

# Cabinet

12 November 2015

## One Organisational Plan Quarterly Progress Report April – September 2015











### Recommendations

Cabinet are recommended to:

- 1) Note the progress on the delivery of the second year of the One Organisational Plan (2014-18) as at the end of September 2015 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- 2) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- 3) Approve the net transfer of £0.152 million into Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- 4) Approve the revised capital payments totals and the revised financing of the 2015/16 capital programme as detailed in the table in section 3.3.

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

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







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

- 1.2. Due to a very difficult landscape, there has been a decline in the authority being able to deliver on most of its priority outcomes, although it continues to successfully manage key risks.
- 1.3. The current political volatility in the organisation is beginning to impact on delivery of our objectives, and as such, a number of the OOP decisions are being slowed down by political opposition to budget decisions which framed the OOP.
- 1.4. A small net overspend of £0.3 million is being forecast on the revenue budget for the year. This is a reduced overspend compared to the £3.5 million forecast at Quarter 1 and reflects the progress of efforts being made to ensure, overall, the authority comes in under budget by the end of the financial year.
- 1.5. As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focussed discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans

## 2. Performance Commentary

### 2.1 OOP Outcome Framework

2.1.1 The OOP Outcome Framework contains 5 specific key outcomes. At the midyear position, we are reporting that two out of five are within tolerance to be delivered, with three bring red and the overall status of the OOP is red. Details of how the associated themes are performing are set out in the table below.

						
	Our communities & individuals are safe from harm & are able to remain independent for longer	The health & wellbeing of all in Warwickshire is protected	Our economy is vibrant; residents have access to jobs, training & skills development	Warwickshire's communities are supported by excellent communications & transport infrastructure	Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership	Overall OOP Outcomes
Overall Status	Amber	Red	Red	Amber	Red	Red
Red	1	1	2	0	2	6
Amber	3	4	1	1	3	12
Green	1	0	1	2	0	4
Total	5	5	4	3	5	22

The following criteria has been used to report the delivery of the Outcomes:

- Red indicates at this stage, we are not on target to deliver the Outcome.

- Amber indicates that at this stage, we are on target to deliver the Outcome but it is not yet fully achieved.
- Green indicates that we are delivering the Outcome set out in the plan.

2.1.2 Each of the 5 specific outcomes are supported by a number of additional themes, and cover distinct areas of activity that are being delivered across the Organisation and not just by one particular Group or Business Unit.

2.1.3 The table below sets out the comparative performance of the delivery of the outcomes, when comparing against the year-end position and the midyear point of 2014/15:

	Q2 2014/15*	Year End	Q2 2015/16	Comparison to Q2 2014/15
Red	5%	18%	27%	↑
Amber	86%	64%	55%	↓
Green	9%	18%	18%	↑
Overall OOP Delivery Status	Amber	Red	Red	↓

\*based on 21 themes, as 1 was reported as not yet available

2.1.4 When compared to the same time last year, the number of themes with a green status has doubled; by comparison, the number with a red status has increased. The amber themes have decreased, and the overall OOP delivery status has fallen from amber to red as a result of the change in the number of outcomes previously reporting an amber status.

2.1.5 Positively, at mid year we are able to report that we are successfully delivering on the following themes which are all reporting a green status:

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

2.1.6 At the Mid Year Point, the following themes are reporting a red status and progress on the overall delivery of these outcomes is being monitored to ensure all necessary activity is being undertaken and is reflected in the Member Dashboard.

- “Our children live in safe and supportive families”.
- “Our residents have choice and exercise maximum control over their health and social care regardless of where they live”.
- “Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential”
- “Young people are supported to meet their needs and aspirations”.
- Customers access information through multiple channels and demand for Council services is effectively managed”

- “Our Staff are highly skilled and supported”.

2.1.7 Further information on the performance of the supporting key business measures underneath the above themes and the actions to be taken are set out in Appenedix A pg 8 – 10.

### Organisational Health Outcomes

2.1.8 Overall, we are forecasting that, at the mid year point, we are not within tolerance to deliver all of the high level Organisational Health Outcomes.

2.1.9 We are reporting one amber, two green and two red outcomes, which equates to a red status for the overall delivery of the One Organisational Health outcomes.

2.1.10 The table below sets out the comparative performance of the delivery of the Organisational Health outcomes, when comparing against the year-end position and the midyear point 2014/15:

Organisational Health Outcomes	Q2 2014/15	Year End	Q2 2015/16	Comparison to Q2 2014/15
Red	25%	25%	25%	↔
Amber	12.5%	12.5%	12.5%	↔
Green	37.5%	50%	25%	↓
N/A	25%	12.5%	37.5%	↑
Overall Status	Amber	Amber	Red	↓

2.1.11 When compared to the same time last year, the overall status for the Organisational Health outcomes has decreased from being amber now now being red. The reds and ambers have stayed the same although the greens have decreased.

2.1.12 We are currently unable to provide a mid year forecast for the Organisational Health Outcomes “The Council adopts a commissioning approach to service delivery” and “Customers expectations are managed and they are satisfied with the services they receive”, as they are currently being reviewed by Corporate Board . With regards to “Staff have access to resources and information which allow them to do their job”, we are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17.

2.1.13 The red outcomes are “staff are satisfied with the Council as an employer”, which is based on the Pulse Survey results, and “Services are delivered within the agreed budgets”. The reason for Services are delivered within the agreed

budgets being red are in relation to the overspends in Education and Learning and Safeguarding, as referenced in 3.1.5 and 3.1.6.

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

- 2.2.1 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.2.2 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation.
- 2.2.3 At the mid year point, absence levels are reported at an average of 4.44 days per person (9.92 on the rolling year) which compares to this quarter last year when they were reported at an average of 4.42 days (9.47 rolling year) per person. This also compares to 2.22 days in quarter 1. Reports show that the three top reasons for absence remain stress, musculo-skeletal and post-operative.
- 2.2.4 As we continue to move through significant organisational change, the total number of people employed by the County Council stands at 5215 at the end of Q2, which represents a 2.2% reduction since Q1.
- 2.2.5 The age profile of our workforce remains stable with an average age of 45.6 years. Efforts to increase the younger representation of the workforce continues and since the beginning of the financial year, there have been 64 apprentices participating in the WCC Apprenticeship Programme.
- 2.2.6 Turnover remains steady with resignation representing the greatest reason for leaving. However, this quarter over 100 WCC employees have transferred out of the Complex Needs service within the People Group via TUPE.
- 2.2.7 We continue to manage the number of significant risks to the organisation, and there is only one net red risk in the corporate risk register which is "Safeguarding Children and Vulnerable Adults in our community and the County Council's inability to take action to avoid abuse, injury or death". This risk has been set at a constant red risk level because of the nature of the risk.
- 2.2.8 Further details of the actions being taken to reduce the likelihood/ impact of risk is detailed in the risk section of Appendix A.

## **3. Financial Commentary**

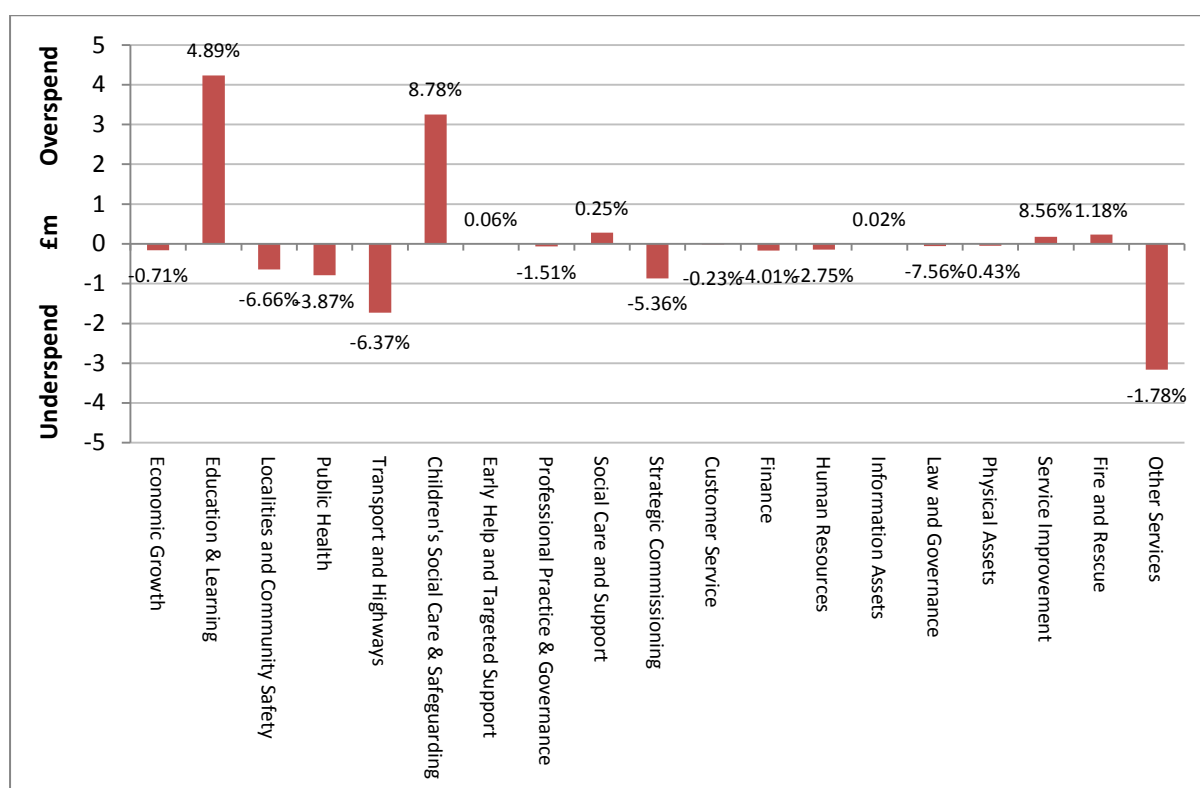
### **3.1. Revenue Budget**

- 3.1.1. The approved net revenue budget for 2015/16 is £238.413 million. Against this, at Quarter 2, an overspend of £0.328 million or 0.14% is forecast. The

Quarter 1 position was an overspend of £3.502 million or 1.48% when compared to the approved net revenue budget at that time.

3.1.2. The agreed tolerance for overspends is 0% which means the overall forecast falls outside of this tolerance.

3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the tolerances agreed for reporting purposes of no overspend or a less than 2% underspend. To supplement the assessment of financial performance against these tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process are reported to Members as part of these quarterly reports.



3.1.4. At Quarter 2 seven Business Units are forecasting that they will overspend and a further seven are forecasting underspends greater than the -2% tolerance agreed. Since Quarter 1 four Business Units (Economic Growth, Localities and Community Safety, Public Health & Physical Assets) have moved from a forecast overspend to a forecast underspend. In additional two Business Units (Early Help and Targeted Support & Information Assets) have moved from a forecast underspend to a forecast overspend. The remaining thirteen Business Units are forecasting the same direction of their financial position in both Quarter 1 and Quarter 2.

3.1.5. Where the size of the variation requires it, the main reasons and the proposed management action to rectify the position is set out below. The analysis is split

between those Business Units overspending and those underspending. The size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised.

## **Overspends**

- Education & Learning – The forecast overspend of £4.234 million is an increase of £1.295 million since Quarter 1 and is still mainly due to the known deficit of £4.065 million on the Dedicated Schools Grant (DSG) budget when the details were finalised at the start of the financial year. Finding a long-term solution to balance the DSG and deliver the home-to-school transport savings has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Children's Social Care & Safeguarding – The forecast overspend is £3.254 million, an increase of £0.534 since Quarter 1. Over £2 million is due to residential care costs for looked after children whilst the remaining overspend is from rising costs associated with foster carers and adoption services. The Business Unit has no reserves and finding a solution to the financial difficulties in Children's Social Care & Safeguarding has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Social Care & Support – The forecast overspend is £0.282 million but this has reduced by £0.504 million since Quarter 1. The main reasons for the reduced underspend are a drop in clients for Older People services and difficulties with recruiting to approved mental health professionals posts. The reduced overspend reflects the positive impact of the projects, reported at Quarter 1, to address the areas that are overspending.
- Service Improvement and Change Management – The forecast overspend of £0.176 million is a slight increase from the Quarter 1 forecast. This is as a result of a £0.205 million planned overspend to deliver Resources Group transformation offset by smaller underspends across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resources Group Transformation Fund.
- Fire & Rescue – The forecast overspend is £0.232 million, an increase of £0.205 million since Quarter 1. This overspend is due to significant progress on the Fire Control Project since Quarter 1 and the Business Unit is requested to draw down from the reserve, earmarked for this purpose, to cover this overspend in 2015/16.

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

- Localities & Communities – The forecast underspend of £0.647 million is in contrast in the forecast overspend of £0.774 million at Quarter 1. The

main reasons for the change are the effect of £0.461 million drawn down from the Families Intervention Projects Reserve to cover the Quarter 1 overspend and the spending of the £0.500 million Council allocation to support the transformation of the third sector now unlikely to be incurred until future years.

- Public Health – The forecast underspend of £0.792 million is in contrast to the forecast overspend of £0.317 million at Quarter 1. The service is anticipating in year budget cuts by the Department of Health and has put plans in place to mitigate these cuts when they are announced.
- Transport & Highways – The forecast underspend of £1.727 million is £0.749 million more than was forecast at Quarter 1. The increased underspend is due to a further drop in Concessionary Travel passenger journeys and additional income from Civil Parking Enforcement.
- Strategic Commissioning – The forecast underspend of £0.866 million is £0.726 million more than was forecast at Quarter 1. This increase is due to a number of posts across the Business Unit being vacant and the delay in the implementation of Phase 2 of the Care Act.
- Finance – The forecast underspend of £0.169 million is £0.055 million more than was forecast at Quarter 1. The increase is mainly due to planned delays in the recruitment to vacant posts.
- Human Resources – The forecast underspend of £0.142 million is £0.058 million less than was forecast at Quarter 1. The decrease in the forecast is due to recruitment to vacant posts over the last few months.
- Law & Governance – The forecast underspend of £0.059 million is £0.103 million less than was forecast at Quarter 1.

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

3.1.7. Most of the Business Units have sufficient reserves to meet any residual overspends. There are still only two Business Units that are a cause for concern at present – Children’s Social Care and Safeguarding and Education and Learning, with a combined forecast of a £7.488 million overspend. This is an increase of £1.829 million since Quarter 1. The difficult financial position of both of these Business Units is a continuation of the position at the end of 2014/15 and it has previously been identified as the critical issue to be resolved in the 2016/17 OOP financial refresh.



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

## **3.2. Reserves**

3.2.1. Business Units are seeking Members' approval to put £0.657 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

### **Economic Growth (£0.057 million)**

- Towards supporting ongoing expenditure on HS2 in future years.

### **Localities and Community Safety (£0.500 million)**

- Moving the 2015/16 budget allocation to support the transformation of the third sector into future years.

### **Fire and Rescue (£0.100 million)**

- To support operational training in future years.

3.2.2. Business Units are also seeking approval to drawdown £0.505 million from reserves to support the delivery of their plans in the current financial year:

### **Economic Growth (£0.075 million)**

- For the provision of broadband and other communications facilities in our Business Centres.

### **Fire and Rescue (£0.430 million)**

- To fund expenditure in 2015/16 on the Fire Control Project.

3.2.3. At 1 July 2015 the authority held reserves of £120.729 million. On 24 September Council approved the use of £0.300 of general reserves to reduce the Supporting People savings in 2015/16. Also the proposed movements out of reserves of (£0.505 million) combined with the effect of the forecast outturn (£0.328 million) would decrease the total level of reserves to £119.596 million.

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

### 3.3. Capital Programme

3.3.1. The total forecasted level of capital payments is £106.062 million in 2015/16, with a further £131.461 million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £4.111 million for 2015/16 with a further £10.062 million over the medium term.

3.3.2. Managers' forecasts indicate that £8.829 million of the planned spend for 2015/16 is now expected to slip into future years. This brings the total slippage in the first half of the financial year to £20.917 million.

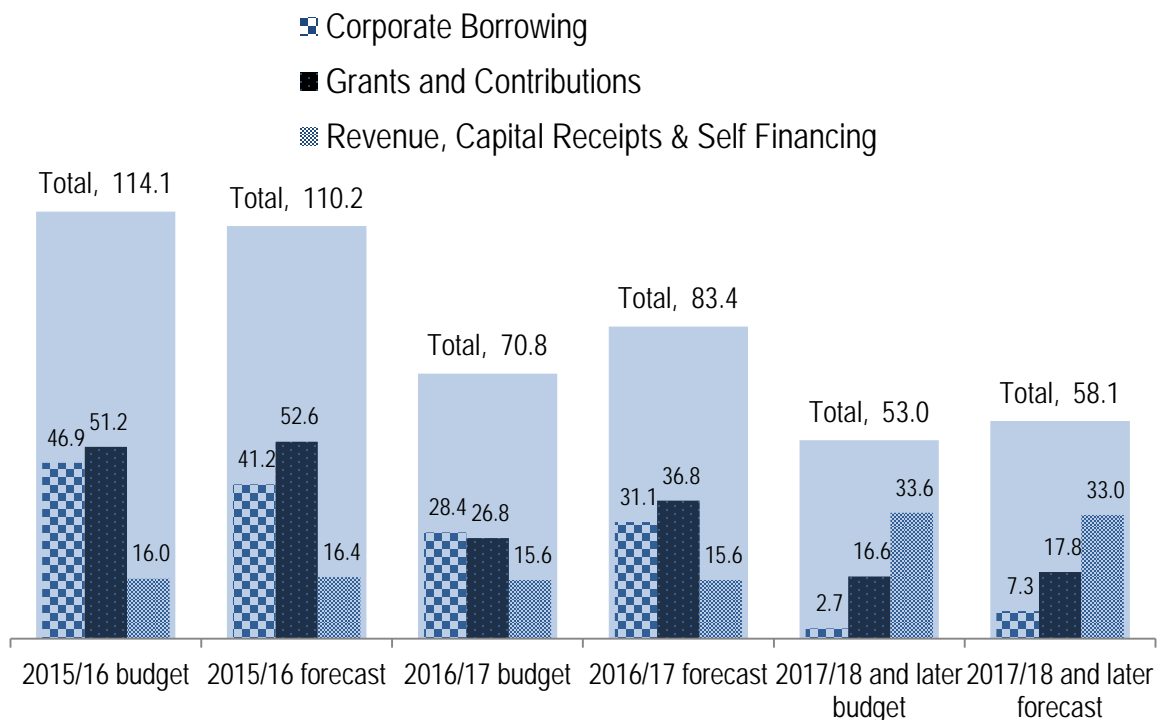
3.3.3. The main reasons for the £8.829 million slippage in the quarter compared to the approved budget are:

- Education and Learning – The slippage of £2.031 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.
- Professional Practice & Governance - £0.535 million of the client information system review project has slipped into later years. This is as a result of the education system procurement being inconclusive and so it is now planned for 2016/17.
- Customer Service - £0.273 million has been transferred into 2016/17 on the Stratford Library project. This is because the nature of the project requires time to get necessary permissions.
- Fire and Rescue – The £0.145 million slippage relates to a delay in the new Training Centre project as a result of issues raised at initial planning meetings.
- Children's Social Care and Safeguarding – £0.050 million funding for foster care adaptations has been transferred into 2016/17 as there are currently no bids submitted or expected. This will be monitored on a quarterly basis.
- Social Care and Support (Adults) – Slippage of £1.176 million is due to the funds being transferred into later years to support the future integration of health and social care electronic systems.
- Transport - There has been slippage of £2.886 million from 2015/16 into future years due to issues across numerous schemes. £1.136 million relates to developer schemes where we have less control over the timescales of the projects. The M40 Junction 12 scheme has expanded in scope. This has caused delays and £0.596 million has therefore been slipped into 2016/17 as the project spending has been re-phased.

- Strategic Commissioning - £1.010 million has been slipped into 2016/17 to fund a number of projects currently in the pipeline relating to mental health and community access for disabled people.
- Localities – The slippage of £0.057 million is due to the project to provide digital asset management in the County Records Office slipping into 2016/17 as a result of delays in recruiting staff to scan the records.
- Physical Assets – The slippage of £0.667 million is, in the main, due to delays on the refurbishment of Old Shire Hall of £0.400 million. This is due to a protracted tender and procurement process. The remainder of the slippage is over a number of schemes, further details are available in the annex to the report.

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

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



	<b>2015/16 Budget</b>	<b>2015/16 Forecast</b>	<b>2016/17 Budget</b>	<b>2016/17 Forecast</b>	<b>2017/18 and later Budget</b>	<b>2017/18 and later Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Total</b>	<b>114,149</b>	<b>110,172</b>	<b>70,750</b>	<b>83,378</b>	<b>53,023</b>	<b>58,145</b>
<i>Corporate Borrowing</i>	46,907	41,250	28,368	31,075	2,725	7,293
<i>Self-Financed Borrowing</i>	5,279	4,529	1,400	1,650	5,938	5,938
<i>Grants and Contributions</i>	51,198	52,558	26,775	36,813	16,647	17,782
<i>Capital Receipts</i>	6,048	6,071	13,228	13,059	26,813	26,645
<i>Revenue Contribution</i>	4,716	5,764	979	782	889	486

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

## Background Papers

None

Annexes A-T (the detailed returns from each Business Unit of their Quarter 2 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

The information is also available electronically via the Member Dashboard.

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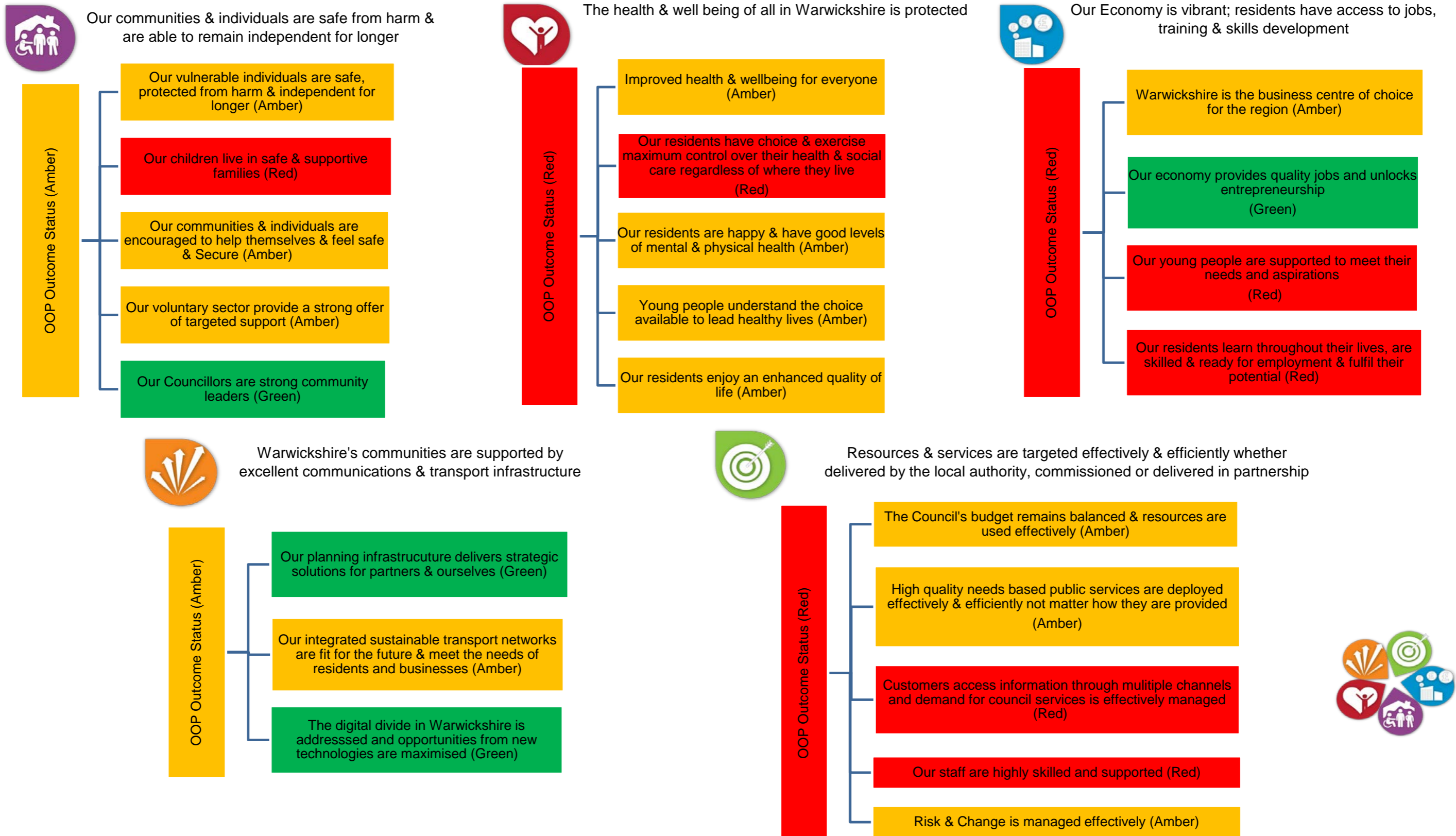
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# Appendix A One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes. April – September 2015

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

Individually, there are a number of key areas where we are on or above target to deliver on our OOP Outcomes with 4 already being achieved (Green) and a further 12 within tolerance (Amber) to be achieved at the end of 2018.



