/Road Safety 2013/14 Nun & Bed Area Com	350	3	2	0	355	350	(8)	12	0	355	(11)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
10479000	Hways Maint/Road Safety 2013/14 Warwick Area Com	320	0	37	0	357	320	(5)	0	0	315	(5)	(42)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
10480000	Hways Maint/Road Safety 2012/13 Rugby Area Com	412	0	0	0	412	412	0	0	0	412	0	0	
10482000	Hways Maint/Road Safety 2013/14 N Warks Area Com	369	0	50	0	420	369	(7)	35	0	398	(7)	(22)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
10490000	Hways Maint/Road Safety 2013/14 Stratford Area Com	461	2	24	0	487	461	(20)	19	0	459	(23)	(28)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	538	1	46	0	585	538	2	42	0	582	2	(3)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11274000	North Warwickshire Area Committee	351	29	147	0	527	351	18	108	0	477	(11)	(50)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11275000	Nuneaton and Bedworth Area Committee	447	14	104	0	565	447	14	95	0	555	(1)	(10)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.

D Transport & Economy

Agresso 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	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance in Year	Total	
11276000	Rugby Area Committee	373	24	66	0	463	373	30	51	0	455	6	(9)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11277000	Stratford Area Committee	230	68	105	0	403	230	62	45	0	336	(6)	(66)	Variations in project costs and progress since Q3 forecasts - All costs funded from within Area Delegate with any variances being transferred to/from the holding code
11278000	Warwick Area Committee	401	37	44	0	481	401	30	36	0	467	(7)	(15)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11352000	Area Delegated Funding 15-16	0	0	0	0	0	0	0	0	0	0	0	0	
11353000	Area Delegated Funding 16-17	0	0	1,578	0	1,578	0	36	0	0	36	36	(1,543)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11354000	Area Delegated Funding 17-18	0	0	2,000	0	2,000	0	0	3,707	0	3,707	0	1,707	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11394000	Transport & Roads Area Delegated Funding	250	243	266	0	758	250	140	183	0	572	(103)	(186)	Variations in project costs and progress since Q3 forecasts - All costs funded from within Area Delegate with any variances being transferred to/from the holding code
11395000	Street Lights Area Delegated Funding	139	13	0	0	152	139	22	1	0	162	9	10	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11396000	County Highways Area Delegated Funding	157	178	0	0	335	157	111	43	0	311	(67)	(24)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11397000	Transport Planning Unit Area Delegated Funding	27	61	16	0	104	27	35	24	0	86	(26)	(18)	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11398000	Design Services Area Delegated Funding	21	127	0	0	149	21	80	48	0	149	(47)	1	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11452000	Area Delegated Funding 18-19	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	0	9	60	0	69	0	5	64	0	69	(4)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11484000	Delegated Budget 2016-17 Bridge Maintenance	0	6	0	0	6	0	0	6	0	6	(6)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11485000	Delegated Budget 2016-17 Road Safety	0	320	251	0	571	0	263	326	0	589	(57)	18	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11486000	Delegated Budget 2016-17 Transport Planning	0	0	0	0	0	0	0	0	0	0	0	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11487000	Delegated Budget 2016-17 Transport Planning	0	75	42	0	117	0	65	44	0	109	(10)	(8)	Variations in project costs and progress since Q3 forecasts - All costs funded from within Area Delegate with any variances being transferred to/from the holding code
11488000	Delegated Budget 2016-17 Casualty reduction	0	20	0	0	20	0	0	20	0	20	(20)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11489000	Delegated Budget 2016-17 Street Lighting	0	21	0	0	21	0	15	7	0	21	(7)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11490000	Delegated Budget 2016-17 Programmes	0	360	24	0	384	0	421	64	0	485	61	101	Variations in project costs and progress since Q3 forecasts - All costs funded from within area delegated budgets with any variances being transferred to/from the holding code.
11547000	Area Delegated Funding 19-20	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
Economic Development														
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	1,883	0	7	0	1,890	1,883	0	7	0	1,890	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	134	0	720	586	0	134	0	720	0	0	

D Transport & Economy

Agresso 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	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance in Year	Total	
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	523	1,068	0	2,000	409	296	1,319	0	2,025	(227)	25	Project progressed at slower rate than expected at Quarter 3
11431000	Broadband and communication provision - business centres	7	83	0	0	90	7	95	0	0	101	11	11	Additional works completed - Fully funded by developer
11549000	Vicarage Street Site Investigations	0	0	40	0	40	0	0	40	0	40	0	0	
Flood Management														
11370000	Aston Cantlow Flood Alleviation	100	0	0	0	100	100	20	0	0	120	20	20	Project progressed at faster rate than expected at Quarter 3 - Expenditure fully funded from revenue contribution
11424000	Snitterfield Flood Alleviation	99	2,623	0	0	2,722	99	2,183	483	0	2,764	(440)	42	Additional expenditure being funded by increased contributions from bridges capital budgets leading to a reduction in revenue contributions.
11427000	Ladbroke Flood Alleviation	0	5	60	0	65	0	0	65	0	65	(5)	0	Delays with project not anticipated at quarter 3
11504000	Eathorpe Flood Alleviation	0	45	0	0	45	0	40	0	0	40	(5)	(5)	Project progressed at slower rate than expected at Quarter 3
11513000	Bulkington Property Level Protection	0	8	0	0	8	0	0	8	0	8	(8)	0	Project progressed at slower rate than expected at Quarter 3
11514000	Grendon Property Level Protection	0	41	0	0	41	0	0	20	0	20	(41)	(21)	Project progressed at slower rate than expected at Quarter 3
11550000	Flood modelling	0	0	81	0	81	0	0	81	0	81	0	0	
11574000	Kites Hardwick flood alleviation	0	0	0	0	0	0	0	0	0	0	0	0	
Integrated Transport - Casualty Reduction Schemes														
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	0	0	0	348	348	0	0	0	348	0	0	
11128000	Casualty Reduction Schemes 2014/15	106	80	0	0	186	106	155	0	0	261	76	76	Additional costs not anticipated when forecast at Q3 - Additional costs funded from alternative casualty reduction budget (11357000)
11355000	Casualty Reduction Schemes 15/16	254	239	0	0	493	254	146	117	0	517	(93)	24	Additional expenditure to be funded from alternate casualty reductions budget (11357000).
11356000	Casualty Reduction Schemes 16/17	0	314	0	0	314	0	153	174	0	327	(161)	13	Additional expenditure to be funded from alternate casualty reductions budget (11357000)
11357000	Casualty Reduction Schemes 17/18	0	0	350	0	350	0	0	207	0	207	0	(143)	Reduction in forecast offsetting increase in costs of existing projects
11453000	Casualty Reduction Schemes 18-19	0	0	0	350	350	0	0	0	350	350	0	0	
11546000	Casualty Reduction Schemes 19-20	0	0	0	350	350	0	0	0	350	350	0	0	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	494	4	14	0	511	494	4	17	0	515	0	4	Project progressed further than expected, - Expenditure to date funded by external contributions
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	18	30	102	0	150	18	3	129	0	150	(27)	0	Project progressed at slower rate than expected at Quarter 3
10434000	North West Warwick Cycle Scheme	772	7	2	0	781	772	0	9	0	781	(7)	(0)	Project progressed at slower rate than expected at Quarter 3
10924000	Imps to foot/cycleway 2005/2006 (pava-h) improv2	55	4	0	0	59	55	0	4	0	59	(4)	0	Project progressed at slower rate than expected at Quarter 3
Integrated Transport - Other Schemes														
10294000	Minor Imps To Public & Community Transport 2008/09	277	0	0	0	277	277	0	0	0	277	0	0	
10980000	M40 Junction 14	2,818	416	0	0	3,234	2,818	0	0	0	2,818	(416)	(416)	Project complete with no additional cost expected - Proposals for use of surplus to be agreed
11060000	Renewal Of Vehicle Activated Signs	49	0	0	0	49	49	0	0	0	49	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	18	149	-	0	167	18	171	0	0	189	22	22	Project costs exceed those forecast at Quarter 3 - Additional costs funded from alternative casualty reduction budgets (project 11357000)
11421000	Minor Integrated Schemes 15-16	0	0	0	0	0	0	0	0	0	0	0	0	
11456000	Stratford Park & Ride site alterations	0	90	10	0	100	0	68	32	0	100	(22)	0	Project progressed at slower rate than expected at Quarter 3
11512000	Vehicles for CFM 2016	0	27	0	0	27	0	27	0	0	27	0	0	
Integrated Transport - Public Transport														
11192000	Access to Stations - Warwick	108	0	0	0	108	108	0	0	0	108	0	0	
11193000	Access to Stations - Leamington	172	0	27	0	200	172	1	26	0	200	1	(0)	Costs incurred earlier than anticipated at quarter 3 - Earlier use in funding offset by slippage on other schemes
11244000	Leamington Bus / Rail Interchange	59	15	0	0	75	59	0	0	0	59	(15)	(15)	Project progressed at slower rate than expected at Quarter 3
11325000	Stratford Town Station Upgrade	17	243	0	0	260	17	0	220	0	237	(243)	(24)	Project progressed at slower rate than expected at Quarter 3
Integrated Transport - Safer Routes to Schools														
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	45	145	0	210	20	10	161	0	191	(35)	(19)	Project progressed at slower rate than expected at Quarter 3 - Surplus funding transferred to 2017/18 project
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	0	310	1,470	1000	2,780	0	68	33	0	101	(242)	(2,679)	Surplus funding transferred to 2017/18 project. £1m future years budget actually relates to Safety zones, transferred to correct projects.
11564000	Home to School routes 17-18	0	-	-	0	0	0	0	1,698	0	1,698	0	1,698	Surplus funding transferred from prior years allocations

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Agresso Project Code	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		
			£ 000's	£ 000's				£ 000's							
Integrated Transport - Safety Camera Schemes															
10192000	Safety Camera Funded Schemes	1,369	227	0	0	1,596	1,369	193	34	0	1,596	(34)	0	Project progressed at slower rate than expected at Quarter 3	
Integrated Transport - School safety zones															
11358000	School Safety Zones 15/16	183	114	0	0	297	183	118	10	0	311	4	14	Variations in project costs and progress since Q3 forecasts - All costs funded from school safety zone budgets.	
11359000	School Safety Zones 16/17	11	972	403	0	1,386	11	1,028	545	0	1,584	56	198	Variations in project costs and progress since Q3 forecasts - All costs funded from school safety zone budgets.	
11525000	School Safety Zones 17/18	0	6	1,311	0	1,317	0	6	1,098	0	1,105	0	(212)	Variations in project costs and progress since Q3 forecasts - All costs funded from school safety zone budgets.	
11585000	School Safety Zones 18/19	0	0	-	0	0	0	0	0	500	500	0	500	New allocation as part of budget resolution. Initially included as safer routes	
11586000	School Safety Zones 19/20	0	0	-	0	0	0	0	0	500	500	0	500	New allocation as part of budget resolution. Initially included as safer routes	
Major Transport Projects															
10144000	A429 Barford By-Pass	10,802	25	0	0	10,827	10,802	0	0	0	10,802	(25)	(25)	Project complete with no additional cost expected - Proposals for use of surplus to be agreed	
10203000	Rugby Western Relief Road	59,045	300	1,151	0	60,496	59,045	10	1,441	0	60,496	(290)	0	Delays in final payments relating to project.	
10362000	Kenilworth Station	4,617	6,610	2,288	37	13,553	4,617	4,254	4,728	37	13,636	(2,356)	83	Delay in works as consequence of problems with line alterations	
11333000	Kenilworth Station Contingency	0	0	373	0	373	0	0	373	0	373	0	0		
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,562	85	0	0	5,646	5,562	1	34	0	5,596	(84)	(50)	Delay with completion of additional signage - Planned for new year	
10981000	NUCKLE	1,896	33	0	0	1,930	1,896	0	33	0	1,930	(33)	0	Project complete with no additional cost expected - Proposals for use of any surplus to be agreed	
11221000	M40 Junction 12	9,483	2,589	0	0	12,072	9,483	1,956	633	0	12,072	(633)	(0)	Project progressed at slower rate than expected at Quarter 3	
11272000	Rugby Gyratory Improvements	1,537	25	50	0	1,612	1,537	16	59	0	1,612	(9)	0	Project progressed at slower rate than expected at Quarter 3	
11339000	Bermuda Connectivity	430	720	2552	0	3,702	430	697	2,575	0	3,702	(23)	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	(940)	0	0	2,067	(976)	(976)	Outstanding dispute with contractor relating to costs	
11509000	A444 Coton Arches, Nuneaton	0	200	3,500	100	3,800	0	121	3,579	100	3,800	(79)	0	Project progressed at slower rate than expected at Quarter 3	
11510000	A46 Stanks Island, Warwick	0	155	5,745	100	6,000	0	178	5,722	100	6,000	23	0	Project progressed at faster rate than expected at Quarter 3 - Earlier use in funding offset by slippage on other schemes	
Street Lighting															
11125000	Street Lighting Column Replacement 2014/2015	1,231	7	0	0	1,238	1,231	8	0	0	1,238	0	0		
11220000	Street Lighting Column Replacement 2015/2016	1,011	87	0	0	1,098	1,011	42	4	0	1,057	(44)	(41)	Project progressed at slower rate than expected at Quarter 3 - Surplus funding transferred to 2017/18 project	
11279000	Pump Priming allocation for LED street lighting	1,133	101	500	2,000	3,734	1,133	101	500	2,000	3,734	(0)	0		
11360000	LED Street Lights March Funding	2,885	2,626	0	0	5,512	2,885	2,623	0	0	5,508	(3)	(3)		
11459000	Street Lighting Column Replacement 2016-17	0	1,076	0	0	1,076	0	1,111	0	0	1,111	35	35	Increases in expenditure on projects funded by additional revenue contribution in 2016/17	
11563000	Street Lighting base budget 17-18	0	0	0	0	0	0	0	41	0	41	0	41	Surplus funding transferred from prior years allocations	
Structural Bridge Maintenance															
10413000	Structural Maintenance of Bridges 2009/10	1,404	0	0	0	1,404	1,404	(10)	10	0	1,404	(10)	0	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations	
10421000	Portobello Bridge	521	1	5	1,533	2,060	521	1	5	1,533	2,060	0	0	Project progressed at faster rate than expected at Quarter 3 - Earlier use in funding offset by slippage on other schemes	
10977000	Minor Bridge Maintenance Schemes 2011/2012	902	88	0	0	990	902	94	19	0	1,015	6	25	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,339	3	0	0	2,342	2,339	1	3	0	2,343	(2)	1	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations	
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	8	0	0	299	291	1	6	0	297	(8)	(2)	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations	
11308000	Minor Bridge Maintenance schemes 2014/2015	839	15	0	0	853	839	21	4	0	864	7	11	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations	

