

Cabinet

24 January 2017

One Organisational Plan Quarterly Progress Report April-December 2016


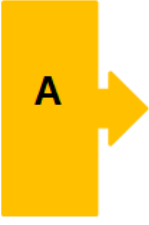








Recommendations

Cabinet are recommended to:

- a) Note and comment on the progress on the delivery of the third year of the One Organisational Plan (2014-18) as at the end of December 2016 as summarised in sections 1 to 3 of the report and detailed in Appendix A and Annexes A-R.
- b) Remind Corporate Board and Heads of Services of the importance of delivering a balanced budget both collectively and individually and that all proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £2.243 million into Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Approve the revised capital payment totals and the revised financing of the capital programme as detailed in the table in section 3.4.

1.0 Progress on the Overall Delivery of the One Organisational Plan

- 1.1 At the end of quarter 3, the Authority is making reasonable progress in delivering all the key elements of its One Organisational Plan, reflected in the overall status of Amber in the table below.

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

- 1.2 All five OOP Outcomes still have a majority of key performance measures which are forecasted to be achieved and so at an overall level, the table confirms that the Authority is on track (Green) to deliver on all its high level Outcomes.
- 1.3 An underspend of £6.701 million (2.58%) on revenue expenditure is also being forecasted by the year end, compared to a 1.77% underspend at quarter 2. This underspend is partly one off (in contrast to savings which are permanent) and is due to a number of reasons, including prudent management of vacancies by services to assist the delivery of savings in future years, increased income and delays to service/project delivery which are beyond the control of the services concerned.
- 1.4 The forecast outturn for the savings plan for the year is shown as not being fully achieved and therefore has a red rating. The 2016/17 savings target for the whole Authority is £16.262 million. At Quarter 3, the overall forecast is that the Council will achieve £14.132 million savings by the year-end, an under-achievement of £2.13 million or 13.1% against the 2016/17 target, (but an improvement on the forecast under-achievement of 13.7% at Quarter 2). Where this has an impact on the revenue outturn position, services have sufficient reserves to cover any shortfall. It had always been recognised that the years 2016-18 would prove the most challenging in terms of achieving the current OOP savings. Services which are unable to meet their savings targets are ones grappling with long term, complex issues and/or rising demand, some of which are not easy for the Authority to control. This challenge will become more pronounced next year as the Council deals with the need to find additional savings arising from the OOP 2020. Considerable effort has been given to addressing the achievement of alternative savings and to consider any service redesign needed to replace those savings that are now not expected to be delivered. These alternative options will be brought forward for consideration as part of developing the One Organisation Plan 2020 and will require the Council to be clear about its priorities.
- 1.5 The Authority continues to under-perform on its capital programme, with a further 11% of planned capital slippage reported at Quarter 3. This brings the total slippage for the year to 29%. Further details are given in sections 2.6 and 3.4 of this report. Progress on reducing slippage is now a routine part of financial reporting to Group Leadership Teams and Corporate Board. This will allow emerging issues to be highlighted and brought to Members' attention at the earliest opportunity.
- 1.6 The key strategic risks remain the same although they will pose an increasing challenge to the Authority in how it responds to these. In particular, the Government's Autumn Statement confirmed that Central Government departmental resource spending plans remain unchanged, including its commitment to deliver a further £3.5 billion of public expenditure savings in 2019/20 and did not address the issue of the widely recognised funding crisis in social care. Thus, the Authority, like others, faces a growing gap in its available resources to deal with services to support elderly and vulnerable people and children.

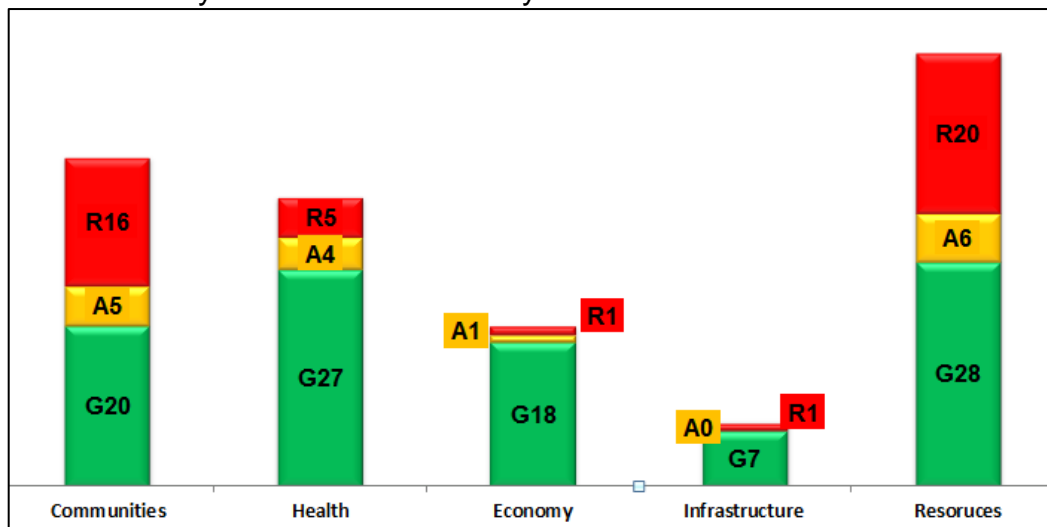
1.7 However, the Authority continues to manage its finances prudently and its financial standing remains sound, enabling it to continue delivering on the majority of its key performance measures. This will become increasingly important as we move into the next medium term plan/OOP 2020, requiring careful prioritisation of services and continued sound management of the Authority's finances.

2.0 Performance Commentary

OOP Outcome Framework

2.1 The OOP Outcome Framework consists of five specific key Outcomes, the delivery of which is dependent on the achievement of the Key Business Measures (KBM) for each Outcome. Each performance measure is given a forecast RAG rating on the likelihood of its achievement by the year-end. The table below shows that all five Outcomes have a majority of KBM's with a forecasted Green RAG, thus overall the Authority is on track to deliver the five high level Outcomes. However, two of the Outcomes have a significant number of performance measures with a red rating, indicating they will not meet their targets; the year-end report will provide further details on these.

Table 2.1- Key Business Measures- year end forecast



2.2 Full details of the progress on the delivery of all the Outcomes are available on the Member Dashboard and in Appendix A and Annex R of the report.

Key Achievements

2.3 At the end of Quarter 3, a number of services are forecasting that they will exceed against the set target on a number of their key business measures by the year end as follows:

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

- Fire and Rescue service is forecasting that they will outperform a number of their performance measures including:

- they will attend fewer (1000) Priority 3 incidents than the target of 1380 (and have attended 651 such incidents by the end of Q3).
- they will attend 150 Priority 1 incidents compared to the target of 201 (and have attended 100 such incidents by the end of Q3).
- there will be fewer fire related injuries than the target of 22 (there have been 12 at the end of Q3).
- they will deliver 200 more site specific inspections than the target of 600 (having already delivered 587 by the end of Q3).
- -the target for the availability of Retained Duty System appliance at key stations will be (90% forecast) above the yearly target (85%).

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

- The Children & Family service is forecasting:
 - that there will be fewer 13-17 year olds entering care per 10,000, (25 compared to the target of 30, with the Q3 achievement being 15) and
 - an improvement in the mental health of school pupils as measured through the Strengths & Difficulties Questionnaire Score, forecasting a score of 73% against the target of 71% (the in-year score suggests an achievement of 74%).
- Community services are forecasting to outperform on:
 - the amount of household waste which is forecasted to be 513.77kg against the target of 520kg per household (with Q3 achievement being 124.64kg per household)
 - a greater percentage of household waste being re-used, recycled and composted (52.73% against the target of 51.2%, with Q3 achievement being 54.73%).
- The Public Health service is forecasting that:
 - there will be fewer levels of obesity amongst 5 year olds, at 8.2%, compared to the target of 8.5% and the England average of 9.3% and
 - that the percentage of women smoking in pregnancy in Coventry and Rugby CCG area will be marginally better, at 12% than the target of 12.1%.
- Fire and Rescue also expect to out-perform in relation to:
 - the number of major training events/exercises at high risk premises and will undertake 20 of these, thus exceeding their target of 12 (having already undertaken 12 by Q3).
 - the fewer numbers of reportable accidents under the Reporting of Injuries, Diseases and Dangerous Occurrences regulations will remain less than the target of 6 (with only 1 such accident at the end of Q3).

Outcome: Our Economy is vibrant; residents have access to jobs, training & skills development.

- The Children's service is forecasting that the attendance at school by Children Looked After is likely to exceed their target of 90% (with Q3 figures showing achievement of 95%).
- The Education & Learning service is forecasting that fewer (9.94%) percentage of vulnerable children and those with Special Educational Needs will be educated in out of County provision against the target of 10% (with Q3 achievement being 9.81%).

- The Transport and Economy service is forecasting that:
 - the gap in productivity of Warwickshire compared to the UK average will be lower, at 8.3%, compared to the target of 14% (with the previous annual figure being 8.3%).
 - the number of people employed in Key target growth sectors in the County will exceed the target of 83,000.

Outcome: Warwickshire's Communities are supported by excellent communications & transport infrastructure.

- The Transport and Economy service is forecasting to outperform on the following measures:
 - 97 percentage of WCC financially supported bus services will have operated on time, exceeding the target of 88% (With Q3 achievement being 97%).
 - 98% of free concessionary travel passes will have been renewed and posted within 5 days of receipt of the request, against the target of 85% (with Q3 achievement being 98%).
 - there will be slightly fewer Penalty Charge Notices which are written off (0.9% against the target of 0.95%)

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

- The IT service is forecasting to:
 - slightly outperform on their target of delivering the high speed broadband/internet access for all premises and small businesses (91.58% forecast against target of 91.5%).
 - improve on their target of the availability of IT key systems through the core infrastructure for users, forecasting 99.5% achievement against a target of 99%
- Customer Service is forecasting to:
 - increase customer satisfaction with the Customer Service Centre by 5% (achieving 90%) above the yearly target of 85% and
 - that the call abandonment rate of calls through the Customer Service centre will be lower at 4%, than the target of 5%.
- The Law and Governance service is forecasting that 90% of Audit recommendations will have been implemented against the target of 66% (with Q3 performance being 89%).
- Human Resources and Organisational Development services are forecasting that staff sickness levels overall will be less than the target of 10.05 days average per employee.

2.4 A number of other key business measures are also on track to achieve their year-end target, with a forecast RAG of Green; further details of these are provided in Annex R of the report.

2.5 The section below reports on those KBMs that are assessed as Red exceptions- they have a current Red RAG and have had a Red RAG rating for 50% or more over their lifetime, based on a minimum of 4 quarters.

Red Exceptions Key Business Measures

No. of people killed or seriously injured (KSI) on our roads

The 2016/17 forecast is based on the actual numbers of people killed or seriously injured in the previous year and shows a continuing upward trend. The upward local trend remains a concern for the Authority. The Department of Transport's report for 2015 on road casualties shows that nationally, there was a 3% decrease from the previous year in those killed or seriously injured on roads and that a number of factors can affect road casualties.

The Authority continues to deploy detailed interventions, using road safety education, engineering solutions and enforcement action, based on the analysis of long term data trends of casualties to address this. However, research by the OECD has shown also that accidents and casualties tend to increase in times of economic growth.

% of adults with a learning disability who live in their own home or with their family

A stretching target was set for this indicator as we have previously been above or on par with our comparator authorities. For the first time in 2015-16 we slipped behind the comparator group average of 73.4%; however this is thought to be largely a consequence of poor data integrity and it is believed that with full data integrity we would be nearer to 75%. A recent exercise to check whether the people who appeared as negative in the measure were actually living independently revealed there were incorrect classifications, thus confirming that a correct classification would show performance being much better. This is now being addressed through improved monitoring/data collection.

In addition, all reviews of people with a learning disability are identifying whether the current living arrangements could help meet individual outcomes and whether supported living and accommodation with care options are appropriate. Additional accommodation with support sites are opening during 2016/17 and enable us to offer this as an option.

Fire & Rescue service- average number of sick days per full time equivalent staff

The Service has set itself a stretching yearly target of 7 average days sickness per FTE staff, which is considerably lower than the WCC target of 10 days per FTE. The figures to the end of November for the Fire Service show an average of 5.40 days per FTE, suggesting that the year-end performance will be 8 days lost per FTE. In part this has been due to a number of staff who were on long term sick leave but are now returning to light or full duties and have impacted on the target. An amended sickness absence policy was launched in November 2016 which aims to improve the management of this issue.

Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month)

There are a number of national as well as local factors which have impacted on the delivery of this measure and its target.

The aging population is a growing issue for Warwickshire and other similar authorities; independent research by the County Councils Network shows that county authorities are faced with a 2% per year growth in their 66+ population which is faster than the England average growth of 1.8%. Additionally, due to improvements in health and life chances, people are living much longer which puts more demand on the whole health and social care system. These demographic changes have meant an increase in the numbers of patients with acute needs being admitted to hospital, particularly those over the age of 75 years who will often experience prolonged stays and/or will require more intense care packages (e.g. mobility issues requiring two carers in attendance) which may be difficult to source and lead to delays in transfers.

Within Warwickshire the hospital social work and brokerage teams assess and arrange care for around 275 people each week (of which 52 cases /19% are currently delays). This demand is believed to be an increase on previous levels but systems have only recently been put in place to monitor this and will now enable us to evidence future changes in demand.

Locally, the redesign of Warwickshire's Domiciliary Care and the introduction of the new contract from 1st August 2016, have, as expected, resulted in some instability as we move people receiving care to the new providers. This situation is expected to improve over the coming weeks and more timely care provision will become available for hospital discharges as the current transfers are completed. The new contract aims to improve efficiency and quality of home care by enabling packages of care from a single provider rather than lots of individual care services from different providers. The contract introduced the concept of zoning so providers are focused on localised delivery and are obliged to respond to care requirements of all kinds across their zone. There will be 8 zones within Warwickshire and it is expected to improve the timeliness and responsiveness of services and contribute to reducing delayed discharges.

- 2.6 In addition to these key performance measures, the Council's planned capital programme also continues to show further slippage of expenditure into future years. Slippage in Q3 has increased by a further 11%, bringing the total slippage forecasted to the year-end to 29%. The table below shows the breakdown of this by individual services:

Service	(A) Planned capital expenditure at Q1 £'000	(B) New approved expenditure since Qtr 1 £'000	(C) Slippage for the year, since Qtr 1 £'000	(A+B+C) Planned capital expenditure at Q3 £'000	Slippage at Qtr 3 as a % of the individual service planned Qtr 1 expenditure %	Slippage at Qtr 3 as a % of the overall WCC planned Qtr 1 expenditure %
WCC total	103,168	25,686	-30,355	98,498	N/A	-29%
Children & Families	50	21	-37	34	-74%	0%
Community Services	2,013	309	-149	2,173	-7%	0%
Customer Service	3,528	0	-3,456	72	-98%	-3%
Education & Learning	18,093	3,667	-3,791	17,969	-21%	-4%
Fire	6,230	117	-3,073	3,274	-49%	-3%
Information Assets	4,625	403	-263	4,765	-6%	0%
Physical Assets	12,785	3,599	-2,380	14,004	-19%	-2%
Professional Practice & Assurance	180	830	0	1,010	0%	0%
Public Health	0	569	-24	545	0%	0%
Social Care	920	0	-920	0	-100%	-1%
Strategic Commissioning	540	3,511	-537	3,514	-99%	-1%
Transport & Economy	54,204	12,660	-15,725	51,139	-29%	-15%

Management of HR and Risk

- 2.7 The successful delivery of the One Organisational Plan is also dependent on the staff that work for the Authority to delivery it and on our ability to manage and respond to risks. In order to meet the reporting timescales for quarter 3, workforce data has been produced before the end of the period and is therefore missing two weeks of data.
- 2.8 Managing absence remains a priority for the organisation 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.
- 2.9 Sickness absence is running at an average of 7.11 days per FTE employee. This is broadly consistent with the same period last year (7.13) but as previously stated it is anticipated that this will increase when the data is run for the full reporting period. Stress, Viral and Musculo-Skeletal continue to represent the top 3 reasons for absence. Based on the data so far, the overall forecast for sickness absence rates to the end of the year suggests that the Authority is likely to meet its overall target in 2016/17.
- 2.10 The headcount continues to have declined by a further 23 posts since quarter 2, bringing the total reduction to 36 posts since the 1/4/2016. There is likely to be a further increase in these figures once the full period data has been produced.
- 2.11 Turnover remains stable with only a very minor increase in the number of leavers.

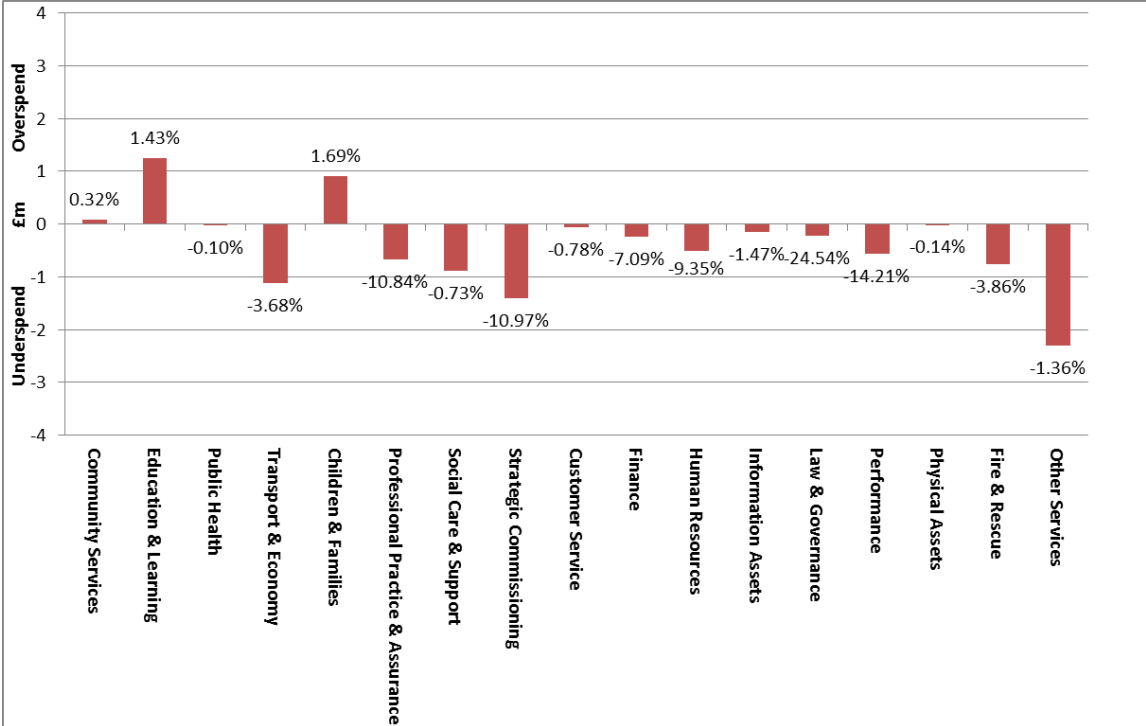
- 2.12 The Age profile of the Authority’s workforce remains stable, with an average age of 45.7 and efforts to increase the younger representation of the workforce are continuing, with the Apprenticeship programme now supporting 41 apprentices across the Council.
- 2.13 Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register. Appendix A provides further details of the significant risks to the Authority and for Business Units together with the mitigating actions.

3.0 Financial Commentary

3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2016/17 is £259.478 million. Against this, at Quarter 3, an under-spend of £6.701 million or 2.58% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is outside of this tolerance level.

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



3.1.3 At the end of December, three Business Units are forecasting they will overspend and a further eight are forecasting underspends greater than the -

2% tolerance agreed; the remaining five have underspends within the agreed tolerance level. In all cases where an overspend is being forecast, the Business Units/Groups have sufficient reserves to meet any residual overspend.

- 3.1.4 Where the size of the variation requires it, the main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those Business Units overspending and those underspending. The size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised.

Overspends

- Community Services - The forecast overspend of £0.089 million (now increased from the forecast overspend of £0.052 million at Quarter 2 and compared to 2015/16 actual overspend of £0.19 million) reflects the cost of the Our Warwickshire project. This cost will be offset by drawing down from reserves.
- Education & Learning - The forecast overspend is £1.256 million (against the forecast of £2.388 million at Quarter 2 and compared to the 2015/16 actual overspend of £2.044 million). The overspend is split between £0.315 million as the corporate variance and £0.941 million as the DSG variance. This is largely due to overspends in home to school transport affected by the increased number of academic days in the financial year and partly due to ongoing demand led pressures in Special Educational Needs. The proposed management actions to address this include: tightening the policy and procedures for agreeing transport routes, monitoring income more closely to project potential problematic areas and introducing 'travel trainers' in areas where walking routes are accessible.
- Children and Families – The forecast overspend of £0.913 million (now increased from the forecast overspend of £0.529 million at Quarter 1 and compared to the 2015/16 actual overspend of £3.8 million) is due to pressure on the staffing budget as a result of the high demand in Children in Need and Children Looked After. The Special Guardianship and reduced LAC transport budgets are also forecasting to overspend together with fewer internal foster care placements available the service has to purchase more external foster care placements. These overspends are partly offset by early delivery of savings plans.

Underspends (above -2% Tolerance)

- Transport & Economy – The forecast underspend of £1.121 million is due to a combination of increased income from Car Parking Enforcement and Business Centres, delays in spend until 2017/18 and salary savings through Head of Service reconfiguration.
- Professional Practice & Assurance – The forecast underspend of £0.668 million is due to staffing vacancies which are frozen ahead of future OOP

savings and underspends in the replacement client information system project.

- Strategic Commissioning – The forecast underspend of £1.408 million is due to the reduction in programmes and projects, delayed starts to projects funded by transitional funding savings in Carers Support services following a review of current service provision and early delivery of savings for the Supporting People programme.
- Finance – The forecast underspend of £0.246 million is due to holding vacancies in order to fund future savings targets and additional one-off income generated from contractual rebates. The underspend is partly offset by the cost of a review designed to improve financial information available to the organisation.
- Human Resources – The forecast underspend of £0.506 million is due to being unable to recruit apprentices into positions and vacancies not filled to deliver 2017/18 savings.
- Law & Governance – The forecast underspend of £0.229 million is due to increased demand for legal services from both internal and external customers, together with staffing vacancies held in anticipation of future savings delivery.
- Performance – The forecast underspend of £0.561 million is due to vacant posts being held for future savings and in anticipation of the redesign of the business unit.
- Fire & Rescue – The forecast underspend of £0.760 million is due to vacant posts being held for future savings and in anticipation of the redesign of the business unit.

3.2 Reserves

3.2.1 Business Units are seeking members' approval to put £2.926 million into reserves to support the delivery of services in future years. The specific proposals members are asked to approve are:

Community Services (£0.019 million)

- £ 0.019 million to return unused Proceeds of Crime Act monies to reserve.

Transport & Economy (£0.834 million)

- £0.200 million for major works to carpark at EPIC
- £0.210 million to the Concessionary Travel reserve for unpredictable levels of demand
- £0.125 million to fund a contract for Women's Cycle Race 2017
- £0.149 million to the European Match Funding reserve for re-profiling of contract delivery into 2017/18
- £0.050 million to the Skills Delivery for Economic Growth reserve due to a shift in staged payments for major grants.

- £0.050 million to the Rural Growth Network reserve as delays in European Regional Development Funding and European Agricultural Fund for Rural Development launches mean expected spend will now fall in later years.
- £0.050 million to the HS2 Phase 2 reserve to fund the revenue budget for 2017/18.

Strategic Commissioning (£0.354 million)

- £0.354 million to mitigate the risks associated with service redesign and transformation and delay in achieving defined savings targets within given years.

Finance (£0.176 million)

- £0.176 million to support investment in one-off projects

Human Resources & Organisational Development (£0.485 million)

- £0.290 million to be used in 2017/18 for additional support for HR transformation and wider County Council transformation projects.
- £0.195 million for apprenticeship spend to be used in future years.

Information Assets (£0.100 million)

- £0.100 million to support the Corporate System Replacement Project.

Law & Governance (£0.065 million)

- £0.065 million for Resources Group Transformation Fund.

Performance (£0.419 million)

- £0.150 million to fund fixed term contract posts who will support delivery of transformation in 2017/18
- £0.264 million for Resources Group Transformation Fund.
- £0.005 million for Resources Group Traded Services Reserve.

Physical Assets (£0.014 million)

- £0.014 million for the Community Energy scheme to be spent in 2017/18.

Fire (£0.460 million)

- £0.080 million for training courses to take place in 2017/18.
- £0.150 million for funding the Emergency Services Mobile Communication Programme project.
- £0.230 million for commitments in future years.

3.2.2 Business Units are also seeking approval to drawdown £0.683 million from reserves to support the delivery of their plans in the current financial year:

Community Services (£0.245 million)

- £0.245 million to part fund the Our Warwickshire project.

Children & Families (£0.438 million)

- £0.438 million to bring the Priority Families budget back into balance as forecasted.

- 3.2.3. The authority currently holds reserves of £117.448 million. The proposed movement from reserves of £0.683 million combined with the effect of the forecast outturn (£6.701 million) would mean total reserves of £123.466 million are forecast for the end of the financial year.
- 3.2.4. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to cover known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a healthy position as we face the challenge of delivering both the 2014-18 Plan and the new plan through to 2020 that is currently being developed.
- 3.2.5 The key strategic risks facing the Authority are the Government's continued controls on public sector finances, confirmed in the Autumn Statement, which will require us to deliver further significant savings over the medium term, against growing demands for social care and the need to safeguard vulnerable children and adults. There is growing evidence suggesting that demand and pressures will out-grow the additional resources gained through the adult social care precept, leaving a widening gap in available resources.
- 3.2.6 This also comes at the same time as the Authority sees the phasing out of Revenue Support Grant to being locally funded through Business Rates and Council Tax. The impact of this together with further funding restraints and the move to 100% Business Rates Retention is yet unknown but requires the Authority to consider carefully the balance between the use of reserves to resolve short term pressures and that needed to prepare for the longer term future.

3.3 Delivery of the 2014-18 Savings Plan

- 3.3.1. Four Business Units, Education & Learning, Children and Families, Social Care and Support and Physical Assets are presently forecasting that they will not meet their 2016/17 savings targets, with the overall shortfall expected to be £2.130 million against the 2016/17 target of £16.262 million.
- 3.3.2. The likelihood of Children and Families and Adult Social Care overspending and having difficulty in the delivery of their approved savings plans were recognised early in the financial year; the challenges facing these services were also evident in the 2015/16 year-end positions for these units which were reported on at the time. The OOP2020 budget options include proposals that will specifically deal with the issues identified in these services. Progress is well underway on the delivery of the redesign of disabilities services and the review of all placements for children looked after. The People Group has set aside sufficient reserves to manage any residual overspending at the end of 2016/17 in a planned way.
- 3.3.3 Within the Education and Learning Business Unit the key area of concern continues to be the demand for, and delivery of savings in, home to school transport, which has been an on-going issue since the start of the current OOP. A presentation was delivered to Members in December to provide

information about current policies, procedures and costs as part of informing the debate about the options for OOP2020.