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



## Customers

N/A  
Customers expectations are managed and they are satisfied with the services they receive



## Resources

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

G  
Savings are delivered to plan

## Staff



R  
Staff are satisfied with the Council as an employer

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



## Risk & Change

N/A  
The Council adopts a commissioning approach to service delivery (see below)

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



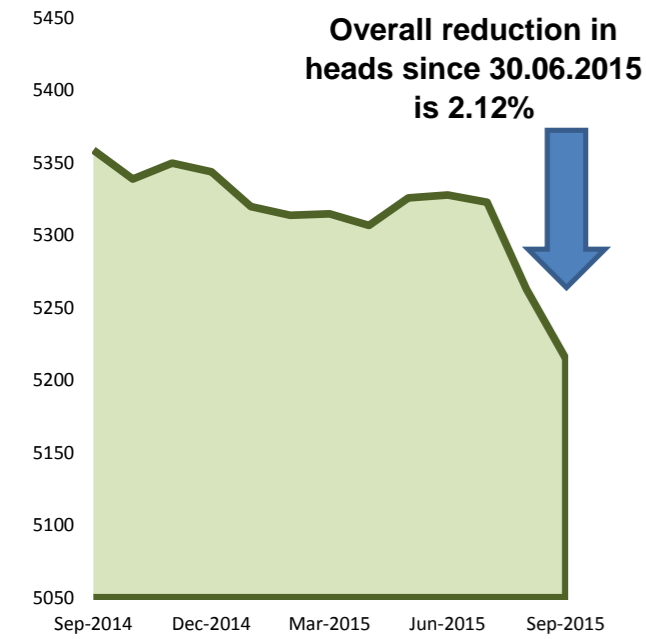
R  
Delivery of the One Organisational Health Outcomes: Actual of April - September 2015

A  
The Council operates within the law

As of 30th September 2015, we are reporting one amber outcome, two greens and two red, which equates to a red status for the overall delivery of the One Organisational Health outcomes.

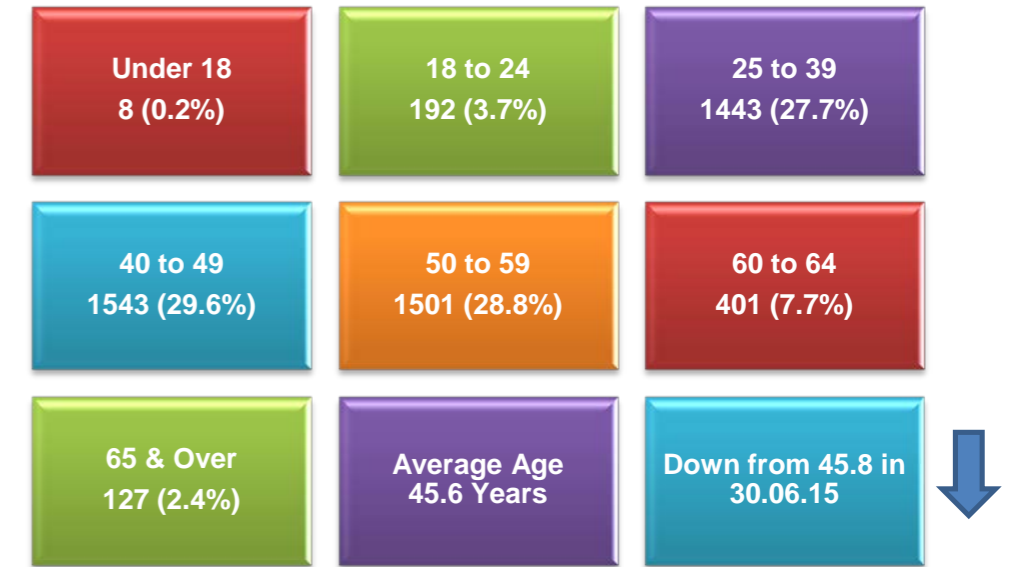
# One Organisational Plan Quarter 2 July - September 2015 Progress Report: Headline HR Information

## Number of employees



	Mid Year 2014/15	End of Qtr 3	Year End 2014/16	End of Qtr 1	Mid Year 2015/16
Head Count	5359	5341	5315	5328	5215
Full Time Equivalents	4150.6	4165.6	4158.3	4154.0	4085.2
Whole Time Equivalents	4083.7	4094.6	4086.4	4087.0	4030.5
Number of Posts	5647	5634	5613	5630	5500

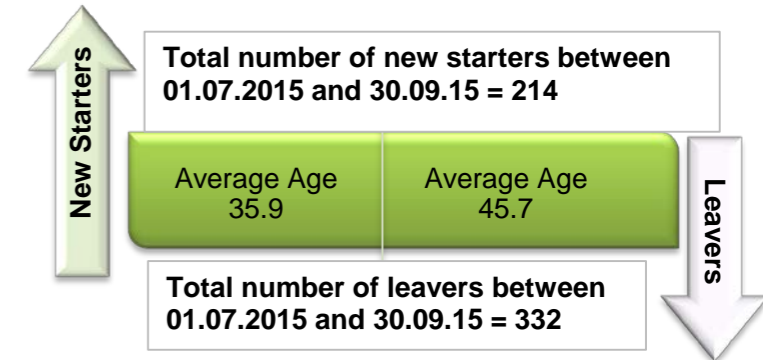
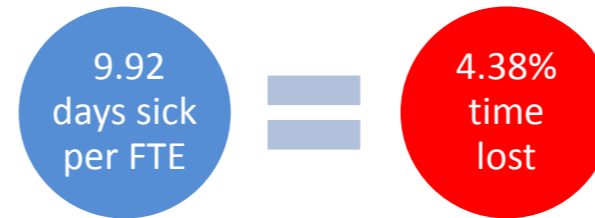
## Age profile of our workforce end of Quarter 2



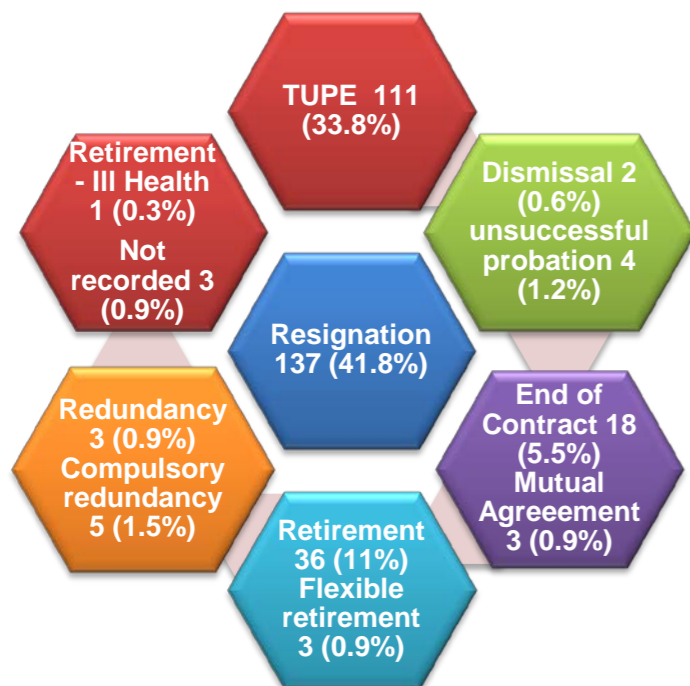
## Turnover of workforce 1st July 2015 - 30th September 2015.

	New starters	Leavers & % turnover	Overall Turnover (Heads)
Heads	214	322 6.2	<b>6.17%</b>
Full Time Equivalents	169.1	224.2 5.5	
Posts	220.0	331 6	

## Sickness Headline Statistics Rolling Year 30.09.15



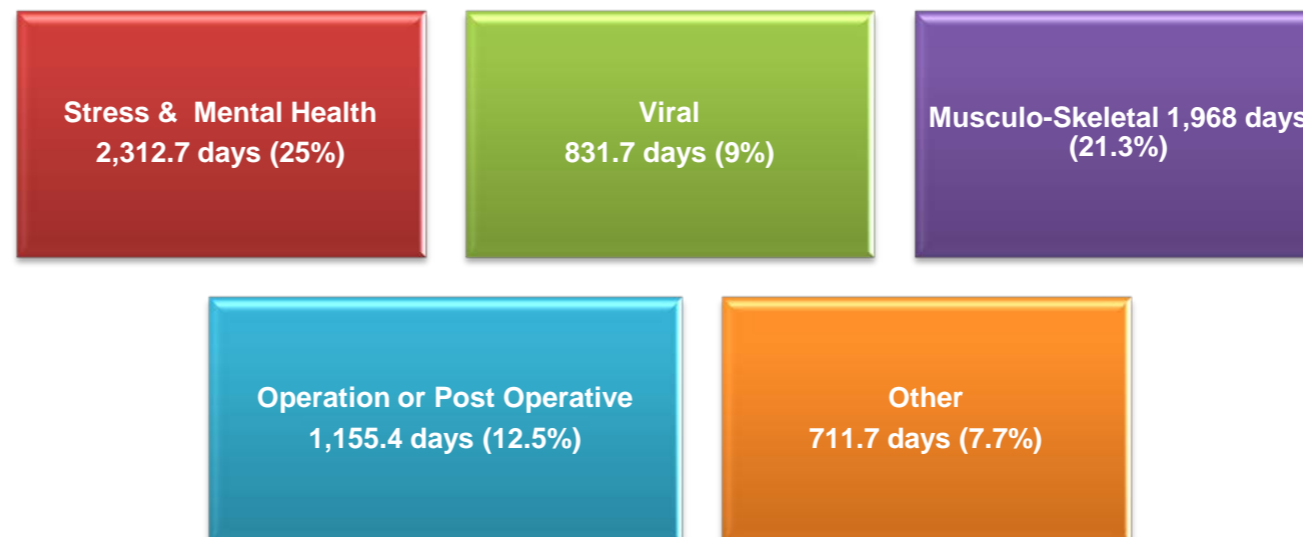
## Number of posts by the reasons for leaving (% of leavers)



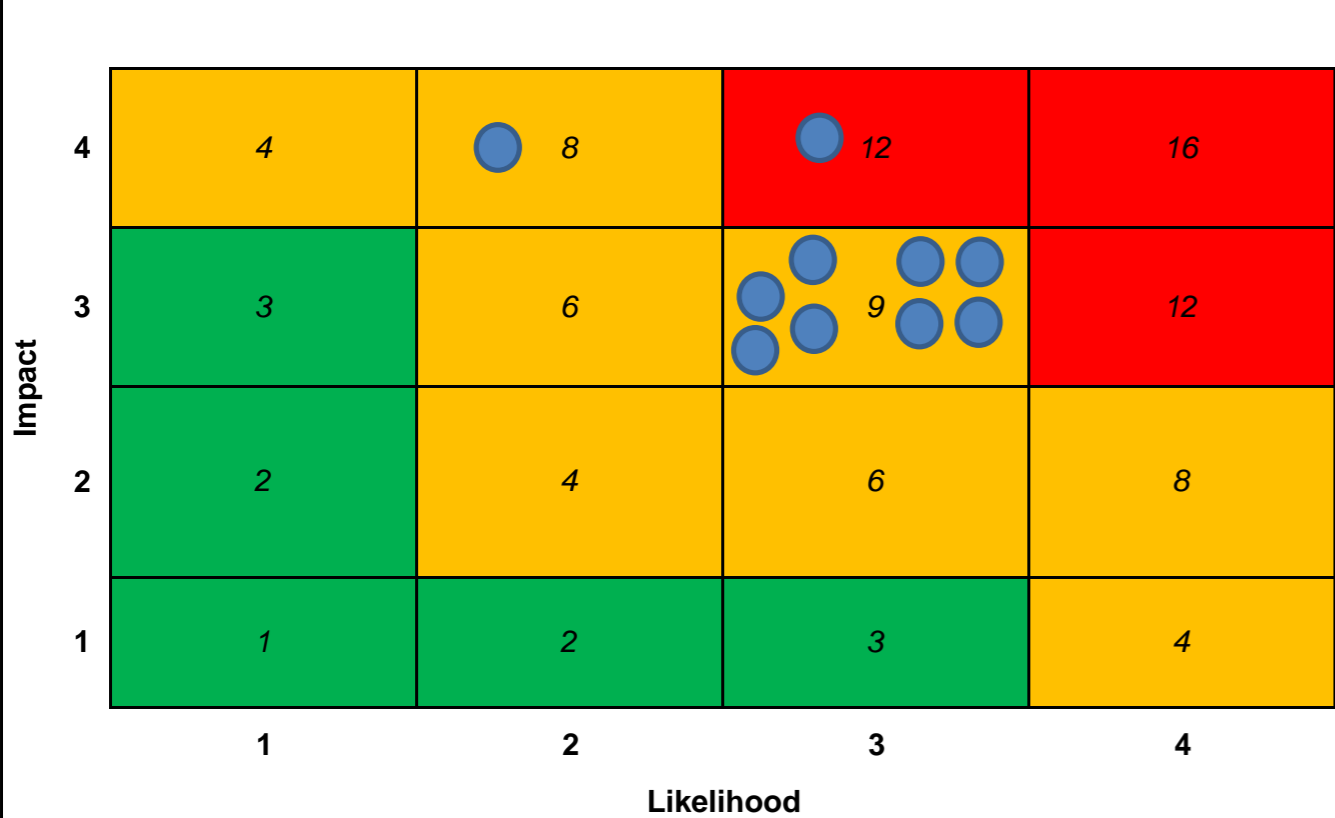
## Sickness Absence Days

	Mid Year 2014/15	Quarter 3	Quarter 4 2014/15	Quarter 1 2015/16	Mid Year 2015/16
Days lost through sickness	10,532.1	11,112.4	11,158.2	9,261.3	9,253.7
of which short-term	3453.4 (33%)	5284.3 (48%)	5145.3 (46.1%)	3759.6 (40.6%)	3525.7 (38.1%)
of which long-term	7078.6 (67%)	5828.1 (52%)	6013 (53.9%)	5501.6 (59.4%)	5728 (61.9%)

## Top 5 reasons for absence (days lost)



**WCC Strategic Risks - Performance Update April - September 15**



● Net Risk Level

**Net Amber Risks**

Continuing pressure on Adult Social Services and Health  
Loss or corruption of personal or protected data held by the Council

C&W LEP and regional partnership working fail to deliver optimum economic benefits  
Inability to sustain risk critical fire and rescue functions  
Inability to maintain critical services during disruptions  
Ensuring sufficient provision of school places across the county  
Inability to manage or influence the impact of HS2 on Warwickshire  
Meeting statutory requirements to drive improvements across all schools in the County  
**R0839** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term

**Gross Risk Level**    **Net Risk Level**

16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
16 (R)	9 (A)
12 (R)	9 (A)
16 (R)	8 (A)

**Net Red Risk**

**R0841** Safeguarding Children & Vulnerable Adults in our community

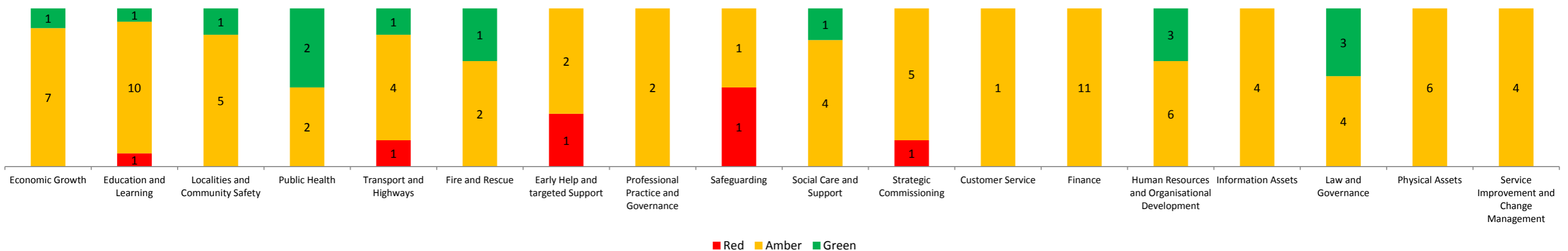
16 (R)	12 (R)
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**Definitions taken from WCC Risk Management Strategy:**

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

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

**Business Unit Net Risks: Performance Update April - September 15**



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

**Home to School Transport cannot be managed back to budget or savings delivered.** Risk Owner: Nigel Minns (Head of Education and Learning). The Council is currently consulting on proposals to cease to provide, or charge for, significant elements of discretionary transport. These proposals, which will be subject to a Cabinet decision in October 2015, will meet a proportion of the planned savings. Any phasing of the proposals (in line with statutory guidance) will result in shortfalls. Additional proposals are being developed to make further savings

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

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

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

**Risks associated with closer alignment / integration with Health.** Risk Owner: Chris Lewington (Head of Strategic Commissioning): Joint governance arrangements with health are now in place with regular reporting to Health & Well Being Board. Strategic Commissioning are also in the process of developing a section 75 for pooled budget arrangements.



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

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Economic Growth	23,038	22,874	(164) 0.71% Underspent	(4,087)	(4,251)
Education & Learning	86,552	90,786	4,234 4.89% Overspent	(908)	3,326
Localities & Communities	9,713	9,066	(647) 6.66% Underspent	(3,183)	(3,830)
Public Health	20,478	19,686	(792) 3.87% Underspent	(1,371)	(2,163)
Transport & Highways	27,099	25,372	(1,727) 6.37% Underspent	(1,793)	(3,520)
<b>Total Communities Group</b>	<b>166,880</b>	<b>167,784</b>	<b>904</b> <b>0.54% Overspent</b>	<b>(11,342)</b>	<b>(10,438)</b>
Children's Social Care & Safeguarding	37,062	40,316	3,254 8.78% Overspent	0	3,254
Early Help & Targeted Support	18,052	18,062	10 0.06% Overspent	(946)	(936)
Professional Practice & Governance	4,291	4,226	(65) 1.51% Underspent	(2,751)	(2,816)
Social Care & Support	113,190	113,472	282 0.25% Overspent	(11,310)	(11,028)
Strategic Commissioning	16,167	15,301	(866) 5.36% Underspent	(4,550)	(5,416)
<b>Total People Group</b>	<b>188,762</b>	<b>191,377</b>	<b>2,615</b> <b>1.39% Overspent</b>	<b>(19,557)</b>	<b>(16,942)</b>

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,589	8,569	(20) 0.23% Underspent	(742)	(762)
Finance	4,210	4,041	(169) 4.01% Underspent	(95)	(264)
Human Resources & Organisational Development	5,157	5,015	(142) 2.75% Underspent	(658)	(800)
Information Assets	9,508	9,510	2 0.02% Overspent	(1,416)	(1,414)
Law & Governance	780	721	(59) 7.56% Underspent	(48)	(107)
Physical Assets	10,958	10,911	(47) 0.43% Underspent	(401)	(448)
Service Improvement and Change Management	2,056	2,232	176 8.56% Overspent	(190)	(14)
<b>Total Resources Group</b>	<b>41,258</b>	<b>40,999</b>	<b>(259)</b> <b>0.63% Underspent</b>	<b>(8,289)*</b>	<b>(8,548)</b>
<b>Fire &amp; Rescue</b>	<b>19,614</b>	<b>19,846</b>	<b>232</b> <b>1.18% Overspent</b>	<b>(1,014)</b>	<b>(782)</b>
<b>Other Services</b>	<b>(178,101)</b>	<b>(181,265)</b>	<b>(3,164)</b> <b>1.78% Underspent</b>	<b>(80,527)</b>	<b>(83,691)</b>
<b>Total Whole Authority</b>	<b>238,413</b>	<b>238,741</b>	<b>328</b> <b>0.14% Overspent</b>	<b>(120,729)</b>	<b>(120,401)</b>

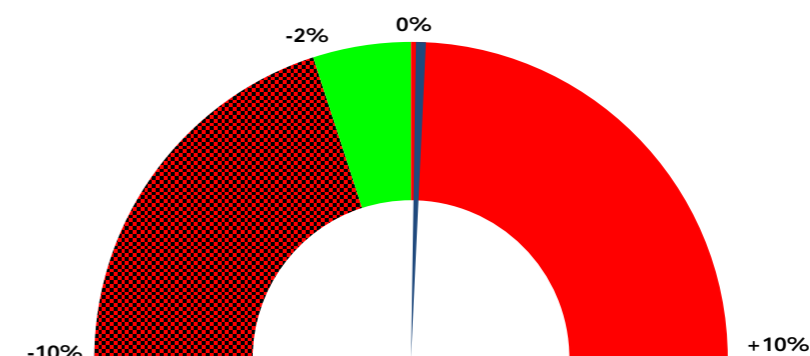
### Notes

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

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

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

Revenue Variance for the Whole Authority



**One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2015**  
**Savings Plan Position by Business Unit**

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Implementation Status
Economic Growth	1,287	1,287	1,287	Flagged as Amber due to the potential for medium/long term waste growth and assorted disposal costs. A programme of initiatives and contract management is in place to mitigate this risk.	A
Education & Learning	1,568	1,268	1,268	The full home to school transport savings are unachievable. The Business Unit will make savings on transport in line with the Cabinet report dated 8th October and will meet all other savings in 2016/17. These amount to over £2.5m of non-DSG and over £2.0m of DSG.	R
Localities & Communities	626	626	626	The first two years are expected to be delivered. There are risks in Heritage and Environment due to required savings and the ability to generate further income. There are pressures in Community Safety, Substance Misuse and the Youth Justice Service due to expected funding reductions from partners.	A
Public Health	0	0	0	No savings plans for 2015/16.	
Transport	2,185	2,155	2,155	Forecast income in 2015/16 for Stratford Park and Ride is £30,000 lower than expected. Anticipated that long term savings will be addressed through alternative delivery model for Stratford Park and Ride.	G
<b>Total Communities Group</b>	<b>5,666</b>	<b>5,336</b>	<b>5,336</b>		
Children's Social Care & Safeguarding	1,661	1,701	2,227	The OOP savings target is on track to be delivered for 2015/16. Two projects (SG-B and SG-H) shall not deliver the targets but project SG-H shall over-achieve which shall help achieve the overall required target for 2015/16.	G
Early Help & Targeted Support	1,537	1,532	1,537	The OOP savings target is on track to be delivered for 2015/16. Two projects (EH-E and EH-H) shall not deliver the targets but project EH-F shall over-achieve which shall help achieve the overall required target for 2015/16.	G
Professional Practice and Governance	1,610	1,610	1,610	The OOP savings target is on track to be delivered for 2015/16. All projects shall achieve the required savings targets.	G
Social Care & Support	11,676	11,272	12,538	It is anticipated that there will be an delivery of savings overall for SCS, in 2015-16 and some early delivery for 2016-17. However, within this, some projects will over-deliver and some will under-deliver. The individual targets will therefore be updated in the OOP review.	G
Strategic Commissioning	696	396	696	The OOP savings target is on track to be delivered for 2015/16. All the projects shall deliver the required savings.	G
<b>Total People Group</b>	<b>17,180</b>	<b>16,511</b>	<b>18,608</b>		

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Implementation Status
Customer Service	650	650	650		G
Finance	501	251	501	2015/16 savings targets will be delivered. There may be a need to reprofile the Treasury Management savings into 2016/17 (from 2017/18), as further investment in the Council's financial system to generate efficiencies has not been forthcoming. This may require additional time (in terms of process redesign etc), with a need to push back into 2017/18.	A
Human Resources & Organisational Development	561	296	561		G
Information Assets	1,067	1,067	1,067	2015/16 savings were taken at the start of the year and as the revenue forecast states we are still on target to deliver within revised budget. Also we have already initiated key actions to deliver major staff savings in 2016/17 & 2017/18.	G
Law & Governance	57	41	57		G
Physical Assets	1,092	1,012	1,092		G
Service Improvement & Change Management	540	540	540		G
<b>Total Communities Group</b>	<b>4,468</b>	<b>3,857</b>	<b>4,468</b>		
Fire & Rescue	1,129	842	1,077	Control programme implementation now scheduled for early 2016/17. Shortfall in 2015/16 will be mitigated by one-off funding and underspends elsewhere.	G
Other Services	1,550	1,550	1,550		G
<b>Total Whole Authority</b>	<b>29,993</b>	<b>28,096</b>	<b>31,039</b>		

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

One Organisational Plan: Use of Financial Resources: Quarter 2 July - Sept 2015  
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2015/16 into Future Years	Comments
Customer Service	3,654	0	3,654	(273)	Improving the customer experience funds have transferred into 2016-17. This is due to the nature of the project and progress to date with Stratford Library proposals.
Early Help & Targeted Support	75	0	75	0	
Economic Growth	1,442	5,200	6,643	1	
Finance	0	0	0	0	
Fire & Rescue	12,295	(488)	11,807	(145)	There has been a delay in commencement of the work for the new training centre due to issues raised in initial planning meetings.
Information Assets	17,143	8,860	26,003	0	BDUK Scheme has additional funds from third parties available to them. This money is shared over a number of years of the scheme.
Education & Learning	46,548	49	46,598	(2,031)	Brooke School conversion project put on hold pending review of special school provision in Rugby (£400k). Bishopston Primary delays in planning permission (£500k). Alterations to Brideway CSS Centre as KS2 annexe for All Saints CE Infant School have come in under budget and will be subject to a further report (£340k). Water Orton temporary classroom replacement under review due to potential HS2 replacement (£247k). There is another reduction of £350k due to the inability to collect S106 money as trigger points have not been hit (£350k)

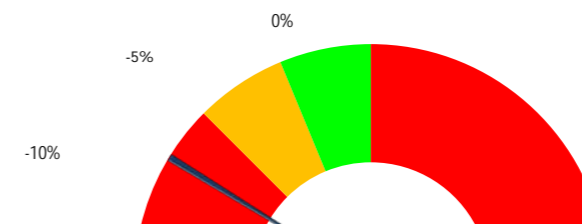
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	1,750	88	1,838	(57)	The project to provide digital asset management in the County Records Office has slipped into 2016/17 as a result of delays in recruiting staff to scan the records.
Physical Assets	39,227	171	39,398	(667)	Delays on projects as follows: Old Shire Hall (£400k), Rationalisation of County Storage (£250k).
Children's Social Care and Safeguarding	238	0	238	(50)	Fostercare adaptations money for 13-14 and 14-15 has been transferred into 16-17 as there are currently no bids submitted and no bids are expected imminently. This will be monitored quarterly.
Social Care & Support (Adults)	1,176	0	1,176	(1,176)	These funds have been slipped into later years to support the future integration of health and social care electronic systems.
Strategic Commissioning	3,187	0	3,187	(1,010)	There are a number of projects relating to mental health and community access for disabled people in the pipeline. However these are now likely to commence in 2016-17.
Transport	92,978	2,904	95,882	(2,886)	Most schemes which have moved into later years relate to developer schemes (£1.136m). £825k has slipped from 15-16 to 16-17 for Transport planning unit spending. £596k has slipped into 16-17 for M40 Junction 12 scheme which has expanded in scope.
Professional Practice & Governance	1,024	0	1,024	(535)	The Client Information System Review Project covers the procurement and implementation of two systems, covering Social Care and Education. Slippage is as a result of the Education System Procurement being inconclusive and is now planned for 2016/17. The spending profile is in line with the revised project plan agreed at Board.