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
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11382000	Minor Bridge Maintenance schemes 2015/2016	972	471	0	0	1,444	972	233	230	0	1,435	(238)	(9)	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations
11457000	Minor Bridge Maintenance schemes 2016/2017		937	0	0	937	0	439	218	0	657	(498)	(280)	Variations in project costs and progress since Q3 forecasts - All costs funded from within bridges budgets with any variances being transferred between respective years allocations
11587000	Minor Bridge Maintenance schemes 2017/2018	0	0	0	0	0	0	0	1,299	0	1,299	0	1,299	Agreed annual allocation, contributed from highways maintenance budgets (£1.35m) offset by £51k contribution to Snitterfield flood project
Structural Maintenance of Roads														
11018000	Highways Maintenance 2013/14	14,901	0	0	0	14,901	14,901	0	0	0	14,901	0	0	
11129000	Highways Maintenance 2014/15	18,769	0	0	0	18,769	18,769	2	0	0	18,771	2	2	Additional costs not anticipated when forecast at Q 3 - Additional costs funded from alternative highways budget (project 11362000)
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	14,243	0	0	14,243	0	15,278	293	0	15,570	1,035	1,328	Project costs exceed those forecast at Quarter 3 - Additional costs funded from alternative highways budget (project 11362000) and an increased revenue contribution in 2016/17.
11362000	Highways Maintenance 17-18	0	0	13,801	0	13,801	0	0	11,270	0	11,270	0	(2,531)	Funding transferred to supplement budget elsewhere in highways programme where additional costs have been incurred (projects 11361000, 11129000, 11361000 and 11548000.
11451000	Highways Maintenance 18-19	0	0	0	12,708	12,708	0	0	0	12,708	12,708	0	0	
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0	0	0	0	
11455000	Highways Maintenance Additional Funding 17-18	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11545000	Highways Maintenance 19-20	0	0	0	12,708	12,708	0	0	0	12,708	12,708	0	0	
11548000	Pot Hole budget 2017-18	0	0	1,016	0	1,016	0	0	1,418	0	1,418	0	402	Increase relating to 2016/17 Pothole grant funded from 11362000
11553000	National Productivity Investment Fund Money	0	0	2,469	0	2,469	0	0	2,469	0	2,469	0	0	
Traffic Signals														
11309000	Traffic Signals 2014-15	205	22	0	0	227	205	(2)	9	0	212	(24)	(15)	Project progressed at slower rate than expected at Quarter 3 - Surplus funding transferred to 2017/18 project
11381000	Traffic Signals 2015-16	191	16	0	0	207	191	1	13	0	205	(16)	(2)	Project progressed at slower rate than expected at Quarter 3 - Surplus funding transferred to 2017/18 project
11458000	Traffic Signals 2016-17		250	0	0	250	0	195	46	0	242	(55)	(8)	Project progressed at slower rate than expected at Quarter 3 - Surplus funding transferred to 2017/18 project
11588000	Traffic Signals 2017-18							0	278	0	278	0	278	Agreed annual allocation contributed from highways maintenance budgets (£250k) and surplus funding transferred from prior years allocations (29k)
Community Safety & Other														
11523000	Community Buildings Capital Grant Fund	0	60	0	0	60	0	63	0	0	63	3	3	
11524000	Emergency Stopping Places	0	0	0	0	0		0	0	0	0	0	0	
Total Transport & Economy (excluding funded developer schemes)		182,715	39,023	45,535	34,886	302,160	182,715	32,584	50,962	34,886	301,148	(6,439)	(1,012)	
Section 278 Funded Developer Schemes														
Developer Funded Transport - s106 schemes														
11464000	Clifton on Dunsmore Traffic Calming S106	0	280	0	0	280	0	49	231	0	280	(231)	0	Project progressed at slower rate than expected at Quarter 3
Developer Funded Transport - minor schemes														
10001005	Long Itchington Short Lane Leamington S106	0	0	0	0	0	0	(4)	0	0	(4)	(4)	(4)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
10132008	S278 Bedworth Blackhorse Rd Carriageway Widening	0	0	0	0	0	0	18	0	0	18	18	18	Additional works completed - Fully funded by developer
11085003	Nuneaton Tunnel Road Speed limit	0	0	0	0	0	0	(3)	0	0	(3)	(3)	(3)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
11085000	Developer Schemes Under £100k	103	0	0	0	103	103	0	0	0	103	0	0	
11194001	Cycle Improvement Link York Road	42	6	0	0	48	42	0	6	0	48	(6)	0	Delays in completion of work as consequence of delays with developer
11194002	New Bus Shelter on Tachbrook Park Drive near Leamington	12	1	0	0	13	12	0	1	0	13	(1)	(0)	Delays in completion of work as consequence of delays with developer
11194004	Install CCTV on Emscote Road Warwick (Tesco Stores)	1	9	0	0	10	1	(1)	9	0	9	(10)	(1)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis

Agresso 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	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance in Year	Total	
11194005	Install MOVA operation on traffic signal junctions Emscote Road Warwick (Tesco Stores)	1	75	0	0	76	1	(1)	75	0	75	(76)	(1)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
11194006	Install Variable Message Signs A444 (Prologis)	0	82	0	0	82	0	(0)	82	0	82	(82)	(0)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
11194007	Install Traffic Signals junction Colliery lane / Back Lane Exhall (David Wilson Homes)	1	0	45	0	46	1	(1)	45	0	45	(1)	(1)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
11194008	Provision of new bus shelter at Whitnash Section 106	7	3	0	0	10	7	0	3	0	10	(3)	(0)	Delays in completion of work as consequence of delays with developer
11194009	Bridleways Improvements Brownsover Rugby	0	6	0	0	6	0	0	6	0	6	(6)	0	Delays in completion of work as consequence of delays with developer
11194010	Install Bollards & associated traffic management - Historic Spine Stratford	9	0	0	0	9	9	0	0	0	9	0	0	
11195001	S106 Provision of bus shelters at enhanced bus stops Shipston Road Stratford	9	0	0	0	9	9	0	0	0	9	0	0	
11195002	S106 Provision of bus stop enhancements near Dunchurch Road /Saunton Road Junction	25	7	0	0	32	25	7	0	0	32	(0)	(0)	
11195003	S106 Rights of Way Scheme at Long Shoot Development Nuneaton	0	0	0	0	0	0	0	0	0	0	0	0	
11195005	Puffin Crossing - Father Hudson's site at Coventry Road , Coleshill	51	14	0	0	65	51	40	0	0	91	26	26	Project progressed at faster rate than expected at Quarter 3 - Expenditure fully funded by developer
11195006	S106 Traffic Calming and Signage Improvements for Bidford-on- Avon bridge and Welford bridge	14	0	0	0	14	14	0	0	0	14	0	0	
11195007	S106 Bishopton lane cycle link	24	0	0	0	24	24	0	0	0	24	0	0	
11195008	SHAKESPEARE AVENUE/ PEDESTRIAN FACILITIES	71	0	0	0	71	71	0	0	0	71	0	0	
11195009	40/50MPH SPEED LIMIT AND MINOR KERBING WORKS LONGMARSTON ROAD WELFORD ON AVON.	1	0	0	0	1	1	11	0	0	12	11	11	Project progressed at faster rate than expected at Quarter 3 - Expenditure fully funded by developer
11195010	S278 DE33034 Western Rd and Bham Rd Stratford (McDonalds)	198	0	0	0	198	198	107	0	0	305	107	107	Project progressed at faster rate than expected at Quarter 3 - Expenditure fully funded by developer
11195011	S278 Crabtree Medical Centre Bidford - Bus Stops	27	0	0	0	27	27	0	0	0	27	0	0	Additional works completed - Fully funded by developer
11195012	Hams Hall Roundabout Alterations	2	0	0	0	2	2	(2)	0	0	0	(2)	(2)	Expenditure lower than anticipated - transferred to revenue as below capital de-minimis
11195013	S278 Wellesbourne Distribution Park Signs	34	0	0	0	34	34	0	0	0	34	0	0	
11196001	S278 Boughton Road Environmental Weight Limit Signs	77	0	0	0	77	77	0	0	0	77	0	0	
11196002	Section 106 Bus Stop Enhancement Warwick Rd OS Earl Clarendon P.H.	5	5	0	0	10	5	5	0	0	10	0	0	
11196003	Pedestrian Refuge Scheme at Friar Street, Warwick	8	0	0	0	8	8	0	0	0	8	0	0	
11196004	Minor wks Coton Park Drive & Stonechat Rd Rbt.	0	0	0	0	0	0	66	0	0	66	66	66	Additional works completed - Fully funded by developer
11441001	S278 Zebra Upgrade on Tachbrook Rd Leamington	4	55	0	0	59	4	62	0	0	65	7	7	Additional works completed - Fully funded by developer
11441002	Nuneaton Town Centre Signing Improvement	0	23	57	0	80	0	25	55	0	80	2	0	Additional works completed - Fully funded by developer
11441003	Emscote Road Extension - Cycleway S106	0		0	0	0	0	0	0	0	0	0	0	
11441004	Weddington Road , Nuneaton Implement Toucan Crossing	0	68	0	0	68	0	0	68	0	68	(68)	0	Delays in completion of work as consequence of delays with developer
11441005	Section 106 Funded Bus Stop Enhancement Works (Salford Rd , Bidford)	0	24	0	0	24	0	5	19	0	24	(19)	(0)	Delays in completion of work as consequence of delays with developer
11441006	Bus Shelter Coventry Street , Southam S106	0	8	0	0	8	0	1	7	0	8	(7)	0	Delays in completion of work as consequence of delays with developer
11441007	S106 2 Bus shelters at bus stops on Narrow Hall Meadow nr GP Surgery Chase Meadow	0	6	14	0	20	0	0	20	0	20	(6)	0	Delays in completion of work as consequence of delays with developer
11441008	Alcester Public Right of Way (footpath) Bridge AL147	0	11	0	0	11	0	11	0	0	11	0	0	Additional works completed - Fully funded by developer
11441009	Bus Stop Opposite Land Between 256 and 346 Bham Road Stratford	0	0	0	0	0	0	2	0	0	2	2	2	Additional works completed - Fully funded by developer
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	913	64	0	0	977	913	2	62	0	977	(62)	0	Delays in completion of work as consequence of delays with developer
10382000	Warwick Town Centre Traffic Management	1,018	0	0	0	1,018	1,018	0	0	0	1,018	0	0	Additional costs fully funded by developer
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	0	396	0	401	(396)	0	Delays in completion of work as consequence of delays with developer
10930000	Stratford Guild Street - College House dev Whitbread	354	0	0	0	354	354	0	0	0	354	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	41	10	340	0	391	41	17	332	0	391	7	0	Project progressed at faster rate than expected at Quarter 3 - Expenditure fully funded by developer
11079000	Former Cattle Market Site in Stratford	1,225	0	0	0	1,225	1,225	0	0	0	1,225	0	0	
11093000	A3400 Shipston Road Waitrose	0	0	0	0	0	0	24	0	0	24	24	24	Additional works completed - Fully funded by developer
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade traffic signals Blackhorse Road	137	0	0	0	137	137	0	0	0	137	0	0	

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Agresso 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	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance in Year	Total	
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	621	0	100	0	721	621	0	100	0	721	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	77	0	0	77	0	79	0	0	79	2	2	
11326000	Elliots Field Retail Park	812	5	0	0	817	812	2	3	0	817	(3)	0	Additional works completed - Fully funded by developer
11327000	B4113 Gipsy Lane Junction	5	0	199	0	204	5	0	199	0	204	0	0	
11328000	New Roundabout Southam Road Kineton	463	36	0	0	499	463	1	35	0	499	(35)	0	Delays in completion of work as consequence of delays with developer
11329000	Southam Town Centre enhancements	385	0	0	0	385	385	(19)	0	0	365	(19)	(19)	Additional works completed - Fully funded by developer
11336000	Ansty Business Park Phase 3	552	2,124	500	0	3,176	552	750	1,873	0	3,176	(1,373)	0	Delays in completion of work as consequence of delays with developer
11337000	A426 Leicester Road, Rugby - Toucan Crossing	324	11	0	0	334	324	5	6	0	334	(6)	0	Delays in completion of work as consequence of delays with developer
11366000	B4087 Tachbrook Road Signals	428	1	0	0	428	428	4	0	0	431	3	3	Additional works completed - Fully funded by developer
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	57	288	272	0	617	57	262	298	0	617	(26)	0	Delays in completion of work as consequence of delays with developer
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	2	20	122	112	257	2	15	127	112	257	(5)	0	Delays in completion of work as consequence of delays with developer
Developer Funded Transport - s278 schemes														
10010001	Unallocated S278 developer funds	0	0	0	0	0	0	(41)	1,458	0	1,417	(41)	1,417	Transfer of surpluses from other schemes, proposal for use of this to be finalised and agreed.
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	297	146	0	0	443	297	204	0	0	501	58	58	Additional works completed - Fully funded by developer
11423000	A423 Coventry Road Southam S278	1	479	0	0	480	1	507	0	0	508	28	28	Additional works completed - Fully funded by developer
11428000	B3000 Grendon Road, Folesworth New Roundabout S278	0	750	0	0	750	0	964	0	0	964	214	214	Additional works completed - Fully funded by developer
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	6	269	0	0	275	6	239	30	0	275	(30)	0	Delays in completion of work as consequence of delays with developer
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	26	2,674	0	0	2,700	26	2,053	621	0	2,700	(621)	0	Delays in completion of work as consequence of delays with developer
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	0	350	0	0	350	0	303	47	0	350	(47)	0	Delays in completion of work as consequence of delays with developer
11436000	B4087 Oakley Wood Road Bishops Tachbrook	0	360	0	0	360	0	357	3	0	360	(3)	0	
11437000	B4632 Campden Road / C47 Station Road	0	550	0	0	550	0	361	189	0	550	(189)	0	Delays in completion of work as consequence of delays with developer
11438000	B4642 Coventry Road / site access Cawston	0	100	450	0	550	0	532	18	0	550	432	0	Additional works completed - Fully funded by developer
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	0	1,450	0	0	1,450	0	577	873	0	1,450	(873)	0	Delays in completion of work as consequence of delays with developer
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	0	500	0	500	0	0	500	0	500	0	0	
11461000	A47 The Long Shoot Nuneaton	0	0	500	0	500	0	0	500	0	500	0	0	
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	0	0	450	0	450	0	98	352	0	450	98	0	Project progressed at faster rate than expected at Quarter 3 - fully funded by developer
11463000	B4451 Kineton Road, Southam - new roundabout	0	100	400	0	500	0	3	497	0	500	(97)	0	Delays in completion of work as consequence of delays with developer
11467000	C43 Traffic Junction for Country Park on Harbury Lane	0	600	0	0	600	0	542	58	0	600	(58)	0	Delays in completion of work as consequence of delays with developer
11511000	A429 Ettington Road, Wellesbourne	0	0	980	0	980	0	0	980	0	980	0	0	
11505000	A422 Alcester Road, Stratford upon Avon	0	225	0	0	225	0	2	223	0	225	(223)	0	Delays in completion of work as consequence of delays with developer
11506000	A426 Southam Road, Southam	0	0	245	0	245	0	0	245	0	245	0	0	
11507000	A428 Lawford Road, Rugby	0	100	350	0	450	0	0	450	0	450	(100)	0	Delays in completion of work as consequence of delays with developer
11508000	B4429 Ashlawn Road, Rugby	0	100	0	0	100	0	47	53	0	100	(53)	0	Delays in completion of work as consequence of delays with developer
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	0	1,450	0	1,450	0	0	1,450	0	1,450	0	0	
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	0	150	250	0	400	0	37	363	0	400	(113)	0	Project progressed at slower rate than expected at Quarter 3
11517000	A47 Hinkley Road Nuneaton Puffin Crossing	0	0	100	0	100	0	0	100	0	100	0	0	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	0	175	0	175	0	0	175	0	175	0	0	

Agresso 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	Total	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later	Total	Variance in Year	Total	
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	0	850	0	850	0	0	850	0	850	0	0	
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	0	100	0	100	0	0	100	0	100	0	0	
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	0	0	150	0	150	0	3	147	0	150	3	0	Additional works completed - Fully funded by developer
11529000	B4642 Coventry Road, Cawston - new right turn lane.	0	0	150	0	150	0	1	149	0	150	1	0	Additional works completed - Fully funded by developer
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	0	0	150	0	150	0	1	150	0	150	1	0	Additional works completed - Fully funded by developer
11531000	D1643 Park Road, Bedworth - new car park egress.	0	0	125	0	125	0	1	125	0	125	1	0	Additional works completed - Fully funded by developer
11551000	A47 Long Shoot - relocation of a refuge island	0	0	75	0	75	0	7	68	0	75	7	0	Additional works completed - Fully funded by developer
11552000	Warwick Town Centre transport proposals	0	0	550	0	550	0	0	550	0	550	0	0	
11575000	A426 Leicester Road, Rugby.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11576000	A3400 Banbury Road / Tiddington Road, Stratford upon Avon.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11577000	A3400 Bridgefoot / Bridgeway, Stratford upon Avon	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11578000	C98 Loxley Road, Tiddington.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11579000	D7050 Common Lane, Kenilworth.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11580000	A452 Europa Way (Lower Heathcote Farm), Warwick. Developer – Gallagher Estates Ltd.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11581000	Butlers Leap Link Road, Rugby. Developer – Urban and Civic PLC.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
11582000	Shottery Link Road, Stratford-upon-Avon. Developers – J S Bloor (Tewkesbury) Ltd and Hallam Land Management Ltd.	0	0	0	0	0	0	0	0	0	0	0	0	Project newly added to programme, budget to be confirmed however will be fully funded by developer
Total Funded Developer Schemes		14,228	12,117	9,650	112	36,107	14,228	8,336	15,381	112	38,058	(3,781)	1,951	
Grand Total - All Transport & Economy		196,943	51,140	55,185	34,999	338,267	196,943	40,921	66,344	34,999	339,206	(10,220)	939	

D Transport & Economy

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	<p>The Council has agreed the investment of an additional £2m a year for the next two years to supplement government capital grant allocations for maintaining the condition of Warwickshire's roads.</p> <p>Road maintenance are prioritised using a number of criteria including traffic volumes, types of usage and conditions of the road These priorities are based upon inspections, surveys, known defects and accident data.</p> <p>Road construction strategy has been reviewed and updated to take into account changes to the Specification for Highways Works and to reflect increased emphasis on safety, sustainability, environment and minimisation of resource use.</p> <p>Highways maintenance contract has been renewed with Balfour Beatty in partnership with Solihull and Coventry Councils.</p> <p>Increased, and ongoing, monitoring and review of Term Contractors operational performance in place to ensure effective delivery of all revenue and capital investment programmes</p>	12	<p>Further developing asset management approach including life cycle planning scenarios to ensure best use is made of available resources. Work on Balfour Beatty contract to ensure effective delivery</p> <p>Work on Balfour Beatty contract to ensure effective delivery</p>
R0895	A major flood risk materialises	Michael Green	31/03/2017	16	<p>Maximise the opportunities to deliver schemes to alleviate flooding. Publicise all we are doing to manage flood risk (e.g. Flood Summits) Putting operational procedure for team in place for flood events. Working with communities with CSW Resilience to help them better manage local flood risk and be more resilient to flooding. Through statutory consultee role, ensuring no increase in flood risk and, where possible, reducing flood risk through development. Identifying third party assets in Trent catchment with high risk of failure (such as old large culverts).</p>	12	<p>Surface Water Management Plan (SWMP) to be further developed with draft investment plan.</p> <p>Identify third party assets in Severn catchment with high risk of failure (such as old large culverts).</p>