- 3.3.4 Within the Physical Assets Business Unit a review of customer journeys and service offers have affected the pace of property rationalisation, though the 2016/17 shortfall in meeting this target will be met from underspends elsewhere in the business unit. Projects have been included in the Property Rationalisation Programme for 2017/18 in order to meet the target.
- 3.3.5 Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4. Capital Programme

- 3.4.1. The total forecasted level of planned capital spend is £98.499 million in 2016/17, with a further £145.844 million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £8.490 million for 2016/17 with a further £3.389 million over the medium term.

The level of forecasted capital spend at Quarter 2 was £110.743 million. At Quarter 3 this figure has reduced to £98.499. The £98.499 million forecasted spend plus the remaining Capital Growth Fund allocation of £8.490 million makes up the total 2016/17 forecast figure of £106.989 million within the graph and table at 3.4.5.

- 3.4.2. Managers' forecasts indicate that £12.635 million (11%) of the planned spend for 2016/17 is now expected to slip into future years. This slippage is in addition to the £17.720 million slippage reported at Quarter 2, bringing the total slippage for the year to £30.355 million or 29%.
- 3.4.3. The main reasons for the £12.635 million slippage in the quarter compared to the approved budget are:
- Customer Service – slippage of £0.245 million is due to the discovery of asbestos at Stratford Library which has delayed the works. The full scope and management of the removal of the hazardous material is currently being reviewed.
 - Education and Learning – The slippage of £1.740 million is in the main due to changes to the location of the Specialist Inclusion Support Groups which has altered the profile of the spending.
 - Physical Assets – The slippage of £0.523 million is due in the main to additional survey work being required on various projects resulting in a delay to planned capital works.
 - Transport and Economy – £5.924 million of slippage relates to developer funded schemes, the progression of which is difficult for WCC to control.

The balance of £1.363 million slippage is spread across numerous schemes, the full details of which can be found in the supporting appendices.

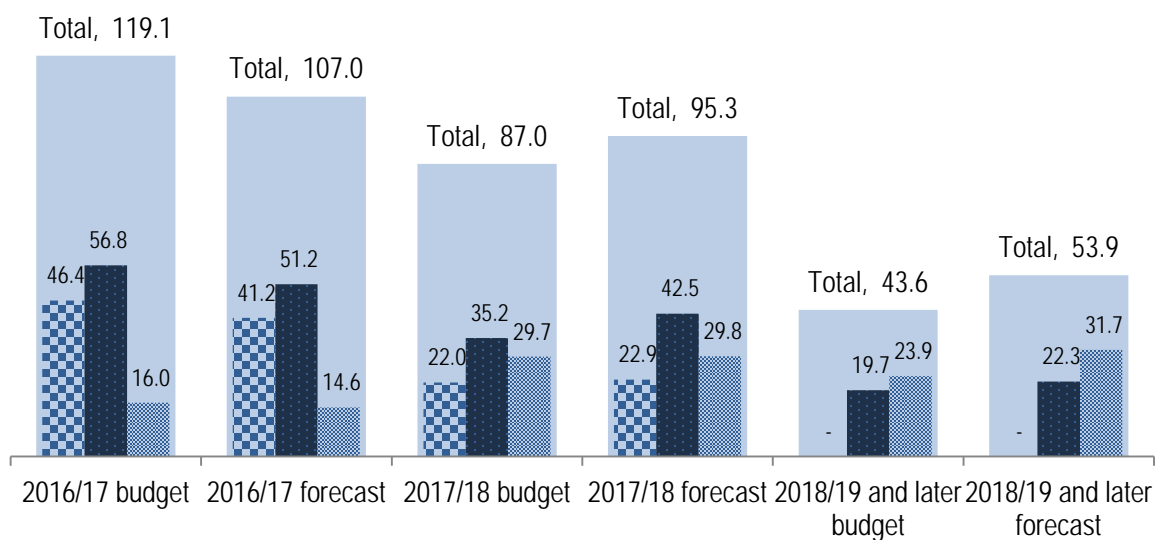
- Fire and Rescue - £1.813 million of slippage is due to slower than expected progress on the training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.
- Information Assets - £0.263 million of slippage relates to the profiling of supplier payments due to changes in deployment.
- Social Care and Support - £0.250 million of slippage relates to the integration of Social Care and the NHS which is predominantly NHS led. This causes difficulties in the setting of clear timescales.
- Strategic Commissioning - £0.383 million of slippage relates in the main to the Adult Social Care Modernisation programme. Changes in senior management have meant that it has been difficult to accurately plan future capital expenditure.

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

3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These figures include the remaining Growth Fund allocation of £11.879 million.

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

- Corporate Borrowing
- Grants and Contributions
- Revenue, Capital Receipts & Self Financing



	2016/17 Budget	2016/17 Forecast	2017/18 Budget	2017/18 Forecast	2018/19 and later Budget	2018/19 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	119,138	106,989	86,957	95,293	43,557	53,939
Corporate Borrowing	46,388	41,178	22,011	22,872	0	0
Self-Financed Borrowing	1,414	1,414	5,330	400	1,300	6,230
Grants and Contributions	56,797	51,245	35,246	42,534	19,698	22,267
Capital Receipts	7,969	4,177	23,975	28,642	21,692	24,574
Revenue Contribution	6,571	8,976	395	846	867	867

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

4. Background Papers

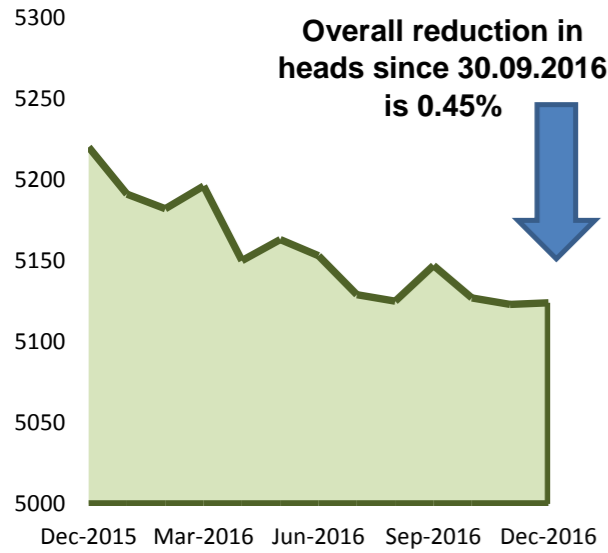
4.1 Annexes A-R (the detailed returns from each Business Unit of their Quarter 3 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

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This report was circulated to the following elected members prior to publication:
N/A

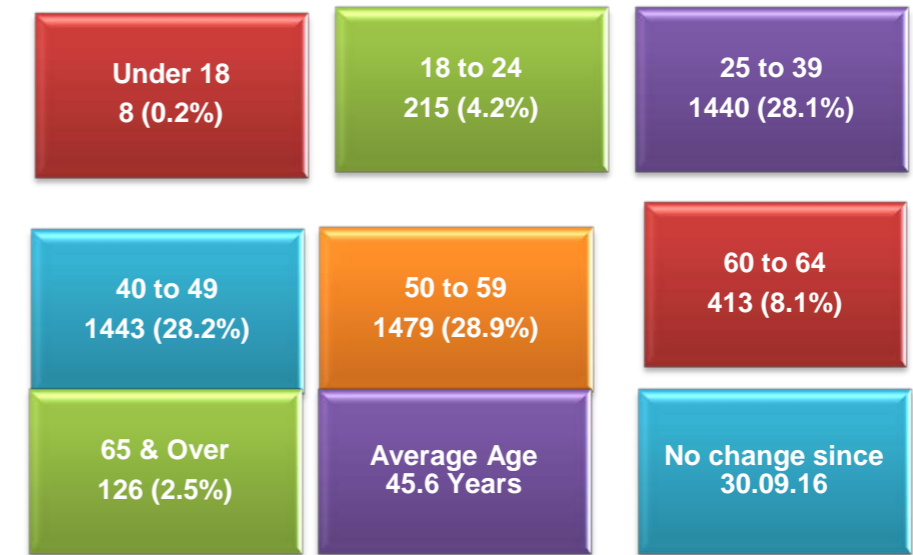
One Organisational Plan Q3 (1st April 2016 - 18th December 2016) Progress Report: Headline HR Information

Number of employees



	Qtr 3 2015/16	Year End 2015/16	Qtr 1 2016/17	Mid Year 2016/17	Qtr 3 2016/17
Head Count	5220	5196	5153	5147	5124
Full Time Equivalents	4097.2	4068	4015.9	4037.6	4023.3
Whole Time Equivalents	4030.2	4000.3	3947.8	3969.2	3957.2
Number of Posts	5500	5472	5421	5428	5406

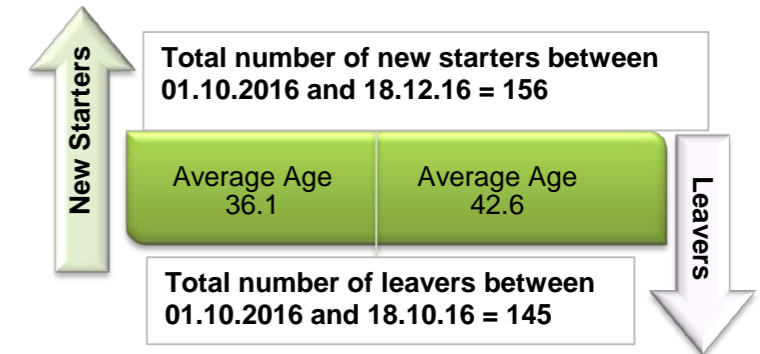
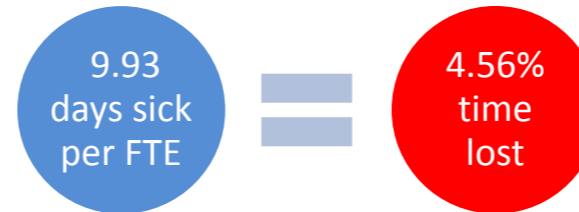
Age profile of our workforce at 18th December 2016



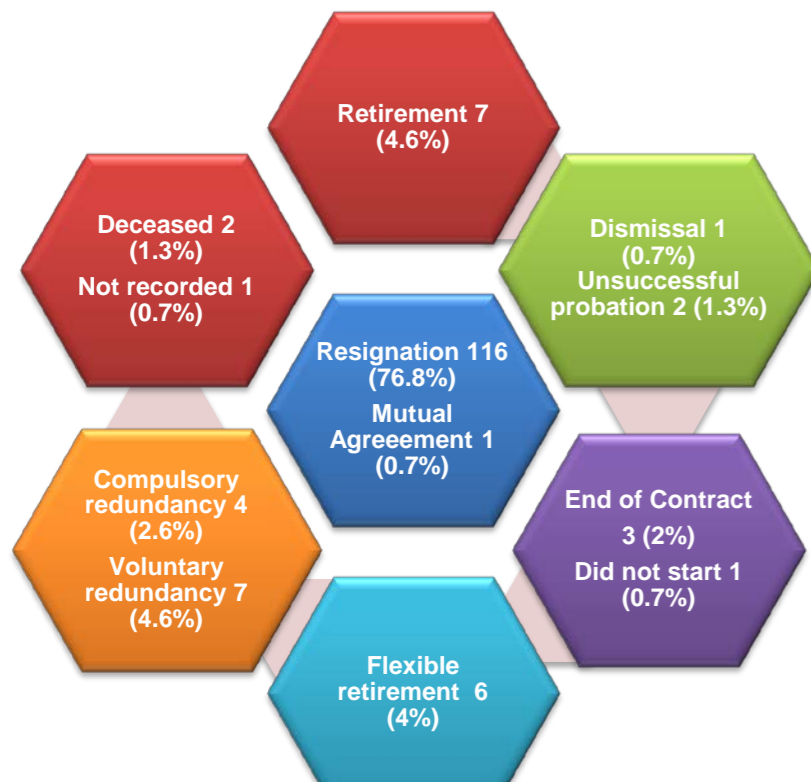
Turnover of workforce 1st October 2016 - 18th December 2016.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	156	145	2.8	2.83%
Full Time Equivalents	116.0	104	2.6	
Posts	156.0	151	2.8	

Sickness Headline Statistics Rolling Year 18.12.16



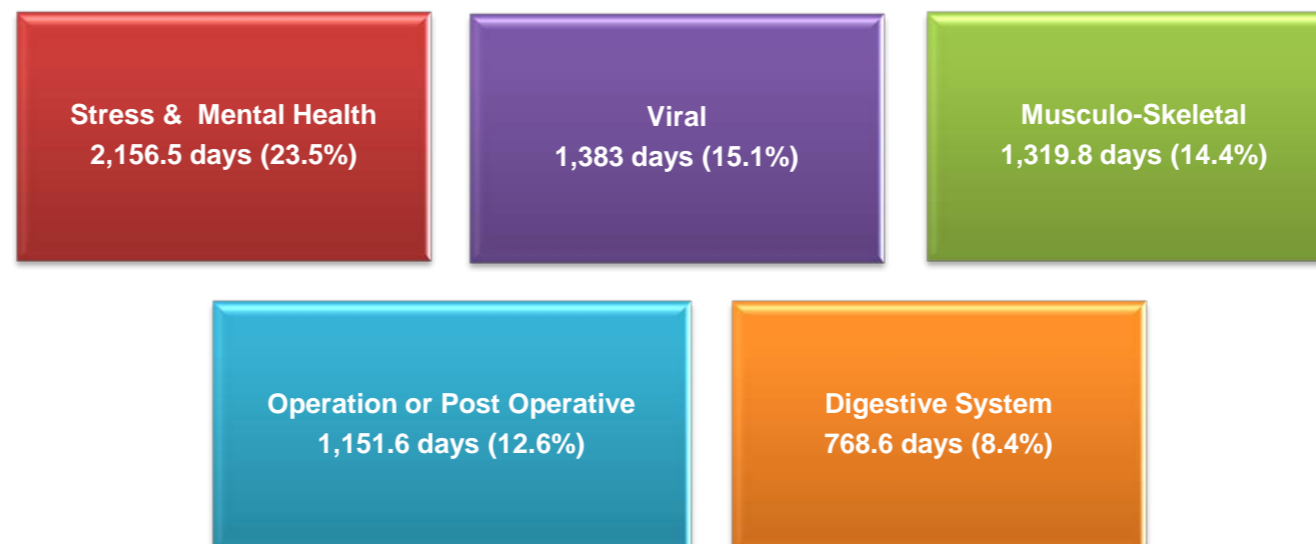
Number of posts by the reasons for leaving (% of leavers)



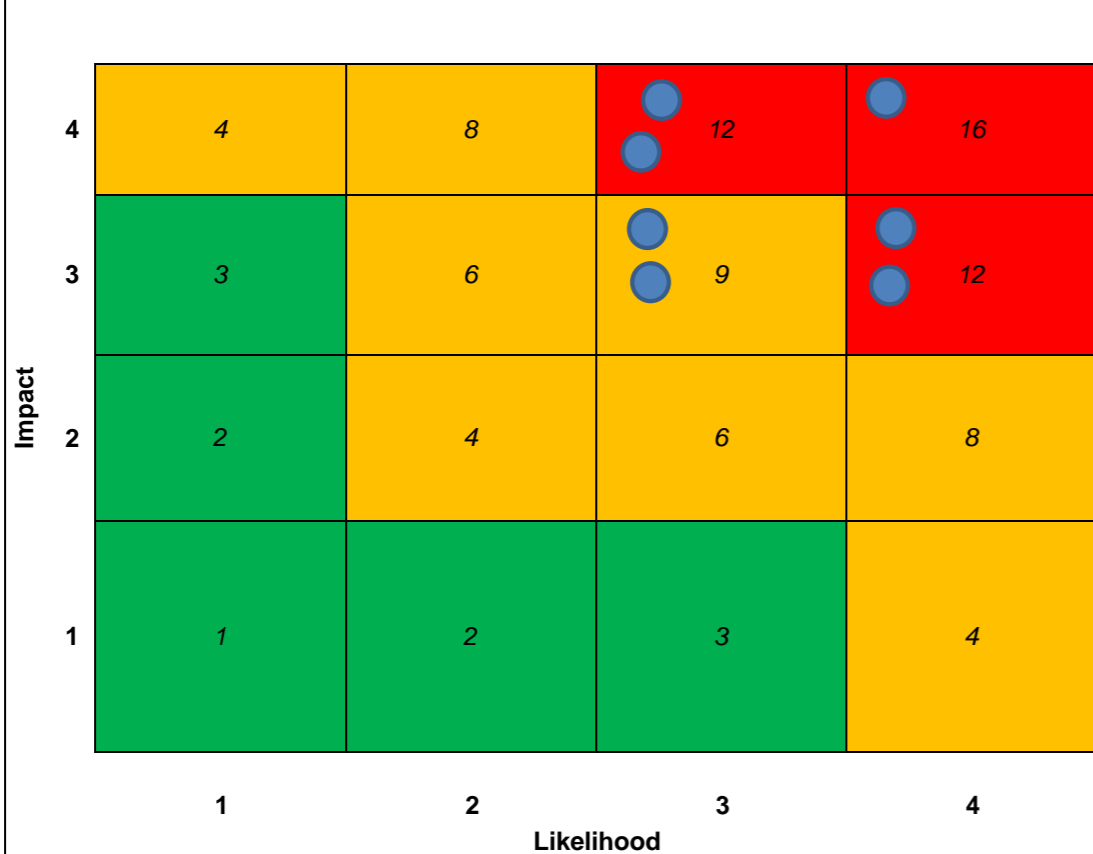
Sickness Absence Days

	Qtr 3 2015/16	Year End 2015/16	Qtr 1 2016/17	Mid Year 2016/17	Qtr 3 2016/17
Days lost through sickness	11,191.8	42,411.60	9,902.60	8,581.70	9,162.10
of which short-term	4655.8 (41.8%)	15,819.5 (37.3%)	3970.9 (40.1%)	3578.57 (41.7%)	4370.3 (47.7%)
of which long-term	6536 (58.4%)	26,592.1 (62.7%)	5,931.7 (59.9%)	5003.13 (58.3%)	4791.8 (52.3%)

Top 5 reasons for absence (days lost)



WCC Strategic Risks - Performance Update April 2016 - December 2016



● Net Risk Level

Net Amber Risks

R0842. Failure to maintain the security of personal or protected data held by the Council
 R0894. Inability to keep our communities safe from harm.

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

Net Red Risks

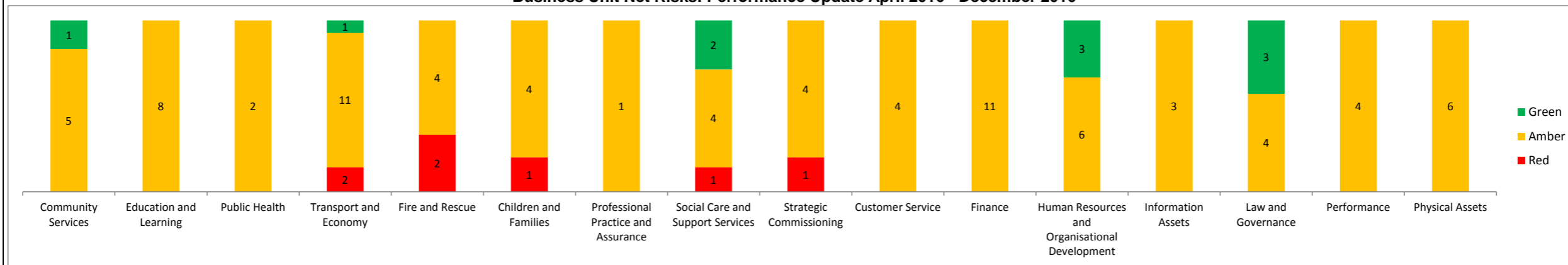
R0839. Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term.
 R0879. Impact of devolution, Public Sector reform agenda, national and local policy direction for Warwickshire on service delivery.
 R0840. Continuing pressure on Adult Social Services and Health
 R0841. Safeguarding Children and Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death
 R0893. The ability to secure economic growth in Warwickshire

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

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

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

Business Unit Net Risks: Performance Update April 2016 - December 2016



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

Transport & Economy-Risk Owner: Mark Ryder (Head of Transport and Economy):Risk1> **The deterioration of Highway Network condition** - The risk is being managed with additional agreed investment through the February 2016 budget resolution, the effective prioritisation of maintenance and repair work on the network, including more intelligence led processes under our new highways maintenance contract with Balfour Beatty; Risk 2>- **A major Flood Risk Materialises** - The Risk is being managed by maximising the opportunities to deliver schemes to alleviate flooding, by working with communities and partners to help better manage local flood risk and be more resilient to it. The Flood Risk Management Team are also ensuring that there is no increase to the risk of flood as part of their statutory consultee role. **Fire and Rescue, Risk Owner: Rob Moyney - (Deputy Chief Fire Officer):** Risk 1>**Fire Control.** The risk of a critical failure in our ability to receive emergency calls and mobilise resources, combined with the health and welfare of control staff caused by the ongoing delays to the control project is now having an unacceptable impact on the day to day running of control. As a result the Service will be recruiting full time control operators in the final quarter of 2016/17. In addition the current Business Continuity arrangements have been reviewed, updated and vigorously tested over the last few weeks. These are now fit for purpose and will ensure that the control function is in a stable position until full time staff are appointed. **Risk 2>Joined Control Programme** Senior Officers continue to discuss the progress of the programme on a weekly basis with the senior management team from the system supplier. Due to the ongoing delay and no guarantee of a go live date, senior Officers are taking legal advice on the contract details and are also recording all budget pressures associated with the programme delays. **Children and Families-Risk Owner: Beate Wagner (Head of Children and Families)** **Non Engagement of all stakeholders in MASH leads to inability to make multi-agency assessment of referrals and lack of shared understanding regarding threshold for services** The risk is being managed in the interim with individual agreements and contacts with health agencies but the risk remains high due to the lack of presence of health in MASH. There are plans in place for presence to be implemented but detail is still to be confirmed. **Social Care & Support: Risk Owner John Dixon (Strategic Director, People Group)-Demand for Services and current market forces continue to put financial pressure on disabilities services.** The service has developed an action plan in order to manage improvements, efficiencies and the delivery of savings. This plan is being monitored on a monthly basis and the most recent progress report recognises that, while the financial forecast for the service is within 5% tolerance of budget, delivery has been delayed and is unlikely to be fully recovered before the end of this financial year. On this basis a net red RAG status has been applied and further mitigation plans are currently being developed. A further review of the programme of activity is being undertaken including a detailed analysis to determine the pressure areas in Disabilities. This work will support with confirming the immediate priority areas and actions for the service that is deliverable. **Strategic Commissioning Risk Owner Chris Lewington (Head of Strategic Commissioning)-Poor data quality and sharing protocols not in place. Fragmented, incomplete and/or inaccurate data sharing protocol.** This risk is not currently being addressed directly, but will be picked up as part of the corporate bid for preparation for the General Data Protection Regulation, through the People Group IG Development Group and, in time, the Coventry & Warwickshire Information Sharing Advisory Group who will maintain a register of sharing agreements across health and care in Warwickshire

One Organisational Plan: Use of Financial Resources: Quarter 3 2016/17 - October 2016 to December 2016
Revenue Position by Business Unit

Service	2016/17 Budget £'000	2016/17 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Community Services	27,790	27,879	89 0.32% Overspent	(1,381)	(1,292)
Education & Learning	87,929	89,185	1,256 1.43% Overspent	(621)	635
Public Health	25,695	25,670	(25) 0.10% Underspent	(2,169)	(2,194)
Transport & Economy	30,491	29,370	(1,121) 3.68% Underspent	(5,213)	(6,334)
Total Communities Group	171,905	172,104	199 0.12% Overspent	(9,384)	(9,185)
Children & Families	54,001	54,914	913 1.69% Overspent	(1,427)	(514)
Professional Practice & Assurance	6,160	5,492	(668) 10.84% Underspent	(949)	(1,617)
Social Care & Support	122,029	121,142	(887) 0.73% Underspent	(5,082)	(5,969)
Strategic Commissioning	12,835	11,427	(1,408) 10.97% Underspent	(2,976)	(4,384)
Total People Group	195,025	192,975	(2,050) 1.05% Underspent	(13,295)*	(15,345)

Service	2016/17 Budget £'000	2016/17 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,870	8,801	(69) 0.78% Underspent	(678)	(747)
Finance	3,470	3,224	(246) 7.09% Underspent	(551)	(797)
Human Resources & Organisational Development	5,411	4,905	(506) 9.35% Underspent	(549)	(1,055)
Information Assets	10,401	10,248	(153) 1.47% Underspent	(63)	(216)
Law & Governance	933	704	(229) 24.54% Underspent	(20)	(249)
Performance	3,948	3,387	(561) 14.21% Underspent	(3)	(564)
Physical Assets	9,911	9,897	(14) 0.14% Underspent	(482)	(496)
Total Resources Group	42,944	41,166	(1,778) 4.14% Underspent	(7,129)*	(8,907)
Fire & Rescue	19,685	18,925	(760) 3.86% Underspent	(444)	(1,204)
Other Services	(170,081)	(172,393)	(2,312) 1.36% Underspent	(87,196)	(89,508)
Total Whole Authority	259,478	252,777	(6,701) 2.58% Underspent	(117,448)	(124,149)

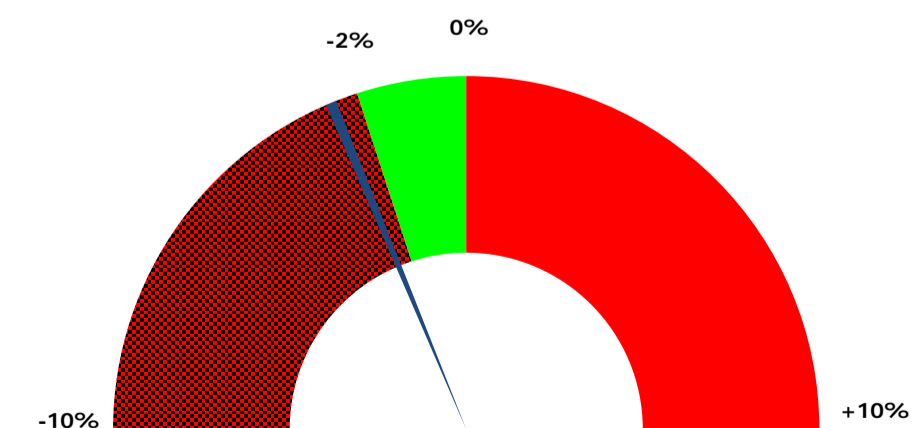
Notes

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

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

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

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 3 October 2016 - December 2016
Savings Plan Position by Business Unit

Service	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Comments	Implementation Status
Community Services	838	838	838	All savings will be delivered either through service redesign or in the case of Heritage and Culture a one year only meeting of savings target from Business Unit savings	G
Education & Learning	2,454	2,047	2,047	Upon greater scrutiny of the reduction in the home to school transport budget, all aspects are being re-examined to produce a realistic set of proposals	A
Public Health	800	800	800	Because of the unexpected and late announcement of late cuts to the Public Health Budget, we have maintained very close scrutiny of the budget in order to deliver OOP1 and plan for OOP 2020. Reserves will be used in 2017/18 to deliver the savings as we progress a number of procurement exercises to deliver the sustainable long term savings.	G
Transport & Economy	733	727	733		G
Total Communities Group	4,825	4,412	4,418		
Children & Families	1,879	1,035	1,035	While most of the savings are on track/achieved, there are some key savings, largely around the reduction of Children Looked After, that are not. The shortfall along with demand led overspends in the business unit have necessitated the need for the Redesign Plan. In the medium term there is a strategy to focus on the reduction in the need for children to become or be looked after.	R
Professional Practice & Assurance	190	190	190		G
Social Care & Support	3,250	1,907	2,621	Under-delivery of savings in the current year is being mitigated in the overall forecast by one-off contractual savings. There are challenges in delivering some large savings in 2017/18, and options are being explored to bridge those gaps.	A
Strategic Commissioning	1,851	1,444	1,851		G
Total People Group	7,170	4,576	5,697		

Service	2016/17 Target £'000	2016/17 Actual to Date £'000	2016/17 Forecast Outturn £'000	Comments	Implementation Status
Customer Service	402	402	402	The Registration Service has a savings target to deliver an additional £100,000 income next year. The Service is taking the opportunity to continue to market the service to attract more customers to get married in Warwickshire. The Digital by Default programme outcomes are taking longer to embed within the organisation than was originally anticipated. Further, any savings will be retained by the Groups.	A
Finance	250	250	250	Savings plan is on track	G
Human Resources & Organisational Development	347	347	347	2016/17 savings achieved and plan for 2017/18 savings is on track to deliver required savings in 2017/18.	G
Information Assets	567	567	567	All savings required for 2017/18 as part of the OOP 2014-18 have been identified and will be released in the 2017/18 budget process.	G
Law & Governance	30	30	30		G
Performance	200	200	200	2016-2017 Savings Achieved	G
Physical Assets	1,061	400	686	The shortfall in the 2016/17 Property Rationalisation target will be met from underspends elsewhere in Physical Assets. A programme of projects is planned in 2017/18 in order to meet the overall Property Rationalisation Programme target.	G
Total Resources Group	2,857	2,196	2,482		
Fire & Rescue	860	840	860	The Service is due to deliver £368,000 (year 4 OOP1) and as yet do not know the OOP 2020 year 1 figure. The Service is on track to deliver the £368,000 by changes to its response model and the associated reduction in support costs such as uniform and Personal Protective Equipment. The changes include the reduction of establishment levels at specific fire stations and the changes to crewing arrangements at Coleshill. Both of these do not impact on the current level of operational fire cover.	G
Other Services	550	550	675	All decisions have been taken to deliver the 2016/17 and 2017/18 savings and the level of savings required will be delivered in full.	G
Total Whole Authority	16,262	12,574	14,132		

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.