Key

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

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

Slippage from 2015/16 into Future Years - Total



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

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

<b>OOP Outcome:</b> Our Communities & Individuals are safe from harm & are able to remain independent for longer		
<b>OOP Theme</b>	<b>Key Business Measures</b>	<b>Reason</b>
Our children live in safe and supportive families	Number of children who are subject to a child protection plan per 10,000 population	<ul style="list-style-type: none"> <li>This measure is the subject of a peer challenge and we are examining the dual status arrangements to identify if this will support a reduction.</li> </ul>
	Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing (FGC)	<ul style="list-style-type: none"> <li>A substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service.</li> <li>It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes. This performance measure is under review</li> </ul>
	Percentage of repeat safeguarding referrals	<ul style="list-style-type: none"> <li>As predicted, clearer thresholds for adult safeguarding enquiries introduced with the Care Act have led to fewer adult safeguarding Concerns translating into formal s42 Enquiries. As a result, proportions of repeat referrals at Enquiry stage are increasing despite getting roughly the same number of repeat referrals seen in previous years.</li> <li>Targets for this measure will need to be reviewed in light of Care Act frameworks changing the operational profile of adult safeguarding Concerns and Enquiries.</li> </ul>
<b>OOP Outcome:</b> The Health & Wellbeing of all in Warwickshire is protected		
<b>OOP Theme</b>	<b>Key Business Measures</b>	<b>Reason</b>
Our residents have choice and exercise maximum control over their health and social care regardless of	% of children aged 11 who are obese	<ul style="list-style-type: none"> <li>This is an annual measure and was reported in August 2015 for the Academic Year 2014/15.</li> <li>Partners are working collaboratively to prioritise targeted actions in high priority obesity prevalence schools and to work with families directly with overweight/obese children to support them to change health behaviours so</li> </ul>

<p>where they live</p>	<p>Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months</p>	<p>that their children grow into a healthy weight</p> <ul style="list-style-type: none"> <li>An improvement plan continues to be implemented. This is anticipated to improve performance by approximately 20% against last year</li> </ul>
<p><b>OOP Outcome:</b> Our economy is vibrant; residents have access to jobs, training &amp; skills development</p>		
<p><b>OOP Theme</b></p>	<p><b>Key Business Measures</b></p>	<p><b>Reason</b></p>
<p>Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential</p>	<p>LAC (Looked after children) attainment: KS2 - percentage who achieved at least Level 4 in Writing</p>	<ul style="list-style-type: none"> <li>The proportion achieving L4 or above reflects the academic potential of the small cohort. Pupils performed in line with predictions.</li> <li>On reflection the year-end target did not accurately represent what the cohort could realistically achieve</li> </ul>
	<p>LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics</p>	<ul style="list-style-type: none"> <li>The proportion achieving L4 or above reflects the academic potential of the small cohort. Pupils performed in line with predictions.</li> <li>On reflection the year-end target did not accurately represent what the cohort could realistically achieve</li> </ul>
	<p>LAC attainment: KS4 - 5+ GCSEs A*-C or equivalent including English &amp; Mathematics GCSEs</p>	<ul style="list-style-type: none"> <li>Seven pupils achieved the standard. Six further pupils had the potential to achieve the standard including one who missed because she achieved D in Maths and not C.</li> <li>New tracking arrangements and extra support/ challenge of schools should prevent this from happening in 2016 The target was not achieved but was set at a realistically challenging level</li> </ul>
	<p>Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention</p>	<ul style="list-style-type: none"> <li>The increasing complexity of the cases referred to us impact on the outcome we can achieve in this area. Re-assess annual target</li> </ul>
<p>Young people are supported to meet their needs and aspirations</p>	<p>See measures above for the 'Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential' theme</p>	<ul style="list-style-type: none"> <li>See reasons above for the 'Our residents learn throughout their lives and are skilled and ready for employment and fulfil their potential' theme</li> </ul>
	<p>Closing the Gap - Attainment: Key Stage 2 (Primary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving level 4 or above in reading, writing and maths</p>	<ul style="list-style-type: none"> <li>Unvalidated data shows the gap has narrowed by 3% points to 17% in 2015. This is above the target of 15%. No national comparison data is yet available. Final validated figures will be available in January 2016 published by the DfE in the SFR.</li> <li>Closing the Gap has been identified as a major area for development and a strategy is being developed and a project has been established.</li> </ul>

**OOP Outcome:** Resources & Services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership

OOP Theme	Key Business Measures	Reason
Customers access information through multiple channels and demand for Council services is effectively managed	Standards for complaint handling are met	<ul style="list-style-type: none"> <li>• Timescale compliance remains below standard in social care services. Work is being done with services to address the non-compliance</li> </ul>
	The Customer Journey programme is delivered on time and to budget	<ul style="list-style-type: none"> <li>• Timetable has slipped due to resourcing and staff availability at service level</li> </ul>
Our Staff are highly skilled and supported	% increase in staff engagement	<ul style="list-style-type: none"> <li>• This is based on the pulse survey results, which are being considered by the management teams and action will be taken to address the main issues.</li> </ul>
	% staff satisfied with the council as an employer	<ul style="list-style-type: none"> <li>• Significant variations in teams score will particularly review lower scores and develop action plan to improve. Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next year's survey</li> </ul>
	Average sick days per FTE (Fire and Rescue)	<ul style="list-style-type: none"> <li>• Absence may increase during winter months, therefore target of 6 days per FTE (full time equivalent) likely to be exceeded.</li> <li>• Long term cases currently being managed. Monthly absence management meetings and 6 weekly meetings with Station Commanders to action absence. Case conferences for longer term absences to assess likely return to work dates or alternative action that needs to be taken.</li> </ul>
	Average number of days lost due to sickness per FTE - Resources Group	<ul style="list-style-type: none"> <li>• Action plans are being developed and absence management training rolled out</li> </ul>

## Economic Growth - Mark Ryder

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Cockburn (Deputy Leader & Rural Growth Network), Councillor Horner (Community Safety), Councillor Stevens (HS2),  
Councillor Butlin (Transport & Planning), Councillor Clarke (Environment), Councillor Seccombe (Economy)

## 2015/16 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Economic Growth Management	245	0	245	244	(1)	
Waste Management	18,455	0	18,455	18,339	(116)	We have managed to reduce costs in almost all areas of the service, except for waste disposal. Key areas include reductions in the cost of green waste processing and a reduction in recycling credit claims.
HS2	300	0	300	243	(57)	Reactive budget based on knowledge to date. Approval is sought to transfer the underspend to reserves to support spend in 2016/17.
Regeneration Projects and Funding	1,072	0	1,072	963	(109)	Underspend has arisen from salary savings in year, and delayed implementation of market town civic improvement schemes. This underspend could be utilised to underwrite the Women's Cycling Event in 2016, or further work on market town civic improvement.
Going for Growth - Apprenticeship Hub	0	36	36	36	0	
Strategic Economic Development	1,100	893	1,993	2,194	201	Overspend is due to additional forecast spend on marketing & communications work as a result of increased activity, and forecast expenditure on Rural Growth Network, the funding for which is held in reserves.
Economic Development - Business Centres	(455)	0	(455)	(536)	(81)	Highest ever occupancy rates to date have resulted in increased forecast income.
Planning and Development Group	332	0	332	307	(25)	One off savings on vacant posts throughout the year and additional income.
Communities Resources	306	0	306	312	6	
Flood Management	621	0	621	642	21	Increased staffing levels.
Archaeology and Ecology Advice	127	6	133	130	(3)	
<b>Net Service Spending</b>	<b>22,103</b>	<b>935</b>	<b>23,038</b>	<b>22,874</b>	<b>(164)</b>	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Waste Management	300	0	107	407		
Business Centres including Building Maintenance Liabilities	515	0	0	515	(75)	For broadband and communications provision at the WCC managed Business Centres
Accommodation Reserve	29	0	0	29		
Service Savings	0	0	0	0		
Development Group Realignment	134	0	0	134		
S38 Developer Funding	940	0	0	940		
European Match Funding Reserve	287	0	0	287		
Flood Management Reserve	610	0	0	610		
Ecology & Archaeological Information and Advice	66	(6)	0	60		
Infrastructure Group Reserve	58	0	0	58		
G4G Apprenticeship Hub	103	(36)	0	67		
Skills Delivery for Economic Growth	470	(150)	0	320		
Rural Growth Network	1,260	(743)	0	517		
HS2 Phase 2	250	0	57	307	57	Request to transfer forecast underspend to reserve to support ongoing expenditure in 2016/17
<b>Total</b>	<b>5,022</b>	<b>(935)</b>	<b>164</b>	<b>4,251</b>	<b>(18)</b>	

## 2015/16 to 2017/18 Savings Plan

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



## Annex A Economic Growth

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<b>Flood Management</b>														
11370000	Aston Cantlow Flood Alleviation	0	100	0	0	100	0	100	0	0	100	0	0	
11424000	Snitterfield Flood Alleviation	0	0	0	0	0	0	2,200	0	0	2,200	0	2,200	New Scheme approved on the 24th September by full council.
<b>Economic Development</b>														
10086000	Optima Centre, Nuneaton	7,656	0	41	0	7,697	7,656	0	41	0	7,697	0	0	
10154000	Centenary Business Centre Phase 3	(10)	0	10	0	(0)	(10)	0	10	0	(0)	0	0	
10202000	Masterplanning & Feasibility Small Scale Imps	0	0	0	0	0	0	0	0	0	0	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	134	0	0	720	586	134	0	0	720	0	0	
10908000	Camp hill opps centre unit 1a/1b refurb	5	0	0	0	5	5	0	0	0	5	0	0	
11208000	Rural Growth Network	200	49	0	0	249	200	50	0	0	250	1	1	
11425000	Capital Growth Fund Business Loans and Grants	0	0	0	0	0	0	550	1,250	1,200	3,000	0	3,000	New Scheme approved on the 21st July by full council.
<b>Waste Management</b>														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	720	673	95	0	1,488	720	673	95	0	1,488	0	0	
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	28	0	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	17	0	0	321	0	0	
10454000	Lower House Farm Waste Facility	5,559	27	0	0	5,586	5,559	27	0	0	5,586	0	0	
11118000	HWRC Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	54	0	0	54	0	54	0	0	54	0	0	
11217000	HWRC Maintenance 2015/16	0	71	0	0	71	0	71	0	0	71	0	0	
11303000	HWRC Maintenance 2016/17	0	0	71	0	71	0	0	71	0	71	0	0	
11304000	HWRC Maintenance 2017/18	0	0	0	71	71	0	0	0	71	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	35	0	0	0	35	35	0	0	0	35	0	0	
		<b>15,162</b>	<b>1,153</b>	<b>218</b>	<b>71</b>	<b>16,603</b>	<b>15,162</b>	<b>4,154</b>	<b>218</b>	<b>71</b>	<b>19,605</b>	<b>1</b>	<b>5,201</b>	

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

## 2015/16 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	793	0	793	753	(40)	
Head of Service - Education and Learning Service Support (Non-Trading)	2,539	(129)	2,410	1,429	(981)	This is partly a planned underspend achieved in preparation for future years savings targets. The early achievement in 2015/16 has helped to net off non DSG overspends elsewhere in the Business Unit, particularly on SEN School Transport. £0.176m of this underspend relates to the gross surplus targets set for traded services, this is the remaining budget after transferring £0.129m to a traded reserve.
Head of Service - DSG	58	0	58	58	0	
Head of Service - Total	3,390	(129)	3,261	2,240	(1,021)	
School Organisation and Planning	8,509	0	8,509	8,476	(33)	
School Organisation and Planning - WES Traded	(21)	0	(21)	(45)	(24)	
School Organisation and Planning - DSG	19,617	434	20,092	19,754	(338)	The forecast underspend against the School, Organisation & Planning DSG budget includes an overspend on Exception Pupil numbers, netted off by a larger underspend on the Early Years budgets. The predicted £0.210m overspend on the Exceptional Pupil Numbers budget is a direct result of pressures on school places.
School Organisation and Planning - Total	28,105	434	28,580	28,185	(395)	
Vulnerable Learners	8,368	0	8,368	9,385	1,017	The forecast overspend on SEN Transport, which is almost entirely responsible for the overspend in this area of Education & Learning has increased by £0.500m since the quarter 1 forecast.
Vulnerable Learners - WES Traded	(284)	0	(284)	(322)	(38)	
Vulnerable Learners - DSG	41,284	0	41,284	41,389	105	Vulnerable Learners are reporting an underspend of £0.757m on the SEN Out of County DSG budget. This is as a direct result of a more effective High Needs Panel with cases being scrutinised more closely and panel members being asked to consider other options. However the Special School places budget is reporting an overspend of £0.927m, this includes the opening of the new Additional Educational Needs school, The Discovery and higher than anticipated demographic pressures on existing special school places.
Vulnerable Learners - Total	49,368	0	49,368	50,452	1,084	
Learning and Performance	2,166	0	2,166	2,127	(39)	
Learning and Performance - WES Traded	(52)	0	(52)	(52)	0	
Learning and Performance - DSG	3,135	(58)	3,077	3,543	466	The DSG overspend in Learning & Performance is as a result of overspends by the Northern and Central Area Behaviour Partnerships who are now being asked to report on a financial year rather than an academic year. The overspend on the Northern Area Behaviour Partnerships has increased by a further £0.070m since quarter 1. There is also now a predicted overspend on School Performance of £0.115m.
Learning and Performance - Total	5,249	(58)	5,191	5,618	427	
Adult Community Learning	(84)	0	(84)	(84)	0	
Schools related residual	2,365	0	2,365	2,672	307	This budget continues to be under pressure due to previous years pension agreements and in year school redundancies.
Schools related residual - DSG	(1,273)	(856)	(2,129)	1,703	3,832	Included within this line is the £4.148m negative budget that was set at the start of the year to balance the DSG. A nil forecast has been recorded against this budget and any overs and unders on individual DSG budgets have been recorded above. There is a relatively small DSG underspend of £0.326m being forecast here which is mostly due to a change in the way Area Behaviour Partnerships overspends are being reported.
Schools related residual - Total	1,092	(856)	236	4,375	4,139	
<b>Net Service Spending</b>	<b>87,120</b>	<b>(609)</b>	<b>86,552</b>	<b>90,786</b>	<b>4,234</b>	
Non DSG	24,299	(129)	24,170	24,339	169	
DSG	62,821	(480)	62,382	66,447	4,065	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(169)	(169)		
Early Years Pupil Premium Implementation	31	0	0	31		
Education & Learning Traded Services Reserve	0	129	0	129		
SEND Earmarked Reserve	748	0	0	748		
<b>Total</b>	<b>779</b>	<b>129</b>	<b>(169)</b>	<b>739</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Saving Delivered in 2014/15	281	281	281	281	281	281		
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	16	16	16	60	60	127	127	
OOP/LA-D	Restructure the current Assessment, Statementing and Review Service in line with the greater flexibility offered by the new SEN funding formula in schools.	250	250	250	250	250	250	125	The saving has been made in 2015/16 & 2016/17 by using the SEND Implementation Grant, this is a fixed term solution and therefore it is recognised that there is still a need to make savings in future years. Plans are being considered in line with the additional burdens being created by the SEND reforms.
OOP/LA-E	Virtual School: The provision of a team of teachers to support the education of looked after children in schools would cease. Schools already have designated teachers for looked after children. The LA would continue to have a Virtual Head.	75	75	75	75	75	75	75	
OOP/LA-F	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	146	146	146	246	246	346	346	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Special school transport	300	0	0	350	53	600	133	A reduction in expenditure on Out of County SEN Transport has been cancelled out by an increase in expenditure as a result of a greater number of pupils in Special Schools and a reduction in residential placements.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Policy changes including removing exam year move transport, emergency address change transport, 16-19 medical transport and respite transport	0	0	0	92	17	158	26	Forecasts for future years reflect the potential savings identified in the October Cabinet report proposals. Work is underway to identify further savings alongside the need to review current estimated savings given the dynamic nature of Home To School Transport.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of charging policy	0	0	0	86	105	148	160	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of specialist nursery provision	0	0	0	150	86	257	235	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of dangerous routes	0	0	0	291	0	500	174	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Personalised travel allowances	0	0	0	292	98	500	179	

Annex B Education & Learning

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Transport to grammar schools	0	0	0	163	51	280	129	
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	500	500	500	2,400	2,400	2,300	2,300	
OOP/LA-L	Unidentified transport savings - this is the balance of savings and will be identified through the development of resource base provision and the deployment of appropriate commissioning support	0	0	0	576	0	1,257	0	
<b>Total</b>		<b>1,568</b>	<b>1,268</b>	<b>1,268</b>	<b>5,312</b>	<b>3,722</b>	<b>7,079</b>	<b>4,290</b>	
<b>Target</b>			<b>1,568</b>	<b>1,568</b>		<b>5,312</b>		<b>7,079</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>300</b>	<b>300</b>		<b>1,590</b>		<b>2,789</b>	

2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10044000	Newburgh Primary Warwick Extension	2,605	25	0	0	2,630	2,605	25	0	0	2,630	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	14	0	0	626	612	14	0	0	626	0	0	
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	39	0	0	650	611	39	0	0	650	0	0	
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	20	0	0	4,661	0	0	
10357000	Paddox Primary Amalgamation Rugby	1,772	79	0	0	1,850	1,772	0	0	0	1,772	(79)	(79)	Project now complete and final account is settled. £55k of balance transferred to Minor Works project 11393000 to meet o/s invoices on very old projects
10442000	Woodloes Junior and Infant Amalgamation Warwick	9,931	143	0	0	10,074	9,931	84	0	0	10,016	(58)	(58)	Final settlement still to be resolved but latest estimate of remaining cost has been reduced.
10513000	Education Capital - Earmarked Capital Receipts	0	550	0	0	550	0	550	0	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	36,169	4,112	0	0	40,281	36,169	4,112	0	0	40,281	0	0	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	0	350	0	350	(350)	0	S106 funding cannot be collected yet as trigger has not been reached.
11064000	The Willows Primary Extension (Pupil Places) Stratford	3,038	62	0	0	3,099	3,038	62	0	0	3,099	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places) Rugby	273	1	0	0	275	273	1	0	0	275	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0	

## Annex B Education &amp; Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	2	0	0	379	377	2	0	0	379	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,732	27	0	0	1,760	1,732	27	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	25	0	0	713	689	25	0	0	713	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	797	153	0	0	950	797	153	0	0	950	0	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	0	0	0	1,709	1,709	0	0	0	1,709	0	0	
11076000	Schools Access Initiative Block Header	896	107	0	0	1,004	896	32	75	0	1,004	(75)	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0	
11105000	Lillington Primary (Pupil Places) Leamington Spa	1,769	30	0	0	1,799	1,769	30	0	0	1,799	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	15	0	0	3,749	3,734	15	0	0	3,749	0	0	
11174000	Kingsway Primary extension and reorg (pupil places)	986	35	0	0	1,021	986	35	0	0	1,021	0	0	
11177000	Schools Access Initiative 2012/13 block header	702	12	0	0	714	702	12	0	0	714	0	0	
11178000	Woodlands School (improve facilities)	296	12	0	0	308	296	12	0	0	308	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11182000	Ilmington Primary School replace temporary classrooms	595	2	0	0	597	595	2	0	0	597	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	1,070	70	0	0	1,140	1,070	70	0	0	1,140	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	3	0	0	510	507	3	0	0	510	0	0	
11199000	Budbrooke Primary Warwick extension (pupil places)	424	8	0	0	432	424	8	0	0	432	0	0	
11200000	The Ferncumbe extension (pupil places)	290	30	0	0	320	290	30	0	0	320	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	28	0	0	1,241	0	0	
11204000	Tysoe temporary classroom replacement	267	15	0	0	282	267	15	0	0	282	0	0	
11205000	Water Orton temporary classroom replacement	7	247	0	0	253	7	0	247	0	253	(247)	0	This proposal is under review as part of the proposed new replacement school due to HS2.
11206000	Telford Infants temporary classroom replacement	265	22	0	0	288	265	22	0	0	288	0	0	
11207000	Telford Junior temporary classroom replacement	218	26	0	0	244	218	26	0	0	244	0	0	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0	
11210000	Exhall Cedars Infants temporary classroom replacement	285	5	0	0	290	285	5	0	0	290	0	0	
11211000	Coten End Primary Warwick expansion (pupil places)	2,440	535	0	0	2,975	2,440	535	0	0	2,975	0	0	
11247000	2 Year Old Offer - Capital Funding	644	65	0	0	709	644	65	0	0	709	0	0	
11249000	Bishopton School extension - targeted basic need	104	1,753	843	0	2,700	104	1,253	1,343	0	2,700	(500)	0	Delays in obtaining planning permission have delayed the start of the project and led to slippage.
11250000	Brooke School extension - targeted basic need	914	36	0	0	950	914	36	0	0	950	0	0	
11253000	Lapworth School extension - targeted basic need	213	437	0	0	650	213	508	0	0	721	71	71	Additional security measures; additional fire precautions and problems in the foundations caused some delay and incurred additional costs. The project completed on time.
11255000	Paddox School extension - targeted basic need	297	2,353	0	0	2,650	297	2,353	0	0	2,650	0	0	
11256000	St Michael's CE School extension - targeted basic need	267	95	0	0	362	267	95	0	0	362	0	0	
11257000	Welcombe Hills School extension - targeted basic need	25	925	0	0	950	25	925	0	0	950	0	0	