Children & Families - Beate Wagner
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Morgan (Children's Services)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	4,057	(59)	3,998	3,244	(754)	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	585	367	952	767	(185)	This under-spend is partly the result of slight delays / reprofiling of work packages funded by the Priority Families initiative as well as additional late income being received from central government. The under-spend is committed to the Priority Families earmarked reserves for the future operation of the Priority Families Programme.
Priority Families - WES Traded Services	(1)	1	0	0	0	
Transition	1,163	19	1,182	1,048	(134)	The majority of this under-spend relates to the planned reduction in spend associated with the early achievement of OOP2020 savings and are mostly staff related.
Transition - WES Traded Services	(3)	0	(3)	(4)	(1)	
Social Care North	16,537	0	16,537	17,818	1,281	There is a £860,000 overspend on external placements (average cost £44,000), with fewer available internal foster care placements the service had to purchase more external placements. Correspondingly as fewer internal foster carers are available the service has underspent this budget by £314,000. A new Foster carer recruitment drive is starting in order to reduce our reliance on the more costly external placements. The Special Guardianship budget is also overspent by £181,000 due to higher levels of payments which is due to beneficiaries financial position. The reduced Looked After Children transport budget (OOP saving) also over-spent by £464,000, work is continuing to review the type and eligibility going forward.. Parent and Baby placements overspent by £93,000. Significant effort into not placing children in the most expensive placements type (Residential) has resulted in the budget being a £51,000 underspent. These places have an average unit cost of £135,000 per year, effort in procuring less expensive places has resulted in this unit cost reducing by £10,000 per average placement since 2015/16. There was also particular pressure on the SEND short breaks / Direct Payment budget as well as the very specialist residential care places and other demand led services resulting in a £500,000 over-spend - this has been addressed by the Business Units Financial recovery plan as part of the OOP2020.
Social Care South	13,324	5	13,329	14,006	677	
Social Care South - WES Traded Services	(20)	0	(20)	(69)	(49)	
Social Care Countywide	9,641	0	9,641	9,584	(57)	
Family Support	6,692	0	6,692	6,554	(138)	The majority of this under-spend relates to the early Intervention service that saw a reduced demand for counselling services and costs charged by Health Counselling Services. There were other under-spends that relate to the early achievement of OOP2020 savings.
Multi Agency Safeguarding Hub	1,928	(1)	1,927	1,695	(232)	Negotiations for a medium term IT contract resulted in a delay and saving in its cost. There were other operational savings from staff re-location costs which were not as high as expected. There were also some one -off savings on vacant posts within CSE & the Emergency Duty Team.
Principal & Education Social Work	98	1	99	92	(7)	
Net Service Spending	54,001	333	54,334	54,735	401	
				Non DSG	494	
				DSG	(93)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16	Movement in Year	Effect of Final Outturn	Forecast Closing Balance 31.03.17	Reason for Request
	£'000	£'000	£'000	£'000	
Savings	68		(729)	(661)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Young Carers Contract	50	50		100	
Priority Families	1,183	(438)	185	930	
Traded	76		50	126	
Central DSG Reserve	0		93	93	
Total	1,377	(388)	(401)	588	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final	
		£'000	Outturn £'000	
	Budget reduction for savings in 2014/15 and 2015/16	3,198	3,198	
CF-A (SG-A,B,H,I)	Children Looked After (CLA) - The pathway of the Child	775	255	This is a roll up of the previous SG-B (reducing CLA numbers and 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 previously been reported to Corporate Board for challenge and approval. The Solo placement scheme strategy continues to aid the cost of reduction of otherwise costly residential places. Activity to achieve the savings historically with projects has been exhausted. The saving is now included within the Business Units Redesign Plan.
CF-B (EH-A, EH-F)	Redesign Early Help Services	42	18	This is a roll up of the previous Early Help & Targeted Support savings. The achievement of CAF 2016/17+ savings is no longer in line with the Corporate Transformation Plan 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	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	25	
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	
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	
OOP-EH-M	Use of Reserves to allow phasing of savings delivery	280	280	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final	
		£'000	Outturn £'000	
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	
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	250	
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	Work is continuing to review the strategies to reduce spend and demand in line with our statutory duties. As this saving is not achievable it is contained within the Business Unit's Financial Recovery Plan.
Total		5,077	4,233	
Target			5,077	
Remaining Shortfall/(Over Achievement)			844	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11116000	Fostercare Adaptations 2014-15	0	0	0	0	0	0	0	0	0	0	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	0	0	0	0	0	0	0	0	0	0	
11295000	Fostercare Adaptations 2016-17	0	13	50	126	188	0	11	45	119	176	(1)	(13)	£12,500 to be vired to 11522000 Assistance for Fostercare & Adoption Placements - P. & S. G. House Contribution as the nature of this project has now changed and falls under the conditions of this Capital Allocation.
11296000	Fostercare Adaptations 2017-18	0	0	0	75	75	0	0	0	75	75	0	0	
11447000	Fostercare Adaptations 2018-19	0	0	0	75	75	0	0	0	75	75	0	0	
11521000	Assistance for fostercare & adoption placements - adopter P&SG Vehicle contribution	0	9	0	0	9	0	9	0	0	9	0	0	
11522000	Assistance for fostercare & adoption placements - adopter P&SG House contribution	0	13	0	0	13	0	13	0	0	13	0	0	Previous expected revenue contribution to be funded from capital project 11295000
11537000	Fostercare Adaptations 2019-20	0	0	0	75	75	0	0	0	75	75	0	0	Approved as part of the February budget resolutions
		0	34	50	351	434	0	32	45	344	422	(1)	(13)	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R902	Non engagement of all stakeholders in MASH Non engagement leads to an inability to make multi-agency assessment of referrals and lack of shared understanding regarding threshold for services.	John Coleman	31/05/2017	16	<p>Safeguarding children is a strategic priority shared by all partner agencies.</p> <p>Establish SPOC's with all health agencies and pursue CCG funding for Clerical Officer post agreed by Strategic Board October 2017</p> <p>Implementing MASH Threshold Challenge events and referrals training.</p> <p>Review of Early Help Pathways through the MASH in light of changes to Early Help offer and processes.</p>	16	<p>Continued development and promotion of Threshold Document with the WSCB.</p> <p>Undertake workshops around thresholds, to improve understanding and reduce inappropriate and more quality referrals.</p> <p>Continue to ensure all agencies remain represented in the MASH and seek to ensure this includes representatives from health. Representatives from health are a priority. No progress has been made since October 2016. Notification & action process where GP's are directly informed of concerns from MASH is due to be implemented. This was delayed due to lack communication details from GP's but is now set to go live on 01.07.2017</p>

Professional Practice and Assurance - Vacant (Business Unit dissolved 31st March 2017)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Caborn (Adult Social Care and Health)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,092	0	1,092	939	(153)	£29,000 underspend in staffing vacancies ahead of future OOP savings. £30,000 underspend in funding drawn down from reserves in relation to the Goddard Enquiry and Information Governance. £33,000 underspend in consultancy and £27,000 for Learning & Development.
Service Development and Assurance (Adults)	289	0	289	232	(57)	
Service Development and Assurance (Business and Systems)	3,203	17	3,220	2,289	(931)	£151,000 underspend is the full year effect of staffing vacancies ahead of future OOP savings. £438,000 underspend in the replacement client information system project for 2016/17 and £296,000 underspend in contingency costs drawn down from reserves to offset potential risks to OOP delivery.
Service Development and Assurance (Children's)	1,576	0	1,576	1,537	(39)	
Net Service Spending	6,160	17	6,177	4,997	(1,180)	
				Non DSG	(1,180)	
				DSG	0	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.17 £'000	Reason for Request
Savings	949	0	1,180	2,129	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Total	949	0	1,180	2,129	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	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 licensing 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	The saving is on track to be delivered. The saving relates to the ending of fixed terms contracts and therefore reduction in capacity. The under recovery relates to savings made elsewhere in the business unit.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	74	8	The savings required from this line will be achieved in the Business Units other savings lines.
	Total	1,800	1,800	
	Target		1,800	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11310000	Client Information Systems Review	1,180	1,010	0	0	2,190	1,180	952	818	0	2,950	(58)	760	Due to the impact of IR35 tax legislation, several contractor staff member left. As a consequence this led to an underspend in year for the project. The additional funds applied to the whole project are a revenue contribution.
		1,180	1,010	0	0	2,190	1,180	952	818	0	2,950	(58)	760	

Social Care & Support - Christine Whitehead (Interim)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Caborn (Adult Social Care and Health)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	6,300	251	6,551	3,939	(2,612)	The timing of contract awards for care at home and residential care in year has meant some one-off underspends, which have been held by the Head of Service to mitigate pressures elsewhere in the business unit, and to mitigate the under-delivery of some of the savings against the business unit.
Disabilities	58,467	0	58,467	60,707	2,240	There is a new service redesign plan, the purpose of which is to address the historical overspend within disabilities services. Progress with the delivery of this redesign has been impacted by turnover of staff and by increased pressures as a result higher levels of younger adults entering services and work to prevent admission to hospital as a result of the Winterborne View. There has been some budget realignment for 2017/18 to ensure the service budget is sufficient to meet needs, and work to recover the position is ongoing.
Mental Health	7,562	0	7,562	7,929	367	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 Law Commission report on Deprivation of Liberty Safeguards has made the likelihood of an ongoing pressure higher, and this has been addressed in the 2017/18 budget.
Practice Development	14	0	14	14	0	
Older People	41,458	486	41,944	41,388	(556)	The timing of contract awards in year has meant some in year underspends which are one-off. The service is continuing to work to manage demand pressures.
Integrated Care	8,228	0	8,228	7,353	(875)	Difficulties with recruiting reablement carers has lead to a larger than expected underspend. The service is now part of the Homefirst shared service, and there are ongoing recruitments for more carers.
Net Service Spending	122,029	737	122,766	121,330	(1,436)	
				Non DSG	(1,436)	
				DSG	0	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	5,082		1,436	6,518	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Total	5,082	0	1,436	6,518	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 & 2015/16	11,676	11,676	
	Adjustment for under-delivery of savings in 2014/15 & 2015/16	(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	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	559	Target for 2016/17 has been increased by £398,000 to reflect delays in delivery from previous years. Delivery has been positive for the current financial year and exceeded targets.
OOP/SCS-C	Maximise all customer charging opportunities	100	100	On target
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	0	Progress on target
OOP/SCS-G	Service Redesign for Social Care and Support teams (except reablement - separate savings plan)	100	100	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	Many of these savings were delivered early last financial year, and delivery has met targets.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	250	Delivery has met target.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	900	The project has over-delivered in the current year due to the one-off benefit of a mid-year implementation of new contracts.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	200	359	Savings exceed target due to early delivery of 2017/18 savings.
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	There have been delays in the commencement of 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	355	Target for 2016/17 achieved and it is expected that further savings will be made in 2017/18, which will mitigate under-delivery in other areas.
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	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.
Total		14,926	14,297	
Target			14,926	
Remaining Shortfall/(Over Achievement)			629	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	0	1,170	500	1,670	0	0	1,420	250	1,670	0	0	
11555000	Extra Care Housing	0	0	1,000	2,000	3,000	0	0	0	3,000	3,000	0	0	Approved as part of the February budget resolutions
		0	0	2,170	2,500	4,670	0	0	1,420	3,250	4,670	0	0	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0887	Demand for Services & Current market forces continue to put financial pressure on Disability Services	Christine Whitehead	02/06/2017	12	Programme of activity established to deliver changes required to help manage demand, costs and achieve efficiencies Further mitigation plans are being developed	12	A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will support with confirming the immediate priority areas and actions for the service that is deliverable.

Strategic Commissioning - Chris Lewington
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Hayfield (Education and Learning) and Councillor Caborn (Adult Social Care and Health)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,475	(356)	1,119	981	(138)	This underspend is due to reduction in programme & projects and the early achievement of some savings.
All Age Disabilities	1,895	(1,028)	867	741	(126)	The underspend relates to savings in salaries and additional income.
Integrated Elderly Care	1,305	2	1,307	826	(481)	£388,000 relates to Carers Support services following a review of current service provision and delayed starts to projects funded by transitional funding. Increased costs of £59,000 for Meals Service have been offset by additional income for commissioning services.
Market Management and Quality	775	8	783	712	(71)	
Children's Commissioning	7,386	1,059	8,445	7,955	(490)	£265,000 relates to the early delivery of savings for the Supporting People programme following redesign. £152,000 relates to the Children & Adolescent Mental Health Service, with £120,000 due to late starts for transitional funding projects. Further one-off savings of £50,000 from posts being held vacant to deliver the OOP2020 savings.
Net Service Spending	12,836	(315)	12,521	11,215	(1,306)	
				Non DSG	(1,305)	
				DSG	(1)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	2,976	354	1,305	4,635	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
DSG	0	0	1	1	
Total	2,976	354	1,306	4,636	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	1,628	The achievement of the savings target for 2016/17 required the ending of legacy services for older people, single homeless, offenders and young people on 31st July 2016. These services were replaced by four new services. All of this work was completed to schedule and the savings have been realised.

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
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	These savings have all been achieved either on time or ahead of plan.
OOP-STC-M	To review the future viability of the brokerage role	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	0	
OOP-STC-P	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	0	0	
	Total	2,247	2,247	
	Target		2,247	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	0	68	0	198	130	0	68	0	198	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	43	3	951	0	996	43	3	0	951	996	0	0	All efforts are now focussed on the Transformation Plan for Adult Social Care 2017-2020 which will detail all future capital spend.
11314000	Community Access for Disabled People	213	0	0	0	213	213	0	0	0	213	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	0	19	0	37	18	0	19	0	37	0	0	
11420000	Disabled Facilities Capital Grant	1,925	3,511	0	0	5,436	1,925	3,511	0	0	5,436	0	0	
		2,329	3,514	1,037	0	6,880	2,329	3,514	86	951	6,880	0	0	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0558	Poor data quality and sharing protocols not in place. Fragmented, incomplete and/or inaccurate data sharing protocol	Andy Morrall	23/12/2016	12	Lead for data sharing identified through BCF. Working groups across Health and Social Care established. NHS unique number trialled and in place for some client groups. Appendix E now being used for D2A projects and BCF. Update: IG workshop in place. National digital road map incorporated into workshop design. Update: Working Group have produced data sharing strategy across all health and care partners across Coventry & Warwickshire. Signed at this HWB Exec Team	12	Joint Data Sharing Strategy in place.

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	328		328	202	(126)	Additional income received for commissions placed after Q3
Customer Service Centre	2,506		2,506	2,314	(192)	Some underspend in the reactive Welfare Scheme budget and recharges from other groups lower than forecast
Customer Relations	213		213	253	40	One off funding for temporary staff to manage current workload.
Face to Face (including Libraries and Registration Service)	3,996	26	4,022	3,913	(109)	Registration income higher than anticipated
Head of Service and Business Unit Projects	927		927	836	(91)	Underspend caused due to delay in implementing some projects
E Services and Business Development	782		782	817	35	
Family Information Service	155		155	147	(8)	
Traded Services - Educational	(37)		(37)	(37)	0	
Traded Services - Non Educational	0		0	0	0	
Net Service Spending	8,870	26	8,896	8,445	(451)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	0		102	102	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Phasing of Libraries Sunday opening for 2017/2018	0	54	0	54	
Corporate Customer Journey Programme	0		259	259	
Warwickshire Local Welfare Scheme	665	(41)	90	714	
Total	665	13	451	1,129	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	650	650	
OOP/CS-B	Applying additional income targets to the Registration Service.	0	0	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	
OOP/CS-D	Reduction in the Customer Services Projects.	0	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	150	
OOP-CS-I	Improve the effectiveness of the whole library network	100	100	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	112	112	
	Total	1,052	1,052	
	Target		1,052	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	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	0	0	195	252	57	9	0	186	252	9	(0)	Payment for Kenilworth Library was required earlier than anticipated
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	132	203	70	0	0	132	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	226	0	0	2,820	3,046	226	-2	184	2,638	3,046	(2)	(0)	
11293000	Community Information Hubs	45	0	0	64	109	45	14	0	50	109	14	0	Work at Nuneaton Library brought forward
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	3	72	245	0	320	3	90	226	0	320	18	(0)	The project was ahead of schedule at the year end.
11466000	New digital printer	29	0	0	0	29	29	0	0	0	29	0	0	
		430	72	245	3,211	3,958	430	112	411	3,005	3,958	40	0	