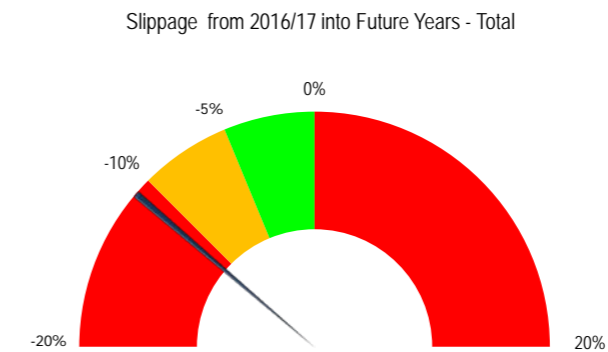
The "Implementation Status" RAG rating relates to the whole of the 2014-18 savings plan.

One Organisational Plan: Use of Financial Resources: Quarter 3 April to December 2016
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2016/17 into Future Years	Comments
Children & Families	288	21	309	0	
Community Services	2,560	168	2,729	(87)	
Customer Service	3,528	0	3,528	(245)	Work at Stratford Library has been delayed by the presence of asbestos. The full scope and management of the removal of the hazardous material is currently being evaluated and planned.
Education & Learning	39,132	(484)	38,647	(1,740)	Changes have been made to the Specialist Inclusion Support Group locations which have altered the profile of spending. In addition to this the planning process has been protracted at Long Lawford and Oakfield Primary Schools.
Finance	0	0	0	0	
Fire & Rescue	11,696	7	11,703	(1,813)	Progress on the training centre has been slower than expected due to archaeological and ecological surveys being necessary in order to obtain planning permission.
Information Assets	25,132	(90)	25,041	(263)	Broadband UK project payments to our supplier have been re-profiled due to changes in deployment.

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2016/17 into Future Years	Comments
Physical Assets	39,542	507	40,050	(563)	
Public Health	24	545	569	(4)	There has been a delay in the work relating to urban mile markers. A project meeting will be held in January with work proceeding from April 2017 onwards.
Professional Practice & Assurance	1,010	0	1,010	0	
Social Care & Support (Adults)	1,670	0	1,670	(250)	Timescales for the integration of health and social care records depend upon the NHS led local digital roadmap.
Strategic Commissioning	4,551	0	4,551	(383)	Plans for the transformation of adult social care 2017-20 are now being drawn up.
Transport & Economy	109,842	4,692	114,534	(7,287)	Delays of £5,924k relate to developer funded schemes. The balance relates to a number of schemes the detail of which is shown in the annexes.

Key
For all current and future years forecast are slippage from 2016/17 into future years the following tolerances have been used:
 - 0% to 5% underspend/slippage is shown as Green
 - 5% to 10% underspend/slippage is shown as Amber
 - over 10% underspend/slippage is shown as Red
 - any overspend is shown as Red



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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Community Services Management	155		155	155	0	
Community Services Support Costs	295	40	335	340	5	
Localities and Partnerships	2,745		2,745	2,682	(63)	Forecast underspend reflects delays in the procurement of new third sector support arrangements. Currently all councillor grants are forecast to be fully spent in 2016/17.
Heritage and Environment	1,367	32	1,399	1,719	320	£245,000 of the overspend is for the Our Warwickshire project which will be covered by drawdowns from Reserves. Remaining overspend is a result of a delay in delivering service changes planned as part of OOP savings alongside income pressures across the service.
Heritage Education (WES - Traded Service)	(13)		(13)	1	14	Reduced income following planned closure of Market Hall Museum for refurbishment.
Waste Management	18,562	(100)	18,462	18,337	(125)	Forecast position reflecting redirection of waste to more cost effective disposal methods, working within the bounds of minimum contractual requirements.
Youth Justice Service	1,635	175	1,810	1,805	(5)	
Trading Standards	1,297	(40)	1,257	1,242	(15)	Includes £18,700 to be returned to the Proceeds of Crime Act (PoCA) Reserve, resulting in a forecast overspend of £3,000 for the service.
Emergency Management	161		161	160	(1)	
Community Safety	1,221		1,221	1,187	(34)	
Communities Group Resources	258		258	251	(7)	
Net Service Spending	27,683	107	27,790	27,879	89	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Waste Management	271	100		371		
Museum Development Fund	235		(55)	180	55	Draw-down of £55,000 to part fund the Our Warwickshire project
Museums Ethnographic fund	18			18		
Records Purchase Fund	19	(14)		5		
Records Donations Fund	61			61		
Localities and Partnerships	74	(74)		0		
Community Services Savings	135	(58)	137	214		
Trading Standards	46			46		
Proceeds of Crime	27	(27)	19	19	(19)	Return of unused Proceeds of Crime Act monies to the reserve
Domestic Homicide Reviews	77			77		
Secure Remand	405	(175)		230		
Ecology & Archaeology Information and Advice Service	60	(18)		42		
Heritage and Culture Services - Our Warwickshire	190		(190)	0	190	Draw-down of £190,000 to part fund the Our Warwickshire project
Accommodation Reserve	29			29		
Total	1,647	(266)	(89)	1,292	226	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,729	1,729	1,729	1,729	1,729	
OOP/LCS-A	Trading Standards Service - Service reductions in consumer protection and business support. These reductions will be mitigated by the development of an intelligence model to help effectiveness and prioritisation. We will develop calibration services to increase income and explore the development of shared service arrangements	50	50	50	70	70	
OOP/LCS-B	Warwickshire Youth Justice Service - There will be no service reductions in our support to young people in the criminal justice system. There will be a reorganisation of the service in consultation with our key criminal justice partners	50	50	50	145	145	
OOP/LCS-D	Heritage and Culture Warwickshire - Large service reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	173	173	173	261	261	A delay in delivering service changes planned as part of OOP savings has been met utilising business unit underspends for 2016/17 only.
OOP/LCS-E	Localities and Partnerships - Delete the element of the savings plan relating to cuts to direct voluntary and community sector funding. Re-profile the structure of the Localities and Partnerships Team ensuring a reallocation of resources to directly support the voluntary sector and front line community development work. As part of this redesign the councillor grant scheme is to remain at £5,000 per councillor.	0	0	0	100	100	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	178	178	178	306	306	
OOP/LCS-G	Increasing income levels and identify savings to make Forestry self financing	27	27	27	53	53	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	79	79	79	146	146	
OOP/EG-E	Review of the contractual arrangements with a view to increasing the income received from the 4 large Household Waste Recycling Centre shops that are leased out to charities.	85	85	85	85	85	
OOP/EG-G	Reducing waste and increase recycling across the County.	196	196	196	509	509	
OOP/EG-H	Communities Group Resources - Service reductions based on the priorities of Communities Group Business Units with a focus on more joined up delivery of our internal services with other groups.	0	0	0	98	98	
OOP/EG-F	Review the regeneration function with a view to reduce activity and increase income, including reviewing our commitment to Pride in Camp Hill and the Opportunities Centre and making Landscape Services self financing	0	0	0	30	30	
OOP/LCS-D & EG-I	Heritage and Culture Warwickshire - There will be large service reductions in some heritage & culture services. We will explore the development of a changed governance model, potentially charitable trust status and will focus on increasing volunteering and commercial viability.	0	0	0	94	94	
	Total	2,567	2,567	2,567	3,626	3,626	
	Target		2,567	2,567		3,626	
	Remaining Shortfall/(Over Achievement)		0	0		0	

A Community Services

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	1,226	352	15	0	1,593	1,226	335	32	0	1,593	(17)	0	
10350000	In-Vessel Composting Units For Schools	37	0	0	0	37	37	0	0	0	37	0	0	
10381000	Waste Capital Infrastructure Grant	304	0	0	0	304	304	0	0	0	304	0	0	
10454000	Lower House Farm Waste Facility	5,599	1	0	0	5,600	5,599	20	0	0	5,619	19	19	Additional Health & Safety works required between shop and weighbridge.
11118000	HWRC Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	56	0	0	56	0	38	0	0	38	(19)	(19)	Financing moved to cover essential Health & Safety works at Lower House Farm on project 10454001.
11217000	HWRC Maintenance 2015/16	0	11	0	0	11	0	11	0	0	11	0	0	
11303000	HWRC Maintenance 2016/17	0	71	0	0	71	0	0	71	0	71	(71)	0	Planned underspend in 2016/17 with a view to carrying forward capital resource into 2017/18 to allow for a larger more cost effective programme of activity in 2017/18. Any issues arising within 2016/17 have been managed, where possible, by the use of revenue resource.
11304000	HWRC Maintenance 2017/18	0	0	71	0	71	0	0	71	0	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	35	0	0	0	35	35	0	0	0	35	0	0	
11450000	HWRC Maintenance 2018/19	0	0	0	71	71	0	0	0	71	71	0	0	
Countryside														
10260000	Learn. 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	593	23	0	0	616	593	29	0	0	622	7	7	£7,000 late retention payment on Ryton Country park café to be funded by Revenue contribution
11023000	Countryside Maintenance - Base Programme 2013/14	216	0	0	0	216	216	0	0	0	216	0	0	
11120000	Countryside Rural Services Capital Maintenance 2014/15	208	0	0	0	208	208	0	0	0	208	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	172	242	0	0	414	172	262	0	0	434	20	20	£20,000 over on Ryton storage building as preliminary investigations uncovered waste from the former landfill outside of the clay cap area, to be funded from 2016/17 capital maintenance budget.
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	256	0	0	256	0	294	0	0	294	38	38	£20,000 transferred to 11218000 to fund part of deficit on 2015/16 capital maintenance. Additional expenditure of £58,000 to be funded by revenue contribution. Additional £10,000 financing swap from capital receipt.
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	122	0	122	0	0	122	0	122	0	0	
11449000	Countryside Rural Services Capital Maintenance 2018/19	0	0	0	122	122	0	0	0	122	122	0	0	

A Community Services

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Heritage														
10623000	County Records Office Service - Digital Asset Management	55	6	34	6	101	55	6	34	6	101	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	64	990	0	0	1,054	64	1,045	0	0	1,109	54	54	£54,000 additional work to be completed as part of project to be funded by uplift agreed by Heritage Lottery Fund
11426000	Market Hall Museum Lift	0	85	0	0	85	0	40	0	0	40	(45)	(45)	Cost of project likely to be lower than original estimates
11534000	Healey collection	0	0	0	0	0	0	93	0	0	93	93	93	New project approved by the Chief Finance Officer on 29th November 2016.
Community Safety														
11185000	George Eliot Hospital, Nuneaton, Construction Of SARC	11	0	0	0	11	11	0	0	0	11	0	0	
		8,667	2,093	269	199	11,229	8,667	2,173	357	199	11,396	79	168	

Education and Learning - Sally Taylor (Interim)
Strategic Director - Monica Fogarty
Portfolio Holder - Councillor Hayfield (Education & Learning)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	151		151	151	0	
Business Unit	1,559	(403)	1,156	1,036	(120)	£568,000 of budget has transferred to Schools Organisation and Planning, to fund the Management Information System, there has also been £165,000 received from the service realignment fund to reimburse the business unit for redundancy costs. Underspend relates to the reduction in legal disbursements cost for 2016/17, compared to budget.
Business Unit - WES Traded	560		560	0	(560)	This underspend of £560,000 represents the surpluses generated from trading with schools, this will be used to offset overspends in home to school transport.
Business Unit - DSG	87		87	74	(13)	
Head of Service - Total	2,357	(403)	1,954	1,261	(693)	
School Organisation and Planning	15,293	568	15,861	17,243	1,382	The budget has increase by £568,000 following the transfer of resources from the head of service budget to fund the new management information system, of this £300,000 will not be spent until 2017/18, Cabinet will be asked to approve the transfer of this fund into reserves. There is an overspend on home to school transport of £1,805,000. This is partly due to an higher than average number of academic days in this financial year, and partly due to ongoing demand led pressures in Special Educational Needs. There are a small number of other minor variations.
School Organisation and Planning - WES Traded	(61)		(61)	(75)	(14)	
School Organisation and Planning - DSG	20,196		20,196	19,980	(216)	There is a £294,000 underspend as a result of lower than expected take up of early years places for two year olds, although awareness of availability of these places are improving. There are further underspends in Admissions of £81,000, these underspends are offset against an overspend of £145,000 within three and four year olds nursery funding.
School Organisation and Planning - Total	35,428	568	35,996	37,148	1,152	
Vulnerable Learners	2,233		2,233	2,170	(63)	This represents the early achievement of an OOP savings proposal.
Vulnerable Learners - WES Traded	(363)		(363)	(412)	(49)	Services trading with schools are delivering surplus over and above their targeted income.
Vulnerable Learners - DSG	39,617		39,617	40,185	568	The overspend on the DSG is largely due to pressures in the Special Educational Needs top up budgets for mainstream and special school pupils. The growth in the special schools pupil numbers has been larger than anticipated, while the pressures in mainstream is due to a variety of reasons, including an increase in referrals, an increase in levels of need and increased costs of mediation. Work is ongoing to manage these pressures which has reduced by £347,000 since Quarter 2.
Vulnerable Learners - Total	41,487	0	41,487	41,943	456	
Learning and Performance	2,170		2,170	1,809	(361)	This represents the early achievement of an OOP2020 saving proposal.
Learning and Performance - WES Traded	(208)		(208)	(166)	42	
Learning and Performance - DSG	3,062		3,062	3,134	72	
Learning and Performance - Total	5,024	0	5,024	4,777	(247)	
Adult Community Learning	(83)	0	(83)	(86)	(3)	
Schools related residual	2,391		2,391	2,452	61	There is a small overspend on school redundancy costs.
Schools related residual - DSG	1,058	102	1,160	1,690	530	The DSG budget has increased by £102,000 due to an adjustment by the Education Funding Agency in respect to Early Years funding for 2015/16. This overspend reflects the deficit budget on DSG set at the start of the year.
Schools related residual - Total	3,449	102	3,551	4,142	591	
Net Service Spending	87,662	267	87,929	89,185	1,256	
Non DSG	23,642	165	23,807	24,122	315	
DSG	64,020	102	64,122	65,063	941	

B Education & Learning

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	277		(665)	(388)		
Traded Services	129	(13)		116		
SEND Earmarked Reserve	228		11	239		
Education MIS Project	0		339	339		New reserve created for 2017/18 revenue spend for the new education MIS system. Project to implement this new IT system spans 2016/17 and 2017/18 therefore any unspent resources at the end of the year for the delivery of this project will need to be carried forward to 2017/18 via this reserve.
Total	634	(13)	(315)	306	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Saving Delivered in 2014/15 and 2015/16	1,568	1,568	1,568	1,568	1,568	
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	44	44	44	111	111	
OOP/LA-F	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	100	100	100	200	200	
OOP/LA-I and OOP/LA-J	Reduction in Home to School Transport Budget	407	0	0	993	316	Savings have been made in terms of daily rate of travel, however due to the discrepancies in number of days we are transporting pupils the overall annual forecast is higher. Management actions are, policy and procedures for agreeing transport are being tightened, monitoring income to be able to clearly project income introduced, travel trainers being introduced in areas where walking routes and travel are accessible, rewriting policy to firm up on areas such as parents having cut off times for applying for assistance, presentation to Councillors on actual costs to be made December.
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	1,900	1,900	1,900	1,800	1,800	
OOP/LG-G	Increase income generation target for School Governor Development and Training	3	3	3	3	3	
	Total	4,022	3,615	3,615	4,675	3,998	
	Target		4,022	4,022		4,675	
	Remaining Shortfall/(Over Achievement)		407	407		677	

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2016/17 to 2019/20 Capital Programme

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Learning - Devolved														
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	39,853	3,610	0	0	43,463	39,853	3,610	0	0	43,463	0	0	
Learning - Other														
10513000	Education Capital - Earmarked Capital Receipts	0	0	0	0	0	0	0	0	0	0	0	0	
10970000	CYPF - Capital Minor Projects	(4)	0	0	0	(4)	(4)	0	0	0	(4)	0	0	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	0	0	0	0	(350)	(350)	Restrictions on this funding have now been lifted so funds can be added to Education & Learning unallocated balance once collected.
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	0	0	0	1,709	1,709	0	0	0	1,709	0	0	
11247000	2 Year Old Offer - Capital Funding	711	0	0	0	711	711	0	0	0	711	0	0	
11393000	Minor Works Block Header 2015/16	229	417	0	0	645	229	452	0	0	680	35	35	Project increase due to addition of S106 developer funding.
11399000	CMS Musical Instruments 2015/16-2017/18	24	25	25	0	74	24	25	25	0	74	0	0	
11434000	Coten End pre school toilet refurbishment	24	0	0	0	24	24	0	0	0	24	0	0	
11476000	Nursery & Pre School provision	0	100	0	0	100	0	100	0	0	100	0	0	
11499000	Bidford Primary & Willow Tree Nursery separation works	0	38	0	0	38	0	4	34	0	38	(34)	0	Slippage due to works being programmed to take place during the summer holidays 2017.
11501000	Camp Hill Nursery improvements & extension work	0	160	0	0	160	0	160	0	0	160	0	0	
Primary - expansion														
10027000	Stratford Primary Places Alveston	0	0	0	0	0	0	0	0	0	0	0	0	
10044000	Newburgh Primary Warwick Extension	2,736	13	0	0	2,748	2,736	13	0	0	2,748	0	0	
10051000	Stratford Primary Places - The Willows Extn	0	0	0	0	0	0	0	0	0	0	0	0	
11064000	The Willows Primary Extension (Pupil Places) Stratford	3,038	0	0	0	3,038	3,038	0	0	0	3,038	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places) Rugby	273	0	0	0	273	273	0	0	0	273	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	0	0	0	377	377	0	0	0	377	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,740	19	0	0	1,760	1,740	19	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	0	0	0	689	689	0	0	0	689	0	0	
11071000	Shipston Primary Alterations (Pupil Places)	481	0	0	0	481	481	0	0	0	481	0	0	
11073000	All Saints Junior Extension (Pupil Places) Warwick	897	53	0	0	950	897	53	0	0	950	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0	
11105000	Lillington Primary (Pupil Places) Leamington Spa	1,819	0	0	0	1,819	1,819	0	0	0	1,819	0	0	
11173000	Wolston St Margarets extension (pupil places)	14	0	0	0	14	14	1	0	0	16	1	1	Additional works to roof and rainwater goods.
11174000	Kingsway Primary extension and reorg (pupil places)	997	25	0	0	1,021	997	25	0	0	1,021	0	0	
11175000	Newburgh Primary	2	0	0	0	2	2	1	0	0	3	1	1	Adjustment of fees based on final account value.
11199000	Budbrooke Primary Warwick extension (pupil places)	437	0	0	0	437	437	0	0	0	437	0	0	
11200000	The Ferncumbe extension (pupil places)	298	5	0	0	304	298	5	0	0	304	0	0	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	28	0	0	1,241	0	0	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0	
11211000	Coten End Primary Warwick expansion (pupil places)	3,010	31	0	0	3,041	3,010	34	0	0	3,044	3	3	Flat roof repairs to existing roofs.
11249000	Bishopton School extension - targeted basic need	1,196	1,504	0	0	2,700	1,196	1,504	0	0	2,700	0	0	
11253000	Lapworth School extension - targeted basic need	714	7	0	0	721	714	7	0	0	721	0	0	

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11255000	Paddox School extension - targeted basic need	2,621	29	0	0	2,650	2,621	19	10	0	2,650	(10)	0	Rectification of defects to be actioned at Easter holidays.
11256000	St Michael's CE School extension - targeted basic need	267	5	0	0	273	267	5	0	0	273	0	0	
11262000	Cawston Grange extension (pupil places)	2,626	24	0	0	2,650	2,626	28	0	0	2,655	5	5	Additional works for roof repairs to existing roofs.
11263000	Long Lawford extension (pupil places)	769	206	0	0	975	769	206	0	0	975	0	0	
11270000	Shipston Primary extension	386	8	0	0	395	386	8	0	0	395	0	0	
11271000	Alcester St Nicholas Academy extension	312	8	0	0	320	312	8	0	0	320	0	0	
11322000	Whitnash primary basic need provision	564	86	0	0	650	564	86	0	0	650	0	0	
11323000	Boughton Leigh Jnr basic need provision	292	8	0	0	300	292	8	0	0	300	0	0	
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	697	291	0	0	988	697	291	0	0	988	0	0	
11386000	Long Lawford Primary permanent expansion	41	962	1,948	0	2,950	41	562	2,438	0	3,040	(400)	90	Increase of £90,000 per cabinet November 2016. Re-phasing due to delay in obtaining planning permission.
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	11	739	0	0	750	11	739	0	0	750	0	0	
11390000	Nathaniel Newton Infants, internal alterations re bulge class	5	70	0	0	75	5	70	0	0	75	0	0	
11392000	St Peters Barford, expansion	141	189	0	0	330	141	189	0	0	330	0	0	
11401000	Hillmorton Primary Permanent Expansion	139	1,561	1,250	0	2,950	139	1,561	1,250	0	2,950	0	0	
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	138	762	0	0	900	138	762	0	0	900	0	0	
11468000	Oakfield Primary expansion (Academy)	0	210	340	0	550	0	60	490	0	550	(150)	0	Slippage due to lengthy planning process.
11469000	Northlands Primary School - bulge class developer contribution	0	50	0	0	50	0	50	0	0	50	0	0	
11470000	Nathaniel Newton Infants, extension re bulge class	0	200	50	0	250	0	200	50	0	250	0	0	
11471000	The Ferncumbe Primary School	0	150	0	0	150	0	150	0	0	150	0	0	
11474000	Newdigate Primary School Bedworth	0	150	0	0	150	0	150	0	0	150	0	0	
11493000	Coleshill Church of England Primary School - contribution to additional classroom for bulge class	0	140	0	0	140	0	140	0	0	140	0	0	
11494000	Kingsway Primary - temporary classroom for bulge class	0	150	0	0	150	0	150	0	0	150	0	0	
11500000	Northlands Primary School - bulge class additional toilets & security door relocation	0	70	0	0	70	0	15	55	0	70	(55)	0	Slippage due to works being programmed to take place during the summer holidays 2017.
Primary - new														
11313000	Aylesford Primary School - new primary provision at Aylesford school	3,006	2	0	0	3,007	3,006	11	0	0	3,017	9	9	Additional costs due to minor variations in contract.
11384000	New School, The Gateway, Rugby	11	100	3,039	0	3,150	11	0	1,139	2,000	3,150	(100)	0	Land ownership issues have delayed the transfer of land for the new school to WCC.
11391000	New school, South Warwick (Heathcote Farm site)	25	1,350	1,950	0	3,325	25	1,350	1,950	0	3,325	0	0	
11480000	Water Orton Primary School (re HS2 Conditional)		148	5,352	0	5,500	0	148	3,352	2,000	5,500	0	0	
Primary - other														
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	0	0	0	611	611	0	0	0	611	0	0	
10357000	Paddox Primary Amalgamation Rugby	1,772	0	0	0	1,772	1,772	0	0	0	1,772	0	0	
10442000	Woodloes Junior and Infant Amalgamation Warwick	9,942	10	0	0	9,952	9,942	10	0	0	9,952	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	20	0	0	3,754	3,734	20	0	0	3,754	0	0	
11182000	Ilmington Primary School replace temporary classrooms	598	0	0	0	598	598	0	0	0	598	0	0	