Annex B Education & Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11260000	St Marys Southam Fire damage	171	29	0	0	200	171	29	0	0	200	0	0	
11261000	Shipston High extension (pupil places)	1,395	275	0	0	1,670	1,395	285	0	0	1,681	11	11	
11262000	Cawston Grange extension (pupil places)	601	2,049	0	0	2,650	601	2,049	0	0	2,650	0	0	
11263000	Long Lawford extension (pupil places)	234	741	0	0	975	234	741	0	0	975	0	0	
11266000	St Benedict's extension (pupil places) Atherstone	142	25	0	0	167	142	25	0	0	167	0	0	
11267000	2013-14 Schools Disability Access block header	195	381	0	0	576	195	390	0	0	585	9	9	
11269000	Woodlands Special School (pupil places)	362	33	0	0	395	362	33	0	0	395	0	0	
11270000	Shipston Primary extension	13	342	0	0	355	13	342	0	0	355	0	0	
11271000	Alcester St Nicholas Academy extension	310	10	0	0	320	310	10	0	0	320	0	0	
11313000	Aylesford Primary School - new primary provision at Aylesford school	786	2,214	0	0	3,000	786	2,214	0	0	3,000	0	0	
11320000	Shipston High temporary classroom	79	101	0	0	180	79	101	0	0	180	0	0	
11321000	Long Lawford Pri temporary classroom	185	30	20	0	235	185	30	20	0	235	0	0	
11322000	Whitnash primary basic need provision	21	629	0	0	650	21	629	0	0	650	0	0	
11323000	Boughton Leigh Jnr basic need provision	27	273	0	0	300	27	273	0	0	300	0	0	
11331000	Newburgh Primary School - New Play Area	11	139	0	0	150	11	139	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	0	100	0	0	100	0	100	0	0	100	0	0	
11346000	Brooke School - Conversion of Existing Spaces	0	400	100	0	500	0	0	500	0	500	(400)	0	E&L reviewing provision for SEN in Rugby - no expenditure at this time.
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	13	5,987	0	0	6,000	13	5,987	0	0	6,000	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	80	1,320	0	0	1,400	80	980	340	0	1,400	(340)	0	Project completed Aug 2015 at a value < 900k. Balance subject of a further report. Scheme being designed to refurb / provide new kitchen.
11384000	New School, The Gateway, Rugby	0	315	2,835	0	3,150	0	315	2,835	0	3,150	0	0	
11386000	Long Lawford Primary permanent expansion	0	295	2,655	0	2,950	0	295	2,655	0	2,950	0	0	
11387000	Long Lawford temporary arrangements	0	100	0	0	100	0	100	0	0	100	0	0	
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	0	75	675	0	750	0	75	675	0	750	0	0	
11390000	Nathaniel Newton Infants, internal alterations re bulge class	0	75	0	0	75	0	75	0	0	75	0	0	
11391000	New school, South Warwick	0	305	2,745	0	3,050	0	305	2,745	0	3,050	0	0	
11392000	St Peters Barford, expansion	0	33	297	0	330	0	33	297	0	330	0	0	
11393000	Minor Works Block Header 2015/16	0	400	0	0	400	0	495	0	0	495	95	95	The project increases are as follows: £40k S106 funded project at Wheelwright Lane (creation of SISG), £55k settlement costs relating to outstanding disputes on very old projects, funded by underspend on project 10357000
11401000	Hillmorton Primary Permanent Expansion	0	295	2,655	0	2,950	0	295	2,655	0	2,950	0	0	
11402000	Hillmorton Primary Temporary Classroom	0	150	0	0	150	0	150	0	0	150	0	0	

## Annex B Education &amp; Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	0	90	810	0	900	0	90	810	0	900	0	0	
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	100	0	0	100	0	0	
11405000	Southam College - Expansion	0	900	100	0	1,000	0	900	100	0	1,000	0	0	
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	0	150	0	0	150	0	100	50	0	150	(50)	0	No brief; scheme not defined or agreed.
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	0	100	0	0	100	0	100	0	0	100	0	0	Client has not yet defined brief / identified location. Unadjusted - assume funding will be delegated to schools.
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	0	40	360	0	400	0	40	360	0	400	0	0	
11409000	New SEN provision - Complex Mental Health needs	0	195	0	0	195	0	145	50	0	195	(50)	0	Client still defining the scheme and preparing a brief.
11410000	Canon Evans CofE Infant School - Universal Free School Meals	0	109	0	0	109	0	109	0	0	109	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	0	144	0	0	144	0	144	0	0	144	0	0	
11412000	St Francis Catholic Primary School - Universal Free School Meals	0	46	0	0	46	0	46	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	0	200	0	0	200	0	180	20	0	200	(20)	0	Revised phasing to reflect likely timescale to complete building work
11414000	Stratford Girl's Grammar - S106 Contribution re: 6th form provision	0	300	0	0	300	0	300	0	0	300	0	0	
		<b>91,158</b>	<b>32,453</b>	<b>14,095</b>	<b>0</b>	<b>137,706</b>	<b>91,158</b>	<b>30,472</b>	<b>16,126</b>	<b>0</b>	<b>137,755</b>	<b>(1,982)</b>	<b>49</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Priority Families	425	461	886	918	32	
Community Safety	221	0	221	243	22	
Domestic Abuse	309	0	309	300	(9)	
Drug and Alcohol Action Team	462	0	462	402	(60)	Reduced payments made to external providers due to eligibility for performance related payments.
Heritage and Culture Warwickshire	956	0	956	942	(14)	
Archaeology Projects (Non WES - Traded Service)	(9)	0	(9)	(36)	(27)	Additional income as a result of growth in the sector.
Heritage Education (WES - Traded Service)	(1)	0	(1)	(1)	0	
Rural Services	165	0	165	168	3	
Country Parks	173	0	173	155	(18)	
Forestry	164	31	195	190	(5)	
Gypsy and Traveller Services	(44)	0	(44)	(49)	(5)	
Localities and Community Safety Management	429	0	429	428	(1)	
Localities and Partnerships	2,947	0	2,947	2,442	(505)	Additional council allocation (£500,000) to support the transformation of the third sector in future years. Proposal to transfer to a new earmarked policy reserve for this purpose.
Emergency Management	160	0	160	160	0	
Trading Standards	1,295	1	1,296	1,286	(10)	
Youth Justice Service	1,568	0	1,568	1,518	(50)	Lower than budgeted expenditure on secure remand for the year to date.
<b>Net Service Spending</b>	<b>9,220</b>	<b>493</b>	<b>9,713</b>	<b>9,066</b>	<b>(647)</b>	



## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
DAAT Reserves	451	0	60	511		
Museum Development Fund	232	0	0	232		
Museum Ethnographic Fund	18	0	0	18		
Records Purchase Fund	19	0	0	19		
Records Donations Fund	58	0	0	58		
Localities & Community Safety General Reserves	243	0	69	312		
Family Intervention Project	461	(461)	0	0		
Trading Standards	52	0	0	52		
Proceeds of Crime	27	0	0	27		
Community Safety Statutory Reviews	105	0	0	105		
Secure Remand Reserve	406	0	50	456		
Priority Families Reserve	1,382	0	(32)	1,350		
Heritage and Culture Services - Our Warwickshire	190	0	0	190		
Third Sector Transformation Fund	0	0	500	500	500	Use of additional council allocation to support the transformation of the third sector in future years.
<b>Total</b>	<b>3,644</b>	<b>(461)</b>	<b>647</b>	<b>3,830</b>	<b>500</b>	

## 2015/16 to 2017/18 Savings Plan

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

## Annex C Localities

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
<b>Localities &amp; Community Safety</b>														
10623000	County Records Office Service - Digital Asset Management	51	50	0	0	101	51	4	46	0	101	(46)	0	
10937000	St. Johns - outdoor spaces - improve. cust. exp.	33	18	0	0	51	33	0	0	0	33	(18)	(18)	Underspend to offset forecast overspend on 11415000 (overarching "Our Warwickshire" project)
11415000	Market Hall Museum - "Our Warwickshire"	0	754	282	0	1,036	0	772	282	0	1,055	18	18	Overspend offset by underspend on project 10937000
New	Market Hall Museum Lift	0	0	0	0	0	0	85	0	0	85	85	85	Approved by Cabinet on 10th September 2015
<b>Countryside</b>														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10318000	Kenilworth Connect2	3	0	0	0	3	3	0	0	0	3	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	588	24	0	0	612	588	27	0	0	614	3	3	Additional works to the kitchen refurb was required but not anticipated in project 11022007
11023000	Countryside Maintenance - Base Programme 2013/14	213	2	0	0	215	213	5	0	0	218	3	3	Essential Forestry Works carried out in 15/16 for project 11023007. To be funded via a revenue contribution.
11120000	Countryside Rural Services Capital Maintenance 2014/15	194	14	0	0	208	194	14	0	0	208	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	266	69	0	335	0	251	81	0	332	(15)	(3)	Money transferred to Block Header 11022000
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	122	0	122	0	0	122	0	122	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
		<b>1,155</b>	<b>1,128</b>	<b>500</b>	<b>122</b>	<b>2,905</b>	<b>1,155</b>	<b>1,159</b>	<b>558</b>	<b>122</b>	<b>2,993</b>	<b>30</b>	<b>88</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,131	0	2,131	2,053	(78)	Delay in recruiting to vacant posts in response to in year cuts by the Department of Health. To be reviewed when level of cuts are confirmed.
Health Improvement	11,920	142	12,062	11,999	(63)	Reduction in demand led Smoking Cessation activities. Underspend to contribute to in year cuts as required or redirected to other priority areas
Health Protection	4,467	49	4,516	4,525	9	
Population Health	213	0	213	203	(10)	
Wider Determinants	1,346	210	1,556	906	(650)	Service reductions identified and delivered in response to in year cuts by the Department of Health. Being held centrally within service pending confirmation of level of cut to be made.
<b>Net Service Spending</b>	<b>20,077</b>	<b>401</b>	<b>20,478</b>	<b>19,686</b>	<b>(792)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Family Nurse Partnership	678	(317)	0	361		
Savings	1,010	0	792	1,802		
<b>Total</b>	<b>1,688</b>	<b>(317)</b>	<b>792</b>	<b>2,163</b>		

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

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

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport and Highways Management	960	(272)	688	688	0	
Road Safety and Traffic Projects	541	0	541	720	179	
Minibus Driver Training (WES Traded Service)	(2)	0	(2)	(2)	0	
Minibus Driver Training (Non WES Traded Service)	(8)	0	(8)	(8)	0	
Transport Planning	876	52	928	1,098	170	Variation relates to the cost of planned recruitment and training of drivers relating to the new Kenilworth Station and overspends on the Transport Development Fund. This will be met from underspends elsewhere within the business unit in 2015/16.
Civil Parking Enforcement	(1,302)	0	(1,302)	(1,667)	(365)	Underspend is due to additional income.
Stratford Parkway and Park and Ride	79	0	79	109	30	
Network Management (Streetworks)	(386)	0	(386)	(1,177)	(791)	Underspend is primarily due to additional income from additional requests from utilities for road closures to carry out works, and Fixed Penalty Notice income where they do not complete works within the agreed timescales.
County Highways	15,919	0	15,919	15,837	(82)	
Rights of Way Management	305	0	305	339	34	
Design Services (Traded Service)	(434)	0	(434)	(434)	0	
Design Services General Functions	195	0	195	195	0	
Traffic Signals	314	0	314	314	0	
Bridge Maintenance	562	51	613	613	0	
County Fleet Management and Maintenance (WES Traded Service)	(16)	0	(16)	(16)	0	
County Fleet Management and Maintenance (Non WES Traded Service)	(381)	0	(381)	(381)	0	
Transport Operations	2,387	0	2,387	2,387	0	
Concessionary Travel	7,659	0	7,659	6,757	(902)	Underspend is based on latest projections from consultants. This is due to a significant drop in actual passenger journeys in Quarter 1.
<b>Net Service Spending</b>	<b>27,268</b>	<b>(169)</b>	<b>27,099</b>	<b>25,372</b>	<b>(1,727)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Speed Awareness Workshops	920	0	0	920		
Street Lighting Energy Reduction	0	0	0	0		
Kenilworth Station	421	0	0	421		
County Fleet Maintenance Reserve	25	0	0	25		
Concessionary Travel Reserve	150	0	902	1,052		
Design Services Reserve	271	(51)	0	220		
Traffic Model Revenue Fund	109	(52)	0	57		
Savings	0	0	825	825		
<b>Total</b>	<b>1,896</b>	<b>(103)</b>	<b>1,727</b>	<b>3,520</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/TH-A	Savings delivered in 2014/15	1,174	1,174	1,174	1,174	1,174	1,174	1,174	
OOP/TH-F	Funding from Speed Awareness / Driver training is expected to generate sufficient income to fund safety cameras without any additional WCC subsidy.	70	70	70	70	70	70	70	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	543	543	543	523	523	920	920	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	300	300	300	400	400	400	400	
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing.	98	68	68	118	118	121	121	Forecast income in 2015/16 is £30k lower than expected. Anticipated that long term savings will be addressed through alternative delivery model for Stratford Park and Ride.
OOP/TH-L	Reduction in street lighting energy costs	0	0	0	300	300	300	300	
OOP/TH-M	New ways of funding of road safety education and to be reduced by the redirection of all savings from the planned early repayment of self-financed borrowing in Transport and Highways.	0	0	0	214	214	214	214	
OOP/TH-O	Reduction in highway drainage maintenance.	0	0	0	0	0	200	200	
OOP/TH-P	Review the policy for subsidised public transports services with a view to making a reduction in the overall public transport subsidy and re tender services.	0	0	0	0	0	500	500	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0	0	0	0	0	200	200	
	<b>Total</b>	<b>2,185</b>	<b>2,155</b>	<b>2,155</b>	<b>2,799</b>	<b>2,799</b>	<b>4,099</b>	<b>4,099</b>	
	<b>Target</b>		<b>2,185</b>	<b>2,185</b>		<b>2,799</b>		<b>4,099</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(30)</b>	<b>(30)</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000	
<b>Major Projects</b>														
10144000	A429 Barford By-Pass	10,801	31	0	0	10,832	10,801	31	0	0	10,832	0	0	
10203000	Rugby Western Relief Road	58,947	700	550	299	60,496	58,947	700	550	299	60,496	0	0	
10362000	Kenilworth Station	3,684	1,700	6,737	0	12,121	3,684	1,700	6,737	0	12,121	0	0	
11333000	Kenilworth Station Contingency	0	0	1,495	0	1,495	0	0	1,495	0	1,495	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,507	101	50	0	5,658	5,507	101	50	0	5,658	0	0	
10981000	NUCKLE	1,878	28	0	0	1,906	1,878	28	0	0	1,906	0	0	
11221000	M40 Junction 12	3,506	7,243	0	0	10,749	3,506	6,647	1,000	0	11,154	(596)	404	The increase is due to an increase of £404K to the cost of the further improvements on B4100 above that of £650K originally added to the capital programme on 21 Aug 15.100% of this funding will be provided by JLR via a S278 Agreement

## Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
11272000	Rugby Gyrratory Improvements	1,178	326	0	0	1,504	1,178	383	0	0	1,561	57	57	Additional funds of £57k from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11339000	Bermuda Connectivity	54	450	850	2,348	3,702	54	450	850	2,348	3,702	0	0		
11383000	Nuckle 1.2 Coventry - Nuneaton Rail Upgrade	0	851	0	0	851	0	851	0	0	851	0	0		
<b>Structural Maintenance of Roads</b>															
11129000	Highways Maintenance 2014/15	18,683	0	0	0	18,683	18,683	85	0	0	18,768	85	85	Increased cost to be funded from revenue contribution	
11219000	Highways Structural Maintenance 2015/16	0	13,595	0	0	13,595	0	13,752	0	0	13,752	157	157	Additional funds of £325k from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11309000	Traffic Signals 2014-15	169	77	14	0	259	169	77	14	0	259	0	0		
11352000	Area Delegated Funding 15-16	0	1,740	0	0	1,740	0	0	0	0	0	(1,740)	(1,740)	Transfer of funding to specific Area Delegated funding streams	
11353000	Area Delegated Funding 16-17	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0		
11354000	Area Delegated Funding 17-18	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0		
11361000	Highways Maintenance 16-17	0	0	12,160	0	12,160	0	0	12,160	0	12,160	0	0		
11362000	Highways Maintenance 17-18	0	0	0	11,801	11,801	0	0	0	11,801	11,801	0	0		
11381000	Traffic Signals 2015-16	0	250	0	0	250	0	250	0	0	250	0	0		
11394000	Transport & Roads Area Delegated Funding	0	0	0	0	0	0	633	0	0	633	633	633	Transfer of funding from 2015/16 Area Delegated funding allocations	
11395000	Street Lights Area Delegated Funding	0	0	0	0	0	0	152	0	0	152	152	152	Transfer of funding from 2015/16 Area Delegated funding allocations	
11396000	County Highways Area Delegated Funding	0	260	0	0	260	0	267	0	0	267	7	7	Transfer of funding from 2015/16 Area Delegated funding allocations	
11397000	Transport Planning Unit Area Delegated Funding	0	0	0	0	0	0	102	826	0	928	102	928	Transfer of funding from 2015/16 Area Delegated funding allocations	
11398000	Design Services Area Delegated Funding	0	0	0	0	0	0	166	0	0	166	166	166	Transfer of funding from 2015/16 Area Delegated funding allocations	
Various	Area Delegated Funding up to 14-15	5,152	1,763	0	0	6,915	5,152	1,618	0	0	6,770	(145)	(145)		
<b>Structural Maintenance of Bridges</b>															
10413000	Structural Maintenance of Bridges 2009/10	1,399	2	0	0	1,401	1,399	2	0	0	1,401	0	0		
10421000	Portobello Bridge	517	22	55	1,466	2,060	517	22	55	1,466	2,060	0	0		
10977000	Minor Bridge Maintenance Schemes 2011/2012	3	49	0	0	52	3	90	0	0	93	41	41	Additional funds from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,230	87	0	0	2,317	2,230	117	0	0	2,347	30	30	Additional funds from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11241000	Minor Bridge Maintenance Schemes 2013/2014	60	76	0	0	135	60	151	0	0	210	75	75	Additional funds from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11308000	Minor Bridge Maintenance schemes 2014/2015	585	247	0	0	832	585	271	0	0	856	24	24	Additional funds from Minor Bridge Maintenance Schemes 2015/16 (See project 11382000 below)	
11382000	Minor Bridge Maintenance schemes 2015/2016	0	1,319	0	0	1,319	0	1,442	0	0	1,442	123	123	Funding increased by £505k revenue contribution resulting from insurance income.	

## Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>Integrated Transport</b>															
10192000	Safety Camera Funded Schemes	1,315	158	150	0	1,623	1,315	158	150	0	1,623	0	0		
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	7	0	0	7	0	0		
10324000	Lawford Road Cycle Route	453	18	0	0	471	453	18	0	0	471	0	0		
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	132	0	132	0	0	132	0	132	0	0		
10434000	North West Warwick Cycle Scheme	768	8	0	0	777	768	8	0	0	777	0	0		
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0		
10980000	M40 Junction 14	2,659	0	0	0	2,659	2,659	109	0	0	2,768	109	109	Grant funded	
11060000	Renewal Of Vehicle Activated Signs	12	34	0	0	46	12	34	0	0	46	0	0		
11100000	Footbridge at Stratford Town Station	1,051	653	0	0	1,704	1,051	653	0	0	1,704	0	0		
11126000	Casualty Reduction Schemes 2012/13	223	8	0	0	231	223	8	0	0	231	0	0		
11127000	Casualty Reduction Schemes 2013/14	308	111	0	0	419	308	47	64	0	419	(64)	0		
11128000	Casualty Reduction Schemes 2014/15	64	132	0	0	196	64	132	0	0	196	0	0		
11191000	Earlwood Crossroads realignment of a junction	22	0	0	0	22	22	0	0	0	22	0	0		
11192000	Access to Stations - Warwick	93	5	0	0	98	93	5	0	0	98	0	0		
11193000	Access to Stations - Leamington	168	39	0	0	207	168	39	0	0	207	0	0		
11244000	Leamington Bus / Rail Interchange	59	0	0	0	59	59	0	0	0	59	0	0		
11280000	Safer routes to schools and 20mph school safety zones 14/15. Renamed Home to School Routes 14-15.	7	(7)	0	0	0	7	(7)	0	0	0	0	0		
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	0	220	0	0	220	0	220	0	0	220	0	0		
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	0	0	1,200	580	1,780	0	0	1,200	580	1,780	0	0		
11330000	Fillongley Crossroads realigning crossroad junction	7	153	0	0	160	7	153	0	0	160	0	0		
11355000	Casualty Reduction Schemes 15/16	0	350	0	0	350	0	350	0	0	350	0	0		
11356000	Casualty Reduction Schemes 16/17	0	0	351	0	351	0	0	351	0	351	0	0		
11357000	Casualty Reduction Schemes 17/18	0	0	0	350	350	0	0	0	350	350	0	0		
11358000	School Safety Zones 15/16	0	300	0	0	300	0	300	0	0	300	0	0		
11359000	School Safety Zones 16/17	0	0	1,450	1,250	2,700	0	0	1,450	1,250	2,700	0	0		
11421000	Minor Integrated Schemes 15-16	0	0	0	0	0	0	57	0	0	57	57	57	Grant funded	
<b>S106 and Other Developer Funded Schemes</b>															
10382000	Warwick Town Centre Traffic Management	975	6	0	0	981	975	6	0	0	981	0	0		
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	21	349	0	0	370	21	49	300	0	370	(300)	0	Slipped due to complications with detailed design and land issues	
11085000	Developer Schemes Under £100k	21	0	0	0	21	21	(0)	0	0	20	(0)	(0)		
11329000	Southam Town Centre Enhancements	68	282	0	0	350	68	282	0	0	350	0	0		
<b>Community Safety, Public Transport and Other</b>															
11125000	Street Lighting Column Replacement 2014/2015	1,186	52	0	0	1,238	1,186	52	0	0	1,238	0	0		
11220000	Street Lighting Column Replacement 2015/2016	0	720	0	0	720	0	1,070	0	0	1,070	350	350	Increased cost to be funded from revenue contribution	
11279000	Pump Priming allocation for LED street lighting	1,036	91	0	0	1,127	1,036	91	0	0	1,127	0	0		
11360000	LED Street Lights March Funding	0	3,000	2,000	0	5,000	0	3,000	2,000	0	5,000	0	0		
<b>Total Transport &amp; Highways (excluding S.278 schemes)</b>		<b>124,881</b>	<b>37,609</b>	<b>29,193</b>	<b>20,094</b>	<b>211,777</b>	<b>124,881</b>	<b>36,931</b>	<b>31,383</b>	<b>20,094</b>	<b>213,289</b>	<b>(678)</b>	<b>1,512</b>		