Finance - John Betts
Strategic Director - David Carter
Portfolio Holder - Councillor Butlin (Finance and Governance)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	430	125	555	447	(108)	This underspend was largely held to fund investment in improving the Council's financial system (Agresso).
Corporate Finance & Advice and Resources Local Finance	723	(1)	722	445	(277)	The underspend is mainly due to vacancies being held for future savings (planned for 2017 to 2020), with more one-off income being generated than originally anticipated.
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	55	0	55	404	349	This overspend is due mainly to funding a review of cost centres and coding (requiring specialist I.T and service specific input) and investment in the Council's financial system - Agresso, designed to improve financial information available to the organisation, combined with a reduced level of overheads being charged to the Pension Fund.
Communities Group and Fire and Rescue Local Finance, Procurement	716	(88)	628	559	(69)	The underspend is primarily a result of the Procurement team generating additional one-off income from contract rebates and other work.
People Group Local Finance, Financial Benefits and Advice	1,779	(87)	1,692	1,621	(71)	This underspend relates primarily to vacant posts in People Group Finance and Benefits Assessment, held to deliver future OOP savings.
Traded Services - Education	(233)		(233)	(329)	(96)	Schools Finance have generated additional income, but also have staffing vacancies that have contributed to this generation of additional surplus. The continued staffing vacancies is not sustainable (given the need to deliver ongoing customer demands), this is unlikely to be replicated.
Traded Services - Non Education	0		0		0	
Net Service Spending	3,470	(51)	3,419	3,147	(272)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	1	631	272	904	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Finance Training Reserve	95			95	
Total	96	631	272	999	

2016/17 to 2017/18 Savings Plan

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

Human Resources and Organisational Development - Vacant
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers and Transformation)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,517	(145)	1,372	1,318	(54)	Vacancy that has been held towards a future OOP saving.
Human Resources Service Centre	1,246	115	1,361	1,389	28	An overspend in this service area was agreed to fund a post to work on analysis for HROD Operating Model.
Business Partners and Learning and Organisational Development	1,785	156	1,941	1,840	(101)	Delays in procurement process and a staffing vacancy within the team.
Human Resources Head of Service and Internal Apprenticeship Programme	936	(237)	699	661	(38)	Vacancies within team that could not be filled until future funding of the apprenticeship programme was secured.
Traded Services - Education	(111)	16	(95)	(155)	(60)	Additional one off income for HR consultancy for United Learning Academy, increased training income.
Traded Services - Non Education	38		38	18	(20)	Increased Disclose and Barring Service income.
Net Service Spending	5,411	(95)	5,316	5,071	(245)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	160	290	118	568	Please refer to Appendix C for a detailed analysis of the Business Units proposed use of reserves.
Growing for Growth Apprenticeship Scheme	389	195	127	711	
Total	549	485	245	1,279	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final	
		£'000	Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	43	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	23	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	129	
OOP/HR-D	Redesign HR business partnership, realigning support for services	37	37	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	75	75	
OOP/HR-F	Additional savings to be identified	40	40	
	Total	908	908	
	Target		908	
	Remaining Shortfall/(Over Achievement)		0	

IT Service - Simon Edwards
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers and Transformation)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	572	(108)	464	407	(57)	
Members Support	34	1	35	21	(14)	
Strategy and Programme and Innovation	838	2	840	840	0	
Corporate ICT Development	1,365		1,365	1,242	(123)	Slippage in project implementations due to difficulty in recruiting contractors, request for carry forward to support corporate projects
Customer and Supplier Services	1,640	1	1,641	1,694	53	
Production Services	3,324	56	3,380	3,481	101	Investment in hardware to support corporate projects
Systems Design and Architecture	1,155	1	1,156	1,109	(47)	
Network Services	1,498		1,498	796	(702)	BDUK - in year change in contract with the BDUK supplier resulting in underspend of £589,000. The remaining underspend has gone to support investment in hardware
Information Management	368	1	369	332	(37)	
Traded Services - Education	(393)		(393)	(281)	112	As previously reported the schools service will not be able to deliver their full Traded Surplus Target, this position has been anticipated since the start of the year. However also as previously reported any under delivery will be covered by utilising underspends in other areas of Information Assets.
Net Service Spending	10,401	(46)	10,355	9,641	(714)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Information Assets - Savings	63		125	188	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Going for Growth - BDUK	1,031	(1,031)	589	589	
PFI for School	5	(5)	0	0	
Total	1,099	(1,036)	714	777	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report		2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	
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	
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	63	63	
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	
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	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	72	72	
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	
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	
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.	41	41	
OOP/IA-K	Scale back the records management service that provides advice to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	
	Total	1,634	1,634	
	Target		1,634	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	268	70	0	0	338	268	61	0	0	329	(9)	(9)	Reduction in the required number of contractor days
11121000	Development of Rural Broadband	7,719	4,362	3,436	16,840	32,358	7,719	3,840	7,132	18,483	37,173	(522)	4,816	There has been an increase in the momentum of the project reflected by an increase in funding from BDUK, DCLG, in the form of European Regional Development Funding, together with funding from Coventry and Warwickshire LEP. Slippage, in the current year is due to contract changes imposed upon the supplier to achieve better value for money and extend the contract further.
11238000	Infrastructure e - government	774	0	0	0	774	774	0	0	0	774	0	0	
11465000	WCC Information Assets Purchases (multiple years)	221	333	400	800	1,753	221	326	373	828	1,746	(7)	(7)	
		8,982	4,765	3,836	17,640	35,223	8,982	4,227	7,504	19,310	40,023	(538)	4,800	

Law and Governance - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holder - Councillor Butlin (Finance and Governance)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	460		460	408	(52)	Post held vacant in anticipation of savings plus staffing changes in year
Insurance, Internal Audit and Risk Management	533		533	467	(66)	Staff vacancies not recruited to pending revised staffing arrangements and small underspend on counter fraud
Law & Governance Administration	106	(65)	41	6	(35)	
Legal Core	405		405	463	58	Increased legal spend on corporate and property related matters
Traded Services - Educational	(81)		(81)	(89)	(8)	
Traded Services - Non Educational	(490)		(490)	(786)	(296)	Increased income from internal and external customers
Net Service Spending	933	(65)	868	469	(399)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	0		383	383	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Warwickshire Counter Fraud Partnership	20		16	36	
Total	20	0	399	419	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final Outturn	
		£'000	£'000	
	Savings delivered in 2014/15 and 2015/16	57	57	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	
OOP/LG-F	Reduce Elected Member Support and Development	24	24	
	Total	87	87	
	Target		87	
	Remaining Shortfall/(Over Achievement)		0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Commissioning & Business Intelligence	806	(75)	731	700	(31)	Vacant posts being held for future savings and final redesign activity for completion during Q1 of 2017/18
Performance and Planning	958	(75)	883	809	(74)	Vacant posts being held for future savings and final redesign activity for completion during Q1 of 2017/18
Observatory	413	13	426	429	3	
Service Improvement and Change Management Admin	187		187	208	21	
Development and Support	535		535	535	0	
Commercial Enterprise	299	(5)	294	296	2	
Resources Transformation	750	(264)	486	433	(53)	Phasing on Resources Transformation projects means that activity planned for Q4 2016/17 will now take place in Q1 2017/18
Net Service Spending	3,948	(406)	3,542	3,410	(132)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	3	150	132	285	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Total	3	150	132	285	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	540	540	
OOP/SICM-K	Rationalisation of performance management and business support	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	
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	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	20	20	
	Total	740	740	
	Target		740	
	Remaining Shortfall/(Over Achievement)		0	

Physical Assets - Steve Smith
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customer and Transformation)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	804	69	873	925	52	Overspend relates to contribution to support Stratford Library project, making use of underspend on Energy (from return of self financed borrowing budget)
Construction Services	1,665	83	1,748	1,705	(43)	£7,000 overspend on Landlord works, £45,000 underspend on Design & Major projects (£20,000 underspend on staffing and extra £24,000 income), £57,000 underspend on Energy (£20,000 on project costs and £40,000 self financed borrowing budget returned), £52,000 overspend on Maintenance and minor works (additional costs and reduced income)
Facilities Management	8,750	8	8,758	8,197	(561)	£112,000 underspend on Corporate Cleaning (reduced staffing figures), £321,000 underspend on County Buildings (reduced gas, service charge and rates costs plus additional rent and service charge income), £47,000 underspend on Grounds Maintenance contract, £34,000 underspend on post rooms (additional desk charge income and underspend on postage) plus £10,000 underspend on other Facilities Management general services, £37,000 underspend on Property Risk (additional income plus underspend on staffing)
Estates and Smallholdings	405	41	446	307	(139)	£158,000 underspend on Estates (£56,000 underspend on staffing and revenue contribution to capital plus £102,000 extra income), £27,000 underspend on Surplus properties and £48,000 overspend on Smallholdings (additional revenue contributions to capital)
Asset Strategy	249	0	249	268	19	Reduced income figures (£14,000) plus some small overspends
Property Rationalisation Savings	(510)	182	(328)	68	396	£478,000 shortfall on OOP saving target (fewer capital receipts came in during 2016/17 than expected) off set by underspend of £82,000 on delayed Property Rationalisation project work
Traded Services - Education	(1,157)	(1)	(1,158)	(1,048)	110	£15,000 additional income on Construction services, £203,000 overspend on Catering, £39,000 additional income on Cleaning, £9,000 overspend on Schools premises and Health & Safety, £48,000 additional income on Property Risk.
Traded Services - Non Education	(295)	74	(221)	(82)	139	£167,000 shortfall in income on Construction services (recharging issues), £97,000 additional income on Catering, £65,000 overspend on Cleaning, £4,000 overspend on Schools premises and Health & Safety
Net Service Spending	9,911	456	10,367	10,340	(27)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Savings	1		27	28	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Community Energy scheme	0	94		94	
Catering Equalisation Account	401			401	
Total	402	94	27	523	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final	
		£'000	Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	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	
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	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	4	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	
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	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	5	5	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	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	222	A review of customer journeys and service offers have affected the pace of property rationalisation, though the shortfall in meeting this 2016/17 target will be met from underspends elsewhere in Physical Assets. Property Disposal projects have been included in the Property Rationalisation Programme for 2017/18 in order to meet the target.
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	
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	
	Total	2,153	1,675	
	Target		2,153	
	Remaining Shortfall/(Over Achievement)		478	

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 £ 000's	Earlier Years	2016/17	2017/18	2018/19 and later	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
			£ 000's	£ 000's	£'000			£ 000's	£ 000's	£'000				
Building & Construction														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	121	145	484	0	750	121	161	469	-	750	16	(0)	Slippage as more design work done than forecast in 2016/17 due to client programme
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	445	550	0	0	995	445	492	57	-	995	(57)	0	Project complete on site, awaiting final invoices and internal charges
11122000	Nuneaton Alderman Smith redevelopment	10,039	0	0	0	10,039	10,039	-	-	-	10,039	0	0	
11131000	Warwick St John's House Museum	62	0	0	0	62	62	-	-	-	62	0	0	
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	739	-13	0	187	914	739	-	-	175	914	13	0	Awaiting final accounts
10972000	Planning Consent For Europa Way	484	0	0	0	484	484	47	-	-	531	47	47	Additional spend to be funded by a revenue contribution to capital.
11400000	Globe House Alcester - Remodelling of Globe House	210	30	0	0	240	210	1	29	-	240	(29)	(0)	Slippage as final account to be settled in 2017/18 and then project closed-down as complete
11416000	Bedworth King's House - Purchase of Long Lease	1,922	0	0	0	1,922	1,922	-	-	-	1,922	0	0	
11440000	Strategic Site Planning applications	440	402	548	0	1,390	440	444	506	-	1,390	42	(0)	Submission of planning applications for Top Farm and Dunkleys Farm has been delayed.
11503000	Planning Consent re the disposal of Dunchurch depot	0	25	55	0	80	-	10	70	-	80	(15)	0	Minor delays in receiving the final accounts
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	719	145	50	0	915	719	- 2	162	-	879	(148)	(36)	Barrack Street ground floor works cancelled and corresponding earmarked capital receipt (£32k) no longer to be used, drop of £3.7k due to Southam Grange revenue funding reversal.
11190000	Warwick Shire Hall refurbishment	3,469	0	0	0	3,469	3,469	-	-	-	3,469	0	0	
11335000	Rationalisation of County Storage	2,771	1,229	400	0	4,400	2,771	17	1,612	-	4,400	(1,212)	0	Project delayed pending decision re funding and final receipt for Montague Road / Ridgeway School.
11338000	Re-wire & refurbishment of Pound Lane	473	26	0	0	499	473	28	-	-	501	2	2	Increase due to settlement of contractor final account
11371000	Arden Centre, 120 Long Street, Atherstone	337	4	0	0	341	337	4	-	-	341	(0)	(0)	
11532000	Saltway Centre Stratford upon Avon	0	483	0	0	483	-	524	-	-	524	41	41	Increase security cost for CCTV and access control - funded from revenue.
Structural Maintenance														
11033000	Non Schools Planned Capital Building Mech & Elect Maintenance 2012/13							1	-	-	1	1	1	£520 transferred from 11286000
11035000	Schools Planned Capital Building Mech & Elect Maintenance 2012/13	5,830	0	0	0	5,830	5,830	7	-	-	5,837	7	7	£6,923 transferred from 11290000
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	2,606	21.287	0	0	2,627	2,606	10	11	-	2,627	(11)	0	Circa 103 projects under this block header - delays in final accounting
11038000	Schools - Capital Asbestos & Safe Water remedials 2013-14	1,277	0	0	0	1,277	1,277	-	-	-	1,277	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	6,018	30.736	0	0	6,049	6,018	10	21	-	6,049	(21)	0	Circa 244 projects under this block header - delays in final accounting
11096000	Warwick Barrack Street Block - roof replacement	190	0	0	0	190	190	4	-	-	194	4	4	Variance in final account and funded from 11096000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	274	(54)	0	0	221	274	- 61	7	-	221	(7)	(0)	Minor delays in anticipated final accounting
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,382	(25)	0	0	1,357	1,382	- 56	31	-	1,357	(31)	0	Circa 118 projects under this block header - minor delays in final accounting
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,751	(86)	0	0	2,665	2,751	- 21	-	-	2,730	65	65	Amendments to final accounts from original forecast - £64,978 transferred from 11286000
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,886	1	0	0	5,886	5,886	- 144	145	-	5,886	(145)	0	Circa 229 projects under this block header - minor delays in final accounting
11167000	Atherstone Queen Elizabeth School - flat roof replacement	122	0	0	0	122	122	3	-	-	125	3	3	£2,813 transferred from 11290000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	336	45	0	0	381	336	40	5	-	381	(5)	(0)	Minor delays in final accounts
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,221	50	0	0	1,271	1,221	15	36	-	1,271	(36)	(0)	Circa 75 projects under this block header - Minor delays in final accounts

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	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,242	418	0	0	2,660	2,242	437	-	-	2,679	19	19	Circa 104 projects under this block header - actuals higher than expected. £19,118 transferred from 11286000
11226040	Barrack Street Block - Main Structure Car Park Decks - Surface Areas Of Deck And Ramps	261	99	0	0	360	261	106	-	-	367	7	7	Variance in final accounting. £7,463 transferred from 11286000
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,552	171	0	0	5,722	5,552	239	-	-	5,791	69	69	Circa 225 projects under this block header - actual spend higher than forecast. £68,631 transferred from 11290000
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	344	0	0	344	-	196	148	-	344	(148)	(0)	Works planned accordingly - access issues to some sites
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	325	0	325	-	-	325	-	325	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	2,060	0	0	2,060	-	2,047	14	-	2,060	(14)	(0)	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	2,122	0	2,122	-	-	2,025	-	2,025	0	(97)	£520 transferred to 11033000, £64,978 transferred to 11144000, £19,118 transferred to 11226000, £4,472 transferred to 11096000, £7,463 transferred to 11226040
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	1,238	0	0	1,238	-	1,251	-	-	1,251	13	13	£13,087 transferred from 11288000
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	731	0	731	-	-	718	-	718	0	(13)	£13,087 transferred to 11287000
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	5,479	0	0	5,479	-	5,520	-	-	5,520	42	42	Circa 200 projects under this block header - various increased forecasts. £41,821 transferred from 11290000
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	7,047	0	7,047	-	-	6,927	-	6,927	0	(120)	£6,923 transferred to 11035000, £68,631 transferred to 11227000, £41,821 transferred to 11289000, £2,813 transferred to 11167000
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	-	-	-	12	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	0	325	325	-	-	-	325	325	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	2,122	2,122	-	-	-	2,122	2,122	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	0	731	731	-	-	-	731	731	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	3,431	3,431	-	-	-	3,431	3,431	0	0	
11538000	Non Schools Asb & Safe Water Remedials 2019/20	0	0	0	325	325	-	-	-	325	325	0	0	
11539000	Non Sch - Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	2,122	2,122	-	-	-	2,122	2,122	0	0	
11540000	Schools Asbestos & Safe Water Remedials 2019/20	0	0	0	731	731	-	-	-	731	731	0	0	
11541000	Schools Planned Bldg, Mech & Elect Backlog 2019/20	0	0	0	3,431	3,431	-	-	-	3,431	3,431	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	167	180	75.113	0	422	167	276	78	-	521	96	99	Increase of £99,000 relates to capitalisation of maintenance works funded by revenue.
11318000	Universal Free School Meals Programme	1,152	54	0	0	1,206	1,152	4	50	-	1,206	(50)	0	Slippage as unspent budget to be reallocated for spend on individual projects in 2017/18.
Energy														
10400000	Climate Change 2009/10	286	57	0	0	343	286	5	48	-	339	(51)	(3)	Slippage is due to some Water Efficiency Projects which had been costed and carried falling below deminimis and being reversed out to revenue. £3,375 contribution to project 10410000.
10410000	Climate Change 2007/08	331	0	0	0	331	331	3	-	-	335	3	3	Settlement of final account, funded from project 10400000
11135000	Various Properties - Reducing Energy	63	0	0	0	63	63	-	-	-	63	0	0	
11136000	Various Properties - Renewable Energy	171	0	0	6,230	6,401	171	5	-	6,225	6,401	5	(0)	Spend in 2016/17 relates to settlement of final account on old projects
11561000	Dunsmore Home Farm, Clifton on Dunsmore - Ground Mounted Solar	0	0	0	0	0	-	-	-	-	0	0	0	
11562000	Former Landfill site - Stockton	0	0	0	0	0	-	-	-	-	0	0	0	
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	387	2	0	0	390	387	2	-	-	390	0	0	
11141000	Rural Services Capital Maintenance 2014/15	690	(0)	0	0	690	690	5	-	-	695	5	5	£4,676 transferred from 11291000 - final accounts more than expected
11228000	Rural Services Capital Maintenance 2015/16	711	41	0	0	753	711	82	-	-	794	41	41	£40,959 transferred from 11291000 - final accounts more than expected