B Education & Learning

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11183000	Clifton upon Dunsmore replace temporary classrooms	1,072	0	0	0	1,072	1,072	0	0	0	1,072	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	0	0	0	507	507	0	0	0	507	0	0	
11204000	Tysoe temporary classroom replacement	277	5	0	0	282	277	5	0	0	282	0	0	
11205000	Water Orton temporary classroom replacement	7	0	0	0	7	7	0	0	0	7	0	0	
11206000	Telford Infants temporary classroom replacement	271	0	0	0	271	271	0	0	0	271	0	0	
11207000	Telford Junior temporary classroom replacement	218	0	0	0	218	218	0	0	0	218	0	0	
11210000	Exhall Cedars Infants temporary classroom replacement	289	0	0	0	289	289	0	0	0	289	0	0	
11260000	St Marys Southam Fire damage	186	13	0	0	200	186	13	0	0	200	0	0	
11319000	Eastlands Primary Temporary Classroom	(31)	26	5	0	0	(31)	26	5	0	0	0	0	
11321000	Long Lawford Pri temporary classroom	198	37	0	0	235	198	37	0	0	235	0	0	
11331000	Newburgh Primary School - New Play Area	139	11	0	0	150	139	11	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	96	24	0	0	120	96	24	0	0	120	0	0	
11347000	Weddington Primary School	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	0	0	
11387000	Long Lawford temporary arrangements	4	96	150	0	250	4	0	136	0	140	(96)	(110)	Forecast underspend due to change in requirements / scope.
11402000	Hillmorton Primary Temporary Classroom	134	45	0	0	179	134	45	0	0	179	0	0	
11410000	Canon Evans CoFE Infant School - Universal Free School Meals	109	0	0	0	109	109	0	0	0	109	0	0	
11411000	Race Leys Infant School - Universal Free School Meals	6	213	0	0	219	6	213	0	0	219	0	0	
11412000	St Francis Catholic Primary School - Universal Free School Meals	40	5	0	0	46	40	5	0	0	46	0	0	
11413000	Hampton Lucy CofE Primary - Universal Free School Meals	12	234	0	0	247	12	234	0	0	247	0	0	
11491000	Race Leys Infant School demolish classroom and extend playground	0	50	0	0	50	0	50	0	0	50	0	0	
11497000	Acorns Primary School, Long Compton - new temporary classroom	0	150	0	0	150	0	10	250	0	260	(140)	110	Increased costs due to increased size of building required to accommodate teaching and early years requirements.
Schools Access														
11076000	Schools Access Initiative Block Header	897	0	0	0	897	897	0	0	0	897	0	0	
11177000	Schools Access Initiative 2012/13 block header	703	0	0	0	703	703	0	0	0	703	0	0	
11267000	2013-14 Schools Disability Access block header	400	263	0	0	663	400	263	0	0	663	0	0	
11479000	Access works for SEN 16-17		100	200	0	300	0	100	200	0	300	0	0	
Secondary - expansion														
10251000	Stratford High School Extension	4,654	7	0	0	4,661	4,654	7	0	0	4,661	0	0	
11261000	Shipston High extension (pupil places)	1,684	0	0	0	1,684	1,684	0	0	0	1,684	0	0	
11266000	St Benedict's extension (pupil places) Atherstone	146	0	0	0	146	146	0	0	0	146	0	0	
11405000	Southam College - Expansion	417	583	0	0	1,000	417	583	0	0	1,000	0	0	
11472000	Kineton High School	0	995	2,300	0	3,295	0	995	2,300	0	3,295	0	0	
11473000	Shipston High School	0	155	2,095	0	2,250	0	155	2,095	0	2,250	0	0	
11481000	Campion School - Phase 1 (Conditional)	0	25	25	0	50	0	25	25	0	50	0	0	
11482000	Southam College (Conditional)	0	100	300	0	400	0	100	300	0	400	0	0	
Secondary - other														
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	14	0	0	626	612	15	0	0	626	0	0	

B Education & Learning

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11320000	Shipston High temporary classroom	114	66	0	0	180	114	16	50	0	180	(50)	0	Slippage due to works being programmed for summer holidays 2017.
11404000	Shipston Academy - Contribution to replacement gym	0	100	0	0	100	0	100	0	0	100	0	0	
11414000	Stratford Gir's Grammar - S106 Contribution re: 6th form provision	300	0	0	0	300	300	0	0	0	300	0	0	
11498000	Etone Secondary School grounds resurfacing & expansion enabling works	0	30	0	0	30	0	43	0	0	43	13	13	Increased costs due to increased scope of works.
SEN - other														
11178000	Woodlands School (improve facilities)	300	8	0	0	308	300	8	0	0	308	0	0	
11180000	Welcombe Hills vehicle access alterations	8	68	374	0	450	8	18	424	0	450	(50)	0	Scheme planned for summer holiday 2017 to minimise disruption to the running of the school.
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	7	93	0	0	100	7	93	0	0	100	0	0	
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	35	25	0	0	60	35	25	0	0	60	0	0	
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	5	395	0	0	400	5	(5)	0	0	0	(400)	(400)	Scheme abandoned at request of school. See also Stockingford Specialist Inclusion Support Group.
11409000	New SEN provision - Complex Mental Health needs	50	30	0	0	80	50	30	0	0	80	0	0	
11477000	North Warwickshire & Hinckley College SEN provision		365	0	0	365	0	365	0	0	365	0	0	
11478000	Warwickshire College SEN provision	0	292	0	0	292	0	292	0	0	292	0	0	
11495000	Stockingford Primary School new SISG module building	0	300	0	0	300	0	300	100	0	400	0	100	The proposal for a modular building for an Specialist Inclusion Support Group at Boughton Leigh will not proceed. The modular building will now be provided at Stockingford Primary leading to an increase in the cost of proposals for Stockingford.
11496000	Middlemarch Junior School - SEN resourced provision facilities	0	100	0	0	100	0	100	0	0	100	0	0	
SEN - expansion														
11250000	Brooke School extension - targeted basic need	945	22	0	0	967	945	22	0	0	967	0	0	
11257000	Welcombe Hills School extension - targeted basic need	964	39	0	0	1,004	964	48	0	0	1,013	9	9	Additional costs due to variations in contract.
11269000	Woodlands Special School (pupil places)	395	0	0	0	395	395	0	0	0	395	0	0	
11346000	Brooke School - Conversion of Existing Spaces	0	(0)	0	0	0	0	(0)	0	0	0	0	0	
SEN - new														
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	5,486	514	0	0	6,000	5,486	514	0	0	6,000	0	0	
		115,497	19,729	19,403	0	154,629	115,497	17,969	16,678	4,000	154,145	(1,760)	(484)	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Management	245		245	246	1	
Salaries and Service Overheads	1,400		1,400	1,427	27	
Children's Health	10,124		10,124	10,183	59	
Health Checks and Wellbeing	751		751	587	(164)	Health Checks is a demand led service that has had lower uptake this financial year than budgeted for, therefore projections for the budget have been reduced to reflect this for the remainder of the year.
Physical Activity and Weight Management	1,442		1,442	1,430	(12)	
Substance Misuse	5,013		5,013	5,070	57	Planned overspend, part of local strategic development plan
Smoking Cessation and Tobacco Control	755		755	696	(59)	
Health Protection and Resilience	4,238		4,238	4,317	79	The Sexual Health GP payments and out of area demand led services have experienced higher levels of uptake than budgeted for. The forecast allows for this trend to continue for the rest of the financial year.
Mental Health and Wellbeing	1,138		1,138	1,125	(13)	
Population Health and Place	589		589	589	0	
Net Service Spending	25,695	0	25,695	25,670	(25)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1,295		82	1,377		
DAAT	513		(57)	456		
Family Nurse Partnership	361			361		
Total	2,169	0	25	2,194		

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	800	800	800	2,000	2,000	
	Total	800	800	800	2,000	2,000	
	Target		800	800		2,000	
	Remaining Shortfall/(Over Achievement)		0	0		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£ 000's	£'000			
11492000	Urban Mile Markers	0	4	20	0	24	0	0	24	0	24	(4)	0	S106 funding awarded for healthy signage. Project meeting to progress in January 2017, with likely spend to start after April 2017.
11533000	Public Health England grant- ESH Residential Rehab	0	0	0	0	0	0	545	0	0	545	545	545	New project added to capital programme 16th December 2016. £545,000 grant from Public Health England paid in full to ESH Works Ltd to provide a residential rehabilitation facility.
		0	4	20	0	24	0	545	24	0	569	541	545	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Economy Management	222		222	224	2	
Transport & Economy support costs	815		815	683	(132)	Salary savings through Head of Service reconfiguration.
Economy & Skills	1,579		1,579	1,456	(123)	Underspend driven by two key factors: 1) delay in the start of European Structural & Investment Funds due to approval delays on the part of Government, and fall out from the Brexit referendum result; 2) a decision to fund Skills for Employment Major Grants in instalments based on delivery rather than upfront payments to manage risk and monitor delivery more closely - this has led to some originally forecast spend to be moved into the next financial year. For both areas, it is proposed that we utilise reserves to manage spend over the life of the programmes.
Economy & Skills - Business Centres	(321)		(321)	(514)	(193)	The Business Centres are continuing to experience very high occupancy levels, and we have been working on initiatives to increase income for the Centres and provide an improved services to tenants (such as our investment and reselling of broadband and VOIP packages). This has led to higher than originally forecast income and hence predicted underspend.
Planning and Development & Flood Risk	1,046		1,046	1,207	161	Additional costs in Flood Risk Management with respect to Snitterfield and other flood alleviation projects. Part of this cost is being met from additional surpluses across the Group.
Infrastructure & Regeneration	1,045		1,045	1,051	6	
Design Services	1,188		1,188	1,188	0	
Design Services (Traded Service)	(384)		(384)	(484)	(100)	General increase in the volume of rechargeable schemes throughout the year.
County Fleet Management	(289)		(289)	(289)	0	
County Fleet Management (WES Traded Service)	(109)		(109)	(109)	0	
County Highways	16,017		16,017	16,013	(4)	The winter months can, traditionally, cause a movement in expenditure due to the nature of the service. Whilst it is difficult to put an accurate estimate on this, it should be noted there could be a potential unavoidable change at Quarter 4 if weather conditions take a downturn.
Transport Operations	9,282		9,282	9,072	(210)	Reduction in the number of concessionary journeys, including those caused by changes to bus routes by commercial operators.
Transport Planning	1,386	(200)	1,186	1,264	78	In year increased pressure on the Transport Development Fund following direction from Senior Managers and Members for the development of infrastructure schemes e.g. Rugby Parkway.
Road Safety and Traffic Projects	(776)		(776)	(1,381)	(605)	Increased income from Civilian Parking Enforcement including changes in permit prices. An increase in the number of clients being referred for diversionary courses resulting in increased income. Reduced staff costs in the Engineering Team.
Road Safety - Minibus Driver Training (WES Traded Service)	(10)		(10)	(11)	(1)	
Net Service Spending	30,691	(200)	30,491	29,370	(1,121)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Business Centres	440		200	640	(200)	Major works to carpark at EPIC will require up to £500k spend in 2017/18, which will use up much of this reserve.
Speed Awareness Workshops	920			920		
Kenilworth Station	461	200		661		
County Fleet Maintenance	25			25		
Design Services Reserve	100			100		
Development Group Realignment Costs	134			134		
Concessionary Travel Reserve	130		210	340	(210)	Unpredictable level of demand not within control of WCC. Service is a statutory provision.
Transport Pilot Fund	99	(99)		0		
Highways Maintenance Reserve	0			0		
Women's Cycle Race 2016 Reserve	50	(50)	125	125	(125)	The contract for the Women's Cycle Race 2017 is now in place but will be paid for in 2017/18 financial year.
Transport & Economy - Savings	194		287	481		
S38 Developer Funding	940			940		
Flood Management Reserve	555			555		
European Match Funding	191		149	340	(149)	Delays in programme start means that contracted delivery is being reprofiled and increased spend and activity will occur in later years.
Infrastructure Group	58			58		
G4G Apprenticeship Hub	34	100		134		
Skills Delivery for Economic Growth	200		50	250	(50)	Shift to staged payments for major grants means some funding will now fall in next financial year and hence need to move an amount into reserves.
Rural Growth Network	317		50	367	(50)	Delays in European Regional Development Funding and European Agricultural Fund for Rural Development launches mean that expected spend will now fall in later years.
HS2 Phase 2	107		50	157	(50)	This reserve will form the revenue budget for 2017/18
Traffic Model Revenue Fund	57			57		
Growth Deal Bid Development Reserve	50			50		
Total	5,062	151	1,121	6,334	(834)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	2,369	2,369	2,369	2,369	2,369	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	(20)	(20)	(20)	377	377	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	120	120	120	123	123	
OOP/TH-L	Reduction in street lighting energy costs	300	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.	214	214	214	214	214	
OOP/TH-O	Reduction in highway drainage maintenance.	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	500	500	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0		0	200	200	
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	113	119	299	299	There may be a delay in realising the savings related to the regeneration function, but the financial impact is not as yet known. This will be updated at Quarter 4 together with any mitigation actions.
	Total	3,102	3,096	3,102	4,582	4,582	
	Target			3,102		4,582	
	Remaining Shortfall/(Over Achievement)			0		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast				Variation		Reasons for Variation and Management Action	
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year		Total
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's		£ 000's
Area Delegated Funded Schemes														
Various	Area Delegated Funding up to 14-15	5,867	133	707	0	6,707	5,867	178	624	0	6,669	45	(38)	Total across all area delegated schemes increased by 19,000 this is wholly funded by use of s106 developer funding.
11352000	Area Delegated Funding 15-16	0	0	0	0	0	0	0	0	0	0	0	0	
11353000	Area Delegated Funding 16-17	0	0	1,583	0	1,583	0	0	1,578	0	1,578	0	(5)	New schemes allocated.
11354000	Area Delegated Funding 17-18	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11394000	Transport & Roads Area Delegated Funding	250	289	236	0	775	250	243	266	0	758	(46)	(16)	Reallocation of codes to new year.
11395000	Street Lights Area Delegated Funding	139	13	0	0	152	139	13	0	0	152	0	0	
11396000	County Highways Area Delegated Funding	157	177	10	0	344	157	178	0	0	335	1	(9)	Various carry over codes transferred to unallocated budget in new year.
11397000	Transport Planning Unit Area Delegated Funding	27	76	0	0	103	27	61	16	0	104	(15)	1	Budget increased due to higher current year spend.
11398000	Design Services Area Delegated Funding	21	118	0	0	139	21	127	0	0	149	9	9	Additional budget added to schemes.
11452000	Area Delegated Funding 18-19	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11483000	Delegated Budget 2016-17 Traffic Signals & pedestrian crossings	0	134	0	0	134	0	9	60	0	69	(125)	(65)	Scheme cancelled as per Cllr Butlin.
11484000	Delegated Budget 2016-17 Bridge Maintenance	0	6	0	0	6	0	6	0	0	6	0	0	
11485000	Delegated Budget 2016-17 Road Safety	0	548	15	0	563	0	320	251	0	571	(228)	8	New schemes added and cancelled.
11486000	Delegated Budget 2016-17 Transport Planning	0	0	0	0	0	0	0	0	0	0	0	0	
11487000	Delegated Budget 2016-17 Transport Planning	0	94	0	0	94	0	75	42	0	117	(19)	23	New schemes have been allocated to the capital budget upon WCC Member request.
11488000	Delegated Budget 2016-17 Casualty reduction	0	10	0	0	10	0	20	0	0	20	10	10	Schemes to be completed as part of the Safer routes to school programme, councillor contributions.
11489000	Delegated Budget 2016-17 Street Lighting	0	21	0	0	21	0	21	0	0	21	0	0	
11490000	Delegated Budget 2016-17 Programmes	0	0	283	0	283	0	360	24	0	384	360	101	new schemes now allocated to codes.
Economic Development														
10086000	Optima Centre, Nuneaton	7,697	0	0	0	7,697	7,697	0	0	0	7,697	0	0	
10154000	Centenary Business Centre Phase 3	(8)	0	7	0	(0)	(8)	0	7	0	(0)	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	80	54	0	720	586	0	134	0	720	(80)	0	
11208000	Rural Growth Network	250	0	0	0	250	250	0	0	0	250	0	0	
11425000	Capital Growth Fund Business Loans and Grants	409	607	984	0	2,000	409	523	1,068	0	2,000	(84)	0	
11431000	Broadband and communication provision - business centres	7	83	0	0	90	7	83	0	0	90	0	0	
Flood Management														
11370000	Aston Cantlow Flood Alleviation	100	0	0	0	100	100	0	0	0	100	0	0	
11424000	Snitterfield Flood Alleviation	99	2,473	0	0	2,572	99	2,623	0	0	2,722	150	150	Delays and additional costs have occurred during works in Smith's Lane, where unknown services were located, some we have managed to diverted and others had to be worked around. A combined sewer was located in a different location than the records showed and has a resulted in a special pre-cast concrete culvert having to be manufactured, which caused further delays. The delays in Smith's Lane have had an impact on the overall programme and the Contractor is seeking an extension of time to complete the works. Additional costs being funded from revenue contributions and external funding sources.
11427000	Ladbrooke Flood Alleviation	0	65	0	0	65	0	5	60	0	65	(60)	0	Starting project this year. Majority of spend will be in 2017/18.
11504000	Eathorpe Flood Alleviation	0	56	0	0	56	0	45	0	0	45	(11)	(11)	Efficient procurement reduced cost. The savings will result in the reduced use of external funding.

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11513000	Bulkington Property Level Protection	0	0	0	0	0	0	8	0	0	8	8	8	Project approved on 19th August 2016 for £22,000 (£12,000 grant and £10,000 revenue). Scope of the project smaller than anticipated this will be funded wholly from a reduced external grant.
11514000	Grendon Property Level Protection	0	0	0	0	0	0	41	0	0	41	41	41	Project approved on 19th August 2016 for £36,000 (£20,000 grant and £16,000 revenue). Initial budget estimate was too low. The additional expenditure to be funded from further revenue contribution.
Integrated Transport - Casualty Reduction Schemes														
11453000	Casualty Reduction Schemes 18-19	0	0	0	350	350	0	0	0	350	350	0	0	
11126000	Casualty Reduction Schemes 2012/13	223	0	0	0	223	223	0	0	0	223	0	0	
11127000	Casualty Reduction Schemes 2013/14	348	0	0	0	348	348	0	0	0	348	0	0	
11128000	Casualty Reduction Schemes 2014/15	106	83	0	0	189	106	80	0	0	186	(3)	(3)	
11355000	Casualty Reduction Schemes 15/16	254	239	0	0	493	254	239	0	0	493	0	0	
11356000	Casualty Reduction Schemes 16/17	0	311	0	0	311	0	314	0	0	314	3	3	
11357000	Casualty Reduction Schemes 17/18	0	0	350	0	350	0	0	350	0	350	0	0	
Integrated Transport - Cycle Schemes														
10324000	Lawford Road Cycle Route	455	17	0	0	472	455	4	14	0	472	(14)	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	30	102	0	132	0	30	102	0	132	0	0	
10434000	North West Warwick Cycle Scheme	769	9	0	0	778	769	7	2	0	778	(2)	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0	
Integrated Transport - Other Schemes														
10294000	Minor Imps To Public & Community Transport 2008/09	0	0	0	0	0	0	0	0	0	0	0	0	
10980000	M40 Junction 14	2,818	416	0	0	3,234	2,818	416	0	0	3,234	0	0	
11060000	Renewal Of Vehicle Activated Signs	24	0	0	0	24	24	0	0	0	24	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	18	149	0	0	167	18	149	0	0	167	0	0	
11421000	Minor Integrated Schemes 15-16	0	0	0	0	0	0	0	0	0	0	0	0	
11456000	Stratford Park & Ride site alterations	0	70	30	0	100	0	90	10	0	100	20	0	Additional spending current year.
11512000	Vehicles for CFM 2016							27	0	0	27	27	27	Three new vehicles purchased are being fully funded from revenue contributions.
Integrated Transport - Public Transport														
11192000	Access to Stations - Warwick	108	0	0	0	108	108	0	0	0	108	0	0	
11193000	Access to Stations - Leamington	172	0	0	0	172	172	0	27	0	200	0	27	Additional work to complete the scheme is to be carried out in early 2017/18 with the costs being fully funded from external grant.
11244000	Leamington Bus / Rail Interchange	59	15	0	0	75	59	15	0	0	75	0	0	
11325000	Stratford Town Station Upgrade	17	243	0	0	260	17	243	0	0	260	0	0	
Integrated Transport - Safer Routes to Schools														
11280000	Safer routes to schools and 20mph school safety zones 14/15. Renamed Home to School Routes 14-15.	10	0	0	0	10	10	0	0	0	10	0	0	
11281000	Safer routes to schools and 20mph school safety zones 15/16. Renamed Home to School Routes 15-16.	20	190	0	0	210	20	45	145	0	210	(145)	0	Schemes delayed until next year (11281001, 11281002), due to review of Home to School Policy.
11282000	Safer routes to schools and 20mph school safety zones 16/17. Renamed Home to School Routes 16-17.	0	310	1,470	0	1,780	0	310	1,470	0	1,780	0	0	
Integrated Transport - Safety Camera Schemes														
10192000	Safety Camera Funded Schemes	1,369	227	0	0	1,596	1,369	227	0	0	1,596	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
Integrated Transport - School safety zones														
11358000	School Safety Zones 15/16	183	101	25	0	309	183	114	0	0	297	13	(12)	Adjusted forecast in line with current expenditure levels per project, carry forward of remaining budget allocation to 17/18.
11359000	School Safety Zones 16/17	11	999	1,681	0	2,691	11	972	403	0	1,386	(27)	(1,305)	Forecast reflects programme of works going into next financial year. Some schemes have been delayed due to consultations with public and schools.
11525000	School Safety Zones 17/18	0	0	0	0	0	0	6	1,311	0	1,317	6	1,317	Design work to make early start on project for next financial year.
Major Transport Projects														
10144000	A429 Barford By-Pass	10,802	25	0	0	10,827	10,802	25	0	0	10,827	0	0	
10203000	Rugby Western Relief Road	59,045	500	951	0	60,496	59,045	300	1,151	0	60,496	(200)	0	Reduction in spend in 2016/17 due to the number of part 1 claims for compensation not yet being agreed. The Majority of claims are now expected to be paid in 2017/18.
10362000	Kenilworth Station	4,617	6,300	2,288	37	13,243	4,617	6,610	2,288	37	13,553	310	310	Additional expenditure will be undertaken on behalf of Network Rail (NR) and will be fully funded by NR.
11333000	Kenilworth Station Contingency	0	373	0	0	373	0	0	373	0	373	(373)	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,562	85	0	0	5,646	5,562	85	0	0	5,646	0	0	
10981000	NUCKLE	1,896	33	0	0	1,930	1,896	33	0	0	1,930	0	0	
11221000	M40 Junction 12	9,483	2,316	0	0	11,799	9,483	2,589	0	0	12,072	273	273	Increase due to additional utilities delay costs, surfacing and Stage 3 safety audit works identified. Additional expenditure is being funded from external sources.
11272000	Rugby Gyatory Improvements	1,537	75	0	0	1,612	1,537	25	50	0	1,612	(50)	0	Works on-going to 2017/18.
11339000	Bermuda Connectivity	430	503	2,768	0	3,702	430	720	2,552	0	3,702	217	0	Higher than expected detailed design costs due to elements of the proposed scheme conflicting with significant existing infrastructure. In addition, planning application costs incurred in respect to the off-street car park for Bermuda Park Rail Station, in which WCC Regulatory Committee granted planning consent in October 2016.
11383000	Nuckle 1.2 Coventry - Nuneaton Rail Upgrade	851	0	0	0	851	851	0	0	0	851	0	0	
11100000	Footbridge at Stratford Town Station	3,007	36	0	0	3,043	3,007	36	0	0	3,043	0	0	
11509000	A444 Coton Arches, Nuneaton	0	300	3,300	100	3,700	0	200	3,500	100	3,800	(100)	100	Projected spend for 2016/17 reduced to reflect current progress. Spend for 2017/18 and total spend increased. Additional cost being funded from external sources.
11510000	A46 Stanks Island, Warwick	0	250	5,650	100	6,000	0	155	5,745	100	6,000	(95)	0	Projected costs for 2016/17 year transferred to 2017/18 year to reflect progress. Additional £1,000,000 secured from C&W LEP, which will result in reduction to Corporate resource requirement for 17/18 of £1,000,000.
Street Lighting														
11125000	Street Lighting Column Replacement 2014/2015	1,231	7	0	0	1,238	1,231	7	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	1,011	87	0	0	1,098	1,011	87	0	0	1,098	0	0	
11279000	Pump Priming allocation for LED street lighting	1,133	101	0	0	1,234	1,133	101	0	0	1,234	0	0	
11360000	LED Street Lights March Funding	2,885	2,115	0	0	5,000	2,885	2,626	0	0	5,512	512	512	Additional expenditure to be funded from revenue contribution as part of spend to save on LED lanterns.
11459000	Street Lighting Column Replacement 2016-17	0	1,015	0	0	1,015	0	1,076	0	0	1,076	61	61	Contribution from revenue for the increase of the column replacement budget.
Structural Bridge Maintenance														
10413000	Structural Maintenance of Bridges 2009/10	1,404	0	0	0	1,404	1,404	0	0	0	1,404	0	0	
10421000	Portobello Bridge	521	73	1,461	5	2,060	521	1	5	1,533	2,060	(72)	0	The majority of these works will now take place in 2018/19 and 2019/20.
10977000	Minor Bridge Maintenance Schemes 2011/2012	15	88	0	0	103	15	88	0	0	103	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,339	3	0	0	2,342	2,339	3	0	0	2,342	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	291	8	0	0	299	291	8	0	0	299	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11308000	Minor Bridge Maintenance schemes 2014/2015	839	13	0	0	852	839	15	0	0	853	2	2	
11382000	Minor Bridge Maintenance schemes 2015/2016	972	520	0	0	1,493	972	471	0	0	1,444	(49)	(49)	Tendered costs were significantly cheaper than those estimated. Corporate resourcing freed up as consequence of this has been reallocated for use in 2016/17 projects.
11457000	Minor Bridge Maintenance schemes 2016/2017		890	0	0	890	0	937	0	0	937	47	47	
Structural Maintenance of Roads														
11018000	Highways Maintenance 2013/14	4	0	0	0	4	4	0	0	0	4	0	0	
11129000	Highways Maintenance 2014/15	18,769	0	0	0	18,769	18,769	0	0	0	18,769	0	0	
11219000	Highways Structural Maintenance 2015/16	14,149	0	0	0	14,149	14,149	0	0	0	14,149	0	0	
11361000	Highways Maintenance 16-17	0	13,491	0	0	13,491	0	14,243	0	0	14,243	752	752	Increased expenditure to be funded from the reallocation of existing revenue budgets in form of contribution to capital.
11362000	Highways Maintenance 17-18	0	0	11,801	0	11,801	0	0	11,801	0	11,801	0	0	
11451000	Highways Maintenance 18-19	0	0	0	10,708	10,708	0	0	0	10,708	10,708	0	0	
11454000	Highways Maintenance Additional Funding 16-17	0	0	0	0	0	0	0	0	0	0	0	0	
11455000	Highways Maintenance Additional Funding 17-18	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
Traffic Signals														
11309000	Traffic Signals 2014-15	234	22	0	0	256	234	22	0	0	256	0	0	
11381000	Traffic Signals 2015-16	191	16	0	0	207	191	16	0	0	207	0	0	
11458000	Traffic Signals 2016-17		250	0	0	250	0	250	0	0	250	0	0	
Community Safety & Other														
11523000	Community Buildings Capital Grant Fund	0	0	0	0	0	0	60	0	0	60	60	60	Funding from reallocated s106 balances.
11524000	Emergency Stopping Places	0	0	0	0	0	0	0	0	0	0	0	0	
Total Transport & Economy (excluding funded developer schemes)		165,796	37,893	39,757	13,300	256,747	165,796	39,023	39,430	14,828	259,077	1,130	2,330	
Section 278 Funded Developer Schemes														
Developer Funded Transport - s106 schemes														
11464000	Clifton on Dunsmore Traffic Calming S106	0	280	0	0	280	0	280	0	0	280	0	0	
Developer Funded Transport - minor schemes														
11085000	Developer Schemes Under £100k	21	0	0	0	21	21	0	0	0	21	0	0	
11194000	Minor Developer Funded Schemes 2013/14	73	182	45	0	300	73	182	45	0	300	0	0	
11195000	Minor Developer Funded Schemes 2014/15	457	21	0	0	478	457	21	0	0	478	0	0	
11196000	Minor Developer Funded Schemes 2015/16	91	5	0	0	96	91	5	0	0	96	0	0	
11441000	Minor Developer Schemes 16-17	4	184	71	0	259	4	194	71	0	270	11	11	
Developer Funded Transport - other schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	913	64	0	0	977	913	64	0	0	977	0	0	
10382000	Warwick Town Centre Traffic Management	1,018	0	0	0	1,018	1,018	0	0	0	1,018	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0	
10930000	Stratford Guild Street - College House dev Whitbread	68	0	0	0	68	68	0	0	0	68	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	41	350	0	0	391	41	10	340	0	391	(340)	0	Scheme development slipped to 2017/18 due to delays with land acquisition.
11079000	Former Cattle Market Site in Stratford	1,225	0	0	0	1,225	1,225	0	0	0	1,225	0	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade traffic signals Blackhorse Road	13	0	0	0	13	13	0	0	0	13	0	0	
11197000	Ford Foundry - Highway Improvement Works	4,712	0	0	0	4,712	4,712	0	0	0	4,712	0	0	
11305000	New Roundabout on the A444 Weddington Road, Nuneaton	4	0	0	0	4	4	0	100	0	104	0	100	Additional work has been identified in Safety Audit which will be done in 2017/18 and funded by the Developer.
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	362	0	0	0	362	362	0	0	0	362	0	0	