Annex E Transport

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Section 278 Funded Developer Schemes</b>														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	868	109	0	0	977	868	28	82	0	977	(82)	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	0	396	0	401	(396)	0	Scheme is now expected to be carried out in the summer of 2016
11079000	Former Cattle Market Site in Stratford	1,191	113	0	0	1,304	1,191	113	0	0	1,304	0	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11194000	Minor Developer Funded Schemes 2013/14	73	175	0	0	249	73	175	0	0	249	0	0	
11195000	Minor Developer Funded Schemes 2014/15	74	176	0	0	250	74	382	0	0	456	206	206	Forecast for McDonalds Western Road 11195010 added
11196000	Minor Developer Funded Schemes 2015/16	0	250	0	0	250	0	250	0	0	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	4,706	13	0	0	4,719	4,706	13	0	0	4,719	0	0	
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	348	42	0	0	390	348	42	0	0	390	0	0	
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	1	109	0	0	110	1	109	0	0	110	0	0	
11325000	Stratford Town Station Upgrade	5	255	0	0	260	5	255	0	0	260	0	0	
11326000	Elliots Field Retail Park	0	595	0	0	595	0	595	0	0	595	0	0	
11327000	B4113 Gypsy Lane Junction	4	196	0	0	200	4	196	0	0	200	0	0	
11328000	New Roundabout Southam Road Kineton	1	496	0	0	497	1	496	0	0	497	0	0	
11336000	Ansty Business Park Phase 3	45	1,220	0	0	1,265	45	825	1,145	0	2,015	(395)	750	Tenders returned have exceeded the estimates due to increased scope of the works since originally added to the capital programme. 100% of the costs will be funded by the developer via a S278 Agreement
11337000	A426 Leicester Road, Rugby - Toucan Crossing	122	173	0	0	295	122	230	0	0	353	58	58	Costs increased due to unforeseen complex work on A426 central reserve
11366000	B4087 Tachbrook Road Signals	6	446	0	0	452	6	446	0	0	452	0	0	
11417000	A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	0	617	0	0	617	0	617	0	0	617	0	0	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	0	257	0	0	257	0	30	50	177	257	(227)	0	Budget now re-phased over a number of years to 2018/19
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	443	0	0	443	0	443	0	0	443	0	0	
11423000	A423 Coventry Road Southam S278	0	0	0	0	0	0	380	0	0	380	380	380	Newly approved developer funded scheme Deputy Leader 18/9/2015.
<b>Total S.278 Schemes</b>		<b>8,206</b>	<b>6,082</b>	<b>0</b>	<b>0</b>	<b>14,287</b>	<b>8,206</b>	<b>5,624</b>	<b>1,673</b>	<b>177</b>	<b>15,680</b>	<b>(457)</b>	<b>1,393</b>	
<b>Total Transport and Highways</b>		<b>133,087</b>	<b>43,691</b>	<b>29,193</b>	<b>20,094</b>	<b>226,064</b>	<b>133,087</b>	<b>42,555</b>	<b>33,056</b>	<b>20,271</b>	<b>228,969</b>	<b>(1,135)</b>	<b>2,904</b>	

Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Inability to maintain current Highway Network condition	Graeme Fitton		16	C2402 - Pressure bid submitted as part of the 2016/17 budget setting process	12	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	4,064	0	4,064	3,350	(714)	There is an expected early achievement of savings on legal charges of £627,000, these funds will be used to support the LAC placement issues (see below).
Social Care Teams - North	16,309	0	16,309	19,910	3,601	Residential Care is currently forecasting a £2.227m over-spend with numbers at 36, however with updated discharge dates and rate changes this forecast variance has increased by £0.216m since Q1 which has been reflected in the forecast. There is also a problem with informing / recording (or obtaining) the correct weekly cost when a placement is admitted. External Foster care is forecasting to be £1.225m (£0.729m Q1) over-spent which is an increase of £0.496m, although overall numbers have increased by 9 to 138. Internal Foster care has seen a decrease in numbers of 5 since Q1 which has pushed the under-spend forecasted this quarter down to £0.435m (Q1= £0.387m). Parent and Baby placements is showing an over-spend of £0.212m (Q1 = £0.104m). Allowances have been forecasted to reflect the anticipated increase in numbers based on current trend data from 2015/16 (SGO 21% and Adoption 18%) adjusted as per Operations Manager's local knowledge. Allowances is currently predicting a £0.845m over-spend which is predominantly SGO (£0.744m). This now reflects the increases following the 1st October implementation of the new SGO policy. Permanent salary costs are forecasted to be £0.016m overspent while Agency Staffing costs are forecasting to be £0.250m over-spend.
Social Care Teams - South	9,368	0	9,368	10,322	954	
Social Care County Wide	7,326	0	7,326	6,785	(541)	Leaving care costs are predicting an under-spend of £0.296m (Q1 = £0.261m) which is due to accommodation costs for young people. Permanent salary costs are forecasted to be £0.200 underspent with Agency Staffing costs forecasting to be £0.015m overspent. Adoption services are predicting an underachievement of procuring placements of £0.081m which is an improvement of £0.113m compared to Q1.
Social Care County Wide - WES Traded Services	(5)	0	(5)	(51)	(46)	
<b>Net Service Spending</b>	<b>37,062</b>	<b>0</b>	<b>37,062</b>	<b>40,316</b>	<b>3,254</b>	
				Non DSG	3,278	
				DSG	(24)	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(3,278)	(3,278)		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(3,278)</b>	<b>(3,278)</b>		

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Budget reduction for permanent savings in 2014/15	896	896	896	896	896	896	896	
	Adjustment for under-delivery of savings in 2014/15	(218)	0	0	(218)	0	(218)	0	£218,000 permanent savings due to be delivered in 2014/15 are currently behind schedule. These were covered by the early delivery of other savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2015/16 have been increased to reflect this as follows: SG-A £18,000, SG-B £200,000
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	68	59	75	148	257	248	357	The target includes £18,000 brought forward from 2014/15. This project is being developed within existing resources. To date 3 placements have been made which has resulted in savings of £59,000 and further carers are being recruited currently.
OOP/SG-B	Reducing the number of looked after children by delivering evidence based interventions for children on the edge of care	365	0	0	950	0	1,538	0	The target includes £200,000 brought forward from 2014/15. It is unlikely that the savings will be delivered at the level required. Instead the savings target will be met from the over recovery of legal costs which are shown against the forecast savings for 2015/16, 2016/17 and 2017/18 of SG-C Child Court Costs and SG-J reduced disbursement costs.
OOP/SG-C	Review of processes, in light of recent legislative changes that have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection.	100	190	379	300	379	300	379	The over recovery for this savings line is referred to in Savings OOP Reference SG-B. With this budget being a demand led budget it is envisaged at the moment that £379,000 of the saving is permanent.
OOP/SG-E	Restructure of Leaving Care and Asylum teams, with a view to reducing posts	0	110	110	0	110	0	110	
OOP/SG-F	Reduction in court ordered contact arrangements.	100	100	100	100	100	100	100	This saving plan has been achieved.
OOP/SG-H	Improved information and signposting and use of early intervention work to avoid the necessity for more complex social care assessment.	70	39	39	150	39	150	39	The primary purpose of this restructure of North Children's Teams is to improve service delivery and consistency of team structure across Safeguarding. The maximum number of posts possible have been reduced in the North as part of the restructure. Any additional savings that are required shall be delivered from the over recovery of legal costs which are against project SG-C.
OOP/SG-I	Review of all kinship care placements.	30	8	30	60	60	60	60	All existing arrangements where an additional needs payment has been paid have been reviewed and this has created some one off savings for this year only. Revision on the financial basis for payments has now been approved and is to be consulted upon.
OOP/LA-I	Reduction in the transport budget for Looked After Children. This significant proposed reduction in the transport budget will require a change in policy and full consultation to inform changes.	0	0	0	300	0	600	0	There are no savings for 2015/16. The 2016/17 required savings are being developed.
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	299	598	500	598	750	598	The over recovery for this savings line is referred to in Savings OOP Reference SG-B.
	<b>Total</b>	<b>1,661</b>	<b>1,701</b>	<b>2,227</b>	<b>3,186</b>	<b>2,439</b>	<b>4,424</b>	<b>2,539</b>	
	<b>Target</b>		<b>1,661</b>	<b>1,661</b>		<b>3,186</b>		<b>4,424</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(40)</b>	<b>(566)</b>		<b>747</b>		<b>1,885</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11115000	Fostercare Adaptations 2013-14	12	25	13	0	50	12	0	38	0	50	(25)	0	This is a reactive service and as such there are currently no bids submitted and we are not currently aware of any future bids. We may become aware of adaptations as the year goes on and therefore will review the forecast period to period.
11116000	Fostercare Adaptations 2014-15	0	25	25	0	50	0	0	12	38	50	(25)	0	This is a reactive service and as such there are currently no bids submitted and we are not currently aware of any future bids. We may become aware of adaptations as the year goes on and therefore will review the forecast period to period.
11294000	Fostercare Adaptations 2015-16	0	0	12	38	50	0	0	0	50	50	0	0	
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	0	0	50	50	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
		<b>12</b>	<b>50</b>	<b>50</b>	<b>138</b>	<b>250</b>	<b>12</b>	<b>0</b>	<b>50</b>	<b>188</b>	<b>250</b>	<b>(50)</b>	<b>0</b>	

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

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0483	Children and Young people and vulnerable adults suffer injury or death Questions will be raised as to whether the LA & its partners could have intervened to avoid it happening.	Beate Wagner	12/10/2015	<b>16</b>	C1188 - Warwickshire Safeguarding Children Board has developed inter-agency guidance in accordance with statutory guidance to manage con () C1189 - The CYPF Plan has been developed to ameliorate these risks. () C1190 - The CYPF Plan and the Safeguarding Board Development Plan have been developed to ameliorate these risks. () C1427 - Partnerships arrangements are in place and there is a multi agency training plan. () C1428 - All of the above actions enhance the national infrastructure. ()	<b>12</b>	1 - The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review (Beate Wagner, 31/12/2015)

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Help and Targeted Support - Head of Service	2,406	(215)	2,191	1,446	(745)	£0.153m is for budget allocated to HoS for the traded surplus. The remainder is partly early achievement of Business unit wide savings for future years and held back inflation to cover expected demand led fluctuating IDS residential placements. This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within the children's service. Legal Costs are currently predicted to underspend by £0.059m.
Early Help and Targeted Support - Head of Service - Non WES Traded	(207)	51	(156)	(127)	29	The change from Q1 to Q2 is due to revised leave dates being put back for staff.
Community Support for Vulnerable Adults	4,798	0	4,798	4,971	173	This overspend is a combination of an underspend of £0.416m for Reablement and an overspend of £0.588m for ICES (equipment). Reablement under-spend consists of (i) the early achievement of planned year 4 savings of the OOP plan (approaching £0.400m) and (ii) current full year effect of existing staff vacancies. However Reablement is actively recruiting to posts and promoting the service and it is envisaged that this part of the overall underspend will decrease from Q2 onwards. The movement of £0.437m for ICES from Qtr 1 to Qtr 2 is due to higher than expected activity levels. These are under investigation to further clarify and understand the impact on expenditure.
Transition Support	930	0	930	961	31	
Integrated Disability Service - Social Care	3,725	80	3,805	4,328	523	There are 11 placements being supported in Residential Care forecasting an over-spend of £0.565m (Q1 = £0.458m). There are 3 new placements forecasted from 1st October at a forecasted cost to the LA of £0.100m. External Fostering is currently showing an underspend of £0.002m (Q1 = £0.021m) with 6 children being accommodated remaining static since Q1. Internal fostercare is £0.067m under-spent with 7 children being looked after. A forecast is predicted for ICES equipment of an over-spend of £0.075m. Due to the re-imburement of budget for the new Service Manager and unfilled vacancies staffing is currently underspent by £0.091m
Family Support and Children's Centres	6,451	33	6,484	6,483	(1)	
<b>Net Service Spending</b>	<b>18,103</b>	<b>(51)</b>	<b>18,052</b>	<b>18,062</b>	<b>10</b>	
				Non DSG	1	
				DSG	9	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	895	0	(1)	894		
Early Help and Targeted Support Traded Services Earmarked Reserve	0	51	0	51		
<b>Total</b>	<b>895</b>	<b>51</b>	<b>(1)</b>	<b>945</b>	<b>0</b>	

## Annex G Early Help &amp; Targeted Support

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Budget Reduction for savings in 2014/15	1,017	1,017	1,017	1,017	1,017	1,017	1,017	
OOP/EH-A	Using the Common Assessment Framework (CAF) as a tool to ensure early intervention services are provided to prevent escalation into specialist services or step down from specialist services	33	0	0	57	0	100	0	The project is becoming established, with the timeline and initial scope now agreed. However, questions remain regarding the position of the budget. There is a dependency on commissioned business and whether the service is viable or needs to review other options to reduce costs. The permanent investment shall be from the Head of Service budget. The CAF is an integral part of the MASH development and as a result the investment from the Head of Service budget is needed to meet the needs of the MASH.
OOP/EH-C	Charging Academy Schools for the coordination of educational visits.	5	0	5	12	12	12	12	This project shall run alongside the existing WES agreement for education. The model for education visits is still being developed.
OOP/EH-E	Charging commercial organisations wanting to use VOX/MYP	10	0	0	15	0	20	0	This project is unlikely to deliver the income required and the saving shall be achieved through alternative projects.
OOP/EH-F	Head of Service Business Unit overheads	100	193	193	100	247	100	320	The over-achievement from this project shall help investment in the CAF project, the charging commercial organisations wanting to use VOX/MYP project and the Target Support Young People project in 2015/16.
OOP/EH-H	Target Support Young People - Teenagers in Care Programme: moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	50	0	0	75	0	123	23	The savings for 2015/16 shall be achieved through the additional one-off savings from EH-F in 2015/16.
OOP/EH-H	Family Information Service - consultation with the contact centre to transfer appropriate activity and greater use of electronic directory for signposting and information about the local offer.	25	25	25	25	25	25	25	The savings have been achieved for 2015/16.
OOP/EH-J	Family group conferencing - a reduction in the service, with consideration to be given to combining services within Early Intervention or in Communities as part of Priority Families Programme	25	25	25	25	25	25	25	The savings have been achieved for 2015/16.
OOP-EH-K	Development of family centres to deliver savings by integrating children's centres, early intervention, priority families and health services, which focus services to the most vulnerable.	0	0	0	0	0	700	700	An options appraisal is being prepared that outlines proposals to deliver the required savings for 2017/18. Details of this will be reported to Members as part of the 2016/17 refresh.
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	0	293	293	293	293	There are no savings for 2015/16. A project board has been established to look at the required savings for 2016/17. This will be reported to Members as part of the 2016/17 financial refresh.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	272	272	272	272	272	272	272	The savings for 2015/16 have been achieved.
<b>Total</b>		<b>1,537</b>	<b>1,532</b>	<b>1,537</b>	<b>1,891</b>	<b>1,891</b>	<b>2,687</b>	<b>2,687</b>	
<b>Target</b>			<b>1,537</b>	<b>1,537</b>		<b>1,891</b>		<b>2,687</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>5</b>	<b>0</b>		<b>0</b>		<b>0</b>	

Annex G Early Help & Targeted Support

2015/16 to 2018/19 Capital Programme

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

Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0781	The Reablement Strategy and OOP fail to deliver intended objectives.	Hugh Disley	12/10/2015	16	C1983 - The reablement strategy has been reviewed and updated for the period 2013-15. () C1984 - A project plan for implementing the strategy is in place. () C2172 - Project and robust governance established (Hugh Disley) C2173 - Establish 'as is' and identify options for redesign which will support the delivery of OOP savings. (Hugh Disley / Jenny Wood) C2174 - Robust stakeholder communication and engagement plan produced and delivery monitored (Hugh Disley)	12	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Professional Practice and Governance - Head of Service	164	0	164	156	(8)	
Service Development and Assurance (Adults)	188	0	188	180	(8)	
Service Development and Assurance (Business and Systems)	2,552	0	2,552	2,518	(34)	
Service Development and Assurance (Children's)	1,387	0	1,387	1,372	(15)	
<b>Net Service Spending</b>	<b>4,291</b>	<b>0</b>	<b>4,291</b>	<b>4,226</b>	<b>(65)</b>	
				Non DSG	(65)	
				DSG	0	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	2,751	0	65	2,816		
<b>Total</b>	<b>2,751</b>	<b>0</b>	<b>65</b>	<b>2,816</b>	<b>0</b>	



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Budget Reduction in 2014/15	1,090	1,090	1,090	1,090	1,090	1,090		
OOP/STC-E	Changes to System Support Service including a reduction in computer system support contract costs and consultancy	100	105	100	200	213	200	277	The savings relate to reducing management capacity in the Care Recording Systems Team and reduced licence costs as a result of replacing Carefirst. The net result is a forecast over recovery designed to offset under-recovery of other savings lines for which the service is responsible. Risks exist to the delivery of the system review project which may delay licencing savings. This is mitigated by contingency already allocated by the project.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	366	366	366	367	400	467	436	Having delivered the required savings for 2014/5 and 15/16, the service is currently consulting to reduce capacity in 2016/17 and 2017/8, changes which will deliver the remaining savings required.
OOP/STC-G	Reductions to the Learning, Development and Training budget	123	123	123	123	123	123	123	This project is on track to achieve the savings for 2015/16. The budget for this area has been reduced to achieve the savings.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	(5)	(5)	(5)	69	8	69	8	Following a review of the Service, Group Leadership Team have agreed not to make this saving, a business case agreed with the portfolio holder. As a consequence some operational underspends will be secured and no further progress will be taken against this saving line. The net effect of the under-recovery has been factored into the other savings lines owned by the service with a £0 effect on the overall saving target.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	69	64	69	69	99	69	99	Having delivered the required savings for 2014/5 and 15/16, the service is currently consulting to reduce capacity in 2016/17 and 2017/8, changes which will deliver the remaining savings required.
OOP/PPG-A	Reversal of 2014/15 saving that was double counted, long term shortfall replaced by the increased savings from elsewhere within the Business Unit	(133)	(133)	(133)	(133)	(133)	(133)	(133)	
OOP/PPG-B	Savings still to be identified	0	0	0	15	0	15	0	There are no savings in 2015/16, future savings are included in STC-E.
	<b>Total</b>	<b>1,610</b>	<b>1,610</b>	<b>1,610</b>	<b>1,800</b>	<b>1,800</b>	<b>1,900</b>	<b>1,900</b>	
	<b>Target</b>		<b>1,610</b>	<b>1,610</b>		<b>1,800</b>		<b>1,900</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11310000	Client Information Systems Review	336	1,024	0	0	1,360	336	489	534	0	1,360	(535)	(0)	Slippage is as a result of Education System Procurement being inconclusive and therefore planned for 2016/17. Spending profile in line with revised project plan agreed at Board.
		<b>336</b>	<b>1,024</b>	<b>0</b>	<b>0</b>	<b>1,360</b>	<b>336</b>	<b>489</b>	<b>534</b>	<b>0</b>	<b>1,360</b>	<b>(535)</b>	<b>(0)</b>	

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

## 2015/16 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care and Support Services - Head of Service	4,209	(337)	3,872	3,823	(49)	
Older People North and East and Specialist Services	21,805	858	22,663	21,754	(909)	The primary underspend is due to a unexpected drop in client levels, and changing client income levels. The majority of underspend is within Homecare, Residential Care, Direct Payments and Extra Care services and the causes are being explored as a change of this size was not anticipated. It may indicate bigger impact of some of the reablement / OT projects than expected. A proportion of the underspend is due to Admin for Social Care and Support being newly centralised into this area, which currently has a high level of vacancies. Collation has made a more visible underspend. The vacancies have caused some significant problems (including delayed invoice payments to providers) and are being filled urgently.
Older People South and Reviewing Services	21,437	(253)	21,184	21,226	42	
Disabilities	55,244	1,286	56,530	58,227	1,697	Physical Disabilities Service overspend of £0.541m - The team are reviewing all cases and there is an action plan in place to ensure that a reduction is achieved. Learning Disabilities overspend of £1.158m has reduced from previous levels of over £2m - a number of projects are ongoing and further reductions will be reflected once outcomes have been confirmed.
Mental Health	7,367	244	7,611	7,417	(194)	The current underspend consists of a) difficulties recruiting especially statutory Approved Mental Health Professional posts b) cessation of two contracts at the end of 2014/15 resulting in early delivery of an OOPs saving area.
Care Act	1,330	0	1,330	1,025	(305)	In view of the delay of phase 2 of the Care Act implementation this underspend has arisen and will be considered against future requirements for Care Act related expenditure.
<b>Net Service Spending</b>	<b>111,392</b>	<b>1,798</b>	<b>113,190</b>	<b>113,472</b>	<b>282</b>	
				Non DSG	282	
				DSG	0	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	11,310	0	(282)	11,028		
<b>Total</b>	<b>11,310</b>	<b>0</b>	<b>(282)</b>	<b>11,028</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for permanent savings in 2014/15	9,048	9,048	9,048	9,048	9,048	9,048	9,048	
	Adjustment for under-delivery of savings in 2014/15	(1,008)	(1,008)	(1,008)	(1,008)	(1,008)	(1,008)	(1,008)	£1,008,000 permanent savings due to be delivered in 2014/15 are currently behind schedule. These were covered by one-off savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2015/16 have been increased to reflect this as follows: SCS-A £200,000, SCS-B £358,000, SCS-E £196,000 and STC-B £254,000
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	300	0	0	500	0	700	0	The target includes £200,000 brought forward from 2014/15. No savings in this area are currently forecast to be delivered. The financial modelling for the "to be" arrangements to ensure the most efficient and value for money model, including how the savings shall be delivered by better "demand management" is now underway.
OOP/SCS-B	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	558	46	320	558	320	958	320	The target includes £358,000 brought forward from 2014/15. The project has reported a "red" overall. Work is needed to develop a savings plan for the delivery of social care and support savings and to consider how this fits with the close working / integration developments with CERT / ICT.
OOP/SCS-C	Maximise all customer charging opportunities	100	340	331	200	331	400	331	The savings for 2015/16 have been achieved.
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	160	160	0	160	0	160	Whilst this is forecast to be ahead of target, the current forecast will need to be reviewed in light of the Care Act changes.
OOP/SCS-E	Home Improvement Agency - more timely delivery of home adaptations to reduce falls or more intensive homecare	196	98	196	196	196	196	196	This project was due to be completed in 2014/15, but £196,000 of savings had not been delivered by the end of last year and have therefore been brought forward to 2015/16. This project is now being reviewed and it looks possible that the final elements of savings can be delivered.
OOP/SCS-F	Improve financial recovery of continuing health care services provided by WCC to health partners	200	200	200	200	200	200	200	This project is on track to deliver the savings.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except Reablement - separate savings plan)	300	150	300	400	400	500	500	Savings are on course to deliver.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	228	1,246	1,246	728	1,316	1,228	1,574	The savings for 2015/16 are expected to be exceeded as a result of a range of initiatives and activities implemented during the period. A total of 16 initiatives / projects constitute the SCS-H Social Care and Support programme. This early delivery will be used to offset shortfalls and/or delays in the delivery of other savings plans.
OOP/SCS-L	Development of services to avoid crisis and improve hospital discharge outcomes (links to Better Care Fund and Discharge to Assess Programme work)	250	125	250	400	250	500	250	The project is on track to deliver savings for 2015/16.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	125	250	500	500	500	500	The current plans indicate 2015/16 savings shall be delivered.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	300	600	1,200	1,200	1,600	1,600	The current plans indicate 2015/16 savings shall be delivered.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	100	231	318	300	318	600	600	The current plans indicate 2015/16 and 2016/17 savings will be delivered early. This early delivery will be used to offset delays in the delivery of other savings plans.
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	200	0	0	400	0	600	0	The project is currently under review as it will not deliver. It is most likely the Business Unit will request to remove this savings target in the refresh process and instead deliver the saving through another area over delivering on current plans.
OOP/SCS-Q	Voluntary Sector / Micro-Enterprise and Social Capital Project: Fundamental Review of contracting and relationship management with respect to how public sector and voluntary sector works together in Warwickshire to improve 'social capital' and reduce demand on statutory social care services.	0	0	0	500	500	800	800	No savings are due in 2015/16. The projects on track to deliver savings required in the 4 year savings plan.
OOP/SCS-R	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	0	211	291	350	350	700	350	No savings are due in 2015/16.
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	354	0	36	454	36	454	36	The target includes £254,000 of savings that were not achieved by the end of 2014/15. The current plans indicate a shortfall in the savings target. This shortfall shall be covered from an alternative budget in 2015/16, whilst plans are developed to find a long term solution as it is looking possible this saving may not be delivered through the transport theme.
	<b>Total</b>	<b>11,676</b>	<b>11,272</b>	<b>12,538</b>	<b>14,926</b>	<b>14,117</b>	<b>17,976</b>	<b>15,457</b>	
	<b>Target</b>		<b>11,676</b>	<b>11,676</b>		<b>14,926</b>		<b>17,976</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>405</b>	<b>(862)</b>		<b>809</b>		<b>2,519</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	1,176	0	0	1,176	0	0	1,176	0	1,176	(1,176)	0	This capital will be needed in future for integrated health and social care electronic systems development. The government announced in its 'Personalised Health and Care Informatics' ambition that 'all patient and care records will be digital, interoperable and real-time by 2020.'. Subsequently, guidance from the National Information Board has confirmed a requirement for all areas to establish health and social care 'Digital Road Maps' to set out how this will be achieved, led by Clinical Commissioning Groups. A significant time and cost commitment is anticipated for the Local Authority in achieving this work, with health partners.
		0	1,176	0	0	1,176	0	0	1,176	0	1,176	(1,176)	0	

## Strategic Commissioning - Chris Lewington

Strategic Director - John Dixon (Interim)