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17	2017/18	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
			£ 000's	£ 000's				£ 000's	£ 000's					
11291000	Rural Services Capital Maintenance 2016/17	0	851	46	0	897	-	561	268	-	829	(291)	(68)	£4,686 transferred to 1141000, £40.959 transferred to 11228000, £22,803 transferred to 11292000 - £290k slippage is due to External wall insulation works planned for a number of farm houses not being carried out. These have been delayed due to the need for ecological surveys (bats) which have to be undertaken at certain times in the year.
11292000	Rural Services Capital Maintenance 2017/18	0	0	496	0	496	-	-	519	-	519	0	23	£22,803 transferred from 11292000
11446000	Rural Services Capital Maintenance 2018/19	0	0	0	496	496	-	-	-	496	496	0	0	
11542000	Rural Services Capital Maintenance 2019/20	0	0	0	496	496	-	-	-	496	496	0	0	
		62,150	14,004	12,379	20,628	109,161	62,150	12,275	14,280	20,610	109,314	(1,729)	153	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,251	0	10,251	10,014	(237)	The Service has run under establishment throughout the year both with whole time and retained personnel, resulting in a net underspend of £237,000. This was planned to partially achieve savings in advance for 2017/18 and to anticipate the ongoing use of a business continuity crewing pool to cover part year vacancies and known periods of long term sickness. The continued management of the service delivery budget allows for a more flexible approach for using our resources when they are needed and for addressing any emerging areas of demand and capacity building.
Service Delivery - Prevention and Protection	870	0	870	784	(86)	Vacancies within Fire Protection throughout the year and minor variances in Arson and Community Fire Safety. There have been difficulties in recruiting and retaining suitably skilled staff due to other sector employment opportunities. The Service continues to support and develop staff as an encouragement to stay with the Service and the position is regularly monitored by senior managers
Service Delivery - Fire Control	743	0	743	731	(12)	
Service Support - Technical Support	2,489	5	2,494	2,581	87	
Service Support - Training & Development and Health & Safety	1,512	(80)	1,432	1,316	(116)	Within Training some courses had to be cancelled and the costs of other courses were changed - in addition the increased costs of whole-time recruitment were anticipated to rise and this underspend is committed against planned recruitment training costs in 2017/18. Within Health & Safety there was an unexpected vacant post for part of the year as other priorities and capacity pressures meant that resources could not be released from another part of the Service.
Service Improvement - Business Transformation & Projects	1,152	(150)	1,002	287	(715)	The national Emergency Services Mobile Communications Programme received £365,000 2017/18 late grant funding from the Home Office on March 28th which inflated the underspend in this area. The joint Fire Control Project with Northamptonshire completion date has been delayed by the system supplier, resulting in an unplanned underspend of £334,000. In addition a dispute over charges with another supplier is ongoing in another project to replace risk critical systems resulting in a £62,000 underspend.
Brigade Management	563	0	563	564	1	
Service Support - HR, IT, Finance & Pensions	2,105	(230)	1,875	1,614	(261)	£177,000 of this underspend relates to Fire Fighter Pensions unused budget for ill-health retirements. £61,000 underspend is due to Retained Duty System holiday and backdated pension no longer being due. £45,000 relates to the planned purchase of a new Fire Hydrant Management System which has taken longer to procure than expected and will now be completed in 2017/18.
Net Service Spending	19,685	(455)	19,230	17,891	(1,339)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Reason for Request
Pensions Reserve	91		177	268	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Operational Training	118	80		198	
RSFRS Project	70		62	132	
Emergency Services Mobile Communications Plan	0	150	395	545	
Fire Control Project	489	(488)	278	279	
Service Savings Reserve	164	230	427	821	
Total	932	(28)	1,339	2,243	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target	Final Outturn	
		£'000	£'000	
	Savings delivered in 2014/15 and 2015/16	1,129	1,129	
OOP/FRS-A	Implement a new response model	688	688	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	49	49	
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	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	42	42	
OOP/FRS-H	Removal of one senior management post within the Service	65	65	
	Total	1,989	1,989	
	Target		1,989	
	Remaining Shortfall/(Over Achievement)		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11151000	Fire Capital Grant - Equipment for Fire Appliances	111	0	0	0	111	111	(0)	0	0	111	(0)	(0)	
Sub Total - Projects Funded From Fire Capital Grant		111	0	0	0	111	111	(0)	0	0	111	(0)	(0)	
11152000	Vehicle Replacement Programme 2014/15	820	0	0	0	820	820	0	0	0	820	0	0	
11223000	Vehicle Replacement Programme 2015/16	929	0	0	0	929	929	2	0	0	931	2	2	
11502000	Vehicle Replacement Programme 2016/17	0	90	0	0	90	0	97	0	0	97	7	7	This minor over spend has been fully funded from a planned revenue contribution
Sub Total - F&R Self Financing Projects		1,749	90	0	0	1,839	1,749	99	0	0	1,848	9	9	
11153000	Equipment for new Fire Appliances 2014/15	120	0	0	0	120	120	0	0	0	120	0	0	The budget for equipment is allocated primarily on a rolling replacement programme and there are periods where annual funding is under or over spent depending on these replacement programmes
11298000	Equipment for new Fire Appliances 2015/16	80	40	0	-	120	80	32	0	0	112	(8)	(8)	
11299000	Equipment for new Fire Appliances 2016/17	0	120	0	-	120	0	83	0	0	83	(37)	(37)	
11300000	Equipment for new Fire Appliances 2017/18	0	0	120	-	120	0	0	165	0	165	0	45	
11448000	Equipment for new Fire Appliances 2018/19	0	0	0	120	120	0	0	0	120	120	0	0	
11544000	Equipment for new Fire Appliances 2019/20	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		200	160	120	240	720	200	114	165	240	720	(45)	0	
11229000	Leamington Spa fire station and Service Headquarters Reconfiguration	228	1,569	1,126	-	2,922	228	890	1,920	0	3,038	(679)	115	The original budget for the reconfiguration of the Leamington Spa Fire Station and Headquarters has been utilised for the fire station only and this is mainly due to the introduction of Day Crewing Plus duty system as part of the OOP savings plan, the anticipated completion date is July 2017. A further bid for additional funding to bring the Headquarters to a reasonable standard has been submitted and a decision on this is due soon.
11372000	Fire & Rescue Service Future Estate	0	0	0	-	0	0	0	0	0	0	0	0	
11373000	Response Location - Gaydon	176	600	0	-	776	176	585	15	0	776	(15)	0	

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11374000	Training Centre - New Build	88	750	7,040	-	7,878	88	567	7,223	0	7,878	(183)	0	The land has been purchased and planning permission has been granted although there were further assessments required regarding environmental and archaeological issues. Due to these delays construction has not yet begun and the anticipated completion date is due during 2018/19.
11375000	Alcester Fire Station Reconfiguration	439	4	0	-	444	439	4	0	0	444	(0)	(0)	
11376000	Stratford Fire Station Reconfiguration	367	0	0	-	367	367	(5)	0	0	362	(5)	(5)	
Sub Total - F&R Future Estate Project		1,298	2,924	8,166	0	12,387	1,298	2,042	9,158	0	12,497	(882)	110	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	723	101	22	0	847	723	56	67	0	847	(45)	0	The project to provide a fall back command and control facility with Northamptonshire Fire and Rescue continues to make limited progress due to the delay in delivering the required systems by the supplier CAPITA. Legal advice has been sought and WFRS & NFRS continue to work with the senior management team at CAPITA to deliver the project. There is a clear dependency with the delivery of this project and the achievement of OOP 2020 savings to deliver a single fire control function
Sub Total - Fire Control Project		723	101	22	0	847	723	56	67	0	847	(45)	0	
Grand Total		4,081	3,274	8,308	240	15,904	4,081	2,311	9,390	240	16,022	(964)	119	

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0890	N/WFRS not achieving the aims and objectives within the Fire Control Project A & B scopes and/or failing to achieve system functionality by 31st July 2017 deadline.	DCFO Rob Moyney	25/04/2017	12	<p>1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny.</p> <p>2. Project risk registers for Command and Control project workstreams populated with emerging risks.</p> <p>3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board.</p> <p>4. Improved communications established with Capital through programme board.</p> <p>5. Capita reporting to project board with confirmed revised schedule to complete project by an agreed date.</p> <p>6. Business Continuity arrangements as set out in R0901.</p> <p>7. Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate.</p> <p>8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress.</p> <p>9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager.</p> <p>10. Reporting by exception to the Home Office leads.</p> <p>11. Request for specific dedicated resource from supplier to assist with completion of project.</p>	12	<p>1. Seek legal advice around contractual arrangements.</p> <p>2. Calculate budget pressures incurred as a result of project delays and seek compensation from Capita.</p> <p>3. Review current payment schedule.</p>
R0888	Inability to keep our communities safe from harm	The Chief Fire Officer	25/04/2017	16	<p>Current senior officer oversight manages the performance of the Fire Service to ensure that any changes maintain a safe, effective and resilient Fire and Rescue capability.</p> <p>The Fire Service maintains departmental, programme and business unit risk registers which are reviewed monthly.</p> <p>The Fire Service has a Command Assurance Officer to highlight any specific areas of operational risk.</p> <p>A cross party working group supports the development of options and informs Fire Authority Members on any emerging issues</p> <p>Corporate Business Continuity Plan and Policy approved by Corporate Board.</p> <p>An Integrated Risk Management Plan has been drafted and consultation with the public completed. This will form our final IRMP which will propose recommendations for managing the Fire and Rescue within its resources and budget.</p> <p>Links between the WCC Emergency Plan and corporate Business Continuity Plan are in place to respond to increased demand for WCC services and ensure continuity in the delivery of critical business services to the community during a civil emergency.</p> <p>WCC is a member of the Local Resilience Forum and works with partner agencies to fulfil duties under the Civil Contingencies Act, and to prepare, respond and recover from different emergencies.</p>	12	<p>WFRS will deliver an annual action plan as part of its new Integrated Risk Management Plan (IRMP) 2017-2020</p> <p>WFRS will deliver an action plan as a result of the Fire and Rescue Service Peer Review 2017.</p> <p>WFRS will priorities its resources and capacity in line with its Purpose, priorities and principles as contained within the 2017/18 WFRS Business Unit Plan</p> <p>WFRS will take all possible action both managerially and legally to deliver key projects.</p> <p>Continue desktop and live testing of business continuity and emergency plans.</p>

Other Services - Virginia Rennie
Strategic Director - David Carter

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Core Grants	(144,113)	(1,890)	(146,003)	(148,319)	(2,316)	We have been notified of additional government grants of £173,000 for Extended Rights to Free Transport and £260,000 additional grant to compensate for the financial impact on the County Council of changes to the small business rate retention scheme that were not known at the time the budget was agreed. The underspend also reflects our share of the gain from the Coventry and Warwickshire Business Rates Pool of £518,000 and the £642,000 increase in the NNDR Volatility Fund we hold on behalf of other Pool Members.
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves less Individual Schools Budgets	(67,867)	(213)	(68,080)	(65,424)	2,656	This is the net overspend by schools in 2016/17. It will be met from the accumulated school balances.
Capital Financing Costs	35,249	(349)	34,900	32,123	(2,777)	This underspend reflects the early delivery of the 2017/18 savings and is therefore only available on a one-off basis. It has occurred as a result of delays/slippage in the delivery of the approved capital programme reducing the need to borrow and the effect of the continued low interest rates.
0-5 Strategy for Children	403	(403)	0	0	0	
Strategic Management Team	1,396	490	1,886	1,801	(85)	
County Coroner	411		411	465	54	
Environment Agency (Flood Defence Levy)	228		228	227	(1)	
External Audit Fees	175		175	104	(71)	
Provision for redundancy costs	1,835	(2,107)	(272)	0	272	The overspend at the end of the year is the result of the number of redundancies and early retirements agreed by 31 March 2017 as part of the delivery of OOP 2020 being greater than expected. The underspend will be allocated to the reserve set up to meet the cost of redundancies and early retirements over the period of the Plan.
Pensions deficit under-recovery	443		443	573	130	The Council is required to pay a fixed amount of £4,900,000 in 2016/17 as part of the agreed plan for bringing the Local Government Pension Scheme into balance. The number of active members of the scheme is lower than when the plan was agreed and therefore the amount required to ensure the Council pays the full amount due in year is greater than budgeted. The new triennial actuarial valuation to be introduced from April 2017 will mean budgets being reset and the deficit under-recovery brought back into balance with the budget.
	0	(695)	(695)	(695)	0	
Members Allowances and Expenses	1,053		1,053	950	(103)	
Other Administrative Expenses and Income	550	181	731	465	(266)	Additional income from the rebate scheme for the early payment of invoices has generated £288,000 income over the year. This was not budgeted for as it is the first year the scheme has been operational.
Reorganisation Pensions	50		50	173	123	The overspend is the result of the County Council's share of the additional one-off payment towards the pension costs of the former West Midlands Employers Association
Subscriptions	106		106	131	25	Additional subscription for associate membership of the West Midlands Combined Authority not included in the budget
Net Service Spending	(170,081)	(4,986)	(175,067)	(177,426)	(2,359)	
				Non DSG	(5,015)	
				DSG	2,656	

2016/17 Reserves Position

Reserve	Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Final Outturn £'000	Closing Balance 31.03.17 £'000	Reason for Request
Corporate					Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
General Reserves	21,373	201	4,432	26,006	
Medium Term Contingency	12,080	4,905	0	16,985	
Provision for Redundancy Costs	12,696	0	(272)	12,424	
Capital Fund	848	0	189	1,037	
Insurance Fund	8,517	0	(82)	8,435	
Schools and Centrally Managed Dedicated Schools Grant	18,308	0	(2,656)	15,652	
Total Corporate Reserves	73,822	5,106	1,611	80,539	
Other Services					Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Audit Fee Reserve	646	0	71	717	
Transformation Fund	1,154	0	0	1,154	
Adult Social Care (BCF) Reserve	0	1,154	0	1,154	
0-5 Strategy for Children	414	403	0	817	
Community Infrastructure Levy	301	0	0	301	
Interest Rate Volatility Reserve	5,436	0	0	5,436	
Provision for Business Rates Appeals	1,047	0	0	1,047	
Coventry and Warwickshire Business Rates Pool	329	0	642	971	
Quadrennial Elections	478	252	0	730	
Total Other Services Reserves	9,805	1,809	713	12,327	
Group Reserves					Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves.
Resources Transformation Fund	866	843	35	1,744	
Resources Systems Replacement Fund	1,373	1,499	0	2,872	
Resources Traded Service Reserve	258	5	0	263	
Resources Service Savings	374	0	0	374	
People Group Reserve	2,861	0	0	2,861	
Total Group Reserves	5,732	2,347	35	8,114	
Total	89,359	9,262	2,359	100,980	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17		Reason for financial variation and any associated management action
		Target £'000	Final Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,550	1,550	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	1,000	The additional saving relates to the early delivery of the 2017/18 savings target
OOP/OS-D	Management restructure	50	182	The additional saving relates to the early delivery of the 2017/18 savings target
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	0	
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	
		2,100	2,732	
	Target		2,100	
	Remaining Shortfall/(Over Achievement)		(632)	

Our communities and individuals are safe and protected from harm and able to remain independent for longer						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Children and Families	No. of children who are subject to a child protection plan per 10,000 population (KBM)	39.3	40	Green	All 2016/17 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off the Children in Need Census for 2016/17 is 31 July 2017.	
Children and Families	No. of Common Assessment Frameworks initiated per 10,000 of the 0-19 child population (KBM)	96	90	Green	This is an assessment to help practitioners develop a common understanding & agreement of a child or young person's needs. It often leads to a system of meetings where action plans are created and monitored with the family. An increase would suggest that more universal services are using this assessment tool. To ensure consistency of the figures in all quarters, we have used the population figures from the 2011 census. If we had used the most recent Insight data, the 0-19 population has increased which would have shown a lower no of CAFs.	
Social Care & Support Services and Strategic Commissioning	% of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	72.5	77	Red	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ This measure is reported based on information recorded on client classifications. If this is not updated this will not reflect an overall accurate measure.	Customers' aspirations for accommodation are discussed as part of their assessment. Supported living options and accommodation with support including shared lives have increased in Warwickshire to enable accommodation in the person's own home and with family to support independence.
Social Care & Support Services and Strategic Commissioning	% of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)	69.17	87	Red	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ As a consequence of the service transformation, the clients that are now seen in secondary care mental health tend to, by the nature of their illness, less likely to be in settled accommodation and/or employment. Therefore there has been a reduction in both ASCOF's.	The integrated care teams continue to work with clients to support greater social inclusion including support to access appropriate accommodation and work related opportunities. The introduction of a new employment support programme funded by the European Social Fund has secured additional funding for three years for seven Individual Placement Support Officers across Community Mental Health Teams in Warwickshire to better support people to be work ready.
Social Care & Support Services and Strategic Commissioning	% 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)	87.9	92.7	Red	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ The people seen in Reablement in the winter period (Q4) have been frailer and this is reflected by the trends in admissions to hospital. As a consequence of their frailty they are at a higher risk of deteriorating health and had more dependency with an increased risk of requiring more long term support.	The therapy programmes continue, to enable people to re-learn their skills in daily living. The approach has been extended to incorporate more preventative solutions, such as maintaining good nutrition and hydration and use of assistive technology devices.