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	0	109	0	0	109	0	77	0	0	77	(32)	(32)	Final costs lower than estimated.
11326000	Elliots Field Retail Park	812	10	0	0	822	812	5	0	0	817	(5)	(5)	Final costs now forecast to be below expenditure budget.
11327000	B4113 Gipsy Lane Junction	5	199	0	0	204	5	0	199	0	204	(199)	0	Scheme delayed and now expected to be delivered in 2017/18.
11328000	New Roundabout Southam Road Kineton	463	36	0	0	499	463	36	0	0	499	0	0	
11329000	Southam Town Centre enhancements	317	0	0	0	317	317	0	0	0	317	0	0	
11336000	Ansty Business Park Phase 3	552	2,124	500	0	3,176	552	2,124	500	0	3,176	0	0	
11337000	A426 Leicester Road, Rugby - Toucan Crossing	324	5	0	0	329	324	11	0	0	334	6	6	
11366000	B4087 Tachbrook Road Signals	428	12	0	0	440	428	1	0	0	428	(11)	(11)	Scheme now complete.
11417000	A426 /A4071 Avon Mill Roundabout Rugby Improvement Scheme	57	560	0	0	617	57	288	272	0	617	(272)	0	Further development work now scheduled for 2017/18.
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	2	20	122	112	257	2	20	122	112	257	0	0	
Developer Funded Transport - s278 schemes														
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	297	146	0	0	443	297	146	0	0	443	0	0	
11423000	A423 Coventry Road Southam S278	1	479	0	0	480	1	479	0	0	480	0	0	
11428000	B5000 Grendon Road, Polesworth New Roundabout S278	0	750	0	0	750	0	750	0	0	750	0	0	
11429000	A3400 Birmingham Road, Stratford upon Avon, New right turn land S278	6	269	0	0	275	6	269	0	0	275	0	0	
11430000	A428 Rugby Radio Station Mass Site S278 Highways Work	26	2,674	0	0	2,700	26	2,674	0	0	2,700	0	0	
11435000	A3400 Birmingham Road, Stratford upon Avon - 3 arm traffic signal junction to 4 arm conversion	0	310	0	0	310	0	350	0	0	350	40	40	
11436000	B4087 Oakley Wood Road Bishops Tachbrook	0	360	0	0	360	0	360	0	0	360	0	0	
11437000	B4632 Campden Road / C47 Station Road	0	340	0	0	340	0	550	0	0	550	210	210	
11438000	B4642 Coventry Road / site access Cawston	0	300	0	0	300	0	100	450	0	550	(200)	250	
11439000	B4642 Coventry Road / Cawston Grange Drive 5th arm of roundabout	0	1,450	0	0	1,450	0	1,450	0	0	1,450	0	0	
11460000	C204 Birmingham Road, Alcester - new right turn land outside Alcester Grammar	0	280	0	0	280	0	0	500	0	500	(280)	220	
11461000	A47 The Long Shoot Nuneaton	0	350	0	0	350	0	0	500	0	500	(350)	150	Scheme delayed and cost estimated reviewed.
11462000	B4035 Campden Road, Shipston on Stour new right turn lane	0	250	0	0	250	0	0	450	0	450	(250)	200	Scheme delayed and costs estimate revised following completion of Technical Review.
11463000	B4451 Kineton Road, Southam - new roundabout	0	300	0	0	300	0	100	400	0	500	(200)	200	Scheme delayed and cost estimate revised following completion of Technical Review.
11467000	C43 Traffic Junction for Country Park on Harbury Lane	0	600	0	0	600	0	600	0	0	600	0	0	
11511000	A429 Ettington Road, Wellesbourne	0	980	0	0	980	0	0	980	0	980	(980)	0	Scheme is expected to start in May 2017.
11505000	A422 Alcester Road, Stratford upon Avon	0	225	0	0	225	0	225	0	0	225	0	0	
11506000	A426 Southam Road, Southam	0	245	0	0	245	0	0	245	0	245	(245)	0	This scheme is more likely to start in 2017/18.
11507000	A428 Lawford Road, Rugby	0	450	0	0	450	0	100	350	0	450	(350)	0	Scheme is now expected to begin construction in March 2017.
11508000	B4429 Ashlawn Road, Rugby	0	150	0	0	150	0	100	0	0	100	(50)	(50)	Rendered costs were significantly cheaper than those estimated.
11515000	A4254 Eastbro Way Nuneaton Traffic Signals at Junctions with Camborne Drive S278	0	1,450	0	0	1,450	0	0	1,450	0	1,450	(1,450)	0	Developer has indicated that they wish construction to begin in Summer 2017.
11516000	A444 Weddington Road Nuneaton Right Turn Lane to Site Access S278	0	0	0	0	0	0	150	250	0	400	150	400	Scheme start now expected in January 2017.
11517000	A47 Hinkey Road Nuneaton Puffin Crossing	0	100	0	0	100	0	0	100	0	100	(100)	0	Scheme has been delayed as S278 Agreement has not been signed.

D Transport & Economy

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total	
		£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	
11518000	D2206 Siskin Drive Baginton Right Turn Lane S278	0	175	0	0	175	0	0	175	0	175	(175)	0	Scheme has been delayed as S278 Agreement has not been signed.
11519000	D3108 Back Lane Long Lawford Traffic Signals & Junction Improvements S278	0	850	0	0	850	0	0	850	0	850	(850)	0	Scheme now expected to start in 2017/18 when the Developer is ready.
11527000	A423 Marton Road, Long Itchington - new footway and site access.	0	0	0	0	0	0	0	100	0	100	0	100	New Scheme approved by Portfolio holder for property & finance 18th November 2016. Phasing to be confirmed.
11528000	A444 Weddington Road, Nuneaton - new Puffin crossing.	0	0	0	0	0	0	0	150	0	150	0	150	New Scheme approved by Portfolio holder for property & finance 18th November 2016. Phasing to be confirmed.
11529000	B4642 Coventry Road, Cawston - new right turn lane.	0	0	0	0	0	0	0	150	0	150	0	150	New Scheme approved by Portfolio holder for property & finance 18th November 2016. Phasing to be confirmed.
11530000	C33 Stockton Road and A423 Southam Road, Long Itchington - new footway on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southam Road.	0	0	0	0	0	0	0	150	0	150	0	150	New Scheme approved by Portfolio holder for property & finance 18th November 2016. Phasing to be confirmed.
11531000	D1643 Park Road, Bedworth - new car park egress.	0	0	0	0	0	0	0	125	0	125	0	125	New Scheme approved by Portfolio holder for property & finance 18th November 2016. Phasing to be confirmed.
Total Funded Developer Schemes		13,051	18,040	739	112	31,942	13,051	12,116	9,025	112	34,305	(5,924)	2,362	
Grand Total - All Transport & Economy		178,847	55,933	40,496	13,413	288,689	178,847	51,139	48,455	14,941	293,382	(4,794)	4,692	

Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0869	Deterioration of Highway Network condition	Mark Ryder	21/04/2016	16	The risk is being managed with additional agreed investment through the February 2016 budget resolution, the effective prioritisation of maintenance and repair work on the network, including more intelligence led processes under our new highways maintenance contract with Balfour Beatty.	12	Due to a significant reduction in capital investment additional one off funding was secured. In addition careful strategic management to optimise our spend and maintain the condition and longevity of the network is in place. However there still remains a risk of long term structural deterioration with current levels of investment.
R0895	A major flood risk materialises	Michael Green	13/12/2016	16	The Risk is being managed by maximising the opportunities to deliver schemes to alleviate flooding, by working with communities and partners to help better manage local flood risk and be more resilient to it. The Flood Risk Management Team are also ensuring that there is no increase to the risk of flood as part of their statutory consultee role.	12	Public facing Flood Summit in spring 2017 and Surface Water Management Plan to be further developed with draft investment.

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Head of Service	3,977	80	4,057	3,308	(749)	This underspend primarily consists of OOP 2017/18 savings that have been made early and removed from individual services. The underspend is therefore one-off as the budget will be relinquished during the 2017/18 corporate budget process.
Priority Families	585	0	585	587	2	
Priority Families - WES Traded Services	(1)	0	(1)	(9)	(8)	
Transition	1,163	0	1,163	1,102	(61)	
Transition - WES Traded Services	(3)	0	(3)	(3)	0	
Social Care North	16,537	0	16,537	17,692	1,155	There is a £886,000 forecasted overspend on external placements, with fewer available internal foster care placements the service is having to purchase more external placements. Managers are forecasting to purchase 147 FTE places at an average current cost of £44,000 per year. Correspondingly as fewer internal foster carers are available the service is forecasting to underspend this budget by £397,000. The Special Guardianship budget is also seeing a forecasted overspend of £179,000 due to higher levels of payments which is due to beneficiaries financial position. With Children in Need & Children Looked After still high the staffing budget is experiencing pressure with a forecasted overspend of £201,000 which includes a £665,000 forecast for Agency workers covering vacancies. The reduced LAC transport budget (OOP saving) is also forecasting an over-spend of £463,000. Parent and Baby placements are currently overspent by £91,000. Significant effort into not placing children in the most expensive placements type (Residential) is resulting in the service forecasting a £165,000 underspend. FTE numbers are down by 12.94 from 2015/16 year end to 30.49 children. These places have an average unit cost of £135,000 per year, effort in procuring less expensive places has resulted in this unit cost reducing by £10,000 per average placement since 2015/16.
Social Care South	10,011	3,313	13,324	13,854	530	
Social Care South - WES Traded Services	(20)	0	(20)	(62)	(42)	
Social Care Countywide	9,641	0	9,641	9,882	241	
SEND Social Care	4,224	(4,224)	0	0	0	Transferred to Social Care South
Family Support	6,700	(8)	6,692	6,675	(17)	
Multi Agency Safeguarding Hub	1,016	912	1,928	1,795	(133)	
Principal & Education Social Work	99	0	99	93	(6)	
Net Service Spending	53,928	73	54,001	54,914	913	
				Non DSG	974	
				DSG	(61)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	68		(1,021)	(953)		
Young Carers Contract	50	50	0	100		
Priority Families	1,183		(2)	1,181	438	Draw down request to bring the Priority Families budget back into balance as forecasted.
Traded	76		49	125		
Central DSG Reserve	0		61	61		
Total	1,377	50	(913)	514	438	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for savings in 2014/15 and 2015/16	3,198	3,198	3,198	3,198	3,198	
CF-A (SG-A,B,H,I)	Children Looked After (CLA) - The pathway of the Child	775	255	255	1,463	299	This is a roll up of the previous SG-B (reducing CLA numbers and costs) plus other minor savings. There is a redesign plan to manage down the under-achievement of the reduction and cost of children looked after numbers which has previously been reported to Corporate Board for challenge and approval. The Solo placement scheme strategy continues to aid the cost of reduction of otherwise costly residential places. Activity to achieve the savings historically with projects has been exhausted. The saving is now included within the Business Units Redesign Plan.
CF-B (EH-A, EH-F)	Redesign Early Help Services	42	18	18	90	23	This is a roll up of the previous Early Help & Targeted Support savings. The achievement of CAF 2016/17+ savings is no longer in line with the Corporate Transformation Plan and therefore a solution to covering this saving is now included within the Business Units Redesign Plan.
OOP/EH-C	Proposed Savings is based on charging Academy Schools for the coordination of educational visits.	7	7	7	7	7	
OOP/EH-H	Target Support Young People - Teenagers in Care Programme: moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	25	25	25	73	73	
OOP-EH-K	Development of family centres to deliver savings by integrating children's centres, early intervention, priority families and health services, which focus services to the most vulnerable.	0	0	0	700	442	The timelines for consultation is crucial to achieve the savings for 2017/18. Unless consultation is completed in early 2017 the forecast shall be further adjusted downwards.
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	280	280	Alternative plans are being developed to phase the savings over a longer period of time.
OOP-EH-M	Use of Reserves to allow phasing of savings delivery	280	280	280	0	0	
OOP/SG-C	Review of processes, in light of recent legislative changes that have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection.	200	200	200	200	200	
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	250	250	500	500	
OOP/LA-I	Reduction in the transport budget for Looked After Children. This significant proposed reduction in the transport budget will require a change in policy and full consultation to inform changes.	300	0	0	600	0	Work is continuing to review the strategies to reduce spend and demand in line with our statutory duties. As this saving is not achievable it is contained within the Business Unit's Financial Recovery Plan.
	Total	5,077	4,233	4,233	7,111	5,022	
	Target		5,077	5,077		7,111	
	Remaining Shortfall/(Over Achievement)		844	844		2,089	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11115000	Fostercare Adaptations 2013-14	12	0	0	0	12	12	0	0	0	12	0	0	
11116000	Fostercare Adaptations 2014-15	0	0	0	0	0	0	0	0	0	0	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	0	0	0	0	0	0	0	0	0	0	
11295000	Fostercare Adaptations 2016-17	0	13	50	126	188	0	13	50	126	188	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
11447000	Fostercare Adaptations 2018-19	0	0	0	50	50	0	0	0	50	50	0	0	
11521000	Assistance for fostercare & adoption placements - adopter P&SG Vehicle contribution	0	0	0	0	0	0	9	0	0	9	9	9	New Capital Programme Spend added to People Group Capital Programme to be fully funded by a Revenue Contribution by the Adoption Service - Approved by John Betts 28/09/2016.
11522000	Assistance for fostercare & adoption placements - adopter P&SG House contribution	0	0	0	0	0	0	13	0	0	13	13	13	New Capital Programme Spend added to People Group Capital Programme to be fully funded by a Revenue Contribution by the Adoption Service - Approved by John Betts 28/09/2016.
		12	13	50	226	300	12	34	50	226	321	21	21	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	719	373	1,092	1,048	(44)	
Service Development and Assurance (Adults)	289	0	289	255	(34)	
Service Development and Assurance (Business and Systems)	3,568	(365)	3,203	2,638	(565)	£113,000 underspend is the full year effect of staffing vacancies ahead of future OOP savings. £236,000 underspend in the replacement client information system project for 2016/17 (required for 2017/18) and £215,000 underspend in contingency costs drawn down from reserves to offset potential risks to OOP delivery. The System Review Board have agreed a revised plan and funding for the Adults portion of Mosaic implementation. This would make use of the PPA underspends. Any underspends in Service Development and Assurance (Business and Systems) to be allocated at year end to reserves and to be held for 'Mosaic Implementation'.
Service Development and Assurance (Children's)	1,576	0	1,576	1,551	(25)	
Net Service Spending	6,152	8	6,160	5,492	(668)	
				Non DSG	(668)	
				DSG	0	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	949		668	1,617		The System Review Board agreed the revised plan and funding for the Adults portion of Mosaic implementation. This would make use of the PPA reserves. The service would therefore like to specifically prioritise the PPA reserves for 'Mosaic Implementation'.
Total	949	0	668	1,617	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,610	1,610	1,610	1,610	1,610	
OOP/STC-E	Changes to System Support Service including a reduction in computer system support contract costs and consultancy	100	113	113	100	177	The over recovery of this saving represents the outcome of the Service restructure in 2015/16 and additional savings anticipated as a result of reduced licensing costs from the replacement of Care First achieved in 2017/18. Historical flexible project budgets have also been reduced.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	16	69	69	116	105	The saving is on track to be delivered. The saving relates to the ending of fixed terms contracts and therefore reduction in capacity. The under recovery relates to savings made elsewhere in the business unit.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	74	8	8	74	8	The savings required from this line will be achieved in the Business Units other savings lines.
	Total	1,800	1,800	1,800	1,900	1,900	
	Target		1,800	1,800		1,900	
	Remaining Shortfall/(Over Achievement)		0	0		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11310000	Client Information Systems Review	1,180	1,010	0	0	2,190	1,180	1,010	0	0	2,190	0	0	
		1,180	1,010	0	0	2,190	1,180	1,010	0	0	2,190	0	0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	7,374	(1,074)	6,300	4,421	(1,879)	The timing of contract awards for care at home and residential care in year has meant some one-off underspends, which have been held by the Head of Service to mitigate pressures elsewhere in the business unit, and to mitigate the under-delivery of some of the savings against the business unit.
Disabilities	58,168	299	58,467	60,461	1,994	There is a new service redesign plan, the purpose of which is to address the historical overspend within disabilities services. Progress with the delivery of this redesign has been impacted by turnover of staff and by increased pressures as a result higher levels of younger adults entering services and work to prevent admission to hospital as a result of the Winterborne View. The plan is currently being refreshed to ensure that progress can be accelerated and the budget can be returned to a balanced position. Consideration is being given to the future budgetary needs of the service, and how this can be managed across the business unit.
Mental Health	7,560	2	7,562	8,224	662	There is considerable pressure on Deprivation of Liberty Safeguards budgets as the number of assessments has risen significantly, resulting in high use of Best Interest Assessors and higher than planned medical and legal fees. The Law Commission is expected to report on a review of the case law that has driven this position shortly. This may reduce the longer term pressure in this area.
Practice Development	14	0	14	14	0	
Older People	40,805	653	41,458	40,066	(1,392)	The timing of contract awards in year has meant some in year underspends which are one-off. The service is continuing to work to manage demand pressures.
Integrated Care	8,108	120	8,228	7,956	(272)	
Net Service Spending	122,029	0	122,029	121,142	(887)	
				Non DSG	(887)	
				DSG	0	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	5,082		887	5,969		
Total	5,082	0	887	5,969	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 & 2015/16	11,676	11,676	11,676	11,676	11,676	
	Adjustment for under-delivery of savings in 2014/15 & 2015/16	(1,174)	(1,174)	(1,174)	(1,174)	(1,174)	£1,174,000 permanent savings due to be delivered in 2014/15 and 2015/16 are currently behind schedule. These were covered by one-off savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2016/17 have been increased to reflect this as follows: SCS-A £300,000, SCS-B £398,000, SCS-P £200,000 and STC-B £276,000
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	500	100	100	700	100	Target for 2016/17 has been increased by £300,000 to reflect delays in delivery from previous years. £100,000 of savings have been delivered through efficiencies in running the service, however no further savings have been identified.
OOP/SCS-B	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	398	398	559	798	1,006	Target for 2016/17 has been increased by £398,000 to reflect delays in delivery from previous years. Integrating with health and improvements in the effectiveness of the service are expected to deliver savings in excess of target, which are intended to help offset other savings which are under-delivering.
OOP/SCS-C	Maximise all customer charging opportunities	100	75	100	300	231	The saving target for 2016/17 financial year is forecast to be met. It is possible that the final year target may not be met in full, but all of the initiatives to save are being pursued. Currently a small shortfall is being reported
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	0	0	828	828	Progress on target
OOP/SCS-G	Service Redesign for Social Care and Support teams (except reablement - separate savings plan)	100	100	100	200	200	Changes have been made to management structures to deliver these savings in 2016/17
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	1,072	804	1,072	1,372	1,372	Many of these savings were delivered early last financial year, therefore are known to be on track. The project is expected to over-deliver as a result of further initiatives to ensure care is proportionate to need.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	188	250	250	250	Progress on target.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	702	900	1,000	517	The project is expected to over-deliver in the current year due to the one-off benefit of a mid-year implementation of new contracts.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	200	359	359	500	500	Progress on target. Includes early delivery for 2016/17
OOP/SCS-Q	Voluntary Sector / Micro-Enterprise and Social Capital Project: Fundamental Review of contracting and relationship management with respect to how public sector and voluntary sector works together in Warwickshire to improve 'social capital' and reduce demand on statutory social care services.	500	0	0	800	100	There have been delays in the commencement of this project. It is now expected to deliver in full by 2019/20.
OOP/SCS-R	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	328	355	355	350	600	Target for 2016/17 achieved and it is expected that further savings will be made in 2017/18, which will mitigate under-delivery in other areas.
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	376	0	0	376	0	Target for 2016/17 has been increased by £276,000 to reflect delays in delivery from previous years. Project progress has been suspended pending feedback from a corporate review.
	Total	14,926	13,583	14,297	17,976	16,206	
	Target		14,926	14,926		17,976	
	Remaining Shortfall/(Over Achievement)		1,344	629		1,770	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	250	920	500	1,670	0	0	1,170	500	1,670	(250)	0	It is anticipated that as a result of further integration across health and social care significant future investment will be required to develop supporting systems and technology, including multi-agency citizen held records. However, the timescales are currently unclear and depend on progress with the NHS led Local Digital Roadmap and ongoing work with health partners. It is anticipated that the investment needed will ultimately be a significant sum, and there is no alternative funding stream available.
		0	250	920	500	1,670	0	0	1,170	500	1,670	(250)	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)