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

## 2015/16 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,916	0	1916	1,458	(458)	Delay to the implementation of Phase 2 and in recruiting to the additional posts required as a result of the Care Act has led to a forecast underspend of £570,000 against the Care Act funding. Further underspends in agency and project management costs have been offset by increased adult transport and one-off expenditure costs.
All Age Disabilities	2,389	(121)	2268	2,262	(6)	
Commissioning and Business Intelligence	762	0	762	611	(151)	The underspend is a combination of vacant posts and increased income.
Integrated Elderly Care	9,416	265	9681	9,527	(154)	A number of vacant posts and reduced hours in preparation for 2016/17 savings.
Market Management and Quality	604	0	604	603	(1)	
Children's Commissioning	901	35	936	840	(96)	£71,000 of this underspend relates vacant posts in preparation for 2016/17 savings and holding £70,000 to be taken for DSG savings.
<b>Net Service Spending</b>	<b>15,988</b>	<b>179</b>	<b>16,167</b>	<b>15,301</b>	<b>(866)</b>	
				Non DSG	(795)	
				DSG	(71)	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	4,550	0	795	5,345		
<b>Total</b>	<b>4,550</b>	<b>0</b>	<b>795</b>	<b>5,345</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Budget Reduction for savings in 2014/15	156	156	156	156	156	156	156	
OOP/STC-J	Review, redesign and reduce a series of community based contracts	240	240	240	240	240	240	240	The project is on track to deliver the 4 year savings plan.
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	300	0	300	1,828	1,828	3,725	1,828	The project is forecasting to achieve the savings targets for 2016/17 and 2017/18. For 2015/16 it was agreed at Full Council on the 24th September 2015 that £300k would be taken from central reserves to reconcile the savings for Housing Related Support for this year.
OOP-STC-L	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	0	0	0	85	85	85	85	There are no savings for 2015/16. The plan to achieve the savings for 2016/17 is currently being achieved.
OOP-STC-M	To review the future viability of the brokerage role	0	0	0	58	58	58	58	
OOP-STC-N	Review of the necessary staffing levels to support the market facilitation functions across the business unit with a view to reducing posts	0	0	0	80	80	80	80	
OOP-STC-O	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	0	0	0	0	0	120	120	
OOP-STC-P	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	0	0	0	0	0	37	37	
	<b>Total</b>	<b>696</b>	<b>396</b>	<b>696</b>	<b>2,447</b>	<b>2,447</b>	<b>4,501</b>	<b>2,604</b>	
	<b>Target</b>		<b>696</b>	<b>696</b>		<b>2,447</b>		<b>4,501</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>300</b>	<b>0</b>		<b>0</b>		<b>1,897</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	68	0	0	198	130	0	68	0	198	(68)	(0)	Investment Board will be considering and evaluating funding proposals but due to timescales, these will be unlikely to be funded until 2016/17.
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	971	0	0	971	0	100	871	0	971	(871)	0	A number of projects are in the pipeline however these will not, due to timescales, commence until early 2016/17
11314000	Community Access for Disabled People	34	176	0	0	210	34	105	71	0	210	(71)	0	Allocation of remaining funding to projects is dependent on the outcome of the next tender process in October. Due to timescales, it is likely that there will be some slippage of expenditure into 2016/17.
11316000	Complex Needs Service Building Adaptations and Equipm	72	29	0	0	101	72	29	0	0	101	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	19	0	0	37	0	0	
11420000	Disabled Facilities Capital Grant	0	1,925	0	0	1,925	0	1,925	0	0	1,925	0	0	
		<b>254</b>	<b>3,187</b>	<b>0</b>	<b>0</b>	<b>3,441</b>	<b>254</b>	<b>2,177</b>	<b>1,010</b>	<b>0</b>	<b>3,441</b>	<b>(1,010)</b>	<b>0</b>	

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

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0561	Risks associated with closer alignment / integration with Health	Chris Lewington	12/10/2015	12	C2187 - Exec team established with all CEOs represented. Discussions emerging re Health and Care integration ()	12	S75 to be secured during 2016 for the Better Together Programme (Chris Lewington, 31/03/2016)

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	381	6	387	387	0	
Customer Service Centre	2,048	1	2,049	2,035	(14)	
Customer Relations	382	0	382	383	1	
Face to Face (including Libraries and Registration Service)	3,884	1	3,885	3,852	(33)	Over achievement of income in Registration Service
Head of Service and Business Unit Projects	1,138	(4)	1,134	1,115	(19)	
E Services and Business Development	817	0	817	842	25	
Traded Services - Educational	(37)	0	(37)	(36)	1	
Traded Services - Non Educational	(28)	0	(28)	(9)	19	Under recovery against budget. Further income streams are being investigated.
<b>Net Service Spending</b>	<b>8,585</b>	<b>4</b>	<b>8,589</b>	<b>8,569</b>	<b>(20)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(5)	(5)		
Warwickshire Local Welfare Scheme	742	0	25	767		
<b>Total</b>	<b>742</b>	<b>0</b>	<b>20</b>	<b>762</b>	<b>0</b>	



## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	420	420	420	420	420	420	420	
OOP/CS-B	Applying additional income targets to the Registration Service.	55	55	55	55	0	155	0	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	0	80	0	
OOP/CS-D	Reduction in the Customer Services Projects.	50	50	50	50	0	80	0	
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers	25	25	25	25	0	25	0	
OOP-CS-E	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing	60	60	60	60	0	60	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.	0	0	0	150	0	346	0	
OOP-CS-I	Improve the effectiveness of the whole library network	0	0	0	100	0	100	0	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	0	0	0	112	0	112	0	
	<b>Total</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>1,052</b>	<b>420</b>	<b>1,378</b>	<b>420</b>	
	<b>Target</b>		<b>650</b>	<b>650</b>		<b>1,052</b>		<b>1,378</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>632</b>		<b>958</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	453	0	501	48	0	453	0	501	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	0	205	65	0	270	0	205	65	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	182	413	2,454	0	3,050	182	120	2,427	0	2,730	(293)	(320)	£320k transferred to project number 11422000 for Stratford Library Refurbishment
11293000	Community Information Hubs	47	64	0	0	111	47	64	0	0	111	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	0	0	0	0	0	0	20	255	45	320	20	320	Transfer from Improving the Customer experience.
		<b>277</b>	<b>682</b>	<b>2,972</b>	<b>0</b>	<b>3,931</b>	<b>277</b>	<b>409</b>	<b>3,200</b>	<b>45</b>	<b>3,931</b>	<b>(273)</b>	<b>0</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	315	(4)	311	443	132	The underspend in Communities Finance relates primarily to vacancies in Procurement (which are required next year), a restructure of support for Fire and greater than anticipated contract rebates. The underspend in People Group finance relates to delays in recruitment and slippage in planned work for the replacement Social Care system, together with one-off Care Act monies which are no longer required as implementation has been delayed. We plan to use some of this (approximately £100,000) to fund one-off improvements in the exchange of information from the Authority's HR and Payroll system into the financial ledger, which should provide longer term efficiency gains. This is reflected in the "overspend" against the Head of Service.
Corporate Finance and Advice	678	75	753	743	(10)	
Treasury, Exchequer, Finance Systems, Pensions	190	0	190	195	5	
Communities Group Local Finance, Fire and Rescue Local Finance, Procurement	827	0	827	691	(136)	
People Group Local Finance, Financial Benefits and Advice	1,917	0	1,917	1,727	(190)	
Resources Local Finance, Schools Strategy and Support, Payroll	639	0	639	665	26	
Traded Services - Education	(238)	0	(238)	(238)	0	
Traded Services - Non Education	(189)	0	(189)	(185)	4	
<b>Net Service Spending</b>	<b>4,139</b>	<b>71</b>	<b>4,210</b>	<b>4,041</b>	<b>(169)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	169	169		
Finance Training Reserve	95	0	0	95		
<b>Total</b>	<b>95</b>	<b>0</b>	<b>169</b>	<b>264</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	251	251	251	251	251	251	251	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	0	0	0	250	0	327	0	
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	250	0	250	250	250	422	250	
	<b>Total</b>	<b>501</b>	<b>251</b>	<b>501</b>	<b>751</b>	<b>501</b>	<b>1,000</b>	<b>501</b>	
	<b>Target</b>		<b>501</b>	<b>501</b>		<b>751</b>		<b>1,000</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>250</b>	<b>0</b>		<b>250</b>		<b>499</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11334000	Share purchase in Local Capital Finance Company	200	0	0	0	200	200	0	0	0	200	0	0	
		<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,514	44	1,558	1,432	(126)	2 posts made redundant mid year although the budget won't be removed until 01.04.16 together with 4 part year vacant posts
Human Resources Service Centre	1,152	0	1,152	1,156	4	Requirement to bring in temporary staff to support roll out of Warwickshire Pay Direct because of delays in system development.
Business Partners and Learning and Organisational Development	1,803	0	1,803	1,755	(48)	
Human Resources Head of Service and Internal Apprenticeship Programme	733	(16)	717	744	27	
Traded Services - Education	(87)	0	(87)	(83)	4	
Traded Services - Non Education	14	0	14	11	(3)	
<b>Net Service Spending</b>	<b>5,129</b>	<b>28</b>	<b>5,157</b>	<b>5,015</b>	<b>(142)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	142	142		
Growing for Growth Apprenticeship Scheme	658	0	0	658		
<b>Total</b>	<b>658</b>	<b>0</b>	<b>142</b>	<b>800</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast	Target	Forecast	Target	Forecast	
		£'000	£'000	Outturn £'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	296	296	296	296	296	296		
OOP/HR-A	Business redesign of the HR Service Centre to review processes across pay and pensions for WCC (including schools), employment records and HR data management	86	0	86	129	86	129	86	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	57	0	57	80	57	172	57	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	61	0	61	190	61	230	61	
OOP/HR-D	Redesign HR business partnership, realigning support for services	61	0	61	98	61	98	61	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	0	0	0	75	0	75	0	
OOP/HR-F	Additional savings to be identified	0		0	40		50	0	
	<b>Total</b>	<b>561</b>	<b>296</b>	<b>561</b>	<b>908</b>	<b>561</b>	<b>1,050</b>	<b>561</b>	
	<b>Target</b>		<b>561</b>	<b>561</b>		<b>908</b>		<b>1,050</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>265</b>	<b>0</b>		<b>347</b>		<b>489</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	780	(387)	393	387	(6)	
Members Support	35	0	35	32	(3)	
Strategy and Programme and Innovation	846	0	846	807	(39)	A member of staff has been seconded to the Communities Group
Corporate ICT Development	1,415	0	1,415	1,414	(1)	
Customer and Supplier Services	1,741	0	1,741	1,730	(11)	
Production Services	2,636	0	2,636	2,636	0	
Systems Design and Architecture	1,188	0	1,188	1,188	0	
Network Services	1,155	0	1,155	1,155	0	
Information Management	357	0	357	357	0	
Traded Services - Education	(398)	140	(258)	(196)	62	We are currently forecasting that we will be unable to deliver the full £387,000 Traded Service target but will continue to seek to make up the current forecast shortfall. Also if unable to recover we will look to cover by wider Information Assets budgets.
<b>Net Service Spending</b>	<b>9,755</b>	<b>(247)</b>	<b>9,508</b>	<b>9,510</b>	<b>2</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
WAN Investment	325	0	0	325		
Information Assets - Savings	0	0	(2)	(2)		
Going for Growth - IA	1,031	0	0	1,031		
PFI for School	200	(140)	0	60		
Traded Reserve	0	387	0	387		
<b>Total</b>	<b>1,556</b>	<b>247</b>	<b>(2)</b>	<b>1,801</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

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

## Annex N Information Assets

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	201	70	0	0	271	201	70	0	0	271	0	0	
11121000	Development of Rural Broadband	5,177	4,687	4,276	8,109	22,250	5,177	5,971	7,191	12,771	31,110	1,284	8,860	Forecast expenditure, in total, has risen by £7,691,263. This reflects the progress of the project as it moves into Contract 2 , Part 1 & Part 2. This work will involve additional funds including Gainshare from BT, reinvestment in the contract from the acceleration programme, together with additional funding from partners and BDUK.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
		<b>5,792</b>	<b>4,757</b>	<b>4,276</b>	<b>8,109</b>	<b>22,934</b>	<b>5,792</b>	<b>6,041</b>	<b>7,191</b>	<b>12,771</b>	<b>31,794</b>	<b>1,284</b>	<b>8,860</b>	



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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	468	0	468	438	(30)	Staffing vacancies arising mid-year. Recruitment to one post has now taken place.
Insurance, Internal Audit and Risk Management	517	0	517	496	(21)	This underspend relates to the Warwickshire Counter Fraud grant income. The full grant amount will be spent over the course of the project
Head of Service	54	(54)	0	0	0	
Legal Core	405	0	405	401	(4)	
Traded Services - Educational	(69)	0	(69)	(81)	(12)	
Traded Services - Non Educational	(541)	0	(541)	(533)	8	
<b>Net Service Spending</b>	<b>834</b>	<b>(54)</b>	<b>780</b>	<b>721</b>	<b>(59)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	59	59		
Traded Reserve	0	54	0	54		
Warwickshire Counter Fraud Partnership	48	0	0	48		
<b>Total</b>	<b>48</b>	<b>54</b>	<b>59</b>	<b>161</b>	<b>0</b>	

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

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	19	19	19	19	0	19	0	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	20	10	20	20	0	20	0	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	12	6	12	12	0	12	0	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	6	12	0	20	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	24	0	24	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	3	0	3	0	
	<b>Total</b>	<b>57</b>	<b>41</b>	<b>57</b>	<b>90</b>	<b>0</b>	<b>98</b>	<b>0</b>	
	<b>Target</b>		<b>57</b>	<b>57</b>		<b>90</b>		<b>98</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>16</b>	<b>0</b>		<b>90</b>		<b>98</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,297	(393)	904	904	0	
Construction Services	1,875	0	1,875	1,875	0	
Facilities Management	8,685	168	8,853	8,751	(102)	£16k of increased income from corporate cleaning; £71k reduction in costs in County buildings (gas, electricity & rates) combined with £5k additional income from improved service charge collection methods; £10k underspend on consultancy
Estates and Smallholdings	(125)	531	406	404	(2)	
Asset Strategy	232	0	232	229	(3)	
Property Rationalisation Savings *	4	119	123	123	0	
Traded Services - Education	(1,139)	0	(1,139)	(1,107)	32	Catering trading deficit of £95k to be funded from the equalisation reserve (at year end). £33k increase in Cleaning income and £30k increase in Property Risk income brought about by additional WES subscriptions
Traded Services - Non Education	(296)	0	(296)	(268)	28	£23k deficit on corporate catering service, £5k deficit on cleaning service
<b>Net Service Spending</b>	<b>10,533</b>	<b>425</b>	<b>10,958</b>	<b>10,911</b>	<b>(47)</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Planning Reserve	320	(320)	0	0		
Catering Equalisation Account	401	0	(95)	306		Forecast income lower than usual for 2015/16 due to reduced number of trading days (2 Easter breaks during 2015/16), actual figure to be drawn down will be confirmed later in the year.
Savings	0	0	142	142		
<b>Total</b>	<b>721</b>	<b>(320)</b>	<b>47</b>	<b>448</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	406	406	406	406	406	406	406	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings) to accrue capital receipts that will be earmarked for the purposes of reducing the council's debt charges.	40	0	40	40	40	790	40	
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 Satisford Car Park.	40	40	40	70	40	90	40	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	6	6	6	10	6	12	6	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	32	32	32	72	32	112	32	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	6	6	6	13	6	18	6	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	20	20	20	20	20	20	20	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	30	30	30	35	30	35	30	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	37	37	37	37	37	37	37	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	75	75	75	100	75	100	75	
OOP/PA-L	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	350	310	350	1,050	350	1,600	350	
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	0	0	0	200	0	400	0	
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	0	0	0	50	0	80	0	
OOP/PA-O	Additional building maintenance for three years	50	50	50	50	50	50	50	
	<b>Total</b>	<b>1,092</b>	<b>1,012</b>	<b>1,092</b>	<b>2,153</b>	<b>1,092</b>	<b>3,750</b>	<b>1,092</b>	
	<b>Target</b>		<b>1,092</b>	<b>1,092</b>		<b>2,153</b>		<b>3,750</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>80</b>	<b>0</b>		<b>1,061</b>		<b>2,658</b>	

## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
<b>Building &amp; Construction</b>														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	30	500	220	0	750	30	100	620	0	750	(400)	0	Procurement process and re tender to external organisations delayed establishment of work plan, tender decision expected by late October 15
<b>Estates</b>														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	0	0	0	0	0	0	0	0	200	200	0	200	Project increase represents estimated charge due for payment in the future. Costs relate to any residual works regarding the joint infrastructure that was funded in partnership with the developer. The costs will be funded from the capital receipt.
10972000	Planning Consent For Europa Way	445	60	0	0	505	445	30	0	0	475	(30)	(30)	Project reduction represents the final project costs now that all works are complete to secure planning consent, this means there is a reduction in required revenue funding.
11400000	Globe House Alcester - Remodelling of Globe House	0	240	0	0	240	0	240	0	0	240	0	0	
11416000	Bedworth King's House - Purchase of Long Lease	0	2,000	0	0	2,000	0	2,000	0	0	2,000	0	0	
<b>Property Rationalisation Programme</b>														
11041000	Rationalisation Of The Council's Property	719	49	0	0	768	719	49	0	0	768	(0)	(0)	
11335000	Rationalisation of County Storage	2,695	1,305	400	0	4,400	2,695	1,055	650	0	4,400	(250)	(0)	Forecast profile adjusted to reflect works programme and forecast start on site in January 2016
11338000	Re-wire & refurbishment of Pound Lane	479	19	0	0	498	479	19	0	0	499	0	0	
<b>Structural Maintenance</b>														
11035000	Schools Planned Capital Building Mech & Elect Maintenance 2012/13	0	0	0	0	0	0	1	0	0	1	1	1	Actual retention from project previously believed to be completely invoiced. £535 allocated from 11227000
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	0	0	0	0	0	0	11	0	0	11	11	11	£11k additional required - due to increased project costs. Allocated from 11144000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	253	13	0	0	266	253	13	0	0	266	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,129	141	0	0	1,270	1,129	251	0	0	1,380	110	110	Additional work required to asbestos removal project. Carried out as phase 2 - funding allocated from 11225000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,205	376	0	0	2,581	2,205	356	0	0	2,561	(20)	(20)	£20k total reallocated to 11037000 (£11k) and 11226000 (£9k)
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,763	22	0	0	5,785	5,763	67	0	0	5,830	45	45	Increase in projected final accounts c. £45k. Funding allocated from 11227000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	353	0	0	353	0	353	0	0	353	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	1,294	0	0	1,294	0	1,184	0	0	1,184	(110)	(110)	Additional work required to asbestos removal project 14.15. Carried out as phase 2 - funding allocated from 11225000 to 11143000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	2,587	0	0	2,587	0	2,596	0	0	2,596	9	9	Allocation of £9k from 11144000
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	5,676	0	0	5,676	0	5,630	0	0	5,630	(46)	(46)	£45535 allocated to 11145000 (£45k) and 11035000 (£535)
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	311	0	311	0	0	311	0	311	0	0	

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	0	2,569	0	2,569	0	0	2,569	0	2,569	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0	
<b>Facilities</b>														
10592000	Small Scale Reactive / Minor Improvements County-Wide	149	140	0	0	289	149	122	18	0	289	(18)	0	Expenditure now expected to span 2 years
11318000	Universal Free School Meals Programme	1,156	91	0	0	1,247	1,156	91	0	0	1,247	0	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	291	63	0	0	355	291	63	0	0	355	0	0	
10410000	Climate Change 2007/08	352	0	0	0	352	352	0	0	0	352	0	0	
11135000	Various Properties - Reducing Energy	63	337	500	1,344	2,244	63	337	500	1,344	2,244	0	0	
11136000	Various Properties - Renewable Energy	145	257	500	4,500	5,401	145	257	500	4,500	5,401	0	0	
<b>Smallholdings</b>														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	40	310	0	0	350	40	310	0	0	350	0	0	
11141000	Rural Services Capital Maintenance 2014/15	582	148	0	0	730	582	86	0	0	668	(62)	(62)	Spend on contingency less than anticipated on a number of completed projects. 2 projects deferred until 2015/16 due to arbitration issues with tenants. £62,197 transferred to 11228000
11228000	Rural Services Capital Maintenance 2015/16	0	813	0	0	813	0	875	0	0	875	62	62	£62,197 transferred from 11141000
11291000	Rural Services Capital Maintenance 2016/17	0	0	789	0	789	0	0	789	0	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		<b>16,507</b>	<b>16,793</b>	<b>9,105</b>	<b>13,329</b>	<b>55,735</b>	<b>16,507</b>	<b>16,096</b>	<b>9,773</b>	<b>13,529</b>	<b>55,905</b>	<b>(697)</b>	<b>171</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance and Planning	780	0	780	748	(32)	Underspends relates to staff vacancies
Observatory	336	0	336	358	22	Shortfall in anticipated external income
Service Improvement and Change Management Admin	172	0	172	162	(10)	Lower than budgeted staffing costs primarily due to part time coverage of Personal Assistant post
Development and Support	560	0	560	543	(17)	Part-year vacant post currently held vacant in anticipation of 2016-2017 OOP saving target
Commercial Enterprise	208	0	208	216	8	
Resources Transformation	0	0	0	205	205	Transformation fund projects to be funded from Resources Group Reserves
<b>Net Service Spending</b>	<b>2,056</b>	<b>-</b>	<b>2,056</b>	<b>2,232</b>	<b>176</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(176)	(176)		
SICM Reserves	190	0	0	190		
<b>Total</b>	<b>190</b>	<b>0</b>	<b>(176)</b>	<b>14</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

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

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	10,877	0	10,877	10,688	(189)	The Service currently has a small number of vacancies across a number of fire stations.
Prevention, Protection & Planning	1,848	0	1,848	1,810	(38)	
Operational Support	5,576	0	5,576	6,027	451	Included within this service area is an overspend on the Fire Control Project of £430k. This project is funded via a grant from DCLG that is currently being held in reserve. Since reporting at Q1 the project has progressed and the main contract has now been agreed.
Service Support	1,313	0	1,313	1,321	8	
<b>Net Service Spending</b>	<b>19,614</b>	<b>0</b>	<b>19,614</b>	<b>19,846</b>	<b>232</b>	

**2015/16 Reserves Position**

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Pensions Reserve	79	0	0	79		
Fire Control Project	509	0	(430)	79	(430)	The Service would request that Members approve this transfer from reserve to support the continuation of the project.
Service Savings Reserve	426	0	198	624	100	The Service would like to transfer £100k of savings into a new reserve to support operational training.
<b>Total</b>	<b>1,014</b>	<b>0</b>	<b>(232)</b>	<b>782</b>	<b>(330)</b>	

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

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	505	505	505	505	505	505	505	
OOP/FRS-A	Implement a new response model	471	236	471	1,159	1,159	1,512	1,512	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	52	0	0	101	101	101	101	Control programme implementation now scheduled for early 2016/17. Shortfall in 2015/16 will be mitigated by one-off funding and underspends elsewhere.
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	66	66	66	82	82	97	97	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0	0	0	42	42	42	42	
OOP/FRS-H	Removal of one senior management post within the Service	35	35	35	100	100	100	100	
	<b>Total</b>	<b>1,129</b>	<b>842</b>	<b>1,077</b>	<b>1,989</b>	<b>1,989</b>	<b>2,357</b>	<b>2,357</b>	
	<b>Target</b>		<b>1,129</b>	<b>1,129</b>		<b>1,989</b>		<b>2,357</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>287</b>	<b>52</b>		<b>0</b>		<b>0</b>	