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Social Care & Support Services and Strategic Commissioning	% of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)	20.71	23	Red	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ As a consequence of the service transformation, the clients that are now seen in secondary care mental health tend to, by the nature of their illness, less likely to be in settled accommodation and/or employment. Therefore there has been a reduction in both ASCOF's.	The integrated care teams continue to work with clients to support greater social inclusion including support to access appropriate accommodation and work related opportunities, The introduction of a new employment support programme funded by the European Social Fund has secured additional funding for three years for seven Individual Placement Support Officers across Community Mental Health Teams in Warwickshire to better support people to be work ready.
Social Care and Support Services	Proportion of Deprivation of Liberty Safeguards (DoLS) referrals per 100,000 adult population (KBM)	486	455.6	Green	Actual 2665	
Social Care and Support Services	% of reablement customers who achieved (either fully or partly) one or more outcomes (KBM)	95	95	Green		
Strategic Commissioning	% of adults with a learning disability in paid employment ASCOF 1E (KBM)	11.7	11.5	Green	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ Learning and work opportunities are considered for all customers with a Learning Disability and appropriate referrals for support either via WEST, the Learning Disability Hubs, Remploy and supported living providers are made to meet individual customer outcomes. □ Data for this indicator is collected from updated classifications on carefirst which, if not completed, will not provide an accurate figure.	
Community Services	No. of Violence with injury crimes (domestic abuse flag) crimes (KBM)	1391	1300	Red	This KPI is affected by police crime recording changes which means that all incidents are crimed as soon as they are received by the police as opposed to following investigation. Violent crime is particularly impacted and will continue to be so in the coming year.	Continue to monitor the impact of the crime recording changes. Work to tackle domestic violence and abuse is being led by the partnership Violence Against Women and Girls Board. New victim services commissioned for April 2017.
Community Services	No. of Violence with injury (alcohol/drug flag) crimes (KBM)	1795	1700	Red	This KPI is affected by police crime recording changes which means that all incidents are crimed as soon as they are received by the police as opposed to following investigation. Violent crime is particularly impacted and will continue to be so in the coming year.	Continue to monitor the impact of the crime recording changes. Work to tackle substance misuse is being led by the partnership Drug and Alcohol Management Group and locally by Community Safety Partnerships (CSP).
Community Services	No. of hate crime offences and hate incidents (KBM)	693	500	Red	A reported increase in hate crime offences is seen as a positive by the partnership. Hate crime is traditionally under reported and there has been an increased focus over the last 2 years on addressing this.	Continued focus on raising awareness of hate crime and encouraging reporting in 2017/18. New campaign and website to be launched.

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Community Services	No. of ASB incidents (KBM)	16942	16000	Red	This KPI is affected by police crime recording changes which means that all incidents are crimed as soon as they are received by the police as opposed to following investigation.	Anti-Social Behaviour is managed at the district and borough level.
Community Services	Rate of proven re-offending by young re-offenders (KBM)	3.38	3.18	Red	The rate of reoffences per reoffender measure: Latest available data (April 14 - Mar 15) shows a rate of 3.38. This is based on a cohort of 283 young people, of whom 79 went on to reoffend, committing a further 267 offences. This compares with the Jul 11 - Jun 12 cohort which demonstrated a rate of 2.07, based on 407 young people, of whom 106 reoffended, committing a further 219 offences. Although the rate itself is showing a declining trend, this must be considered in the context of the absolute numbers. The cohort itself has reduced by almost a third and those reoffending by a quarter, resulting in significantly less victims of youth crime in Warwickshire. The effect of this however, is that those young people who remain in the youth justice system, are far more likely to be those with greater and more complex needs resulting in more entrenched offending behaviour.	Reducing reoffending is a national indicator for all Youth Offending Teams (YOT) across the county, and remains a high priority for Warwickshire Youth Justice Service (WYJS) in its 2017/18 strategic plan. WYJS is looking to implement a number of initiatives to tackle this declining trend and target those most likely to reoffend. Firstly, working alongside the police in offering a programme to support youth cautions - a police out of court disposal which does not currently involve a support programme. Secondly, through the introduction of an enhanced case management model (trauma recovery model) for those particularly troubled young people who have experienced violence, abuse, neglect and trauma that has not been addressed by other agencies.
Community Services	Proportion of offenders who re-offend (%) (KBM)	21.5	20.9	Amber	The data is from the period July 2014 to June 2015 which is the latest available from the Ministry of Justice.	Continued coordination through the Integrated Offender Management County Steering Group. Ongoing push to finalise the reducing re-offending action plan.
Community Services	% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)	95	90	Green		
Community Services	Value of volunteer hours recorded through Third Sector Support contract (KBM)	1126285	2300000	Red	Baseline included the value of volunteer hours recorded through direct volunteering in WCC services. Current measure only includes those volunteer hours recorded through Third Sector Support contract and is hence lower. <input type="checkbox"/> An additional £2,325,000 of volunteer hours have been delivered in direct support of WCC Services	Baseline included the value of volunteer hours recorded through direct volunteering in WCC services. Current measure only includes those volunteer hours recorded through Third Sector Support contract and is hence lower. <input type="checkbox"/> Reviewing 2017/18 target in favour of reporting to this contract measure.
Community Services	No. of Third Sector organisations and Town & Parish Councils supported to develop/ implement a local service offer (KBM)	265	250	Green		
Transport and Economy	No. of properties better protected from flooding through partnership working (KBM)	29	25	Green	12 properties better protected through flood alleviation schemes and Property Level Resilience. 4 properties better protected through enforcement and pre-enforcement activities. 13 properties better protected through the targeted CCTV investigations programme (which often requires jetting and clearing of culverts in order to inspect them).	
Transport and Economy	No. of communities with engaged flood groups or flood wardens (KBM)	20	20	Green	We currently have 11 active flood groups as part of the Post Pathfinder Project in Austrey, Barton, Bidford-on-Avon, Brilles, Eathorpe, Fillongley, Kenilworth, Nether Whitacre, Shipston, Southam and Welford-on-Avon. We know of at least 9 other groups which are mainly Parish/Town Council based, including Alcester, Coughton, Grandborough, Grendon, Willoughby, Snitterfield, Fenny Compton (Aqueous), Marton and Long Marston.	

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Transport and Economy	% Major planning consultations which were responded to within statutory period (KBM)	56	70	Red	The number of applications received remains high with an increase towards the end of the month. In total, 69 consultations for major development were received in March and we currently have 30 live applications. The team sent out 63 responses in the month, 59 of these were within the statutory determination period (94%) and 100% were returned prior to determination by the Local Planning Authority.	Although the end of year target has been missed, this is due to resource issues during the first half of the 2016-17 year. During Quarters 3 and 4, 88% and 94% of applications were responded to within the statutory period, exceeding the 70% annual target. As well as successfully recruiting and inducting staff to perform this role in house during 2016-17, we have also put in place a risk-based approach to reviewing planning applications for 2017-18 so that officer time is focused on the highest risk sites.
Transport and Economy	No. of people killed or seriously injured (KSI) on our roads (KBM)	374	271	Red	Actual quarters/year end used in line with Department for Transport reporting 01/01/2016 - 31/12/2016. The police have not closed off 2016 so there maybe a slight movement but it should be very minimal. □ The increase in KSIs is reflected at a national level. It is very difficult to assess the reasons for this increase however factors such as weather and the economic upturn all play a part. We continue to target our interventions and initiatives to those locations and user groups where we can have maximum impact.	Road safety education, engineering and enforcement will continue to be taken in response to long term data trends.
Fire and Rescue	No. of P3 incidents attended (KBM)	843	1380	Green		
Fire and Rescue	No. of P4 incidents attended (KBM)	1017	875	Red	These incidents are those which pose a potential hazard to human life and include secondary fires. Over the summer period there was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P5 incidents attended (KBM)	739	327	Red	These incidents are the lowest priority incidents which pose a confirmed low hazard to human life and include fires already believed to be out and to Automated Fire Alarms (AFA's). This type of incident has increased across the period due to a Service policy change in mobilising to AFA's which are only in sleeping risk and life risk premises.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County.
Fire and Rescue	No. of P2 incidents attended (KBM)	300	301	Green		
Fire and Rescue	No. of P1 incidents attended (KBM)	177	201	Green		
Fire and Rescue	No. of preventable fire related deaths (KBM)	3	0	Red	Within the first few months of 2017 there were 3 fire related deaths within the home. Each incident is a tragedy and a full review is undertaken within the Service following such an incident to establish whether there are any improvements that can be made to help protect vulnerable members of our community.	Review of the targetting of the new Safe and Well visits the Service will be conducting this year.
Fire and Rescue	No. of Home Fire Safety Checks delivered (KBM)	4158	4000	Green	The Service has done extremely well in achieving its target to deliver 4000 Home Fire Safety Checks. Particularly in light of the pressures facing our crewing levels. These checks are delivered by frontline crews and a large percentage of these have been delivered to the most vulnerable members of our community	
Fire and Rescue	No. of students receiving "Fatal Four" education sessions (KBM)	2284	1500	Green	The Service identifies that more people are killed and seriously injured on our roads than those affected by fire related incidents. The Service has focused a greater amount of time and resources delivering the "Fatal Four" product and this can be seen by the year end figure that far exceeds our target	

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Fire and Rescue	No.of fire related injuries (KBM)	14	22	Green		
Fire and Rescue	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards (KBM)	74.69	90	Red	This measure has been challenging throughout the year with a continuous review of performance undertaken by Officers within Service Delivery. The primary reasons for the low performance is due to the hard to reach geographical locations of incidents and the prolonged travel times between the more rural retained stations. We will continue to monitor this closely and endeavour to do the best we can to improve the performance in this area.	Weekly monitoring of response standards and causes of missing the second appliance attendance time. Review of performance at the fortnightly and monthly performance meetings. Where required resources are moved around the county on a daily basis and staff are drawn from a business continuity pool to make up crewing numbers at key stations
Fire and Rescue	No. of Site Specific Inspections delivered (KBM)	787	600	Green	NA	
Fire and Rescue	% Retained Duty System (RDS) appliance availability at key stations(KBM)	89.93	85	Green	Recognising the pressures facing RDS staff this is an encouraging level of performance. Compared against other Fire and Rescue Services this performance is good. However the Service will still endeavour to improve this further and work is underway to ok at areas such as alternative contracts.	
Fire and Rescue	% times an appliance arrives at life risk or property incidents within agreed response standards (KBM)	72.83	75	Amber	This performance measure has fluctuated throughout the year with the final year end figure falling below target. The availability of fire engines and their ability to reach incidents within 10 minutes is a priority for WFRS. Action is taken daily to maintain the best level of operational cover and the performance is monitored continuously by officers within Service Delivery. There are numerous reasons why this performance is challenging, these include the geographical location of incidents, infrastructure such as the motorway network and the unavailability of some retained stations. Recently there is also the delayed notification of incidents from other agencies such as the Ambulance. WFRS will make every effort possible to maintain the best level of Service to the public	The monitoring of the response times is undertaken daily by the local responsible officers. This is then reviewed weekly by senior officers and further monitored by the senior management team on a monthly basis. All actions necessary are taken daily to maintain the best operational cover across the county.

The health and wellbeing of all in Warwickshire is protected						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Children and Families	No. of 13-17 year olds (excluding UASC) entering care per 10,000 (KBM)	20	30	Green	<p>We have now reviewed all looked after children and updated care planning, which has resulted in a re-evaluation of risks and risk management. □</p> <p>Children have been able to be supported to live back with their families. □</p> <p>In addition Children and Families introduced a number of panels in the autumn to consider children who are in need of additional and targeted support. Panels are multi-agency and have clear shared objectives one of these objectives being to avoid looking after children where alternatives can be achieved safely and effectively.</p>	Continue to embed.
Children and Families	% of Children Looked After (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption (KBM)	57.4	62	Red	<p>All 2016/17 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off of the SSDA903 Looked After Return for 2016/17 is 30 June 2017.</p> <p>The area of placement stability has received scrutiny and a range of measures are in place to reverse the trend and improve performance. However, adoption performance remains above National averages.</p>	<p>Further analysis of those Children Looked After (CLA) with placement instability and implementation of support strategy for foster carers.</p> <p>Immediate further actions include: placement change to be authorised at Operational Manager level, all placement moves to be reported and monitored by Case Decision Meetings (CDM) and analysis of patterns and learning through CDM to be reported back to the Children and Families leadership Team.</p>
Children and families	% 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)	38	32	Green	<p>All 2016/17 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off of the SSDA903 Looked After Return for 2016/17 is 30 June 2017.</p>	
Children & families and Strategic Commissioning	% of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	60	71	Red	<p>We have identified an increase in the starting Strengths & Difficulties Questionnaire (SDQ) level of young people being referred for a Mental Health in School Cases (MHISC) intervention. An increased initial SDQ score implies a greater level of need. Our working assumption is that referrals are coming through that are at a higher level of need than the MHISC framework can effectively address.</p>	<p>To discuss the referral criteria with Early Help Officers to refocus the MHISC framework on emotional well-being cases rather than those more suitable for higher level interventions. Ensure more appropriate pathways are in place for children requiring higher level of support through the re-commissioned Children and Adolescent Mental Health Services (CAMHS) framework.</p> <p>□</p>
Children and Families	No. of children placed in residential care at 31 March (excluding UASC) (KBM)	29	32	Green	<p>All 2016/17 data is provisional and although of benefit because it helps illustrate activity trends, may not be reflective of finalised figures in our annual return to the Department of Education as we will need to undertake further validation and data quality checks at the end of the financial year. The deadline for all local authorities to sign off of the SSDA903 Looked After Return for 2016/17 is 30 June 2017.</p> <p>Regular reviews of all cases are undertaken to ensure that residential is the most appropriate placement for the young person. Where appropriate, we have moved people from residential foster placements, including some to a new internal 'Solo Scheme' that has been set up by Warwickshire County Council Fostering Services to take young people stepping down from residential care. In addition, the Service Managers for the South & North Children's Teams monitor and assess all requests for residential placements very closely, seeking to ensure that any young person that can be placed in foster care does not go to residential.</p>	<p>South, Central & North Service Managers to continue to monitor all requests for residential placements. Placements only to be made with their approval.</p> <p>Service Managers and Operations Managers to regularly review all residential placements to ensure they are still appropriate. Independent Reviewing Officers to be consulted in this process.</p>

The health and wellbeing of all in Warwickshire is protected						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Social Care and Support Services	% of customers who have received support for 12 months or more who have had a review in the last 12 months (KBM)	62.6	65	Amber	The target was not met by 2.4%. There are specific service areas that have impacted on this overall figure with particularly low annual review rates, specifically Learning Disability within the Disabilities Service.	Prioritise Annual Review completions within Disabilities Services, particularly Learning Disability to increase the overall % of reviews completed. <input type="checkbox"/> <input type="checkbox"/> Extra resources are being considered for 17/18 to increase the completion rate.
Social Care and Support Services	No. of carers receiving a service in their own right (KBM)	461	520	Red	The target was set to represent previous performance but the fact that fewer carers received a specific service doesn't necessarily mean their needs are not being met, as this could be achieved through a service or support for the person they care for.	Following a carer's assessment, before a direct service is offered via a carers direct payment or short break/respite (which make up the indicator), support is considered from universal services and generic support services. Practitioners continue to offer carers' assessments to all carers.
Community Services	No. of individuals taking part in Country Park environmental activities across the County (KBM)	18417	20000	Red	Slightly over estimated Year End Target, but still an increase on last year.	Next year need to reflect closer year on year figures. Sometimes limitations due to resource availability, and the odd cancellation by school.
Community Services	Kgs of residual household waste per household (KBM)	486	520	Green	Year end figures are estimated. <input type="checkbox"/> Actual figures available August, when DEFRA have confirmed.	
Community Services	% household waste re-used, recycled and composted (KBM)	54.3	51.2	Green	Year end figures are estimated. Actual figures available August, when DEFRA have confirmed.	
Public Health	% children aged 5 who are obese (KBM)	8.3	8.5	Green	Children in Warwickshire have better than average levels of obesity: 8.3% of children aged 4-5 years and 17.4% of children aged 10-11 years are classified as obese.	
Public Health	Teenage conception rate per 1,000 population (Warwickshire) (KBM)	19.5	22.9	Green	The Warwickshire rate is below the national rate of 20.8.	
Public Health	Teenage conception rate per 1,000 population (Warwick DC) (KBM)	16.2	12.9	Red	Much lower than the National rate of 20.8 and the lower Warwickshire rate of 19.5.	We are encouraging all schools to adopt our Relationship & Sex Education (RSE) programmes and continually with Sexual Health providers to signpost and promote services.
Public Health	Teenage conception rate per 1,000 population (Stratford DC) (KBM)	11.5	14.2	Green	The rate is lower than the last Office National Statistics (ONS) figures for 2014 and lower than both the Warwickshire rate and National rate.	
Public Health	Teenage conception rate per 1,000 population (North Warks BC) (KBM)	29.6	24.3	Red	Higher than the national and Warwickshire rate - work continues to reduce the rate.	The Action on Teenage Pregnancy ATP for Nuneaton and Bedworth and North Warwickshire has developed an action plan to focus on a multi-agency approach to reduce teenage conceptions. Key elements of this will be the Condom Distribution pilot, local targeted communication, increased Pharmacy Provision of Emergency Hormonal Contraception and the continued provision of the Young Peoples Sexual Health Service in Nuneaton.