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,475	0	1,475	923	(552)	This underspend is due to reduction in programme & projects and the early achievement of some savings.
All Age Disabilities	1,936	(41)	1,895	1,680	(215)	The underspend primarily relates to the Children & Adolescent Mental Health Service, with £135,000 due to late starts for transitional funding projects. Further savings in salaries and supplies & services.
Integrated Elderly Care	1,305	0	1,305	994	(311)	£268,000 relates to Carers Support services following a review of current service provision and delayed starts to projects funded by transitional funding. Increased costs of £58,000 for Meals Service have been offset by additional income for commissioning services.
Market Management and Quality	775	0	775	729	(46)	
Children's Commissioning	7,425	(39)	7,386	7,101	(285)	£207,000 relates to the early delivery of savings for the Supporting People programme following redesign. Further one-off savings of £38,000 from posts being held vacant to deliver the OOP2020 savings.
Net Service Spending	12,915	(80)	12,835	11,427	(1,408)	
				Non DSG	(1,408)	
				DSG	0	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	2,976	0	1,408	4,384	(354)	Required to mitigate risks associated with service redesign and transformation, delay in achieving defined savings targets within given year(s), risks linked to market changes for example; planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned.
Total	2,976	0	1,408	4,384	(354)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	396	396	396	396	396	
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	1,628	1,221	1,628	3,525	3,525	The achievement of the savings target for 2016/17 required the ending of legacy services for older people, single homeless, offenders and young people on 31st July 2016. These services were replaced by four new services. All of this work was completed to schedule and therefore the savings target of £1,628,000 will be realised in full by 31st March 2017. The "actual to date" figure of £1,221,000 is three quarters of £1,628,000, recognising that the full savings requirement cannot actually be achieved until the financial year has come to an end.
OOP-STC-L/N	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	165	165	165	165	165	These savings have all been achieved either on time or ahead of plan.
OOP-STC-M	To review the future viability of the brokerage role	58	58	58	58	58	
OOP-STC-O	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	0	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	37	37	
Total		2,247	1,840	2,247	4,301	4,301	
Target			2,247	2,247		4,301	
Remaining Shortfall/(Over Achievement)			407	0		0	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	68	0	0	198	130	0	68	0	198	(68)	0	No bids are currently being considered for funding and timescales involved with inviting bids and awarding successful bids would mean that even if an opportunity was offered now expenditure would not be incurred until 2017/18.
11021000	Adult Social Care Modernisation & Capacity 2012-13	43	300	654	0	996	43	3	951	0	996	(297)	0	All efforts are now focussed on the Transformation Plan for Adult Social Care 2017-2020 which will detail all future capital spend.
11314000	Community Access for Disabled People	213	0	0	0	213	213	0	0	0	213	0	0	
11316000	Complex Needs Service Building Adaptations and Equipment	72	0	0	0	72	72	0	0	0	72	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	0	19	0	37	(19)	0	Discussions with operational staff has highlighted that due to staffing and other priorities there is not capacity currently to support a pilot of this size within the team. The position will be reviewed 2017/18.
11420000	Disabled Facilities Capital Grant	1,925	3,511	0	0	5,436	1,925	3,511	0	0	5,436	0	0	
		2,401	3,897	654	0	6,952	2,401	3,514	1,037	0	6,952	(384)	0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	328		328	315	(13)	
Customer Service Centre	2,506		2,506	2,474	(32)	Underspend in the reactive Welfare Scheme budget
Customer Relations	213		213	231	18	One off funding for staff to manage current workload.
Face to Face (including Libraries and Registration Service)	4,020	(24)	3,996	4,008	12	
Head of Service and Business Unit Projects	958	(31)	927	876	(51)	Underspend to address the one off development and staffing costs
E Services and Business Development	782		782	781	(1)	
Family Information Service	155		155	147	(8)	
Traded Services - Educational	(38)	1	(37)	(31)	6	
Traded Services - Non Educational	0		0		0	
Net Service Spending	8,924	(54)	8,870	8,801	(69)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		6	6		
Phasing of Libraries Sunday opening for 2017/2018	0	54		54		
Warwickshire Local Welfare Scheme	665	(41)	63	687		
Total	665	13	69	747	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	650	650	650	650	650	
OOP/CS-B	Applying additional income targets to the Registration Service.	0	0	0	100	0	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	40	40	
OOP/CS-D	Reduction in the Customer Services Projects.	0	0	0	30	30	
OOP-CS-H	Implementation of the Digital by Default programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	150	150	150	346	200	
OOP-CS-I	Improve the effectiveness of the whole library network	100	100	100	100	100	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	112	112	112	112	112	
	Total	1,052	1,052	1,052	1,378	1,132	
	Target		1,052	1,052		1,378	
	Remaining Shortfall/(Over Achievement)		0	0		246	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	57	0	0	195	252	57	0	0	195	252	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	70	0	0	132	203	70	0	0	132	203	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	226	0	0	2,820	3,046	226	0	0	2,820	3,046	0	0	
11293000	Community Information Hubs	45	0	0	64	109	45	0	0	64	109	0	0	
11422000	Stratford Library – Registrars Accommodation Works and Library Alterations	3	317	0	0	320	3	72	245	0	320	(245)	0	Works programme delayed by presence of Asbestos, full scope currently being evaluated
11466000	New digital printer	29	0	0	0	29	29	0	0	0	29	0	0	
		430	317	0	3,211	3,958	430	72	245	3,211	3,958	(245)	0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Head of Service	430		430	469	39	Minor overspend as we intend to invest some one-off resources in improving the Council's financial system (Agresso).
Corporate Finance & Advice and Resources Local Finance	723		723	569	(154)	The underspend is mainly due to vacancies being held for future savings (planned for 2017 to 2020), with more one-off income of £64,000 being generated.
Treasury, Exchequers, Financial Systems, Pensions & Schools Traded	205	(150)	55	269	214	This overspend is due mainly to funding a review of cost centres and coding, designed to improve financial information available to the organisation, combined with a reduced level of overheads being charged to the Pension Fund.
Communities Group and Fire and Rescue Local Finance, Procurement	716		716	588	(128)	The underspend is primarily a result of the Procurement team generating additional one-off income from contract rebates and other work.
People Group Local Finance, Financial Benefits and Advice	1,779		1,779	1,658	(121)	This underspend relates primarily to vacant posts in People Group Local Finance and Benefits Assessment, held to deliver future OOP savings.
Traded Services - Education	(233)		(233)	(329)	(96)	Schools Finance have generated additional income, but also have staffing vacancies that have contributed to this generation of additional surplus. The continued staffing vacancies is not sustainable, so this is unlikely to be replicated.
Traded Services - Non Education	0		0		0	
Net Service Spending	3,620	(150)	3,470	3,224	(246)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1	455	272	728	(176)	To support investment in one-off projects, for example, Agresso development, transactional services, review of overheads, to improve financial management.
Finance Training Reserve	95		(26)	69		
Total	96	455	246	797	(176)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	501			501	501	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	250	250	250	327	327	
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	0			172	172	
	Total	751	250	250	1,000	1,000	
	Target		751	751		1,000	
	Remaining Shortfall/(Over Achievement)		501	501		0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,517		1,517	1,369	(148)	Underspend due to vacancies not filled to deliver 2017/18 savings
Human Resources Service Centre	1,886	(640)	1,246	1,245	(1)	
Business Partners and Learning and Organisational Development	1,785		1,785	1,698	(87)	OOPs savings delivered early
Human Resources Head of Service and Internal Apprenticeship Programme	936		936	726	(210)	Underspend due to being unable to recruit apprentices into positions
Traded Services - Education	(111)		(111)	(153)	(42)	Additional surplus due to reduced costs and increased buy as you need income
Traded Services - Non Education	38		38	20	(18)	
Net Service Spending	6,051	(640)	5,411	4,905	(506)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	160		311	471	(290)	To be used in 2017/18 for additional support for HR transformation and wider County Council transformation projects
Growing for Growth Apprenticeship Scheme	389		195	584	(195)	Money which was specifically allocated for apprenticeships will not be spent in this year. Request to move it to the apprenticeship reserve for use in future years.
Total	549	0	506	1,055	(485)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	561	561	561	561	561	
OOP/HR-A	Business redesign of the HR Service Centre to review processes across pay and pensions for WCC (including schools), employment records and HR data management	43	43	43	43	43	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	23	23	23	115	115	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	129	129	129	169	169	
OOP/HR-D	Redesign HR business partnership, realigning support for services	37	37	37	37	37	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	75	75	75	75	75	
OOP/HR-F	Additional savings to be identified	40	40	40	50	50	
	Total	908	908	908	1,050	1,050	
	Target		908	908		1,050	
	Remaining Shortfall/(Over Achievement)		0	0		0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,097	(525)	572	415	(157)	The proposal is to transfer £100,000 generated by the Schools Traded surplus budget to the Corporate Systems Replacement reserve
Members Support	34		34	19	(15)	
Strategy and Programme and Innovation	838		838	810	(28)	
Corporate ICT Development	1,365		1,365	1,352	(13)	
Customer and Supplier Services	1,640		1,640	1,619	(21)	
Production Services	3,324		3,324	3,328	4	
Systems Design and Architecture	1,155		1,155	1,130	(25)	
Network Services	1,498		1,498	1,498	0	
Information Management	368		368	357	(11)	
Traded Services - Education	(393)		(393)	(280)	113	As previously reported the schools service will not be able to deliver their full Traded Surplus Target, this position has been anticipated since the start of the year. However, as previously reported any under delivery will be covered by utilising underspends in other areas of Information Assets
Net Service Spending	10,926	(525)	10,401	10,248	(153)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Information Assets - Savings	63		153	216		The proposal is to transfer £100,000 generated by the Schools Traded surplus budget to the Corporate Systems Replacement reserve (see other services)
Going for Growth - BDUK	1,031	(1,031)		0		
PFI for School	5	(5)		0		
Total	1,099	(1,036)	153	216	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report		2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,067	1,067	1,067	1,067	1,067	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	117	117	117	234	234	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	0	0	0	50	50	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	63	63	63	209	209	
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	108	108	108	166	166	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	152	152	152	152	152	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	72	72	72	107	107	
OOP/IA-H	Scale back the central purchasing function for all ICT equipment, desktop application software, mobile devices, network points, internal telephone extensions, and various other goods and services.	14	14	14	14	14	
OOP/IA-I	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	0	0	0	43	43	
OOP/IA-J	Reductions in the service management and business liaison service that leads on the development and maintenance of relationships between ICT and other Services, increasing the alignment of ICT to WCC front line services and the return on our overall ICT investment.	41	41	41	41	41	
OOP/IA-K	Scale back the records management service that provides advise to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	0	17	17	
	Total	1,634	1,634	1,634	2,100	2,100	
	Target		1,634	1,634		2,100	
	Remaining Shortfall/(Over Achievement)		0	0		0	

L Information Assets

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	268	70	0	0	338	268	70	0	0	338	0	0	This capital expenditure is funded from the Information Assets revenue budget.
11121000	Development of Rural Broadband	7,719	4,625	3,097	16,916	32,358	7,719	4,362	3,436	16,840	32,358	(263)	0	It has been necessary to re-profile Milestone payments to our supplier due to changes with deployment. This has resulted in a change to forecast of £263,000 capital funding requirement moving from 2016/17 to 2017/18.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
11465000	WCC Information Assets Purchases	221	423	0	0	644	221	333	0	0	553	(90)	(90)	Initial figures were projected at Quarter 2. The forecast is now more accurate based on year to date expenditure. This capital expenditure is funded from the Information Assets revenue budget, the variation is a result of the proportion of capital maintenance funded from revenue being less than previously forecast.
		8,621	5,118	3,097	16,916	33,752	8,621	4,765	3,436	16,840	33,662	(353)	(90)	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	459	1	460	402	(58)	Staffing vacancies being held in anticipation of future savings to be delivered.
Insurance, Internal Audit and Risk Management	531	2	533	506	(27)	
Law & Governance Administration	109	(3)	106	41	(65)	£65,000 is the WES surplus target from trading with schools. It is proposed to use the £65,000 to supplement funding in the Resources Group Transformation Fund.
Legal Core	405		405	448	43	Increase in property legal work and regulatory compliance work.
Traded Services - Educational	(81)		(81)	(85)	(4)	
Traded Services - Non Educational	(490)		(490)	(608)	(118)	Increased demand for legal services from both internal and external customers.
Net Service Spending	933	0	933	704	(229)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	0		215	215		To include £65,000 transfer to the Resources Group Transformation Fund (see Other Services)
Warwickshire Counter Fraud Partnership	20		14	34		
Total	20	0	229	249	0	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	57	57	57	57	57	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	6	14	14	
OOP/LG-F	Reduce Elected Member Support and Development	24	24	24	24	24	
	Total	87	87	87	95	95	
	Target		87	87		95	
	Remaining Shortfall/(Over Achievement)		0	0		0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Commissioning & Business Intelligence	806		806	683	(123)	Vacant posts being held for future savings and in anticipation of the redesign of Business Unit during 2016/17, includes a request to transfer £75k (of total of £150k) into reserves to support transformation in 2017/18
Performance and Planning	956	2	958	815	(143)	Vacant posts being held for future savings and in anticipation of the redesign of Business Unit during 2016/17, includes a request to transfer £75k (of total of £150k) into reserves to support transformation in 2017/18
Observatory	413		413	422	9	
Service Improvement and Change Management Admin	193	(6)	187	176	(11)	
Development and Support	534	1	535	509	(26)	
Commercial Enterprise	296	3	299	296	(3)	Includes request to return to Resources Transformation Fund reserve £5k balance remaining from £67k drawn down at Quarter 1 to fund Bid Consultant Post
Traded Services - Education	0		0		0	
Resources Transformation	750		750	486	(264)	Request to return £264k of Resources Transformation funding back into reserves based on current project estimates. The funding is committed, however, timings on project decisions mean that the related activity will now take place in 2017/18
Net Service Spending	3,948	0	3,948	3,387	(561)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	3		561	564	(150)	Includes request to return to Resources Group Trading Reserve £5k balance remaining from £67k drawn down at Quarter 1 to fund Bid Consultant Post (See Other Services), request to return £264k to Resources Transformation Reserve due to timing of expenditure on programme (See Other Services) and request to move £150k to the Business Unit reserve to fund fixed term contract posts who will support delivery of transformation in 2017/18
Total	3	0	561	564	(150)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	540	540	540	540	540	
OOP/SICM-K	Rationalisation of performance management and business support	30	30	30	30	30	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	50	50	50	50	50	
OOP/SICM-I	The Project and Performance Management Arrangements (both central and localised arrangements) will be remodelled. Savings will be delivered by both expenditure savings and reduction in posts.	100	100	100	100	100	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	20	20	20	20	20	
	Total	740	740	740	740	740	
	Target		740	740		740	
	Remaining Shortfall/(Over Achievement)		0	0		0	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	1,202	(398)	804	752	(52)	£13,700 funding to be added to Community Energy reserve (expected member approval for proposed scheme January 2017 so spend will be in 2017/18) plus £38,000 one off SCAPE income. Spend includes contribution of £178,000 to Saltway centre project, approved by Portfolio Holder on 9th December 2016, and £54,000 contribution to the works at Stratford Library
Construction Services	1,662	3	1,665	1,682	17	£49,000 shortfall in Engineers and Maintenance & Minor works (£31,000 additional consultant costs, £15,000 reduced capital fee income and £3,000 ICT replacement costs) offset by £33,000 refund from Dodds 2015/16 overhead account
Facilities Management	8,778	(28)	8,750	8,536	(214)	£24,000 underspend on Cleaning (£31,000 underspend on staffing, £9,000 overspend on security & cleaning materials, £2,000 other minor underspends), £151,000 underspend on County Buildings (£83,000 underspend on Rates, £36,000 underspend on various other premises costs, £25,000 reduction in car parking fees, £7,000 underspend on various supplies & services costs), £39,000 underspend across the rest of Facilities Management (£28,000 underspend on Grounds maintenance contract, £11,000 staffing underspends)
Estates and Smallholdings	405	0	405	356	(49)	£29,000 underspend on Estates (staffing costs), £8,000 underspend on Surplus Properties (reduced building maintenance costs), £12,000 underspend on Smallholdings (additional reimbursement income)
Asset Strategy	249	0	249	248	(1)	
Property Rationalisation Savings *	(521)	11	(510)	(135)	375	Shortfall against OOP saving target due to a corporate review of customer journey and service offers affecting the implementation of property changes, with the balance expected to be achieved in 2017/18
Traded Services - Education	(1,157)	0	(1,157)	(1,225)	(68)	£46,000 surplus on Catering service (increase in number of meals being delivered), £19,000 surplus on Cleaning service (additional income), £3,000 surplus on School Premises Health & Safety (additional income)
Traded Services - Non Education	(159)	(136)	(295)	(317)	(22)	£21,000 surplus on Construction services (additional income on capital), £6,000 surplus on Catering service (additional external catering), £5,000 shortfall on Cleaning service (additional staff costs)
Net Service Spending	10,459	(548)	9,911	9,897	(14)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Savings	1		0	1		
Community Energy scheme	0	80	14	94	(14)	Addition of £13,700 funding as expected member approval for proposed scheme January 2017 so spend will be in 2017/18.
Catering Equalisation Account	401			401		
Total	402	80	14	496	(14)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,092	1,092	1,092	1,092	1,092	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings) to accrue capital receipts that will be earmarked for the purposes of reducing the council's debt charges.	0			750		
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 Salford Car Park.	30	30	30	50		
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	4	4	4	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.	40	40	40	80		
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	7	7	7	12		
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	5	5	5	5		
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	25	25	25	25		
OOP/PA-L	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	700	39	325	1,250		A review of customer journeys and service offers have affected the pace of property rationalisation, though the shortfall in meeting this 2016/17 target will be met from underspends elsewhere in Physical Assets. Projects have been included in the Property Rationalisation Programme for 2017/18 in order to meet the target.
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	200	200	200	400		
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	50	50	50	80		
	Total	2,153	1,492	1,778	3,750	1,092	
	Target		2,153	2,153		3,750	
	Remaining Shortfall/(Over Achievement)		661	375		2,658	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Earlier Years	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	121	145	484	0	750	121	145	484	0	750	0	0	
Special Projects														
11432000	Multi Agency Safeguarding Hub (MASH) accommodation works	445	550	0	0	995	445	550	0	0	995	0	0	
11122000	Nuneaton Alderman Smith redevelopment	138	0	0	0	138	138	0	0	0	138	0	0	
11131000	Warwick St John's House Museum	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
Estates														
10971000	Wark Aylesford Flood Alleviation Scheme - Contbtn	26	-13	0	187	200	26	(13)	0	187	200	0	0	
10972000	Planning Consent For Europa Way	484	0	0	0	484	484	0	0	0	484	0	0	

O Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000			£ 000's	£ 000's	£ 000's				
11400000	Globe House Alcester - Remodelling of Globe House	210	30	0	0	240	210	30	0	0	240	0	0	
11416000	Bedworth King's House - Purchase of Long Lease	1,922	0	0	0	1,922	1,922	0	0	0	1,922	0	0	
11440000	Strategic Site Planning applications	440	830	120	0	1,390	440	402	548	0	1,390	(428)	0	Top Farm - expenditure profile amended to reflect deferral of capital cost of survey work not required for submission of planning application but that will be required at a later date. Dunkleys Farm - scheme has expanded and planning application will be submitted in due course.
11503000	Planning Consent re the disposal of Dunchurch depot	0	40	40	0	80	0	25	55	0	80	(15)	0	Project has had delays in survey work shifting spend into 2017/18.
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	719	195	0	0	915	719	145	50	0	915	(50)	0	Funding moved to later year as plan not firm on programme in Warwick & Rugby.
11190000	Warwick Shire Hall refurbishment	(115)	0	0	0	(115)	(115)	0	0	0	(115)	0	0	
11335000	Rationalisation of County Storage	2,771	1,229	400	0	4,400	2,771	1,229	400	0	4,400	0	0	
11338000	Re-wire & refurbishment of Pound Lane	473	26	0	0	499	473	26	0	0	499	0	0	
11371000	Arden Centre, 120 Long Street, Atherstone	(3)	4	0	0	1	(3)	4	0	0	1	0	0	
11532000	Saltway Centre Stratford upon Avon	0	0	0	0	0	0	483	0	0	483	483	483	New project approved by Portfolio Holder 9th December 2016.
Structural Maintenance														
11035000	Schools Planned Capital Building Mech & Elect Maintenance 2012/13	1	0	0	0	1	1	0	0	0	1	0	0	
11037000	Non Schools Planned Capital Building Mech & Elect Maintenance 2013/14	11	21,287	0	0	33	11	21	0	0	33	0	0	
11038000	Schools - Capital Asbestos & Safe Water remedials 2013-14	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
11039000	Schools - Planned Capital Building, Mechanical & Electrical backlog maintenance 2013-14	(19)	21,118	0	0	2	(19)	31	0	0	12	10	10	£9,618 Transferred from 11145000
11142000	Non Schools Asb & Safe Water Remedials 2014/15	274	(16)	0	0	258	274	(54)	0	0	221	(37)	(37)	£37,397 Transferred to 11283000
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,382	9	0	0	1,391	1,382	(25)	0	0	1,357	(33)	(33)	£33,463 Transferred to 11287000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,757	(86)	0	0	2,671	2,757	(86)	0	0	2,671	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,879	13	0	0	5,892	5,879	1	0	0	5,880	(12)	(12)	£9,618 Transferred to 11039000 £2,431 Transferred to 11227000
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	336	40	0	0	376	336	45	0	0	381	4	4	£4,465 Transferred from 1283000
11225000	Schools Asbestos & Safe Water Remedials 2015/16	1,221	60	0	0	1,280	1,221	50	0	0	1,271	(9)	(9)	£9,322 Transferred to 11287000
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	2,503	430	0	0	2,934	2,242	418	0	0	2,660	(13)	(274)	£12,855 Transferred to 11285000
11226040	Barrack Street Block - Main Structure Car Park Decks - Surface Areas Of Deck And Ramps	0	99	0	0	99	261	99	0	0	360	0	261	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	5,552	145	0	0	5,697	5,552	171	0	0	5,722	26	26	£2,431 Transferred from 11145000 £2,3146 Transferred from 11289000
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	311	0	0	311	0	344	0	0	344	33	33	£37,397 Transferred from 11142000 £4,465 Transferred to 1122400
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	311	0	311	0	0	311	0	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	2,047	0	0	2,047	0	2,060	0	0	2,060	13	13	£12,855 Transferred from 11226000
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	1,195	0	0	1,195	0	1,238	0	0	1,238	43	43	£33,463 Transferred from 11143000 £9,322 Transferred from 11225000

O Physical Assets

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2016/17	2017/18	2018/19 and later	Total	Earlier Years	2016/17	2017/18	2018/19 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000			£ 000's	£ 000's	£ 000's				
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	5,502	0	0	5,502	0	5,479	0	0	5,479	(23)	(23)	£23,146 Transferred to 11227000
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	5,569	0	5,569	0	0	5,569	0	5,569	0	0	
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0	
11442000	Non Schools Asb & Safe Water Remedials 2018/19	0	0	0	311	311	0	0	0	311	311	0	0	
11443000	Non Sch - Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11444000	Schools Asbestos & Safe Water Remedials 2018/19	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11445000	Schools Planned Bldg, Mech & Elect Backlog 2018/19	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	167	181	50	0	398	167	180	75	0	422	(1)	24	Additional revenue funding contributions agreed with Head of Service to fund Saffron IT system for Catering service.
11318000	Universal Free School Meals Programme	1,152	54	0	0	1,206	1,152	54	0	0	1,206	0	0	
Energy														
10400000	Climate Change 2009/10	298	57	0	0	355	298	57	0	0	355	0	0	
10410000	Climate Change 2007/08	352	0	0	0	352	352	0	0	0	352	0	0	
11135000	Various Properties - Reducing Energy	63	0	200	800	1,063	63	0	0	0	63	0	(1,000)	Transfer of remaining £1,000,000 budget to block header 11136000 to consolidate energy projects into one location.
11136000	Various Properties - Renewable Energy	171	0	4,730	500	5,401	171	0	0	6,230	6,401	0	1,000	Increase of £1,000,000 taken from block header 11135000 to consolidate energy spend into one location.
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	387	0	0	0	387	387	2	0	0	390	2	2	£2,067 transferred from 11228000 - Final account received
11141000	Rural Services Capital Maintenance 2014/15	690	(0)	0	0	690	690	(0)	0	0	690	0	0	
11228000	Rural Services Capital Maintenance 2015/16	711	135	0	0	846	711	41	0	0	753	(94)	(94)	£2,067 transferred to 1139009, £91,869 transferred to 11291000 - External Wall Insulation projects moved due to planning. Various projects no longer meeting de minimis for capital and transferred to revenue.
11291000	Rural Services Capital Maintenance 2016/17	0	806	0	0	806	0	851	46	0	897	46	92	£91,869 transferred from 11228000. Additional electrical upgrade work to meet requirements for livestock farms. Work to be started 2016/17 and to be followed through to 2017/18.
11292000	Rural Services Capital Maintenance 2017/18	0	0	789	0	789	0	0	789	0	789	0	0	
11446000	Rural Services Capital Maintenance 2018/19	0	0	0	789	789	0	0	0	789	789	0	0	
		31,530	14,060	16,510	8,972	71,072	31,530	14,004	12,143	13,903	71,579	(56)	507	

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

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Service Delivery - Operational Response	10,251		10,251	10,120	(131)	Although this area is currently forecasting an underspend, the Service is continually reviewing business continuity arrangements, the use of its resources and the associated costs to maintain the best operational response arrangements.
Service Delivery - Prevention and Protection	871	(1)	870	825	(45)	Vacancies within Fire Protection throughout the year and minor variances in Arson and Community Fire Safety.
Service Delivery - Fire Control	765	(22)	743	763	20	Extension to fixed term contracts and Business Continuity arrangements due to delays with Fire Control Project. The Management Team will continue to review this position throughout the year and identify specific pressures caused by any further delays.
Service Support - Technical Support	2,481	8	2,489	2,479	(10)	
Service Support - Training & Development	1,512		1,512	1,460	(52)	Within Training some courses were not run and costs of other courses were over estimated based on previous price fluctuations which has resulted in a small underspend. Health & Safety have employed a Watch Commander B between April and August who is expected to return between January and March.
Service Improvement - Business Transformation & Projects	1,152		1,152	1,034	(118)	Delays with the Emergency Services Mobile Communications Programme project progress, hence a budget transfer to reserves is requested at Quarter 3.
Brigade Management	563		563	574	11	
Service Support - HR, IT, Finance & Pensions	2,091	14	2,105	1,670	(435)	£177,000 of this underspend relates to Fire Fighter Pensions. Within this budget there is an annual provision for three ill-health retirements and at this stage of the year we are not anticipating any. The Service has reviewed funding pressures and there is a probability that most pressures within this area will not materialise during 2016/17, and a transfer of budget to reserves is requested at Quarter 3.
Net Service Spending	19,686	(1)	19,685	18,925	(760)	

2016/17 Reserves Position

Reserve	Approved Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Forecast Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Pensions Reserve	91		177	268		Underspends arising against the Firefighters Pension budgets will be requested to contribute to this reserve at year end.
Operational Training	118		80	198	(80)	Underspends within Training, as described above, are required for courses not run in 2016-17 to take place in 2017-18.
RSFRS Project	70			70		
Emergency Services Mobile Communications Plan	0		150	150	(150)	Following the development of the National and Regional team structures there is now a clear requirement for funding for the Emergency Services Mobile Communications Programme project. This is a three to four year Home Office led project with a requirement for local services to fund areas as they arise; no clear guidance is available as to the ongoing costs and how much will be Home Office funded therefore the existing underspend is expected to be required for ICT expenditure for this project in 2017/18 and 2018/19.
Fire Control Project	489	(488)		1		
Service Savings Reserve	164		353	517	(230)	The Service has reviewed funding pressures and it is now expected that some pressures within this area will not materialise during 2016/17, and a transfer of budget to reserves is requested at Quarter 3 against commitments in future years.
Total	932	(488)	760	1,204	(460)	

2016/17 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,129	1,129	1,129	1,129		
OOP/FRS-A	Implement a new response model	688	688	688	1,041		
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	49	29	49	49		The establishment level within the Fire Control Team has been reduced to achieve this saving, however due to a delay in the Fire Control Project the Service has had to extend some fixed term contracts and use Business Continuity arrangements. This is reflected in the forecast above against Fire Control.
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	16	16	16	31		
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	42	42	42	42		
OOP/FRS-H	Removal of one senior management post within the Service	65	65	65	65		
	Total	1,989	1,969	1,989	2,357	0	
	Target		1,989	1,989		2,357	
	Remaining Shortfall/(Over Achievement)		20	0		2,357	

2016/17 to 2019/20 Capital Programme

Project	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Earlier Years £ 000's	2016/17 £ 000's	2017/18 £ 000's	2018/19 and later £ 000's	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11151000	Fire Capital Grant - Equipment for Fire Appliances	111	0	0	0	111	111	0	0	0	111	0	0	
Sub Total - Projects Funded From Fire Capital Grant		111	0	0	0	111	111	0	0	0	111	0	0	
11152000	Vehicle Replacement Programme 2014/15	(3)	0	0	0	(3)	(3)	0	0	0	(3)	0	0	
11223000	Vehicle Replacement Programme 2015/16	929	0	0	0	929	929	0	0	0	929	0	0	
11502000	Vehicle Replacement Programme 2016/17	0	90	0	0	90	0	90	0	0	90	0	0	
Sub Total - F&R Self Financing Projects		926	90	0	0	1,016	926	90	0	0	1,016	0	0	
11153000	Equipment for new Fire Appliances 2014/15	120	0	0	0	120	120	0	0	0	120	0	0	
11298000	Equipment for new Fire Appliances 2015/16	80	40	0	-	120	80	40	0	0	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	120	0	-	120	0	120	0	0	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	120	-	120	0	0	120	0	120	0	0	
11448000	Equipment for new Fire Appliances 2018/19	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		200	160	120	120	600	200	160	120	120	600	0	0	
11229000	New Fire & Rescue Centre Leamington Spa	155	1,569	1,126	-	2,850	155	1,569	1,126	0	2,850	0	0	
11372000	Fire & Rescue Service Future Estate	0	0	0	-	0	0	0	0	0	0	0	0	
11373000	Response Location - Gaydon	176	600	0	-	776	176	600	0	0	776	0	0	
11374000	Training Centre - New Build	88	2,539	5,250	-	7,878	88	750	7,040	0	7,878	(1,789)	0	Requirement for ecological and archaeological surveys causing delays to the planning permission process.
11375000	Alcester Fire Station Reconfiguration	439	0	0	-	439	439	4	0	0	444	4	4	Forecast overspend of £4,000 to be funded from underspend on 11376000 (Stratford Fire Station).
11376000	Stratford Fire Station Reconfiguration	367	5	0	-	372	367	0	0	0	367	(4)	(4)	Project forecast to underspend by £4,000 of which £4,000 is to fund the overspend on 11375000 (Alcester Fire Station)
Sub Total - F&R Future Estate Project		1,226	4,713	6,376	0	12,315	1,226	2,924	8,166	0	12,315	(1,789)	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	723	117	0	0	840	723	101	22	0	847	(16)	7	Additional expenditure will be funded from an increased revenue contribution.
Sub Total - Fire Control Project		723	117	0	0	840	723	101	22	0	847	(16)	7	
Grand Total		3,186	5,080	6,496	120	14,881	3,186	3,274	8,308	120	14,888	(1,805)	7	

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
R0890	N/WFRS not achieving the aims and objectives within the Fire Control Project A & B scopes and/or failing to achieve system functionality by 30th April 2017 deadline.	DCFO Rob Moyney	20/09/2016	12	<ol style="list-style-type: none"> 1. Single programme board has been established with responsibility for delivering the Control Programme, with an AC providing daily supervision and scrutiny. 2. Project risk registers for Command and Control project workstreams populated with emerging risks. 3. Warwickshire and Northamptonshire have had separate control program boards with officers from both services attending and reporting into both boards. It has now been agreed to move to one main decision making board. 4. Improved communications established with Capital through programme board. 5. Capita reporting to project board with confirmed revised schedule to complete project by the 31 March 2017. 6. Business Continuity arrangements as set out in R0901. 7. Regular meetings between Board members and senior Capita managers to identify issues and risks and ensure sufficient resources are in place and milestones are being achieved. Variations to agreed milestones are agreed by DCFO if appropriate. 8. Weekly meetings between DCFO, Lead AC and Project Manager to review progress. 9. Weekly stakeholder meetings within WFRS, led by AC and Project Manager. 10. Reporting by exception to the Home Office leads. 11. Request for specific dedicated resource from CAPITA to assist with completion of project. 	12	<ol style="list-style-type: none"> 1. Seek legal advice around contractual arrangements with Capita. 2. Calculate budget pressures incurred as a result of project delays and seek compensation from Capita. 3. Review current payment schedule.
R0901	Inability to adequately crew Service Control and mobilise effectively	DCFO Rob Moyney	20/09/2016	16	<ol style="list-style-type: none"> 1. Appointment of temporary staff. 2. Flexible crewing model. 3. Use of overtime. 4. Use of staff from surrounding services on additional shifts. 5. Training of officers to provide emergency cover. 6. Testing and exercising business continuity arrangements with NFRS 7. GC Morley reviewing and revising business continuity arrangements 	12	<ol style="list-style-type: none"> 1. Completion of Project A and all associated IT developments. 2. Introduce Resource Manager role to include management of Gartan. 3. Recruit the new staff necessary to achieve an increased control establishment of 16.5 posts.