## 2015/16 to 2018/19 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11151000	Fire Capital Grant - Equipment for Fire Appliances	97	67	0	0	164	97	7	0	0	104	(60)	(60)	£60k of this grant is being used to support the "Fire Future Estate Programme" forecasts have been completed on the relevant projects 1137300, 1137500 & 1137600 to reflect this.
<b>Sub Total - Projects Funded From Fire Capital Grant</b>		<b>97</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>164</b>	<b>97</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>104</b>	<b>(60)</b>	<b>(60)</b>	
11223000	Vehicle Replacement Programme 2015/16	0	881	0	0	881	0	881	0	0	881	0	0	
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>881</b>	<b>0</b>	<b>0</b>	<b>881</b>	<b>0</b>	<b>881</b>	<b>0</b>	<b>0</b>	<b>881</b>	<b>0</b>	<b>0</b>	
11153000	Equipment for new Fire Appliances 2014/15	97	23	0	0	120	97	23	0	0	120	0	0	
11298000	Equipment for new Fire Appliances 2015/16	0	120	0	0	120	0	120	0	0	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	0	120	0	120	0	0	120	0	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	0	120	120	0	0	0	120	120	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>97</b>	<b>143</b>	<b>120</b>	<b>120</b>	<b>480</b>	<b>97</b>	<b>143</b>	<b>120</b>	<b>120</b>	<b>480</b>	<b>0</b>	<b>0</b>	
11229000	New Fire & Rescue Centre Leamington Spa	109	100	750	1,891	2,850	109	100	750	1,891	2,850	0	0	
11372000	Fire & Rescue Service Future Estate	0	0	1,446	0	1,446	0	0	891	0	891	0	(555)	The forecast at Q1 was based on estimated costs. At Q2 the Service is in a better position to forecast more accurately and would therefore like to request that Members approve the use of £555k from this contingency to fund confirmed costs relating to Alcester, Stratford and Gaydon projects.
11373000	Response Location - Gaydon	0	700	0	0	700	0	750	0	0	750	50	50	£50k Increase in cost from most recent quotes, funded from capital grant and contingency (see above).
11374000	Training Centre - New Build	0	700	3,000	1,600	5,300	0	0	3,700	1,600	5,300	(700)	0	This project has been re-phased and major works are unlikely to commence until 2016/17. The re-phasing is due to site assessments as initial planning meetings have raised issues. The Service is working with WCC Physical Assets Team to explore alternative site options.
11375000	Alcester Fire Station Reconfiguration	5	390	0	0	395	5	410	0	0	415	20	20	£20k Increase in cost from most recent quotes, funded from capital grant and contingency (see above).
11376000	Stratford Fire Station Reconfiguration	20	285	0	0	305	20	330	0	0	350	45	45	£45k Increase in cost from most recent quotes, funded from capital grant and contingency (see above).
<b>Sub Total - F&amp;R Future Estate Project</b>		<b>134</b>	<b>2,175</b>	<b>5,196</b>	<b>3,491</b>	<b>10,996</b>	<b>134</b>	<b>1,590</b>	<b>5,341</b>	<b>3,491</b>	<b>10,556</b>	<b>(585)</b>	<b>(440)</b>	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	696	103	0	0	799	696	115	0	0	811	12	12	Since reporting at Q1 a decision was made to purchase additional equipment thus ensuring a years warranty for the joint system. This will reduce the likelihood and impact should any failure occur for the equipment.
<b>Sub Total - Fire Control Project</b>		<b>696</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>799</b>	<b>696</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>811</b>	<b>12</b>	<b>12</b>	
<b>Grand Total</b>		<b>1,025</b>	<b>3,368</b>	<b>5,316</b>	<b>3,611</b>	<b>13,321</b>	<b>1,025</b>	<b>2,735</b>	<b>5,461</b>	<b>3,611</b>	<b>12,833</b>	<b>(633)</b>	<b>(488)</b>	

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

**2015/16 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(157,293)	(1,762)	(159,055)	(160,171)	(1,116)	The forecast includes income from business rates being £830,000 higher than budgeted and the receipt of additional transport funding of £212,000 to support children from low income families attending schools more than three miles from their home. It is expected that both the budget and the forecast income will reduce by £1.4 million before the end of the financial year as a result of our share of the £200 million in-year reduction in the Public Health Grant announced by the Chancellor in July.
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(275,199)	29,761	(245,438)	(245,199)	239	Change reflects the school balances of schools converting to an academy in the year and adjustments to grants to schools to reflect in-year changes in pupil numbers.
Individual Schools Budget (ISB)	208,725	(29,322)	179,403	179,403	0	
Capital Financing	39,875	(346)	39,529	38,319	(1,210)	This underspend is the result of slippage in the delivery of the capital programme reducing the underlying need to borrow in previous years. Whilst this is an in year saving, the funding will be required in future years when the spending takes place.
Revenue contribution to capital financing	1,183	288	1,471	1,471	0	
Interest on Revenue Balances	(1,082)	0	(1,082)	(2,065)	(983)	The additional income has been generated because investments are currently yielding higher returns than was forecast when the budget was agreed.
0-5 Strategy for Children	800	0	800	800	0	
Living Wage in Warwickshire - Feasibility	50	0	50	50	0	
Strategic Management Team	1,404	(198)	1,206	1,285	79	
County Coroner	402	0	402	391	(11)	
Environment Agency (Flood Defence Levy)	224	0	224	224	0	
External Audit Fees	171	0	171	171	0	
Provision for redundancy costs	2,297	(128)	2,169	2,169	0	
Pensions deficit under-recovery	420	0	420	397	(23)	
County Council Elections	251	(236)	15	15	0	
Members Allowances and Expenses	1,032	0	1,032	925	(107)	
Other Administrative Expenses and Income	420	0	420	420	0	
Reorganisation Pensions	58	0	58	29	(29)	
Subscriptions	104	0	104	101	(3)	
<b>Net Service Spending</b>	<b>(176,158)</b>	<b>(1,943)</b>	<b>(178,101)</b>	<b>(181,265)</b>	<b>(3,164)</b>	
				Non DSG	(3,403)	
				DSG	239	

## 2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
<b>Corporate</b>						
General Reserves	18,797	0	2,420	21,217		The first call on all General Reserves above the minimum risk assessment determined by the Head of Finance as part of setting the 2016/17 budget will be used to part fund the forecast overspends in the Education and Learning and Children's Social Care and Safeguarding Business Units
Medium Term Contingency	17,332	0	0	17,332		
Service Realignment Fund	11,877	0	0	11,877		
<b>Total Corporate Reserves</b>	<b>48,006</b>	<b>0</b>	<b>2,420</b>	<b>50,426</b>	<b>0</b>	
<b>Other Services</b>						
Audit Fee Reserve	563	0	0	563		
Capacity Building Fund	1,454	0	0	1,454		
Carbon Reduction Commitment Scheme	527	0	0	527		
Community Infrastructure Levy	301	0	0	301		
Capital Fund	1,040	0	0	1,040		
Insurance Fund	8,460	0	0	8,460		
Schools	14,459	0	(239)	14,220		
Interest Rate Volatility Reserve	4,320	0	983	5,303		
National Non-Domestic Rates Appeals	922	0	0	922		
Quadrennial Elections	239	236	0	475		
<b>Total Other Services Reserves</b>	<b>32,285</b>	<b>236</b>	<b>744</b>	<b>33,265</b>	<b>0</b>	
<b>Group Reserves</b>						
Resources Group	766	0	0	766		
Resources Transformation Fund	1,704	198	0	1,902		
Resources Group Traded Reserve	0	658	0	658		
Resources Systems Replacement Fund	1,413	0	0	1,413		
<b>Total Group Reserves</b>	<b>3,883</b>	<b>856</b>	<b>0</b>	<b>4,739</b>	<b>0</b>	
<b>Total</b>	<b>84,174</b>	<b>1,092</b>	<b>3,164</b>	<b>88,430</b>	<b>0</b>	

## 2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for savings in 2014/15	1,050	1,050	1,050	1,050	1,050	1,050	1,050	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	500	1,000	500	1,500	500	
OOP/OS-D	Management Restructure	0	0	0	100	0	250	0	
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	0	0	0	0	2,000	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 by 2018.	0	0	0	0	0	2,800	0	
		<b>1,550</b>	<b>1,550</b>	<b>1,550</b>	<b>2,150</b>	<b>1,550</b>	<b>7,600</b>	<b>1,550</b>	
	<b>Target</b>		<b>1,550</b>	<b>1,550</b>		<b>2,150</b>		<b>7,600</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>600</b>		<b>6,050</b>	

Information Assets						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
Major IT development projects are delivered on time and to budget (KBM)				N/A	To be measured against those projects which are clearly defined, both in terms of time and budget. Projects not yet clearly defined.	
Net variation to budget - Percentage (KBM)	0.02%	0.02	0	Red	Currently forecasting an overspend of 0.02% i.e £2,146. This is actually made up of Schools service under recovery on £385k surplus target, and underspend in wider IA service to cover this. Plan to reduce overall position to zero over the next quarters.	
% staff satisfied with the council as an employer (KBM)		62.8	69.3	Red	This is based on the results of the pulse survey. Disappointed to miss target. Significant variations in teams score will particularly review lower scores and develop action plan to improve.	
% increase in staff engagement (KBM)		63.6	70.1	Red	This is based on the results of the pulse survey. Disappointed to miss target. Significant variations in teams score will particularly review lower scores and develop action plan to improve.	
Resources Group demonstrates value for money (KBM)		95	100	Amber		
% of customer satisfaction with the quality of services provided (KBM)		58	58	Green	Still need to confirm how this will be calculated	
All Resources Group change activity is delivered on time & within budget (KBM)		100	100	Green	Still to define clear Resources Change activity to be measured.	
CBPM - WCC Contribution to Rural Broadband Development (KBM)	88	90	90	Green		
Capital Programme delivered on time & to budget (KBM)		1	1	Green	Relates to the BDUK Project which is currently progressing slightly ahead of target on timescale and on target for budget	
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) (KBM)	88	90	90	Green		
Risks identified are managed and reviewed monthly (KBM)		1	1	Green		

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Savings delivered (KBM)	100	100	100	Green	All 2015/16 have already been removed from Budgets and we are working to delivering against the revised Budgets	
Service standards published for all services (KBM)	100	100	100	Green		
Net variation to budget - Percentage (KBM)	0.02%	0.02	0	Red	Currently forecasting an overspend of 0.02% i.e £2,146. This is actually made up of Schools service under recovery on £385k surplus target, and underspend in wider IA service to cover this. Plan to reduce overall position to zero over the next quarters.	
Overall availability of ICT network (Hours unavailable) (KBM)		12	14	Green		
Major IT development projects are delivered on time and to budget (KBM)			100	N/A	To be measured against those projects which are clearly defined, both in terms of time and budget. Projects not yet clearly defined.	
CBPM - WCC Contribution to Rural Broadband Development (KBM)	88	90	90	Green		
Premises enabled in CSW and Warwickshire (98% enabled in Warwickshire by date to be agreed in new Contract in 2015/16) (KBM)	88	90	90	Green		

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>Customer Service</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
Standards for complaint handling are met (KBM)		0	1	Red	Timescale compliance remains below standard in social care services	Work is being done with services to address the non-compliance
The Customer Journey programme is delivered on time and to budget (KBM)	50	50	100	Red	Timetable has slipped due to resourcing and staff availability at service level	
% increase in staff engagement (KBM)	63.5	63.5	70.1	Red	This is based on the pulse survey results.	Dialogue and workshops are being undertaken with staff.
% staff satisfied with the council as an employer (KBM)	67.3	67.3	71	Red	This is based on pulse survey results.	Dialogue and workshops are being undertaken with staff.
% of customer satisfaction with the quality of services provided (KBM)	64	64	64	Green		
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	Green	Data not currently available	
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations (KBM)	1	1	1	Green		
Resources Group demonstrates value for money (KBM)		100	100	Green	Group measure	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green		
Savings delivered (KBM)	1	1	1	Green		
Service standards published for all services (KBM)	100	100	100	Green		
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)	95	100	100	Green		
Net variation to budget - Percentage (KBM)	-0.24%	-0.24	-2	Green	£ variance: -£20,405	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>Finance</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
Net variation to budget - Percentage (KBM)	-4.02%	-4.02	-2	Red	£ variance: -£169,129	
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)	25	75	100	Red	This is the responsibility of individual capital project service managers - the responsibility of the Finance BU is to highlight major variations and suggest where remedial action needs to be taken	
% staff satisfied with the council as an employer (KBM)	77.5	77.5	80	Amber	Based on the 2015/16 Pulse survey results. This is a slight decrease (on previous years), which is disappointing. The PULSE survey results have only just come out and we are working through an action plan to respond.	
% increase in staff engagement (KBM)	74.9	74.9	75.8	Amber	Based on the 2015/16 Pulse survey results. This is a slight decrease, which is disappointing. The PULSE survey results have only just come out and we are working through an action plan to respond.	
% of customer satisfaction with the quality of services provided (KBM)	N/A	66	66	Green		
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	Green	Still being agreed, but no reason as at 30th September to assume any delay in delivery.	
Resources Group demonstrates value for money (KBM)	100	100	100	Green		
Savings delivered (KBM)	100	100	100	Green		
Service standards published for all services (KBM)	100	100	100	Green		
Traded Services meet budgetary targets(KBM)	1	1	1	Green		
Risks identified are managed and reviewed monthly (KBM)	0.5	5	1	Green	As at October reviewing monthly, but have not been formally doing so since April.	Will be reviewing monthly from October.



Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>HROD</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of customer satisfaction with the quality of services provided (KBM)			62	N/A	Survey not yet undertaken	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% increase in staff engagement (KBM)	73.9	73.9	84.3	Red	We have seen a slight dip in score. We are analysing the results. There score remains high in relation to our benchmark group. The HRBPs are working with managers to identify issues and develop plans to address these	
% of customer satisfaction with the quality of services provided (KBM)			62	N/A	Survey not yet undertaken	
% staff expressing satisfaction with their manager as a leader (KBM)			45.7	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)			74.6	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	Green		
Average number of days lost due to sickness per FTE - Resources Group (KBM)	1.84	8.76	7.8	Red	Action plans are being developed and absence training rolled out	Action plans are being developed and absence training rolled out
Net variation to budget - Percentage (KBM)	-2.76%	-2.76	-2	Red	£ variance: -£142,140. Variances held against savings	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	Green		
Resources Group demonstrates value for money (KBM)		100	100	Green		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green		
Savings delivered (KBM)	1	1	1	Green		
Service standards published for all services (KBM)	1	1	1	Green		
% staff satisfied with the council as an employer (KBM)	78.7	78.7	72	Green		

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>L&amp;G</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% residents able to influence local decision making (KBM)	45	45	45	Green	This will be measured through Quality of Life survey	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)			88	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)			79	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	N/A		
Net variation to budget - Percentage (KBM)	-7.51%	-7.51	-2	Red	£ variance: -£58,599	
No. of decisions deferred by decision making committee (KBM)	2	3	3	Green		
Number of adverse decisions from legal challenges is low (KBM)	1	1	0	Red	This reports on the non- LGO challenges which have been succesful. This is the FOI appeal case referred to above	
% increase in staff engagement (KBM)	69.1	69.1	70.4	Amber	Pulse survey results received. Information circulated to individual service area for review - prior to updating measure.	
% residents able to influence local decision making (KBM)	45	45	45	Green	This will be measured through Quality of Life survey	
All Resources Group change activity is delivered on time & within budget (KBM)	1	1	1	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
No. of decisions deferred by decision making committee (KBM)	2	3	3	Green		
Resources Group demonstrates value for money (KBM)	100	100	100	Green	Based on assessment of 3 performance measures. No overspends projected	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green	Process has been put in place to review BU register managed by Hos PA.	
Savings delivered (KBM)	57000	57000	57000	Green		
Service standards published for all services (KBM)	100	100	100	Green	Standards need to be finalised and published. Being picked up through transformation programme	
% staff satisfied with the council as an employer (KBM)	71.8	71.8	71	Green	Pulse survey results received. Information circulated to individual service area for review.	
% of customer satisfaction with the quality of services provided (KBM)	97	95	52	Green		
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	2	8	10	Green	Both upheld complaints have been in Education & Learning. There were 14 complaint decisions by the LGO between 1 April 2015 and 30 September that were not upheld and 1 which was not counted as a complaint decision because it was made prematurely.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>Physical Assets</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)			72	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfied with the council as an employer (KBM)	67.9	67.9	75.3	Red		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
% increase in staff engagement (KBM)	66	66	72.8	Red		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
% of customer satisfaction with the quality of services provided (KBM)	61	61	61	Green		
% staff satisfied with the council as an employer (KBM)	67.9	67.9	75.3	Red		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	Green		
Capital Programme delivered on time & to budget (KBM)	100	100	100	Green		
Resources Group demonstrates value for money (KBM)	100	100	100	Green		
Risks identified are managed and reviewed monthly (KBM)	100	100	100	Green		
Savings delivered (KBM)	to plan	686000	686000	Green	Savings accounted for via reduction in Budgets at the start of year. Currently on target to meet other savings targets at year end.	
Service standards published for all services (KBM)	100	100	100	Green	Service Standards are as published.	
The Property Rationalisation Programme is delivered on time and to budget (KBM)	-976011	-1017134	-1017134	Green		
% increase in staff engagement (KBM)	66	66	72.8	Red		Exploring ways to address staff satisfaction, motivation, communication and morale, with the objective of improving the results in time for next years survey.
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)			55.7	N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
Net variation to budget - Percentage (KBM)	-0.43%	-0.43	0	Green	-£46,991	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
<b>SICM</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)			100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
Net variation to budget - Percentage (KBM)	8.60%	8.6	0	Red	£ variance: £176,797 SI&CM figures include £205k Resources Transformation activity which is to be funded from Reserves. SI&CM Core variance to budget is 1.3% favourable.	
% increase in staff engagement (KBM)	75.4	75.4	81.8	Red	The results of the Pulse survey are being considered by the management team and action will be taken to address the main issues. Even though SICM has missed its year end target, the staff engagement score compares favourably to the overall RG and WCC score	Action will taken by all managers to address the results of the survey and to take positive steps to improve the staff engagement score
Resources Group demonstrates value for money (KBM)		95	100	Amber	This measure is made up of a composite of 3 performance measures:- Net Variation to budget, proportion of service standards met and All business unit key activities are delivered on time and within budget. The reported overspend in relation to the Net Variation to Budget measure has resulted in the overall Amber status for this measure. However, the current reported overspend includes Resources Transformation Activity that is to be funded from Reserves. SICM core variance to budget is 1.3% favourable. No further action is required at this stage.	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
All Resources Group change activity is delivered on time & within budget (KBM)		100	100	Green		
Risks identified are managed and reviewed monthly (KBM)		100	100	Green		
Savings delivered (KBM)	1	1	1	Green		
Service standards published for all services (KBM)		100	100	Green		
% of customer satisfaction with the quality of services provided (KBM)		68	57	Green		
% staff expressing satisfaction with their manager as a leader (KBM)				N/A	We are unable to provide a response to this measures for 2015/16 as it was not included as part of the Pulse Survey. A full Staff Survey will be undertaken in 2016/17	
% staff satisfied with the council as an employer (KBM)	80.4	80.4	72	Green		

Economic Growth						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
No. of communities with active flood groups or flood wardens (KBM)		20	20	Green	Annual measure. To be reported in Q4.	
No. of properties better protected from flooding through partnership working (KBM)		25	25	Green	Annual measure. To be reported in Q4.	
% of businesses ( in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)	68	68		N/A	No target set, baseline to be established.  Includes Coventry. Data is from the 1st quarter responses from the Chamber's Quarterly Economic Survey. Need to monitor responses for a few quarters until an average can be calculated, and then targets and actions will be set accordingly.	
Number of planning applications responded to (KBM)	4224	5900		N/A	No target set, this measure is monitored for information.  There has been a significant number of applications than the previous year and similar that of 2 years ago.	None
Reduce the gap in productivity (GVA per job) with England average (KBM)	15	15	9.5	Red	Data from 2013 (15%=£5,125). 2014 expected to be released Dec/Jan time. Below average productivity is a key concern for Warwickshire's economy	Warwickshire Growth Plan being developed to help address and reduce the productivity gap. Further research into this divergence being undertaken.
% of all planning applications processed within target (KBM)	64	70	70	Green	9 out of the 14 applications processed within the first two quarters were determined within the statutory time period.  A further 6 CLOPUD applicatons were determined, but cannot be included in the performance statistics.	
Number employed in key target growth sectors in Warwickshire (KBM)	74367	75000	72200	Green	2013 figure - 2014 tbc	
Percentage of planning application responses delivered within Service Level Agreements (KBM)	98	98	90	Green	This measure is for Ecological and Landscape Advice only and shows that these services provide timely responses to our Local Planning Authority clients.	None
Reduce the gap between best and worst wards in terms of unemployment rate (KBM)	3.2	3	7	Green	Continued falls in absolute and relative unemployment levels.  Data from Department for Work and Pensions (DWP)	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			78.3	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
Waste Service cost per household (KBM)	67.16	67.16	75.54	Green	With increased tonnage and still within budget, unit price has reduced	
Reduction of Kgs of residual household waste per household (KBM)	0	0	20	Red	Due to the increase in economic growth, we are now seeing waste grow across the county by an average of 0.05%. This has put a pressure on achieving target	
% household waste re-used, recycled and composted (KBM)	58.7	54.4	55	Amber	Higher % means better performance Actual Figure is estimated till validated by WasteDataFlow, and is cumulative Q1 and Q2	
% Highway Authority applications which were responded to within target of 21 days (KBM)	81	80	80	Green	Over the first two quarters 1,575 applications were received, of which 1,283 were responded to within the statutory 21 days.	

Education and Learning						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Closing the Gap - Attainment: Key Stage 2 (Primary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving level 4 or above in reading, writing and maths (KBM)	17	17	15	Red	Unvalidated data shows the gap has narrowed by 3% points to 17% in 2015. This is above the target of 15%. No national comparison data is yet available. Final validated figures will be available in January 2016 published by the DfE in the SFR.	Closing the Gap has been identified s a major area for development and a strategy is being developed and a project has been established.
Closing the Gap - Attainment: Key Stage 4 (Secondary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving 5 or more A*-C grades inc English & maths (KBM)		15	15	Green	Unvalidated data will be available at the end of October. Final validated figures will be available in January 2016 published by the DfE in the SFR. Forecast reflects target.  No national data received yet.	Closing the Gap has been identified s a major area for development and a strategy is being developed and a project has been established.
% of 16-19 year olds not in education, employment or training (NEET) (KBM)		4	4.5	Green	Next data available March 2016  NEETs figures are the average of the proportion of NEET 16-19 year olds at the end of Nov, Dec and Jan. The DfE publish the official figures in the following spring. The Nov 15, Dec 15 and Jan 16 target is 4.0%, the figure for Nov 14, Dec 14 and Jan 15 stood at 5.1%. End of year forecast reflects end of year target.	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			59.4	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted (KBM)	86	86	80	Green	Early indications from West Midlands ADCS meetings puts Warwickshire at 86%, an increase of 6% on August 2014 and 6% above target. Ofsted release the final LA position for August 2015 in December 2015. Data includes nursery, primary, secondary and special schools including academies, free schools and studio schools but not FE colleges, other training providers or the PVI independent sector for childcare and childminders.	