The health and wellbeing of all in Warwickshire is protected						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Public Health	Teenage conception rate per 1,000 population (Rugby BC) (KBM)	18.8	18.5	Amber	This rate has remained the same as the last ONS figure provided in 2014. It is not significantly different.	As with the other districts that are below the National Rate per thousand we are continuing with our county wide approach by providing information/signposting for young people via our website www.respectyourself.info , our Relationship & Sex Education programmes and Emergency Hormonal Contraception (EHC) providers in local Pharmacies. This rate has risen from 18.5 to 18.8 so our approach remains the same.
Public Health	Teenage conception rate per 1,000 population (Nuneaton & Bedworth BC) (KBM)	25.4	22.8	Red	The rate remains higher than the National Rate of 20.8 and work continues in this area to improve access to a range of services.	The Action on Teenage Pregnancy ATP for Nuneaton and Bedworth and North Warwickshire has developed an action plan to focus on a multi-agency approach to reduce teenage conceptions. Key elements of this will be the Condom Distribution pilot, local targeted communication, increased Pharmacy Provision of Emergency Hormonal Contraception and the continued provision of the Young Peoples Sexual Health Service in Nuneaton.
Public Health	% increase of low level Mental Health and Wellbeing support services (level of access) by Warwickshire residents (KBM)	37	5	Green	Q4 actual 23,839 Large increase this year as a result of new public mental health and wellbeing services, and improvements to information on web-pages and enhanced promotion of them.	
Public Health	% increase of the no. of people with dementia accessing post diagnosis mental health and wellbeing support (KBM)-	14	10	Green	Data includes users of dementia navigator service, young onset dementia service pilot, living well with dementia website, books on prescription for dementia and physical activity on referral (dementia). Actual increase in users was 14% (based on data from 15/16).	Continued promotion of services. No specific action.
Public Health	% women smoking in pregnancy (Coventry Rugby CCG) (KBM)	10.9	12.1	Green	Q3 2016/17 data shown. Q4 not available until June	
Public Health	% women smoking in pregnancy (South Warwickshire CCG) (KBM)	6.4	7.6	Green	Q3 2016/17 data shown. Q4 not available until June. Actual for Q3 is lower than end of year target maybe due to a higher than expected number of unknowns being recorded which is affecting the reliability of the data. 4.2% pregnant women have not had their smoking status recorded in Q3.	CCG have been requested to monitor the accuracy of the data to ensure that the number of unknowns recorded is reduced to less than 1%
Public Health	% women smoking in pregnancy (Warwickshire North CCG) (KBM)	10	11.6	Green	Q3 2016/17 data shown. Q4 not available until June. Actual for Q3 maybe due to a higher than expected number of unknowns being recorded which is affecting the reliability of the data. 19.1% pregnant women have not had their smoking status recorded in Q3.	CCG have been requested to monitor the accuracy of the data to ensure that the number of unknowns recorded is reduced to less than 1%
Public Health	No. of people stopping smoking (4 week quit data) (KBM)	1681	2162	Red	Smoking rates in the adult population have reduced compared to previous year so the number of potential quitters has also decreased. An increase in the number of smokers using e-cigarettes to quit smoking means less smokers are accessing the Stop Smoking Service	Ensure adequate provision of trained advisors in primary, secondary & community settings. All providers to change from using a paper based monitoring system to a digital system to improve reliance of monitoring & performance data.
Public Health	% infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	46.9	43.8	Green		
Public Health	Total % drug and alcohol users successfully completing structured treatment (KBM)	29.7	27	Green	Higher is better. Provider has worked hard in Q4 to improve successful completions for Drug and Alcohol structured treatment and exceeded performance target.	
Public Health	% repeat presentations for drug and alcohol use (KBM)	4.8	5.4	Green	Lower is better. Provider has worked hard in Q4 to improve successful completions for Drug and Alcohol structured treatment and exceeded performance target.	

The health and wellbeing of all in Warwickshire is protected						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Public Health	No. of individuals completing the Fitter Futures Warwickshire programme (KBM)	1648	900	Green	Completions for all of the Fitter Futures services have exceeded the target considerably. Providers, the Commissioner and stakeholders have worked hard together to increase numbers of referrals and completions during 16/17.	
Fire and Rescue	% incident command competency levels amongst Flexi Duty Officers (KBM)	98.25	100	Amber	Earlier in the year 1 Officer had not completed his competency levels assessment which has had an impact on the year to date. This performance is monitored monthly and immediate action was taken to support this officer. In the period following this action the performance rose back to 100%	All Officers have been, and will continue to be, reminded in advance of the need to complete their assessment within required timescales.
Fire and Rescue	% competency level for Wholetime and RDS firefighters in 8 risk critical areas (KBM)	95.98	100	Amber	A 100% is an aspirational but necessary target, however this is difficult to achieve due to the ongoing recruitment of RDS personnel who will not be competent while undergoing their development courses. In addition a number of wholetime firefighters returning from sickness will take time to regain full competency.	Both the recently recruited RDS and returning Wholetime personnel will be supported by Training and Development and at station level to become fully competent in as short a timescale as possible.
Fire and Rescue	Average days sickness per Full Time Equivalent (KBM)	8.31	7	Red	The target for days lost per FTE for 2016/27 was 7. The total days actually lost per FTE for this period was 8.31. This is above the average for local government which sits at a total of 8 days lost. There have been a number of long term absences over this period of time which has increased this statistic. The target for 2017/18 is 7.5 days which is below the LG average and just below the days lost for the previous year. This improvement will be possible through improved management of sickness absence by managers within the service and an amended policy which will see a change in some way to formal stages and/or triggers over the next 6 months, in line with amendments to the WCC policy.	Ongoing monitoring of levels at Monthly Performance Review meeting. Close management of the levels of sickness by Managers within the Service. Implementation of an amended policy.
Fire and Rescue	No. of RDS Firefighter vacancies (Full Time Equivalents) (KBM)	36	40	Green	Currently the level of RDS vacancies is running at 36 and the Service continues to deal with the challenges of the RDS system. There is a dedicated team of volunteers in place supported by a number of full time managers. The Services recruitment process is held up nationally as best practice. However, the historical reasons for recruitment and retention difficulties remain. WFRS is committed to improving this issue within its draft Integrated Risk Management Plan (IRMP)	
Fire and Rescue	No. of Wholetime Firefighter vacancies (Full Time Equivalents) (KBM)	14	0	Red	The number of wholetime firefighter vacancies is being managed closely and is currently running at 14. A wholetime recruitment campaign is underway to bring the establishment levels up to the required level. It is envisaged that the whole time establishment will be at the required level by December 2017.	Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings.
Fire and Rescue	No. of major training events/exercises undertaken at risk premises (KBM)	17	12	Green		
Fire and Rescue	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents (KBM)	3	6	Green		

Our economy is vibrant, residents have access to jobs, training and skills development						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Children and Families	% of children achieving a Good Level Development (GLD) at the end of reception (KBM)	71	70	Green		
Children and Families	% of Children Looked After (CLA) aged 16-19 who are Not in Education, Employment or Training (NEET) (KBM)	13.3	14.5	Green	Work of dedicated CLA careers workers has had a positive impact. □ The data is provided by Prospects, and the measure reflects national reporting.	
Children and Families	% of Children Looked After (CLA) whose attendance at school is above 90% (KBM)	90	90	Green		
Children and Families	% of Care Leavers aged 19-21 who are Not in Education, Employment or Training (NEET) (KBM)	33.9	27	Red	We are currently developing more reliable real-time monitoring of the employment status of care-leavers in conjunction with our commissioned careers provider, Prospects. This requires an agreed secure information exchange. Protocols are currently being established which will enable this to take place.	Consideration is being given to increasing the capacity of our commissioned careers support (Prospects) to extend advice and guidance you care leavers up to 21 years old. Joined up strategy to be developed by the Virtual School, Schools & Settings Partnership Manager and the Central Social Care Manager.
Community Services	Total no. of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	20012	16250	Green	Methodology for calculating measure amended from 'sessions delivered' to a simple head count.	
Community Services	% business satisfaction levels with Trading Standards (KBM)	100	87	Green	Figures available up to and including January 2017	
Community Services	% targeted formal Trading Standards enforcement actions which are successful (KBM)	100	87	Green		
Community Services	% satisfied Trading Standards customers (KBM)	90	87	Green	Figures available up to and including January 2017	
Community Services	% planning application responses delivered within Service Level Agreements (KBM)	97	90	Green	Advice responses continue to be well above SLA targets of 90%	
Education and Learning	% children achieving expected progress between Key Stage 2 and Key Stage 4 in English (KBM)	-0.01	0.01	Red	Final validated progress figure is -0.01, this is well above the national progress figure of -0.04.	Although this looks negative because it is below target, the issue is with the target as it was not possible to set an accurate target due to the changes to assessment at Key Stages 2 & 4. In light of the fact that the actual for Warwickshire is above the national average the measure is actually rated green.
Education and Learning	% children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths (KBM)	0.06	0.01	Green	Final validated progress figure is 0.06, well above the national progress figure of -0.02.	
Education and Learning	Closing the Gap - % disadvantaged children achieving age related expectations at end of Key Stage 2 in reading, writing and maths (KBM)	38	39	Amber	Final validated data shows 38% of Warwickshire disadvantaged achieved expected level in Reading/Writing/Maths at the end of KS2. This compares to 39% nationally. The size of gap between Warks disadvantaged and others nationally is -23 compared to a national gap of -22.	Warwickshire's Closing the Gap Strategy has been in place since January 2015 and incorporates a wide range of actions to address the disadvantaged gap. An evaluation by Warwick University in 2016 established principles of good practice which were shared with all schools. Further good practice was shared at the second conference in December 2016. There has been some evidence of impact in the Early Years, but impact will take some time to show at KS2 and 4.
Education and Learning	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English and Maths (KBM)	41	41	Green	Final validated data show 41% of Warks disadvantaged pupils achieved A*-C in English & Maths at the end of KS4 in 2016. This compares to 43% nationally. The size of the gap between Warks disadvantaged and others nationally is -30, the gap is not closing.	Warwickshire's Closing the Gap Strategy has been in place since January 2015 and incorporates a wide range of actions to address the disadvantaged gap. An evaluation by Warwick University in 2016 established principles of good practice which were shared with all schools. Further good practice was shared at the second conference in December 2016. Secondary Headteacher briefing in March focussed on narrowing the gap with Higham Lane School sharing their success and the strategies that they put in place. There has been some evidence of impact but impact will take some time to show at KS4.
Education and Learning	% 16 to 17 year olds who are not in education, employment or training (NEET) (KBM)	2.3	3.5	Green	It is anticipated Warwickshire NEETs figure will be around 2.3% when it is published in May 2017, it is anticipated the national figure will be around 2.7%, however, the data has not yet been ratified by DfE. Final validated data was due to be published in May 2017 but due to the election this won't be known until after the election has finished.	
Education and Learning	No. of children missing out on education (KBM)	65	70	Green	Many year 11 pupils known to us are still out of full time education, this is due in part to the late notice to place within schools. Some are receiving education but not on a school roll	Measures in place to move Fair Access Protocol (FAP) pupils quickly and identify schools quickly to avoid refusals

Our economy is vibrant, residents have access to jobs, training and skills development						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Education and Learning	% vulnerable children and those with SEND educated in out of County provision (KBM)	10.19	10	Amber	Increase on Q3 data, however spend on International Schools Partnerships (ISP) is decreasing and increase in Special Educational Needs & Disabilities (SEND) Resourced provision and other specialist places is creating in-County capacity in medium and long term.	Main reduction expected in Q2 following the start of new school year.
Transport and Economy	% all planning applications processed within target (KBM)	96	70	Green	28 planning applications were determined during 2016/17, of which 27 were within the statutory time period.	
Transport and Economy	% gap between best and worst wards in terms of unemployment rate (KBM)	3	3	Green	The shift from JobSeekers Allowance (JSA) to Universal Credit is now being integrated into the statistical releases that we use. Using just JSA data, the gap is 3% as per year end target. Integration of Universal Credit increases this to 4.1%.	
Transport and Economy	% gap in productivity (GVA per job) with UK average (KBM)	2.2	14	Green	Warwickshire's productivity gap is 2.2%, Warwickshire £49,735 UK £50,830 The smaller productivity gap has been due to a change in the reporting of the data.	
Transport and Economy	% businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)		70	N/A	We have experienced significant difficulties in obtaining data to support this performance indicator. The original plan was to utilise the Chamber of Commerce's Quarterly Economic Survey, but changes in how this is now undertaken to ensure consistency at the national level have meant that this not possible, and an alternative data source cannot be found. We therefore cannot get any future data for this measure, and are not able to report on actual or forecast data. We will remove this indicator for future periods.	
Transport and Economy	No. of people employed in key target growth sectors in Warwickshire (KBM)	85386	83000	Green	Data updated annually, and previously reported on. Shows good growth in our key priority sectors.	

Warwickshire's communities are supported by excellent communications and transport infrastructure						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Transport and Economy	% Highway Authority consultations which were responded to within statutory period (KBM)	68	80	Red	Whilst the year end target was not achieved, Quarter 4 saw 83% of the highway responses being made within the statutory 21 days. This is an increase on Quarter 3, which stood at 76%. 2016/17 has seen an increase in the number of planning applications that the Highway Authority have been consulted on, with a total of 3,338 coming to us. This is an increase of 13% when compared to 2015/16.	We are working with the District/Boroughs to trial Standing Advice, which should reduce the number of small applications that the Highways Authority is consulted on. This will mean that officers can focus on the larger ones.
Transport and Economy	% completion of infrastructure improvements programmed for the current financial year within Transport Planning (KBM)	95	95	Green		
Transport and Economy	% WCC financially supported bus services operating on time (KBM)	97.2	88	Green		
Transport and Economy	% renewed and replaced free concessionary travel passes posted within five days of receipt of request (KBM)	96	85	Green		
Transport and Economy	% write offs of Penalty Charge Notices (KBM)	0.52	0.95	Green		
Transport and Economy	% deployed hours for Civil Enforcement Officers (KBM)	103.24	100	Green	Average % for 2016/17 at year end	
Transport and Economy	% completion of infrastructure improvements programmed for the current financial year within County Highways (KBM)	100	100	Green		
Information Assets	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	92.02	91.5	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Children and Families	% of children's social care workers whose workload consist of 21 allocated cases or more (KBM)	29.8	15	Red	We are unable to reduce caseloads until we have a sufficient number of Social Workers we can reallocate cases to.	Caseloads are reviewed by Senior Leadership Team on a quarterly basis and we have a current invest to save initiative which aims to reduce caseloads to 15 per front line social worker.□ There is a Children's workforce strategy and workforce plan, which is reviewed at both the People Group Workforce Strategy Board and the Business Unit Focus Groups. These groups have members of the Business units, HR and Learning and Development, and aim to bring in line the workforce plan with the learning and development plan. There is a comprehensive career pathway for social workers, offering a number of learning and development opportunities to enable them to progress from newly qualified to experienced and beyond. Our Invest to Save strategy aims to reduce Children Looked After, by investing first in our Social Work workforce, with the initial aim of increasing our workforce by an additional 40 social workers. This is one of 3 priority projects in the Children's Transformation Programme and in the period November 2016 to June 2017 46 external qualified Social Workers have been recruited.
Professional Practice and Assurance	No. of adverse People Group Local Government Ombudsman decisions (KBM)	11	5	Red	Of the 11 cases in the People Group, 8 related to Social Care and Support and 3 related to Children and Families.	The overview of all Local Government Ombudsman cases is undertaken by Law and Governance and includes a review of the cases including any themes and common issues so that lessons learned can be shared more widely across the organisation through Heads of Service. We are also reintroducing the arrangement for Corporate Board to consider the LGO's annual report in order to strengthen the overview arrangements.
Professional Practice and Assurance	% of adult planned case file audits that are completed (KBM)	46	80	Red	Social Care and Support audits have undertaken fewer audits in 2016-17 than planned. In part, this is because of competing priorities and workload challenges. But it also reflects that the replacement of the audit tool and procedure was to be replaced. Work on the new People Group case file audit procedure and tools is completed and was implemented in April 2017. SCS audits have started from 1/5/17 and are Care Act compliant. All recommendations made in the internal audit have been addressed in the new arrangements.□	Social Care and Support staff were briefed on 27/4/17 regarding the new audit tool and procedure before implementation on 1/5/17. The Intranet has a case file audit page to support implementation. Early indications are that the audit tool is producing useful results.
Professional Practice and Assurance	% of children's planned case file audits that are completed (KBM)	42	80	Red	The performance reflects some of the challenges of embedding the case file audit programme within an environment of competing priorities. C&F SLT have agreed to revise this measure for next year to support more realistic achievements.	This is a priority along with the embedding of a performance culture as part of the post-Ofsted action plan.