Other Services - Virginia Rennie
Strategic Director - David Carter

2016/17 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(144,113)	0	(144,113)	(144,546)	(433)	We have been notified of additional government grants of £173,000 for Extended Rights to Free Transport and £260,000 additional grant to compensate for the financial impact on the County Council of changes to the small business rate retention scheme that were not known at the time the budget was agreed.
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(264,966)	(102)	(265,068)	(265,068)	0	
Individual Schools Budget (ISB)	197,201	0	197,201	197,201	0	
Capital Financing Costs	38,549	(3,300)	35,249	33,514	(1,735)	This underspend reflects the early delivery of the 2017/18 savings and is therefore only available on a one-off basis. It has occurred as a result of delays/slippage in the delivery of the approved capital programme reducing the need to borrow and the effect of the continued low interest rates.
0-5 Strategy for Children	403	0	403	403	0	Any underspend at the end of the year will be allocated to the 0-5 Strategy reserve.
Strategic Management Team	1,396	0	1,396	1,323	(73)	
County Coroner	411	0	411	449	38	
Environment Agency (Flood Defence Levy)	228	0	228	228	0	
External Audit Fees	175	0	175	130	(45)	
Provision for redundancy costs	2,000	(165)	1,835	1,835	0	Spend against this budget at the end of the year will depend on the number of redundancies and early retirements agreed as part of the delivery of OOP 2020 that are approved before 31 March 2017. Any underspend will be allocated to the reserve set up to meet the cost of redundancies and early retirements over the period of the Plan.
Pensions deficit under-recovery	443	0	443	566	123	The Council is required to pay a fixed amount of £4.9 million in 2016/17 as part of the agreed plan for bringing the Local Government Pension Scheme into balance. The number of active members of the scheme is lower than when the plan was agreed and therefore the amount required to ensure the Council pays the full amount due in year is greater than budgeted. The new triennial actuarial valuation to be introduced from April 2017 will mean budgets being reset and the deficit under-recovery brought back into balance with the budget.
County Council Elections	252	(252)	0	0	0	
Members Allowances and Expenses	1,053	0	1,053	1,053	0	
Other Administrative Expenses and Income	550	0	550	338	(212)	Additional income from the rebate scheme for the early payment of invoices has generated £212,000 income to date. This was not budgeted for as it is the first year the scheme has been operational. The forecast underspend is based on the level of income generated to date.
Reorganisation Pensions	50	0	50	50	0	
Subscriptions	106	0	106	131	25	Additional subscription for associate membership of the West Midlands Combined Authority not included in the budget
Net Service Spending	(166,262)	(3,819)	(170,081)	(172,393)	(2,312)	
				Non DSG	(2,312)	
				DSG	0	

2016/17 Reserves Position

Reserve	Opening Balance 01.04.16 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.17 £'000	Transfer Request (To)/From Reserves £'000	Reason for Request
Corporate						
General Reserves	21,373	0	2,247	23,620		
Medium Term Contingency	12,080	3,300	0	15,380		
Service Realignment Fund	12,696	0	0	12,696		
Capital Fund	848	18	0	866		
Insurance Fund	8,517	0	0	8,517		
Schools and Centrally Managed Dedicated Schools Grant	18,308	0	0	18,308		
0-5 Strategy for Children	414	0	0	414		
Total Corporate Reserves	74,236	3,318	2,247	79,801	0	
Other Services						
Audit Fee Reserve	646	0	45	691		
Capacity Building Fund	1,154	0	0	1,154		
Community Infrastructure Levy	301	0	0	301		
Interest Rate Volatility Reserve	5,436	0	0	5,436		
Provision for Business Rates Appeals	1,047	0	0	1,047		
Coventry and Warwickshire Business Rates Pool	329	0	0	329		
Quadrennial Elections	478	252	0	730		
Total Other Services Reserves	9,391	252	45	9,688	0	
Group Reserves						
Resources Transformation Fund	866	514	0	1,380	(329)	Includes request to return to Resources Transformation Fund reserve £264,000 due to timing of programme (See Performance Business Unit) and £65,000 from Law & Governance.
Resources Systems Replacement Fund	1,373	1,399	0	2,772	(100)	The proposal is to transfer £100,000 generated by the Schools Traded surplus budget to the Corporate Systems Replacement reserve (see Information Assets)
Resources Traded Service Reserve	258	0	0	258	(5)	Includes request to return to Resources Traded Services reserve £5,000 balance remaining from £67,000 drawn down at Quarter 1 to fund Bid Consultant Post (See Performance Business Unit).
Resources Service Savings	374	0	38	412		
People Group Reserve	2,861	0	(18)	2,843		
Total Group Reserves	5,732	1,913	20	7,665	(434)	
Total	89,359	5,483	2,312	97,154	(434)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2016/17			2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15 and 2015/16	1,550	1,550	1,550	1,550	1,550	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	500	1,000	3,800	See comment on OOP/OS-F below.
OOP/OS-D	Management restructure	50	175	175	250	250	
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	0	0	2,000	2,000	
OOP/OS-F	Savings from efficiencies through working with other local authorities (including Warwickshire districts and the wider sub region) as well as other public sector agencies (e.g. through Community Budgets) by 2018.	0	0	0	2,800	0	When the 2014-18 Plan was originally approved it was anticipated that there would be broader, national and regional structural and governance changes in the public sector that would contribute towards the savings target. This has not occurred and this element of the saving target is not now deliverable. Joint working and shared services has progressed at the level of individual services and has been reflected in the savings plans at this level. The current capital strategy and the continued low interest rates are delivering greater savings in borrowing costs than originally envisaged. Therefore, the saving from borrowing costs over the period of OOP2014-18 can meet this target, ensuring the overall level of corporate savings in the Other Services budget remains delivered. This change is reflected in the OOP 2020 savings options presented to Cabinet in December 2016.
		2,100	2,225	2,225	7,600	7,600	
	Target		2,100	2,100		7,600	
	Remaining Shortfall/(Over Achievement)		(125)	(125)		0	

Our communities and individuals are safe and protected from harm and able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Children and Families	No. of children who are subject to a child protection plan per 10,000 population (KBM)	40.6	40	40	Green	Good progress towards the target.	This is reported to SLT.
Children and Families	No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	62	95	90	Green	As reporting is done before the end of the quarter, these numbers are recorded as lower than they would normally be.	From January 2017 we will report on family CAFs, rather than individual children. This will cause what looks like a reduction.
Social Care and Support Services	% of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	64.53	65	77	Red	A stretching target was set for this indicator as we have previously been above or on par with our comparator authorities. For the first time in 2015-16 we slipped behind the comparator group average of 73.4%; however this is thought to be largely a consequence of poor data integrity and it is believed that with full data integrity we would be nearer to 75%. A recent exercise to check whether the people who appeared as negative in the measure were actually living independently revealed there were incorrect classifications, thus confirming that a correct classification would show performance being much better. This is now being addressed through improved monitoring/data collection.	In addition, all reviews of people with a learning disability are identifying whether the current living arrangements are appropriate to meet individual outcomes and whether supported living and accommodation with care options are appropriate. Additional accommodation with support sites are opening during 2016/17 and enable us to offer this as an option. □
Social Care and Support Services	% of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		85	87	Amber	This measure data is provided by the Coventry and Warwickshire Partnership Trust and we are currently awaiting this information.	
Social Care and Support Services	% of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)		90	92.7	Amber	This is an annual measure and will be reported at year-end.	
Social Care and Support Services	% of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	Green	This measure data is provided by the Coventry and Warwickshire Partnership Trust and we are currently awaiting this information.	
Social Care and Support Services	Proportion of Deprivation of Liberty Safeguards (DoLS) referrals per 100,000 adult population (KBM)	292	455.6	455.6	Green	Current actual referrals for DoLS is 1,600 and based on average referral rates per month, it is expected that 2,000 referrals will have been received by 31 March 2017. This gives 295 referrals per 100,000 of the population. The national average per 100,000 is starting to drop slightly from the peak of 456. Within the West Midlands region, Warwickshire has always sat below the regional and national average for DoLS referrals per 100,000 of the population.	
Social Care and Support Services	% of reablement customers who achieved (either fully or partly) one or more outcomes (KBM)	94.1	95	95	Green		
Strategic Commissioning	% of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	64.53	65	77	Red	Classifications on carefirst to be continually updated and at least on an annual basis to reflect accurate reporting on this measure.	Supported living and accommodation with care options to be considered for all people with a Learning Disability. This offer is available as more accommodation with care units are becoming available for people with a Learning Disability.
Strategic Commissioning	% of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)		85	87	Amber	This measure data is provided by the Coventry and Warwickshire Partnership Trust and we are currently awaiting this information.	
Strategic Commissioning	% of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)		23	23	Green	This measure data is provided by the Coventry and Warwickshire Partnership Trust and we are currently awaiting this information.	
Strategic Commissioning	% of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate) (KBM)		90	92.7	Amber	This is an annual measure and will be reported at year-end.	
Strategic Commissioning	% of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.41	10.5	11.5	Red	Classification on carefirst to be continually updated and at least on an annual basis to reflect accurate reporting on this measure.	Work being undertaken with Remploy to increase opportunities already available for people with Learning Disabilities to access paid employment. All assessments with people with Learning Disabilities to consider employment opportunities.

Our communities and individuals are safe and protected from harm and able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Community Services	No. of Violence with injury crimes (domestic abuse flag) crimes (KBM)	931	1420	1300	Red	Actual to end of Nov. The increase in recorded crime is not unexpected. Crime recording practices in the police have changed which have led to increases in incidents that are crimed. In some instances, an increase can be seen as positive if it means more people are confident incoming forward to report domestic abuse.	The partnership response to domestic abuse is dealt with by the Violence Against Women and Girls strategic board which meets quarterly. Performance is discussed at these meetings and agencies tasked accordingly. WCC has been proactive in taking innovative legal action to reduce risk of harm from specific individuals. Impact of Adult MASH to be monitored. A report on Violence recording will be issued by the Chief Constable
Community Services	No. of Violence with injury (alcohol/drug flag) crimes (KBM)	1159	1797	1700	Red	Actual to end of Nov. The increase in recorded crime is not unexpected. Crime recording practices in the police have changed which have led to increases in incidents that are crimed.	The robustness of the alcohol/drugs flag will be investigated. Partnership activities to reduce night time economy incidents include 'Your town, your choice' events and Purple Flag status. Alcohol Awareness Week (Nov) and Dry January have been/will be used to highlight issues. A report on Violence recording will be issued by the Chief Constable
Community Services	No. of hate crime offences and hate incidents (KBM)	460	690	500	Red	Actual to end of Nov. The increase in reported hate crime may be a positive as it we know hate crime tends to be under-reported. There has been an increased focus on hate crime over the last 12 months leading to more awareness. The Safer Warwickshire Partnership Board has agreed to consider the desired direction of travel for this measure from next year.	Hate Incident Partnerships have been established in the north and south of the county and will monitor local emerging trends and task agencies accordingly. The Partnership Hate Crime Action Plan will be refreshed. Hate Crime awareness week was supported by partners. A new campaign is being considered for Q4
Community Services	No. of ASB incidents (KBM)	12092	16870	16000	Red	Actual to end of Nov. ASB has also been affected by changes in Police recording in 2016/17. This more accurate recording does not necessarily reflect an actual increase in ASB.	Close monitoring of actual incidents through partnership ASB case management meetings will ensure high risk individuals are likely to be identified and appropriate action taken.
Community Services	Rate of proven re-offending by young re-offenders (KBM)	3.7	3.7	3.18	Red	Latest available date (January - December 14) shows in Warwickshire young people committed on average 3.70 re-offences per re-offender. In addition this same cohort show a binary rate (proportion of offenders who re-offend) of 27.0%. The re-offending rate continues the downward trend which mirrors national trends, whilst the binary rate has seen a slight improvement. Warwickshire continues to outperform the national average, West Midlands region and its YOT family group.	Working with young people and their families, with a focus on enabling compliance of their court orders. To continue to provide good quality pre-sentence reports to the courts which offer robust alternatives to custody.
Community Services	Proportion of offenders who re-offend (%) (KBM)	20.9	20.9	20.9	Green	New data not yet published. Discussions continue to be held (at a steering group chaired by WCC) regarding how to manage the tension between overall crime numbers and reducing harm. A partnership 'Reducing Reoffending Action Plan has been developed to mitigate for these effects and is out for final comment prior to endorsement by the Safer Warwickshire Partnership Board and other bodies.	
Community Services	% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)	92	92	90	Green	On track for 92%	
Community Services	Value of volunteer hours recorded through Third Sector Support contract (KBM)		2300000	2300000	Green	Annual measure reported in q4	
Community Services	No. of Third Sector organisations and Town & Parish Councils supported to develop/ implement a local service offer (KBM)	140	190	250	Red	New measure. Baseline to be established. Year end target is proving to be to high and will be revised for 17/18	Revise targets for 17/18
Transport and Economy	No. of properties better protected from flooding through partnership working (KBM)	19	30	25	Green	1 property in Yew Tree Lane, Lapworth has benefited from a reduction in flood risk as a result of FRM working in partnership with highways. 4 properties in Eathorpe have had property level resilience measures installed. 1 commercial property and 2 adjacent residential properties in Coughton have benefited from a riparian land-owner reinstating the original course of a watercourse which has had the effect of reducing flows that were contributing to flood risk.	

Our communities and individuals are safe and protected from harm and able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Transport and Economy	No. of communities with engaged flood groups or flood wardens (KBM)	18	20	20	Green	All existing Flood Groups for the Post Pathfinder project continue to be supported in spite of staff changes at the National Flood Forum and therefore on the project. A meeting is taking place in January with Southam residents to start a flood group there, following an EA flood surgery which received good levels of interest.	
Transport and Economy	% Major planning consultations which were responded to within statutory period (KBM)	42	50	70	Red	The number of consultations has continued to rise, with an average of 14 per week this financial year. WSP have recommenced their outsourcing role and through their support, the 'backlog' of live applications having already passed the statutory period has been cleared. All current, live applications are within the determination period. So far this quarter, we have received 168 consultations, 18 of these are still live, and we have provided responses to 150. Of these 150 responses, 134 of these were within 21 days (89%). Work continues on developing our in-house abilities to reduce our reliance on outsourced support.	
Transport and Economy	No. of people killed or seriously injured (KSI) on our roads (KBM)	89	349	271	Red	Actual quarters used in line with Dft reporting so dates used Jul - Sep (Q3) for actual figure. YE forecast is actual figure for 01/04/2015 - 31/03/2016	The increase in the number of KSIs continues to be of concern, Detailed interventions in Road Safety education, engineering and enforcement will continue in response to the analysis of long term data trends
Fire and Rescue	No. of P3 incidents attended (KBM)	651.0	1000	1380	Green	NA	NA
Fire and Rescue	No. of P4 incidents attended (KBM)	680	900	875	Amber	These incidents are those which pose a potential hazard to human life and include secondary fires. Over the summer period there was an increase in the number of deliberately started fires due to the extended period of dry, warm weather across the school holidays.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County. The Community Fire Safety Team and Arson Reduction Team work closely with stations to deliver targeted fire safety initiatives within communities.
Fire and Rescue	No. of P5 incidents attended (KBM)	552	800	327	Red	These incidents are the lowest priority incidents which pose a confirmed low hazard to human life and include fires already believed to be out and to Automated Fire Alarms (AFA's). This type of incident has increased across the period due to a Service policy change in mobilising to AFA's which are only in sleeping risk and life risk premises.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County. Action is taken by local officers to work with premises managers to reduce the number of automatic fire alarms at premises where there is a high occurrence of alarms.
Fire and Rescue	No. of P2 incidents attended (KBM)	214	320	301	Red	The number of P2 incidents which pose a serious hazard and high risk threat to life attended has increased however the P1 which are the highest priority incidents which pose an immediate threat to human life have decreased in an equal proportion.	Close monitoring of the number and types of incidents being attended by the Service to identify current and emerging trends across the County. The Community Fire Safety Team and Arson Reduction Team work closely with stations to deliver targeted fire safety initiatives within communities. Partnership working through forum such as Community Safety Partnerships is essential to reduce risk within the communities of Warwickshire.
Fire and Rescue	No. of P1 incidents attended (KBM)	100.0	150	201	Green	NA	NA
Fire and Rescue	No. of preventable fire related deaths (KBM)	0	0	0	Green	NA	NA
Fire and Rescue	No. of Home Fire Safety Checks delivered (KBM)	2690	4000	4000	Green	NA	NA
Fire and Rescue	No. of students receiving "Fatal Four" education sessions (KBM)	891	1500	1500	Green	NA	NA
Fire and Rescue	No. of fire related injuries (KBM)	12	18	22	Green	NA	NA
Fire and Rescue	% times a 2nd appliance arrives at life risk or property incidents within agreed response standards (KBM)	76.06	78	90	Red	This measures the attendance time taken for a second fire engine to attend an emergency incident. The location of an incident such as on a motorway or the location and availability of a fire engine, particularly in rural areas impacts on the performance of this measure.	A group of officers undertake weekly monitoring of response standards and causes of missing the second appliance attendance time. Where necessary they will take action to improve the performance, such as the redeployment of available resources across the county.
Fire and Rescue	No. of Site Specific Inspections delivered (KBM)	587	800	600	Green	NA	NA
Fire and Rescue	% Retained Duty System (RDS) appliance availability at key stations(KBM)	89.88	90	85	Green	Key stations are those RDS units geographically positioned to meet the 10 minute response standard. Recognising the pressures facing RDS staff this is an encouraging level of performance.	Although the recruitment of RDS staff is important across all stations, where spare or resilience staff are re-deployed on a daily basis. The RDS key stations will be the first to receive any resources.

Our communities and individuals are safe and protected from harm and able to remain independent for longer							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Fire and Rescue	% times an appliance arrives at life risk or property incidents within agreed response standards (KBM)	73.94	75	75	Green		The Service continues to monitor this measure closely and resources are moved on a daily basis to ensure the optimum distribution of resources to maintain the best operational cover.
Strategic Commissioning	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	521.8	520	480	Red	This measure is subject to considerable fluctuation as admission status and time can be revised for a number of 3 months following the initially reported figure.	The Quality Assurance Panels to take a closer scrutiny of approving admissions to residential care.

The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Children and Families	No. of 13-17 year olds (excluding UASC) entering care per 10,000 (KBM)	15	25	30	Green	The Case Decision Panel meetings are having an impact and oversight of all requested accommodations. Good progress exceeding target.	Continue to embed.
Children and Families	% of Children Looked After (CLA) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption (KBM)	59	59	62	Amber	Q3 actual for this measure is estimated based on Q2 actual and forecast. This forecast remains appropriate in view of a high number of children where court adoption decision is outstanding but expected during this year.	Significant work is underway to improve placement stability over the next 6 months.
Children and families	% of Children Looked After (CLA) (excluding unaccompanied Asylum Seeking Children) that left care via an adoption order, Special Guardianship Order or Children Arrangement Order (KBM)	32	32	32	Green	Q3 actual for this measure is estimated based on Q2 actual and forecast. Excellent performance.	
Children and families	% of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	74	73	71	Green	In year variation of Strengths & Difficulties Questionnaire (SDQ) scores suggests we may over achieve our target for this year.	
Children and Families	No. of children placed in residential care at 31 March (excluding UASC) (KBM)	33	32	32	Green	There has been a rise of 1 this quarter, in part this is due to a shortage of foster placements able to meet the needs of particularly challenging young people.	We are continuing to regularly review all residential placements and have begun a process to modernise and expand our fostering service to provide additional fostering options, which should bring these numbers down.
Social Care and Support Services	% of adults with a learning disability in paid employment ASCOF 1E (KBM)	10.41	10.5	11.5	Red	Classification on carefirst to be continually updated and at least on an annual basis to reflect accurate reporting on this measure.	Work being undertaken with Remploy to increase opportunities already available for people with Learning Disabilities to access paid employment. All assessments with people with Learning Disabilities to consider employment opportunities.
Social Care and Support Services	% of customers who have received support for 12 months or more who have had a review in the last 12 months (KBM)	60.6	65	65	Green	Adult Social Care (ASC) has a dedicated resource to support annual reviews for Older People in residential or nursing care, called the Quality in Care Team (QinC). They have a schedule plan for undertaking these reviews. This year they are also supporting some residential reviews for customers with a learning disability as a pilot. They are also responsible for all provider closures and any provider wide quality concerns, therefore, these responsibilities may disrupt the planned reviewing cycle. All community teams are responsible for their own community reviews. Community teams balance the need to complete annual reviews alongside incoming requests to the team. There are monthly service area meetings that monitor team positions and delivery plans. The data that captures annual review stats for ASC presents some challenges and we are working with the development of our new IT system, Mosaic to determine if these can be improved.	Monthly service areas meetings are in place to enable senior managers to monitor and understand team and service areas positions in relation to annual reviews. We need to continue to develop Mosaic to enable effective reporting on annual reviews. <input type="checkbox"/> Adults Customer Journey Board have requested a detailed report to establish an improvement plan for the new process.
Social Care and Support Services	No. of carers receiving a service in their own right (KBM)	368	520	520	Green	This is at the expected rate at the end of Q3 to meet the end of year target.	
Strategic Commissioning	% of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	74	73	71	Green	In year variation of Strengths & Difficulties Questionnaire (SDQ) scores suggests we may over achieve our target for this year.	
Community Services	No. of individuals taking part in Country Park environmental activities across the County (KBM)	16527	20000	20000	Green	pleasing rise in numbers Halloween/Oct half term success	
Community Services	Kgs of residual household waste per household (KBM)	124.64	513.77	520	Green	Does not take into account increase in dwelling stock which is likely to bring the figure down	
Community Services	% household waste re-used, recycled and composted (KBM)	54.73	52.73	51.2	Green	Proportion of wood no longer classed as household waste which has reduced the recycling rate	
Public Health	% children aged 5 who are obese (KBM)	8.2	8.2	8.5	Green	Better than England (9.3)	No action required
Public Health	Teenage conception rate per 1,000 population (Warwickshire) (KBM)	22.9	22.9	22.9	Green	This rate is in line with the all England rate and indicates the reduction of almost 50% since 1998.	
Public Health	Teenage conception rate per 1,000 population (Warwick DC) (KBM)	12.9	12.9	12.9	Green	The latest available all England Rate is 22.8 (2014 figure) produced by the Office for National Statistics and released annually each March. <input type="checkbox"/>	
Public Health	Teenage conception rate per 1,000 population (Stratford DC) (KBM)	14.2	14.2	14.2	Green	The latest available all England Rate is 22.8 (2014 figure) produced by the Office for National Statistics and released annually each March.	