Public Health						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			89.8	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
% improvement recorded (Use Warwick and Edinburgh Mental Being Score) following interventions (KBM)				N/A	This indicator relates to the Living in Warwickshire Survey which is due to be repeated. No data available at this time. In addition, we will be able to supply data regarding WemWebs scores from the Wellbeing Hubs, but this is not available until the year end.	
% improvement recorded (Use Warwick and Edinburgh Mental Being Score) following interventions (KBM)				N/A	This indicator relates to the Living in Warwickshire Survey which is due to be repeated. No data available at this time. In addition, we will be able to supply data regarding WemWebs scores from the Wellbeing Hubs, but this is not available until the year end.	
No. of individuals completing the Healthy Lifestyle programme. (KBM)	1			N/A	No target set, this is a new measure, baseline to be established. There were 679 referrals in Q2. 678 of these are still in progress therefore just 1 completer so far for the quarter.	
No. of individuals completing the Healthy Lifestyle programme. (KBM)	1			N/A	No target set, this is a new measure, baseline to be established. There were 679 referrals in Q2. 678 of these are still in progress therefore just 1 completer so far for the quarter.	
Teenage conception rate per 1,000 population (KBM)	23.4		21.9	N/A	These rates are reported from a national database and are 18 months out of date when we receive them. The annual figure for Warwickshire is 23.4 provided 25th February for 2013/14 . This rate was 0.9 down on the previous reporting period.	
Teenage conception rate per 1,000 population (KBM)	23.4		21.9	N/A	These rates are reported from a national database and are 18 months out of date when we receive them. The annual figure for Warwickshire is 23.4 provided 25th February for 2013/14 . This rate was 0.9 down on the previous reporting period.	
% of children aged 11 who are obese (KBM)	16.9	16.9	15.6	Red	This is an annual measure and was reported in August 2015 for the Academic Year 2014/15.	Partners are working collaboratively to prioritise targeted actions in high priority obesity prevalence schools and to work with families directly with overweight/obese children to support them to change health behaviours so that their children grow into a healthy weight.
% of children aged 11 who are obese (KBM)	16.9	16.9	15.6	Red	This is an annual measure and was reported in August 2015 for the Academic Year 2014/15.	Partners are working collaboratively to prioritise targeted actions in high priority obesity prevalence schools and to work with families directly with overweight/obese children to support them to change health behaviours so that their children grow into a healthy weight.
% of Breastfeeding initiated (KBM)	70.06	73	73	Green	This is refresh data	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	44.61	43	43	Green	This is refresh data	
% of women smoking in pregnancy (Coventry Rugby CCG) (KBM)	11.3	12.2	12.2	Green	Q1 2015/16 data has been reported. Smoking in pregnancy rates have fallen in Coventry & Rugby CCG. Q2 2015/16 data will be available November 2015 and will be reported next quarter.	
% of women smoking in pregnancy (South Warwickshire CCG) (KBM)	7.1	8.6	8.6	Green	Q1 2015/16 data has been reported. Although the figures indicate that there has been a reduction in Smoking in Pregnancy rates in South Warwickshire CCG, the number of unknowns is at 19%. Q2 2015/16 data will be available November 2015 and will be reported next quarter.	
% of women smoking in pregnancy (Warwickshire North CCG) (KBM)	9.7	13.9	13.9	Green	Q1 2015/16 data has been reported. Whilst figures indicate that Smoking in Pregnancy have fallen in North Warwickshire CCG the number of unknowns is at 15%. Q2 2015/16 data will be available November 2015 and will be reported next quarter.	
Number of people stopping smoking (4 week quit data) (KBM)	447	2162	2162	Green	Q1 2015/16 data has been reported. The figures show a reduction in the number of quitters compared to Q1 in the previous year Q2 2015/16 data will be available November 2015 and will be reported next quarter.	
Number of people with dementia accessing post diagnosis wellbeing support (KBM)	2642	5349	5349	Green	This is data for end of Quarter 1, and includes loans of Books on Prescription (which includes books on dementia), people who used the Living Well with Dementia portal and people using the dementia navigator and dementia befriending services. I am awaiting figures for people with dementia who have used the exercise referral service during Q1 and will add this data when it becomes available.	
Number of people with dementia accessing post diagnosis wellbeing support (KBM)	2642	5349	5349	Green	This is data for end of Quarter 1, and includes loans of Books on Prescription (which includes books on dementia), people who used the Living Well with Dementia portal and people using the dementia navigator and dementia befriending services. I am awaiting figures for people with dementia who have used the exercise referral service during Q1 and will add this data when it becomes available.	
Uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBM)	5202	15307	15307	Green	Reported figure relates to available data for Q1 and Q2 - there are several services where data will not be available until later in the year, and these will be included in later updates.	
Uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBM)	5202	15307	15307	Green	Reported figure relates to available data for Q1 and Q2 - there are several services where data will not be available until later in the year, and these will be included in later updates.	



Localities and Community Safety						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% of repeat presentations for drug and alcohol use (KBM)	6.1	5	4	Red	Lower is better. Relatively small numbers have disproportionate impact on data.	
No. of violence against the person (including domestic abuse & sexual offences) (KBM)	4709	7521	5623	Red	Police recording of violent crime has changed this year and all forces across the country are seeing significant increases. In some categories, such as sexual and domestic violence, increases are positive, therefore this indicator needs to be handled with extreme caution. Breakdowns of the data are considered monthly and quarterly by the local and county partnership groups with action taken where required.	We will continue to monitor the position but this year will be a new baseline for this indicator.
Rate of proven re-offending by young offenders (KBM)	0.78	0.78	0.68	Red	Latest available data (October 2012 – September 2013) cohort shows a frequency rate (average number of re-offences per offender) of 0.78 per person and a binary rate (proportion of offenders who re-offend) of 32.32%. This is a slight decline compared with the same period last year. This mirrors national trends. Warwickshire continues to outperform the National average, West Midlands region and its YOT family group	The most noticeable change in re-offending rates has been in out of court disposals with the change from reprimands/final warnings to youth cautions/conditional cautions. There has been a decline in both the percentage of young people who re-offend and the re-offending rate. WYJFIS has set up a task and finish group covering prevention and out of court disposals to look at the overarching approach, processes, recording, standards and guidance to improve both the service offered and increase its take up with the aim to both reduce first time entrants and reduce re-offending.
Total value of volunteer hours recorded (£) (KBM)	1605906	2900	2900000	Red	Includes internal volunteering and volunteering through volunteer centres	
No. of positive outcomes arising from councillor support inc community forums (KBM)	156	450	450	Green	Data relates to Q2.	
Successful Payment by Result claims submitted for Phase2 families as a % of total number of Phase 2 families (KBM)	2.5	10	10	Green	The wording of the target may need to be changed so that the 'total number of priority families' is defined as relating to the first year of the Programme (450) rather than its entirety over 5 years (2608)	
No of ASB incidents (KBM)	8610	17434	17647	Green	Forecast based on combination of YTD and last year's actuals. This may vary depending on weather and other factors.	
% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)		100	90	Green		
Total % of drug and alcohol users successfully completing structured treatment (KBM)	27	27.5	26	Green	Higher is better	
% of business satisfaction levels with TS (KBM)	100	86	86	Green	Data as end of July - This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported 2 months in arrears	
% satisfied TS customers (KBM)	97.5	86	86	Green	Data as end of July - This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported 2 months in arrears	
% targeted formal enforcement actions which are successful (KBM)	100	86	86	Green		
Total number of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	5669	20000	16250	Green		
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			73.9	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
No. of individuals taking part in Country Park environmental activities across the County (KBM)		28000	28000	Green	Reported annually.	

Transport and Highways						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Number of people killed or seriously injured (KSI) - on our roads (KBM)	150	316	277	Red	The Q2 figure covers the period January to June and is provisional. The Q1-Q2 KSI figure is up by 3 on the same period 2014. The year end estimate is the provisional figure for the year ending 30 June 2015.	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)			73.9	N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
% take up of concessionary passes by those eligible (KBM)		71.64	72	Amber		
% WCC financially supported bus services operating on time (KBM)		86	86	Green		
% delivery of the annual Capital Programme (exc 278s) for Transport (KBM)		95	95	Green	The measures relates to the annual delivery of the capital programme and is only calculated at the end of the financial year when the final outturn is known.	
Length of highway network where surface treatment was achieved (KBM)	101	157	157	Green	2015/16 Target revised down to 157Km from 193Km due to a reduction in the planned surface dressing programme	

EHTS						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)			65	N/A	Annual measure - completed Q4.	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	18.2	15	15	Green	New work is underway around fall prevention and looking at ways to keep customers out of hospital and therefore potentially returning to reablement for more than one episode. Reablement Assistants are now trained in smaller pieces of equipment to assist customers to be more independent without the need for Occupational Therapy input. This figure should reduce as the year progresses.	
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing FGC (KBM)	43	70	80	Red	A substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service. It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes. This performance measure is under review.	A substantial number of cases in the second quarter were closed by FGC prior to a statutory Child Protection Review Conference. Therefore, for these cases de-escalation was not formally considered within the 'open' period of the FGC service. It is also important to note that in the cases that ended with the child(ren) subject to care proceedings, letters before proceedings were initiated prior to referral and as part of FGC service, within this legal process, kinship arrangements were identified and wider family was involved in decision making to improve outcomes. This performance measure is under review
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	69.7	62	62	Green	Improvement in recording of cases. Reablement have seen an increase in less complex cases. Customers who have not exited the Reablement Service within their 6 weeks could potentially have an impact on this measure, showing a longer Reablement journey time may increase their independence further.	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	18.2	15	15	Green	New work is underway around fall prevention and looking at ways to keep customers out of hospital and therefore potentially returning to reablement for more than one episode. Reablement Assistants are now trained in smaller pieces of equipment to assist customers to be more independent without the need for Occupational Therapy input. This figure should reduce as the year progresses.	
No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	30.5	80	68	Green	Q2 figures will always be on the low side due to 7 week school summer holiday. Year End Forecast to be reviewed end of Q3 as this will give us a better indication of trend.	
Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention (KBM)	60	60	70	Red	The increasing complexity of the cases referred to us impact on the outcome we can achieve in this area.	Re-assess annual target
Percentage of single assessments for disabled children completed within 45 working days (KBM)	N/A		80	N/A	IDS have not yet moved to using single assessments so no data currently available. Warwickshire are currently piloting the Single Assessment in Rugby with full implementation across the rest of the county expected in December 2015.	The appointment of the Service Manager for SEND Social Care should accelerate this progress

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of single assessments for disabled children completed within 45 working days (KBM)	N/A		80	N/A	IDS have not yet moved to using single assessments so no data currently available. Warwickshire are currently piloting the Single Assessment in Rugby with full implementation across the rest of the county expected in December 2015.	The appointment of the Service Manager for SEND Social Care should accelerate this progress
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	100	73	73	Green	Please note, the score of 100% is very positive, but is in part due to a small number of returns this quarter (as a number of interventions from this quarter are still in progress).	
<b>CSC&amp;S</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Number of children who are subject to a child protection plan per 10,000 population (KBM)	49	47	44	Red	This measure is the subject of a peer challenge and we are examining the dual status arrangements to identify if this will support a reduction.	
Number of looked after children per 10,000 population (KBM)	65	61	60	Amber	This remains a key area of sustained operational and strategic managerial activity to ensure only those children and young people enter the care system who require to do so and that permanency options following care are pursued in a timely manner.	Detailed monitoring of care entries and leavers now being undertaken. Review of decision making processes re LAC admissions being considered.
CIN Rate per 10,000 CYP population (including CIC and CPP) (KBM)	326	345	345	Green	As suggested in quarter 1 the number of children subject to a Child Protection Plan was lower in quarter 2 (326 compared to 338 in quarter 1). The forecast has been adjusted to reflect this to show we are on track to meet our target.	
Percentage of Care Leavers aged 19, 20 & 21 who were looked after at aged 16 who are in education employment or training (EET) (KBM)	N/A		42	N/A	This is currently only reported on an annual basis as part of the SSDA903 Looked After return made to the Department for Education. Leaving Care are currently working on ensuring that the data items in relation to this indicator are updated more frequently to ensure that any quarterly out-turn data is more robust.	
Percentage of Looked After Children whose attendance at school is above 90% (KBM)			92	N/A	We have new attendance monitoring system that has enabled us to accurately monitor school absence	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing (KBM)	60	60	81	Red	The proportion achieving L4 or above reflects the academic potential of the small cohort. Pupils performed in line with predictions. On reflection the year end target did not accurately represent what the cohort could realistically achieve	
LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics (KBM)	57	57	72	Red	The proportion achieving L4 or above reflects the academic potential of the small cohort. Pupils performed in line with predictions. On reflection the year end target did not accurately represent what the cohort could realistically achieve	
LAC attainment: KS4 - 5+ GCSEs A*-C or equivalent including English & Mathematics GCSEs (KBM)	18	18	24	Red	Seven pupils achieved the standard. Six further pupils had the potential to achieve the standard including one who missed because she achieved D in Maths and not C. New tracking arrangements and extra support/challenge of schools should prevent this from happening in 2016  The target was not achieved but was set at a realistically challenging level	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading (KBM)	69	69	72	Amber	The proportion achieving L4 or above reflects the academic potential of the small cohort. Pupils performed in line with predictions. On reflection the year end target did not accurately represent what the cohort could realistically achieve	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of Looked After Children whose attendance at school is above 90% (KBM)	98	98	92	Green	This information is for Autumn 2015. We have a new attendance monitoring system that has enabled us to accurately monitor school absence.	
Percentage of LAC aged under 16 who have been looked after continuously for at least 2.5 years, who where living in the same placement for at least 2 years, or are placed for adoption (KBM)	57.5	63	67	Red	This is an area to be reviewed to the dip in performance and in light of new statutory guidance. We need to understand the ratio of children within independent sector placements as well as those that are placed internally.	Through the JSNA on LAC to examine the placement histories of a sample of young people within this cohort to understand in more detail their outcomes and how placement stability can be better supported. To review current permanency planning processes against revised Statutory Guidance. Permanence and long term placements and children ceasing to be looked after.
Number of 13-17 year olds entering care per 10,000 (KBM)	28	36	36	Green	Profile and circumstances of children entering care are closely monitored and alternative options are being considered.	LAC Project Board reviews care entries and leavers. Children's Panels monitor all new admissions into care.
<b>SCSS</b>						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Number of adult safeguarding concerns per 100,000 adult population (KBM)	281.87	519	535	N/A	Measure included to monitor the impact of the Care Act on adult protection activity. ?? There is a known context of under-reporting of adult protection concerns into??adult protection services (O'Keeffe et al, NatCen/KCL, 2007) so rising numbers of referrals should not give cause for concern.	
Number of adult safeguarding concerns per 100,000 adult population (KBM)	281.87	519	535	N/A	Measure included to monitor the impact of the Care Act on adult protection activity. ?? There is a known context of under-reporting of adult protection concerns into??adult protection services (O'Keeffe et al, NatCen/KCL, 2007) so rising numbers of referrals should not give cause for concern.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)			65	N/A	Annual measure - completed Q4.	
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)			92.7	N/A	Annual measure - completed in Q4.	
Proportion of people who use services who feel safe ASCOF 4A (KBM)			72	N/A	Annual survey measure	
Percentage of repeat safeguarding referrals (KBM)	38.5	38.5	11	Red	As predicted, clearer thresholds for adult safeguarding enquiries introduced with the Care Act have led to fewer adult safeguarding Concerns translating into formal s42 Enquiries. As a result, proportions of repeat referrals at Enquiry stage are increasing despite getting roughly the same number of repeat referrals seen in previous years. Targets for this measure will need to be reviewed in light of Care Act frameworks changing the operational profile of adult safeguarding Concerns and Enquiries.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of repeat safeguarding referrals (KBM)	38.5	38.5	11	Red	As predicted, clearer thresholds for adult safeguarding enquiries introduced with the Care Act have led to fewer adult safeguarding Concerns translating into formal s42 Enquiries. As a result, proportions of repeat referrals at Enquiry stage are increasing despite getting roughly the same number of repeat referrals seen in previous years. Targets for this measure will need to be reviewed in light of Care Act frameworks changing the operational profile of adult safeguarding Concerns and Enquiries.	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		84	86	Amber	Awaiting information from CWPT	CWPT continue to work to improve target but also ensuring recording is more robust
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	69.7	62	62	Green	Improvement in recording of cases. Reablement have seen an increase in less complex cases. Customers who have not exited the Reablement Service within their 6 weeks could potentially have an impact on this measure, showing a longer Reablement journey time may increase their independence further.	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	Green	Awaiting data from CWPT	CWPT continue to improve on target with more robust recording
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	74.1	76	76	Green	Data cleansing has been carried out so we are now on track to meet our target.	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	74.1	76	76	Green	Data cleansing has been carried out so we are now on track to meet our target.	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	15.1	15	11.5	Green	Data cleansing has been carried out. We are now on track to over achieve against target.	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)			65.5	N/A	Annual survey measure	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)			73	N/A	Annual survey measure.	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)		517.4	430	Red	Awaiting info from UNIFY. Social care has established a DTOC improvement plan which is monitored by the Winter Pressures Group.	
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)		17.83	14.5	Red	Awaiting info from UNIFY. Social care has established a DTOC improvement plan which is monitored by the Winter Pressures Group.	
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)	508.6	491.8	490	Amber	Extra care housing continues to be developed to improve this target.	
Carer reported quality of life ASCOF 1D BCF (KBM)			7.9	N/A	Annual survey measure	
Social Care related quality of life ASCOF 1A (KBM)			19.1	N/A	Annual survey measure.	
Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months (KBM)	55.9	80	90	Red	An improvement plan continues to be implemented. This is anticipated to improve performance by approximately 20% against last year.	
Proportion of long term support customers open for 12 months or more who have had a review in the last 12 months (KBM)	55.9	80	90	Red	An improvement plan continues to be implemented. This is anticipated to improve performance by approximately 20% against last year.	
Number of carers receiving a service in their own right (KBM)	329	579	520	Green	On track to over achieve against target.	

Strat Comm						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)			65	N/A	Annual measure - completed Q4.	
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)			92.7	N/A	Annual measure - completed in Q4.	
Proportion of people who use services who feel safe ASCOF 4A (KBM)			72	N/A	Annual survey measure	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		84	86	Amber	Awaiting information from CWPT	CWPT continue to work to improve target but also ensuring recording is more robust
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	Green	Awaiting data from CWPT	CWPT continue to improve on target with more robust recording
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	74.1	76	76	Green	Data cleansing has been carried out so we are now on track to meet our target.	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	15.1	15	11.5	Green	Data cleansing has been carried out. We are now on track to over achieve against target.	
The percentage of two year old children attending commissioned childcare places in children's centres who have made significant progress from their point of entry in the EYFS prime areas of learning (KBM)	99%	96	95	Green	Data from Performance Management Framework Quarter 1 (historical data return) 1c) The percentage of children attending commissioned / identified childcare places who have made measurable progress. Of the 178 children attending Warwickshire Children's centres, only 1 child did not make measurable progress.	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)			65.5	N/A	Annual survey measure	
Percentage of children's centres judged by Ofsted to be good or outstanding (KBM)	See comments		75	N/A	Ofsted Children's centre inspections Sam Gyimah, Minister for Childcare and Education, announced in July a consultation on the future of children's centres. This includes discussion of what accountability framework is needed to best demonstrate their effect. In light of this, the DfE has agreed with Ofsted to pause the children's centre inspection cycle, pending the outcome of the consultation. This means that any children's centre inspections due in the 2015/2016 academic year under sections 2, 3 and 4 of the Children's Centre (Inspections) Regulations 2010 will not now take place until after the conclusion of the consultation. Children's centres are expected to continue their work as usual during this pause, including collecting and monitoring of data in preparation for inspection. Ofsted will continue inspection of early years provision on the site of children's centres as part of the new Common Inspection Framework. Ofsted will also continue to respond swiftly to any complaints or safeguarding concerns in children's centres.	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)			73	N/A	Annual survey measure.	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)		517.4	430	Red	Awaiting info from UNIFY. Social care has established a DTOC improvement plan which is monitored by the Winter Pressures Group.	
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)		17.83	14.5	Red	Awaiting info from UNIFY. Social care has established a DTOC improvement plan which is monitored by the Winter Pressures Group.	
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)	508.6	491.8	490	Amber	Extra care housing continues to be developed to improve this target.	
Carer reported quality of life ASCOF 1D BCF (KBM)			7.9	N/A	Annual survey measure	
Social Care related quality of life ASCOF 1A (KBM)			19.1	N/A	Annual survey measure.	
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	100	73	73	Green	Please note, the score of 100% is very positive, but is in part due to a small number of returns this quarter (as a number of interventions from this quarter are still in progress).	

PPG Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
Percentage of adults case file audits undertaken where the standards are judged to be good or better (KBM)	N/A			N/A	Social Care & Support (SCS) case file audits are being undertaken through a process agreed by SCS management team, but these are not currently graded. Internal Audit have recommended that this measure would sit better in the Social Care and Support Business unit.	An internal audit of Case File Audits has been completed. Recommendations will be used to improve the audit tool and procedure including adding grades for audits. Now that the People Group QAF is agreed grades will be set to create a baseline for 2016-17). A new measure has been recommended around the number of case file audits to sit in PPG. This is being scoped and will be reported in Q3.
Percentage of children's case file audits undertaken where the standards are judged to be good or better (KBM)	N/A			N/A	This measure is not yet enacted as the new case file audit process is being developed Internal audit have recommended that this measure would sit better in the Children's Social Care and Safeguarding Business Unit.	The case file audit process is under development. Internal Audit have recommended another measure for PPG around number of audits. This will be scoped and reported on in Q3
Number of People Group Local Government Ombudsman decisions (KBM)	0	5	5	Green	This relates to the number of upheld complaints from the LGO rather than the number of complaints made during this period which relate to the People Group. The Council is aware of 12 complaints that have been made to the LGO during this period (April to end of Sept 2015) 8 have not been upheld, 1 has not been counted as a complaint decision because it was made prematurely and 3 complaints are still awaiting a decision	
Percentage of policies, procedures and guidance received by the Practice Development Group that are rated to be good or better (KBM)	90.9%	80	62.5	Green	11 documents were signed off by the Practice Development Group (PDG) in Q2. 6 were rated as excellent, 4 as good and 1 as requires improvement. The latter was rated as excellent when recommendations made by the PDG were carried out.	Further promote the PDG to ensure all People Group procedures and guidance are submitted for sign off.



Fire and Rescue						
Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% RDS appliance availability (KBM)	73	75	85	Red	Attracting and maintaining RDS personnel continues to be a challenge at both a national and a local level. A recent successful recruitment campaign has resulted in a number of new recruits for key stations, at key times, across the County. When these staff are trained and fully operational there will be an improvement in RDS availability.	Further targeted recruitment campaigns. Close management of availability by Watch Commanders, Fire Control and Station Commanders. Performance monitoring through the fortnightly and monthly performance review meetings. Uniformed support staff are working from flexible locations to boost RDS availability.
% of Home Fire Safety Checks delivered to vulnerable and targeted persons (KBM)	70	75	85	Red	Due to new legislation regarding landlords needing to ensure all privately rented accommodation has a working smoke alarm, a large number of HFSC's have been conducted but they may not be to groups that fit our targeted profile. Checks conducted in these households will continue until all DCLG freely supplied alarms have been fitted.	Monitoring where and to whom the HFSC's are being conducted. Analysis as to why some HFSC's are being conducted to non target groups.
No. of deliberate fires attended	440	670	535	Red	The number of deliberate fires increased across the early summer period due to the hot, dry spell of weather. The largest proportion of these fires were secondary and therefore no property or vehicle was involved, predominatly they were small grass and refuse fires. Such activity increases on a seasonal basis and around school holidays.	Monitoring of deliberate activity takes place at the fortnightly and monthly performance review meetings. Watch and Station Commanders monitor activity at a local level and take necessary action. The Arson Reduction Team constantly plan campaigns and initiatives based on historical activity analysis for high activity periods such as Halloween and Bonfire night. WFRS work with partners such as the Police and CSP's to target resources effectively as arson and ASB are linked.
No. of incidents attended (KBM)	1776	2800	2789	Amber	The overall number of incidents is forecast to end the year at slightly over the target. This is due to a rise in the number of deliberate secondary fires, where no property or vehicle is involved, experienced across the County over the period of early summer when there was a hot, dry weather spell.	Incident activity is actively monitored through the fortnightly and monthly performance meetings, by Station Commanders and the Arson Reduction Manager using the dashboard. Proactive targeted campaign planning, such as B.I.K.E, around historically busy periods such as bonfire night are ongoing as is monitoring on new trends.
% times an appliance arrives at life risk or property incidents within 10 mins (KBM)	74	75	75	Green		
No. of fire related injuries (KBM)	8	18	18	Green		
No. of preventable fire related deaths (KBM)	0	0	0	Green		
Total no of accidental dwelling fires (KBM)	73	159	159	Green		
No. of people extricated from RTCs (KBM)	52	140	145	Green		
Total no of fires in non domestic premises (KBM)	45	80	83	Green		
No. of site specific risk inspections delivered	376	650	600	Green		
Revenue outturn -% Forecast variance to budget	-1%	-1		0	Q2 forecasts still being finalised	
Average sick days per FTE (KBM)	3.47	7	6	Red	Absence may increase during winter months, therefore target of 6 days per FTE likely to be exceeded. Long term cases currently being managed.	Monthly absence management meetings and 6 weekly meetings with Station Commanders to action absence. Case conferences for longer term absences to assess likely return to work dates or alternative action that needs to be taken.
Capital Programme - % Variance to Budget (KBM)		-19	0	Red	More accurate costings being received for Future Estates Project	
EK Forecast Savings at Year End	337	572	624	Red	Fire Control savings expected to be delivered early 2016/17	

Measure	Actual	Forecast	Target	RAG	Comments	Action to be taken
% Customer satisfaction levels (KBM)	100	95	95	Green		
No. of wholetime firefighter vacancies (Full Time Equivalents)	8	15	0	Red	The number of wholetime firefighters is being managed closely currently. As WFRS enters the phase 2 of our transformation programme and a new duty system is established these vacant posts will be protected and contribute to the savings without the need for compulsory job losses.	Close management of the vacancy situation and any effect on wholetime availability through the fortnightly and monthly performance meetings.
% competency checks completed by Managers	100	100	100	Green		
% risk critical equipment replaced within 24 hours	100	100	100	Green		
No of RIDDOR adverse events (KBM)	2	6	9	Green		
No. of Level 3 and Major Risks exercises and training events undertaken	21	30	12	Green		