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership						
BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Social Care & Support Services and Strategic Commissioning	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month, BCF) (KBM)	519.32	403	Red	<p>Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □</p> <p>Warwickshire days delayed increased by 55% this quarter compared to the same quarter last year and by 10% compared to last quarter. The last three quarters have seen a reversal of the downward trend seen in April 2015 to March 2016. Warwickshire days delayed have increased by 11% in 2016/17 compared with 2015/16, missing the target of a 14% reduction over this period. Warwickshire days delayed are now at their highest levels ever at 8,257. There has been an increase in this metric at all providers this quarter (compared to last year), in particular at George Eliot Hospital (131%) and University Hospitals Coventry and Warwickshire (80%). □</p>	<p>There is productive work being undertaken with health partners to identify and address the key practices which impact on this target.</p> <p>The hospital social care teams undertook an 'as is' pathway planning process exercise and in June 2017 launched a development and improvement plan across hospital Social Care Teams.</p>
Social Care & Support Services and 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)	8.85	3	Red	<p>Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □</p> <p>Both Social Care and NHS delays have increased by approximately 55% this quarter compared with last year. The top Social Care delays reasons were Care Package in the Home, Residential Home and Assessment Completion. The top NHS delay reasons were Nursing Home, Care Package in the Home and Assessment Completion.</p>	<p>There is productive work being undertaken with health partners to identify and address the key practices which impact on this target.</p> <p>The hospital social care teams undertook an 'as is' pathway planning process exercise and in June 2017 launched a development and improvement plan across hospital Social Care Teams.</p> <p>It is anticipated that the numbers of social care delays attributable to care packages will be much improved as the sourcing of care is now much quicker as a result of the new contracts.</p>
Social Care & Support Services and Strategic Commissioning	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)	474.2	480	Green	<p>Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □</p> <p>There has been a marked decrease in the number of new permanent admissions to residential and nursing care since Q3. Investigations into this are ongoing, but so far no solutions (including data quality or recording methodology changes) have been identified which might account for that decrease.</p>	
Strategic Commissioning	% of placements in provision of Good or Outstanding quality (CLA) (KBM)	89	88	Green		
Strategic Commissioning	% of placements in provision of Good or Outstanding quality (care homes) (KBM)	85.7	85	Green	<p>This data was calculated from the Care Quality Commission database</p>	The Quality Assurance Team continue to work with those providers rated as Inadequate or requires Improvement, to address quality issues.
Social Care & Support Services and Strategic Commissioning	% of adults receiving a direct payment ASCOF 1C Part 2A (KBM)	29.3	28	Green	<p>Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □</p> <p>Customers who are eligible for services and where needs and outcomes lead to a council funded service are offered a Direct payment as a first option.</p>	

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Social Care & Support Services and Strategic Commissioning	% of carers receiving a direct payment ASCOF 1C Part 2B (KBM)	47.6	80	Red	Please note this data is currently unverified, it forms part of our statutory annual return, which has been sent to NHS Digital to validate. Verified data is due July 2017. □ Where carer needs and outcomes cannot be met via universal services and can only be met via council funded support, carers are offered a direct payment as a first option.	As part of the Adult Transformation Programme we will be undertaking an End to End Assessment and Review Redesign project. This will provide a radically streamlined, person centred approach, working with individuals to provide creative solutions, reducing reliance on traditional forms of care and support and increasing the number of customers and carers who are able to source their support via direct payments.
Strategic Commissioning	% of providers categorised as High Risk in the CreditSafe System (KBM)	3.76	3.31	Red	11 out of 292 monitored companies on Creditsafe that have a rating, are showing as High or Very High Risk. The risk of business failure is unlikely for the companies concerned (Creditsafe probability is less than 7%). The risk to Warwickshire has been considered. Whilst target exceeded, this is not a concern as year end target was so low at 3.31% (Actual was 3.76% i.e. 0.45% above target).	The Market Management Team continue to monitor alerts daily and respond as appropriate. Market Management weekly report on provider viability to be introduced from May 2017.
Strategic Commissioning	No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure (KBM)	1	2	Green	It is normal that there will be some providers exiting the market due to market forces and supply and demand. During 2016/17 business failures were.. 1 domiciliary care provider: Sundial (was a franchise that went into liquidation, Carewatch (main franchise) took over packages and contract novated over).	Continuing with routine work: Financial viability is considered at Invitation To Tender (ITT) for new contracts. Creditsafe (a credit ratings agency) alerts are monitored for early signs of business fragility.
Strategic Commissioning	% of domiciliary packages sourced with a request within two days (KBM)	63	80	Red	This is a relatively new contract (August 2016) which introduced a radically different commissioning arrangement and a new obligation on providers to respond within tight timescales. Performance continues to improve as the new arrangements become business as usual.	Intensive work is being carried out by commissioner to confirm that providers are fully aware of contractual obligations and that they are carrying out activity to ensure they are in a position to take on packages within their contracted percentage customer share and area.
Community Services	Waste Service cost per household (KBM)	65.54	65.74	Green	Year end figures are estimated. Actual figures available August, when DEFRA have confirmed.	
Education and Learning	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted (KBM)	90	90	Green	Latest data for March 2017 shows an increase from 86% in February to 90% compared to national 87%. This is also up from 89% last quarter and up from 82% in March 2015.	Ofsted inspection reports are analysed on a regular basis. Areas of strength and development are identified and shared with head teachers via head teacher briefings. Schools judged as requiring improvement or inadequate receive task groups to monitor improvement and school to school support is brokered and monitored through the Education Challenge Board.
Education and Learning	% EHC Assessments including exception cases issued within 20 weeks (KBM)	35.7	40	Red	Resource capacity at red. □ Increase in team capacity resources required.	Business case being developed in regards to increasing capacity.
Education and Learning	% EHC Assessments excluding exception cases issued within 20 weeks (KBM)	36.2	40	Red	Resource capacity at red. □ Increase in team capacity resources required.	Business case being developed in regards to increasing capacity

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Transport and Economy	% customer satisfaction level (NHT, HMC) (KBM)	51		N/A	<p>This score is from the 2016 NHT Survey section for Highways Maintenance. The score has remained neutral compared to 2015. For WCC there were 849 responses from a sample of 3300, a response rate of 28.3% but this was below the average County Council response rate. WCC were ranked 60th out of a total 106 authorities. Participation in and analysis of the NHT Survey, is being undertaken as part of County Highways current pursuit of Level 3 Incentive Funding from Department for Transport which it aims to achieve in 2018. Due to the complexities and variables that would affect the score it was decided that a target could not confidently be chosen.</p> <p>The score for Highways Maintenance & Enforcement was calculated using responses to 4 Key Benchmark Indicators (KBI).</p> <p>For KBI 'Condition of Highways' WCC scored 42% which was 8% higher than County Council (CC) average. WCC were ranked 2nd out of 28 CC's. For KBI 'Highway Maintenance' WCC scored 51% which was 2% higher than CC average. WCC were ranked 4th out of 28th CC's for this KBI.</p> <p>For KBI 'Street Lighting' WCC scored 60% which was 3% less than CC average but an improvement of 6% compared to 2015. WCC were ranked 23rd out of 28 CC's.</p> <p>For KBI 'Highway Enforcement/Obstruction s' WCC scored 48% which matched the CC average. WCC were ranked 19th out of 28 CC's.</p>	<p>An initial action plan has been put in place to address those highway maintenance related scores falling below national averages ahead of the 2017 survey. Each Key Benchmark Indicator (KBI) was made up of Benchmark Indicators (BI). For the BI 'Provision of Street Lighting', provision of street lighting in the 2017 NHT survey to support the expected continued increase in public satisfaction.</p> <p>For BI 'Speed of Repair to Damaged Roads/Pavements' we will manage exposure to risk through the implementation of a risk based approach and raise awareness and consult with key stakeholders regarding the implementation of a risk based approach in accordance with Well-managed Highways Infrastructure (WMHI) Code of Practice.</p> <p>For BI 'Provides information of gritting' we will discuss with the corporate communications team ways of increasing the visibility and reach of highway social media platforms. We will also produce, consult and publish a Winter Service Plan for 2017/18. Additionally we will review Cumbria County Councils winter service communication strategy.</p>
Fire and Rescue	% customer satisfaction level (KBM)	97.5	95	Green		
Fire and Rescue	£K Forecast Savings at Year End (KBM)	860	860	Green		
Fire and Rescue	Capital Programme - % Variance to Budget (KBM)	0.91	0	Amber	Increased capital spends funded by revenue contributions	
Fire and Rescue	Revenue Outturn - % Forecast Variance to Budget (KBM)	-6.96	-2	Red	<p>The outturn position of an overall £1.339m underspend is the result of additional Home Office funding being provided on 28th March, IT and supplier delays in various projects, pensions underspends resulting from a reduction in ill health retirements and within Service Delivery caused by the ongoing difficulty of recruiting Retained Duty Firefighters. The underspend not set against various specific projects will fund expenditure required in 2017-18 such as the recruitment of whole time firefighters and the creation of capacity where necessary. This will aim to bring WFRS to an adequate level of operation in both service delivery and organisational change areas to meet the requirements of an increasingly challenging local and national agenda</p>	<p>The financial management is closely monitored within the Senior Leadership Team of WFRS. Work is ongoing to target any underspend to the right areas of the Service to create capacity and meet the challenges during 2017/18</p>
Customer Service	Number visits to WCC libraries(per population) (KBM)	2.80	2.80	Green		
Customer Service	Resident satisfaction with WCC customer journey (KBM)	89.50	85.00	Green		
Customer Service	Call abandonment rate (KBM)	2.90	5.00	Green		
Customer Service	On-line customer service transactions (KBM)	54.9	80	Red	<p>This measure looks at the total transactions for services available digitally and the number of transactions completed digitally as a percentage of the total.</p>	<p>There are a number of transactions that have become available during 2016/17 and the process for collating this data is currently being developed.</p> <p>This measure will be influenced by the switching off of channels to encourage customers to channel shift.</p>

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline (KBM)	100	100.00	Green		
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts) (KBM)	100	100	Green		
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)	94.44	100	Red	One of the monitoring reports to GLT was sent out as a late paper where this was not planned in advance.	
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)	545	100	Green	This measure looks at the amount of cash return on invested capital that the council earns expressed as a ratio of the interbank lending rate (LIBID). During 16/17 the amount of cash return achieved is 545% over the interbank lending rate . This is as a result of investing in property and social bonds.	
Finance	WCC's statutory reports (Pension Fund) are produced to deadline (KBM)	100	100	Green		
Finance	Statutory reports are unqualified by External Auditors (Pension Fund)(KBM)	100	100	Green		
Human Resources & Organisational Development	Staff sickness (KBM)	9.65	10.05	Green		
Human Resources & Organisational Development	Staff turnover (KBM)	15.07	15.19	Green		
Human Resources & Organisational Development	Positive employee engagement score (KBM)	70	70	Green		
Human Resources & Organisational Development	Compliance with statutory requirements, or maintain 100 % compliance (KBM)	100	100	Green		
Information Assets	Medium and high level information incidents reported (KBM)	66	50	Red	Sharp increase in reported incidents in Q4. This could be due to the refresher information compliance training and staff being more aware.	Weekly review of incidents and recommendations by incident group to monitor trends. Report on information compliance to Corporate Board 10 May 2017.
Information Assets	Availability of IT key systems through core infrastructure to users (KBM)	99	99	Green	Some minor downtime to Libraries at Firewall cutover but >90% availability on other systems.	
Information Assets	Remote availability of IT key systems to users through mobile devices (KBM)	56	65	Red	Implementation of walled garden in Q1 2017/18 will address remote access to all IT key systems.	
Law and Governance	Number of complaints upheld by the Ombudsman (KBM)	11	8	Red	8 upheld complaints in relation to adult social care - 7 of these are in relation to social care and support and 1 in relation to strategic commissioning. 3 upheld complaints in relation to children's safeguarding.	Briefing on LGO complaints in 2016/17 along with lessons learnt will be given to Heads of Service meeting in July once we have received the LGO Annual Report. Will also consider whether any specific follow-up is required with relevant People Group staff. Reporting LGO complaints and the annual report has been reintroduced for reporting to Corporate Board from July 2017.
Law and Governance	Audit recommendations implemented vs recommended (KBM)	72	66	Green		

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Law and Governance	Legal challenges / adverse judgements (KBM)	1	0	Red	1 case against WCC by Information Commissioner's Office in relation to an FOI: "The complainant made a request for information to Warwickshire County Council for GIS data on its public Rights of Way Network. The Council refused the request under the exception in regulation 12(4)(d) (material still in the course of completion etc). The Commissioner's decision is that regulation 12(4)(d) does apply to the requested information but that the public interest in maintaining the exception does not outweigh the public interest in disclosure. The Commissioner requires the public authority to take the following steps to ensure compliance with the legislation: The Council shall disclose the requested information to the complainant."	
Physical Assets	Target asset receipts received (KBM)	33.39	100	Red	Delays in the disposal of land at Europa Way, involving continued negotiations with Warwick District Council have delayed Capital Receipts for the year. The target was £10.9m; the shortfall of £7.26m has been added to the 2017/18 target	Europa Way should be completed by September 2017. Ensure the projects which deliver the capital receipts are resources effectively
Physical Assets	WCC Council Property footprint (sq mtrs.) (KBM)	186.33	100	Green	Disposal of 16 Old Square, Warwick results in additional 714 sq m footprint reduction above target figure. Accommodation at Elizabeth House, Stratford upon Avon vacated wef 13/1/2017	No further actions required.
Physical Assets	Non-compliances per £1m of operational property expenditure (KBM)	0	4	Green	No Non compliances in year 16/17	
Physical Assets	Actual project delivery time to planned delivery time (KBM)	96	90	Green		
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB) (KBM)	100	90	Green	Four projects closed in 2016/17, M40 J12 improvements, Homecare Framework Contract, Reduction in Looked After Children and Improved Transitions. In total these projects identified 28 benefits of which only 22 were to be achieved at this point in time and all were achieved. For M40 J12, both the benefits due have been achieved. A further long term benefit around economic development will continue to be monitored by the Coventry and Warwickshire LEP for the next 5 years. Of the 6 benefits identified for the reduction in Looked After Children project all have been realised. Twelve benefits were identified for the Improved Transitions project, of which 9 were due to be achieved by this point - all of these were achieved and the remaining 3 benefits will continue to be monitored on an ongoing basis. The Homecare Framework Contract project has identified 7 benefits of which 5 were due to be realised by the current time and these have been achieved. The remaining two benefits have been partially achieved and will be incorporated into the Benefits Plan for the new outcome Based Commissioning Implementation project.	

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BU	Measure	2016-17 Actual year end performance	2016-17 Target	Was the 2016-17 Target Achieved?	Comments	Actions to be taken
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length (KBM)	22.50922509	0	Red	<p>In January 2016, Customer & Transformation Board identified 18 projects & programmes from across the Council as key projects delivering the Council's customer & transformation outcomes. By the end of 2016/17 a total of 271 milestones were due to be completed of which 210 were completed on time and 61 milestones were missed across 12 projects during the whole year. A number of these milestones had been missed earlier in the year as previously reported. In Q4, 7 projects missed a milestone: For the Homecare Framework Contract slippage occurred due to complexities of letting the contract, and issues with provider engagement and planning for transition. The project ended at the end of March as planned, however a new project has been set up to complete work on the Outcome Based Commissioning Implementation. Two projects within the FRS Transformation Programme have been delayed due to lack of resources and technical issues with software. A delay in the Skills for Employment project was caused by changes in key personnel at the supplier. The publication of commissioning intentions for SEND was delayed to allow prioritising of key tender exercises, this project has also had recruitment issues. A milestone has been missed in the Extra Care Housing Project due to general construction issues (poor weather, slow discharge of planning conditions, archaeological issues) and the HS2 project missed a milestone due to delays in getting the Bill through Parliament which is outside of the remit of WCC.</p>	