The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Public Health	Teenage conception rate per 1,000 population (North Warks BC) (KBM)	24.3	24.3	24.3	Green	The latest available all England Rate is 22.8 (2014 figure) produced by the Office for National Statistics and released annually each March.	Warwickshire North Health and Wellbeing Partnership have agreed an action plan to work with all partners to improve the rates - this was a result of the teenage Pregnancy Summit held in November 2016 facilitated by Public Health. The rate has reduced from 26.6 the previous year so is showing a decline.
Public Health	Teenage conception rate per 1,000 population (Rugby BC) (KBM)	18.5	18.5	18.5	Green	The latest available all England Rate is 22.8 (2014 figure) produced by the Office for National Statistics and released annually each March.	
Public Health	Teenage conception rate per 1,000 population (Nuneaton & Bedworth BC) (KBM)	43.0	43	43	Green	This rate has increased from 26.6 the previous year and represents a total number of 97 conceptions resulting in 50 births.	Warwickshire North Health and Wellbeing Partnership have agreed an action plan to work with all partners to improve the rates - this was a result of the Teenage Pregnancy Summit held in November 2016 facilitated by Public Health which explored the possible reasons for the increase and a set of actions.
Public Health	% increase of low level Mental Health and Wellbeing support services (level of access) by Warwickshire residents (KBM)	n/a	5	5	Green	Q2 data submitted - Q3 data not available from the range of providers involved. 9687 people had accessed services at end of Q2	
Public Health	% increase of the no. of people with dementia accessing post diagnosis mental health and wellbeing support (KBM)-	n/a	10	10	Green	Data is for Q1 and Q2 and includes users of dementia navigator service, young onset dementia service pilot, living well with dementia website, books on prescription for dementia and physical activity on referral (dementia). Large increase in Q2 figures due to increased promotion of dementia website linked to national and local dementia awareness campaigns. 5486 people had accessed services at end of Q2	No action as on target. Will continue to promote services
Public Health	% women smoking in pregnancy (Coventry Rugby CCG) (KBM)	10.4	12	12.1	Green	Q1 data 2016-17	Implementation of risk perception intervention
Public Health	% women smoking in pregnancy (South Warwickshire CCG) (KBM)	8.2	8	7.6	Red	Q1 data 2016-17. Yr end target based on inaccurate figures for 2015-16	Implementation of risk perception intervention
Public Health	% women smoking in pregnancy (Warwickshire North CCG) (KBM)	13.8	13	11.6	Red	Q1 data 2016-17. Yr end target based on inaccurate figures for 2015-16	Implementation of risk perception intervention
Public Health	No. of people stopping smoking (4 week quit data) (KBM)	450	1900	2162	Red	Q1 data 2016-17. No of quitters down from 2015-16	Promotion of Quit4good online service in areas of high smoking prevalence
Public Health	% infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	30.5	43.8	43.8	Green	This performance data does not include babies born in the last week of Nov or any of December. Refresh data will be available beginning of February.	
Public Health	Total % drug and alcohol users successfully completing structured treatment (KBM)	25.9	26.5	27	Amber	Higher is better. The slight reduction is reflective of changes in opiate and alcohol completion rates earlier in the year. This may resolve during Q4.	
Public Health	% repeat presentations for drug and alcohol use (KBM)	5.8	5.4	5.4	Green	Lower is better. We do not yet have full data, so this is an estimate. For representations, small numbers can have a disproportionate impact on the %.	
Public Health	No. of individuals completing the Fitter Futures Warwickshire programme (KBM)	1147	1300	1300	Green		
Fire and Rescue	% incident command competency levels amongst Flexi Duty Officers (KBM)	97.38	98	100	Amber	Earlier in the year 1 Officer had not completed his competency levels assessment which has had an impact on the year to date	All Officers will be reminded in advance of the need to complete their assessment within required timescales.
Fire and Rescue	% competency level for Wholetime and RDS firefighters in 8 risk critical areas (KBM)	95.92	96	100	Amber	The performance against this target is affected due to recently recruited RDS (part-time) personnel undergoing their development courses, this can take some time due to their limited availability to attend courses. In addition there are some wholetime firefighters returning from sickness and will take time to regain full competency.	Both the recently recruited RDS and returning Wholetime personnel will be supported by Training and Development and at station level to become fully competent in as short a timescale as possible.
Fire and Rescue	Average days sickness per Full Time Equivalent (KBM)	5.4	8.5	7	Red	Year to date sickness absence for 2016/2017 is 5.40 at end of November. This means that it is likely that the year end will be a minimum of 8 days lost per FTE. This is compared to the figures for end of November, year to date for 2015 of 4.93. There are a number of long term sick who are now returning on light or full duties. These have negatively impacted on the absence figures.	The management of sickness absence will become more productive following the launch of the amended sickness absence policy which was circulated to Senior Management in mid November and additionally to rep bodies. This will provide a more streamlined and effective way of managing sickness absence.

The health and wellbeing of all in Warwickshire is protected							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Fire and Rescue	No. of RDS Firefighter vacancies (Full Time Equivalents) (KBM)	36	23	20	Green	Currently the level of RDS vacancies is running at 36 and the Service continues to deal with the challenges of the RDS system.	A further RDS recruitment campaign has been planned for this year. The DRASP team who coordinate the process will <input type="checkbox"/> support the potential recruits throughout with a target of reducing the RDS vacancy levels to circa 23. The RDS recruitment process has been reviewed and improved and as a result the number of applicants successfully completing the process has increased. DRASP Team are running a new initiative to recruit PCSOs into the recruitment process.
Fire and Rescue	No. of Wholetime Firefighter vacancies (Full Time Equivalents) (KBM)	8	0	0	Green	The number of wholetime firefighter vacancies is being managed closely and is currently running at 8. As WFRS enters phase 2 of our Transformation programme and a new duty <input type="checkbox"/> system is established these vacant posts will be protected and contribute to the savings without the need for compulsory job losses. In order to maintain availability of fire engines temporary fixed term contracts will be used and the year end estimate takes this into account. <input type="checkbox"/>	Close management of the vacancy situation and any effect on wholetime availability through the monthly performance meetings. A recruitment campaign for whole time firefighters is planned for early 2017.
Fire and Rescue	No. of major training events/exercises undertaken at risk premises (KBM)	13	20	12	Green	NA	NA
Fire and Rescue	No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) accidents (KBM)	1	5	6	Green	NA	NA

Our economy is vibrant, residents have access to jobs, training and skills development							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Children and Families	% of children achieving a Good Level Development (GLD) at the end of reception (KBM)	71	70	70	Green	Warwickshire pupils have performed well in their Early Years assessments this year. These achievements were recently commended by Ofsted with the following comments: it is pleasing to note that the percentage of pupils achieving a good level of development was above the national average and increased from the 2015 figure. This means that Warwickshire has a ranking of 45 out of 150 local authorities on this measure.	None
Children and Families	% of Children Looked After (CLA) aged 16-19 who are Not in Education, Employment or Training (NEET) (KBM)		14.5	14.5	Green		This measure is no longer used nationally to compare the performance of LAs. It is not available currently and suggest that it is changed to CLA aged 16 & 17 and submitted annually.
Children and Families	% of Children Looked After (CLA) whose attendance at school is above 90% (KBM)	95	95	90	Green	Good performance, exceeding target.	
Children and Families	% of Care Leavers aged 19-21 who are Not in Education, Employment or Training (NEET) (KBM)		27	27	Green		Data cannot be provided by the Virtual School. In addition it should be an annual measure rather than measured quarterly.
Community Services	Total no. of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	13887	16250	16250	Green		
Community Services	% business satisfaction levels with Trading Standards (KBM)	100%	87	87	Green	Figures are for April to September only due to questionnaires data not yet available	
Community Services	% targeted formal Trading Standards enforcement actions which are successful (KBM)	100%	87	87	Green		
Community Services	% satisfied Trading Standards customers (KBM)	84.5%	87	87	Green	Figures are for April to September only due to questionnaires data not yet available	
Community Services	% planning application responses delivered within Service Level Agreements (KBM)	97	97	90	Green	Continuing to deliver efficient service to key clients	
Education and Learning	% children achieving expected progress between Key Stage 2 and Key Stage 4 in English (KBM)-Jane Spilbury to sort.	0.01	0.01	0.01	Green	Provisional DfE data reports Warwickshire Progress 8 score for English as -0.01 which compares favourably to national -0.04. Final validated data is expected in January.	New accountability measures were introduced by DfE this year. Progress 8 captures the progress a pupil makes from the end of primary school to the end of secondary school. The greater the score the greater the progress made compared to pupils with similar prior attainment.
Education and Learning	% children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths (KBM)	0.06	0.06	0.01	Green	Provisional DfE data reports Warwickshire Progress 8 score for Maths as 0.06 which compares favourably to national -0.02. Final validated data is expected in January.	New accountability measures were introduced by DfE this year. Progress 8 captures the progress a pupil makes from the end of primary school to the end of secondary school. The greater the score the greater the progress made compared to pupils with similar prior attainment.
Education and Learning	Closing the Gap - % disadvantaged children achieving age related expectations at end of Key Stage 2 in reading, writing and maths (KBM)	37	37	39	Red	As for Q2, indicative data shows 35% (9 of 26) year 6 LAC reached the expected standard in RWM at the end of KS2. Note 8 have an EHCP, thus given this and the small cohort, large fluctuations in performance will occur. Also note that the KS2 assessments changed in 2016 and nationally there was a decline in performance. Data is based on the performance of children who have been continuously looked after for at least 12 months.	
Education and Learning	Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English and Maths (KBM)	43	40	41	Amber	Provisional DfE data reports the Warwickshire gap as -30 compared to a national gap of -27. 40% of Warwickshire disadvantaged pupils achieved A*-C in Eng & M GCSE compared to 43% nationally. This is 1% behind target.	
Education and Learning	% 16 to 19 year olds who are not in education, employment or training (NEET) (KBM)	3.5	3.5	3.5	Green	As for Q1, NEET figures are the average proportion of NEET 16-18 year olds at the end of Nov, Dec and Jan. Data is collected by Prospects on behalf of the LA. The DfE publish official figures in the following spring. YE forecast currently reflects YE target.	
Education and Learning	No. of children missing out on education (KBM)		70	70	Green	New processes for monitoring and identifying schools quickly is in place	

Our economy is vibrant, residents have access to jobs, training and skills development							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Education and Learning	% vulnerable children and those with SEND educated in out of County provision (KBM)	9.81	9.94	10	Green	Currently there are 237 learners in independent specialist provision. This provision was referred to in the past as out of county provision which can confuse. Many ISPs are geographically in Warwickshire. The out of county referred to the fact that they are private providers not state funded specialist provision. Average costs of an annual placement of 38 weeks continues to rise and ranges from £27,000 at the lower end to above £90,000 at the upper end. The Vulnerable Learners Strategy aims to reduce the number in ISPs as we develop more Resourced Provision in county. However, it should be noted that the SEND high needs population is growing in numbers and complexity. A key pressure is the demand for specialist ASD (Autism) and SEMH (Social Emotional Mental Health needs).	Implementation plans in progress for increased ASD/SEMH specialist provision in the latter part of 2017 including Discovery (Nuneaton), Quest (Rugby) and rebranding of River House.
Transport and Economy	% all planning applications processed within target (KBM)	95 at 8/12/16	70	70	Green	22 applications have been determined with the first 3 quarters, of which 21 were within target	
Transport and Economy	% gap between best and worst wards in terms of unemployment rate (KBM)	2.0	3	3	Green	Fall from previous quarter	
Transport and Economy	% gap in productivity (GVA per job) with UK average (KBM)	8.3	8.3	14	Green	Same as previous quarter - released on annual basis	
Transport and Economy	% businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)	67		70	N/A	We have experienced significant difficulties in obtaining data to support this performance indicator. The original plan was to utilise the Chamber of Commerce's Quarterly Economic survey but changes in how this is now undertaken to ensure consistency at the national level have meant that this is not possible and an alternative data source cannot be found. We therefore cannot get any future data for this measure and are not able to report on actual or forecast data . We will remove this indicator for future periods.	This indicator will be removed as a KBM as not possible to provide data.
Transport and Economy	No. of people employed in key target growth sectors in Warwickshire (KBM)	85386	85386	83000	Green	Same as previous quarter - released on annual basis	

Warwickshire's communities are supported by excellent communications and transport infrastructure							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Transport and Economy	% Highway Authority consultations which were responded to within statutory period (KBM)	67 at 7/12/16	70	80	Red	Quarter 3 has seen 942 consultations received, with 332 in November alone. The total to date stands at 2305, of which 1,548 have been responded to within the statutory time period.	
Transport and Economy	% completion of infrastructure improvements programmed for the current financial year within Transport Planning (KBM)	95	95	95	Green		
Transport and Economy	% WCC financially supported bus services operating on time (KBM)	97.2	97.2	88	Green		
Transport and Economy	% renewed and replaced free concessionary travel passes posted within five days of receipt of request (KBM)	98	98	85	Green		
Transport and Economy	% write offs of Penalty Charge Notices (KBM)		0.9	0.95	Green		
Transport and Economy	% deployed hours for Civil Enforcement Officers (KBM)		105	100	Green		
Transport and Economy	% completion of infrastructure improvements programmed for the current financial year within County Highways (KBM)	88	100	100	Green		
Information Assets	Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	91.58	91.58	91.50	Green		

Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership							
BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Children and Families	% of children's social care workers whose workload consist of 21 allocated cases or more (KBM)	24.3	16	15	Red	Forecast retained from Q2.	The CLA Invest to Save Strategy should have a significantly positive impact on this performance measure, but will not come into effect until 2017.
Professional Praticce and Assurance	No. of adverse People Group Local Government Ombudsman decisions (KBM)	8	8	5	Red	Of the 8 upheld complaints, 5 were in respect of Social Care and Support (none in respect of blue badges), 1 in respect of Strategic Commissioning and 2 in respect of Children's Safeguarding. 6 of the 8 complaints have been upheld on the basis that there was maladministration (fault) causing injustice, although in one of these findings the only fault found was in the delay of the initial assessment which the Council had already apologised for, but no fault was found in the way the Council had reached its final decision. 2 complaints were upheld on the basis that there was fault but that it did not cause any injustice.	
Professional Praticce and Assurance	% of adult planned case file audits that are completed (KBM)	52	50	80	Red	50 sent out in Oct and Nov and 26 completed so far.	New procedure to be implemented in January 2017.
Professional Praticce and Assurance	% of children's planned case file audits that are completed (KBM)	40	60	80	Red	Engagement and compliance has been slow, largely due to workloads.	To emphasise the need to comply in reporting.
Social Care and Support Services	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month, BCF) (KBM)	465	460	403	Red	<p>There are a number of national as well as local factors which have impacted on the delivery of this measure and its target.</p> <p>The aging population is a growing issue for Warwickshire and other similar authorities; independent research by the County Councils Network shows that county authorities are faced with a 2% per year growth in their 66+ population which is faster than the England average growth of 1.8%. Additionally, due to improvements in health and life chances, people are living much longer which puts more demand on the whole health and social care system. Demographic changes have meant an increase in the numbers of patients with acute needs being admitted to hospital, particularly those over the age of 75 years who will often experience prolonged stays and/or will require more intense care packages (e.g. mobility issues requiring two carers in attendance) which may be difficult to source and lead to delays in transfers.</p> <p>Within Warwickshire the hospital social work and brokerage teams assess and arrange care for around 275 people each week (of which 52 cases /19% are currently delays). This demand is believed to be an increase on previous levels but systems have only recently been put in place to monitor this and will now enable us to evidence future changes in demand.</p>	Locally, the redesign of Warwickshire's Domiciliary Care and the introduction of the new contract from 1st August 2016, have, as expected, resulted in some instability as we move people receiving care to the new providers. This situation is expected to improve over the coming weeks and more timely care provision will become available for hospital discharges as the current transfers are completed. The new contract aims to improve efficiency and quality of home care by enabling packages of care from a single provider rather than lots of individual care services from different providers. The contract introduced the concept of zoning so providers are focused on localised delivery and are obliged to respond to care requirements of all kinds across their zone. There will be 8 zones within Warwickshire and it is expected to improve the timeliness and responsiveness of services and contribute to reducing delayed discharges.
Social Care and Support Services	Delayed transfers of care (attributable to social care, or both the hospital and social care) per 100,000 population (ASCOF 2 Cii) (KBM)	7.27	7	3	Red	As above	As above
Social Care and Support Services	% of adults receiving a direct payment ASCOF 1C Part 2A (KBM)	29.6	25	28	Red	Numbers of Direct Payments have increased as an option following the domiciliary care tenders.	Direct Payments to be continued to be offered as a first option for support.
Social Care and Support Services	% of carers receiving a direct payment ASCOF 1C Part 2B (KBM)	43.8	80	80	Green		Direct Payments to be offered as a first option for carers eligible for support
Social Care and Support Services	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	499.8	500	480	Amber	This measure is subject to considerable fluctuation as admission status and time can be revised for a number of months following the initially reported figure.	The Quality Assurance Panels to take a closer scrutiny of approving admissions to residential care.
Strategic Commissioning	% of placements in provision of Good or Outstanding quality (CLA) (KBM)	87	87	88	Amber		
Strategic Commissioning	% of placements in provision of Good or Outstanding quality (care homes) (KBM)	81.4	82	85	Amber	Based on Care Quality Commission ratings at 1.12.6. 145 out of 178 care homes in Warwickshire were Good or Outstanding.	The Quality Assurance Team will be working with those providers rated as Inadequate or Requires Improvement to address quality issues.

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BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Strategic Commissioning	Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) (KBM)Chris Lewington providing improved commentary for this & below	465	460	403	Red	See above	See commentary for this above
Strategic Commissioning	Delayed transfers of care (attributable to social care, or both the hospital and social care) per 100,000 population (ASCOF 2 Cii) (KBM)	7.27	7	3	Red	See above	See commentary for this above
Strategic Commissioning	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	499.8	500	480	Amber	This measure is subject to considerable fluctuation as admission status and time can be revised for a number of months following the initially reported figure.	The Quality Assurance Panels to take a closer scrutiny of approving admissions to residential care.
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Strategic Commissioning	% of carers receiving a direct payment ASCOF 1C Part 2B (KBM)	43.8	80	80	Green		Direct Payments to be offered as a first option for carers eligible for support
Strategic Commissioning	% of providers categorised as High Risk in the CreditSafe System (KBM)	3.9	3.5	3.31	Red	11 out of 284 monitored companies on Creditsafe Credit Rating website; had a High or Very High Risk rating.	The Market Management Team business as usual is to monitor daily and respond as appropriate to any alerts about any companies in the portfolio.
Strategic Commissioning	% of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure (KBM)	2	2	2	Green	It is normal that there will be some providers exiting the market due to market forces and supply and demand.	Continuing with routine work: Financial viability is considered at Invitation to Tender (ITT) for new contracts; CreditSafe alerts are monitored for early signs of business fragility.
Strategic Commissioning	% of domiciliary packages sourced with a request within two days (KBM)	60	60	80	Red	Improvement on previous quarter.	Intensive work being carried out by commissioner to confirm that providers are fully aware of contractual obligations and are carrying out activity to ensure they are in a position to deliver them.
Community Services	Waste Service cost per household (KBM)	65.10	65.1	65.74	Green	The cost covers only the disposal costs	
Education and Learning	% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted (KBM)	87	87	90	Amber	Ofsted published validated data reports that as at 31st August 87% of Warwickshire pupils were attending provision judged good or outstanding (65,458 pupils). This compares to 86% nationally and is 3% behind target.	
Education and Learning	% EHC Assessments including exception cases issued within 20 weeks (KBM)	40.18	42	40	Green	In 2014 the Children and Families Act introduced a challenging and personalised approach to statutory assessment. At that time the Assessment team was already under pressure and failing to meet the requirements of producing a Statement of Special Education Need. In 2015 the first year of reporting these figures Warwickshire had figures of 17% compared with a national average of 56% for EHC Plans completed in the 20 week timescale. The improvement plan for the team has seen this figure rise in 2016 with a determination that the goal would be to better than the national average.	Improvement plan in place for SENDAR. Monitoring of performance on a monthly basis. Processes regularly reviewed and improvements made. This includes feedback from the newly established customer evaluation.
Education and Learning	% EHC Assessments excluding exception cases issued within 20 weeks (KBM)	38.92	40	40	Green	What has been written above applies equally to this measure. The difference between the two is that in this one exception cases are not allowed to be included in the calculation. The SEND Reforms of 2014 have made the use of exceptions very tight whereas previously this was a widely applied factor and may account for the higher completion rates reported than was actually a fact.	As part of the improvement plan for SENDAR the funding required to operate the team has been looked at closely and currently the funding required is supported by the SEND Grant and funding from the HOS Education and Learning. During 2017 further work will be undertaken to establish the case for the sustainable funding going forward. Demand for EHC assessment remains high and there is a correlation between school funding generally and an understanding of Elements 1 and 2 and how this needs to be used to support learners with SEND. This is being addressed initially through training on SEND funding for officers and specialist professionals, is already in place for SEND Governors and we are looking to raise awareness more widely with school leaders and school Business Managers.

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Transport and Economy	% customer satisfaction level (NHT, HMC) (KBM)				N/A	2016 NHT survey results currently being evaluated. This information will provide baseline data for future monitoring	
Fire and Rescue	% customer satisfaction level (KBM)	96.25	95	95	Green	NA	NA
Fire and Rescue	£K Forecast Savings at Year End (KBM)	825	860	860	Green	Control is currently reporting an overspend and but overall the service is expected to have a small underspend at year end and therefore the overall service will achieve the saving figure.	NA
Fire and Rescue	Capital Programme - % Variance to Budget (KBM)	0.04	20	0	Red	A small increase in costs currently to be met from an additional revenue contribution.	Project Board monitoring the situation closely in respect of overall costs of the project.
Fire and Rescue	Revenue Outturn - % Forecast Variance to Budget (KBM)	3.92	1.25	-2	Green	The forecast underspend is due to vacancies in Response which are now being filled, budgeting for ill health retirements which will not be required in year, and funding set aside for national and local projects not being required until next year, partially offset by a small overspend in Fire Control	This is closely monitored by a group of senior officers and finance staff. With regular reports escalated to the services senior command team
Customer Service	Number visits to WCC libraries(per population) (KBM)	1.7	2.8	2.8	Green		
Customer Service	Resident satisfaction with WCC customer journey (KBM)	89.4	90	85	Green	This measures satisfaction with the Customer Service Centre	
Customer Service	Call abandonment rate (KBM)	2.5	4	5	Green	This measures calls abandoned by customers through the mainstream & Supporting People Customer Service Centre	
Customer Service	On-line customer service transactions (KBM)	31	35	80	Red	This measure looks at the total transactions for services available digitally and the number of transactions completed digitally as a percentage of the total.	The number of services available on line is increasing and there is currently an internal awareness campaign to promote use of the digital channel. This measure will be influenced by the development of digital access to more services and the switching off of channels e.g. telephone, face to face to encourage customers to channel shift.
Finance	WCC's statutory reports (WCC Statement of Accounts) are produced to deadline (KBM)	100	100	100	Green		
Finance	Statutory reports are unqualified by External Auditors (WCC Statement of Accounts) (KBM)	100	100	100	Green	Unqualified, but awaiting response of objection to the accounts.	
Finance	Financial reports considered by Corporate Board, GLT, Cabinet and Council (on the budget, quarterly monitoring and the Statement of Accounts) produced on the agreed dates (KBM)	88.88	94.44	100	Red	All reports for Cabinet and Council on the budget, quarterly monitoring and the Statement of Accounts were produced on time. However, there was one late monitoring report produced for Resources GLT in Q2. A revised timetable has now been agreed by Resources GLT and this should prevent any further Resources Group GLT reports being late. □ All the reports due in Q3 were produced on time □ Work is continually ongoing to improve the process for generating financial information automatically from the financial system to prevent this from recurring. □	
Finance	Amount of Cash Return on Invested Capital, expressed as ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Councils Benchmark (KBM)	100	333.33	100	Green	LIBID- London Inter Bank bid rate	
Finance	WCC's statutory reports (Pension Fund) are produced to deadline (KBM)	100	100	100	Green		
Finance	Statutory reports are unqualified by External Auditors (Pension Fund)(KBM)	100	100	100	Green	Signed off as unqualified 30th Sept	
Human Resources & Organisational Development	Staff sickness (KBM)	8.91	10	10.05	Green		
Human Resources & Organisational Development	Staff turnover (KBM)	15.07	14	15.19	Amber	Nos of staff leaving in the quarter as a proportion of the total headcount in the period.	
Human Resources & Organisational Development	Positive employee engagement score (KBM)	70	70	70	Green	Taken from the annual staff survey, taken as an average of the scores for 6 specific questions.	

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Human Resources & Organisational Development	Compliance with statutory requirements, or maintain 100 % compliance (KBM)	100	100	100	Green	The Occ. Health, Safety & Wellbeing Management System compliance is on target.	
Information Assets	% Coverage for Warwickshire of high speed broadband / internet access for all premises and small businesses (KBM)	91.58	91.58	91.50	Green		
Information Assets	Medium and high level information incidents reported (KBM)	37	55	50	Red	Year end forecast taken into account Q3 forecast has only 2 months actuals. We are running slightly above average, but will continue to increase awareness and in particular training is planned for Q4	Information compliance training refresh early 2017
Information Assets	Availability of IT key systems through core infrastructure to users (KBM)	100	99.5	99	Green		
Information Assets	Remote availability of IT key systems to users through mobile devices (KBM)	56	65	65	Green		
Law and Governance	Number of complaints upheld by the Ombudsman (KBM)	8	10	8	Red	8 complaints upheld to date. Of these, 5 were in respect of Social Care and Support, 1 in respect of Strategic Commissioning and 2 in respect of Children's Safeguarding. 6 of the 8 complaints have been upheld on the basis that there was maladministration (fault) causing injustice (1 related to delay and not decision making). 2 complaints were upheld on the basis that there was fault but that it did not cause any injustice.	Review of the 8 upheld to be undertaken to identify any themes. Any lessons for improvement to be reported to Strategic Director and raised with HoS.
Law and Governance	Audit recommendations implemented vs recommended (KBM)	89	90	66	Green		
Law and Governance	Legal challenges / adverse judgements (KBM)	1	1	0	Red	1 upheld complaint by the Information Commissioner in relation to a request made under the Environmental Information Regulations - the ICO found against the Council and has ordered the Council to make the information available to the requestor	This is a specific case which does not require further action
Physical Assets	Target asset receipts received (KBM)	23.82	35.28	100	Red	Target shortfall due primarily to delay in receipt from Kenilworth Greenway - option not triggered by developer - and delay in first payment from sale of land at Europa Way - ongoing negotiations with WDC. Sale of 1 Northgate Street and land at Warton also delayed	Continue to liaise with Bloor Homes to ensure option triggered at earliest opportunity. Seek to agree terms asap with WDC or take property to market in Q1 2017 to secure alternative purchaser. Put land at Warton on market asap following grant of pp. Completion on 1 Northgate St dependent on parking issue being resolved and relocation of current occupiers
Physical Assets	WCC Council Property footprint (sq mtrs.) (KBM)	0	100	100	Green	Target is to reduce floor space of centralised property by 834 sq m by 31.03.2017 and 6750 sq m by 31.3.2020. The yearly target is therefore to achieve 100% of the reduction in sq m by 31st March 2017 through the closure of Elizabeth House, Stratford upon Avon (834 sq m)	
Physical Assets	Non-compliances per £1m of operational property expenditure (KBM)	0	4	4	Green	This measures the number of incidents where procedures and processes have not been followed or have broken down, leading to a non compliance of regulations e.g for asbestos where staff/pupils are exposed to asbestos as a result of works being undertaken; for water- e.g- legionella control. The target is not to have more than 4 such incidents in a year. To date, we have had none. The measure is based on a budget of £5.3m of centralised property holding by WCC.	
Physical Assets	Actual project delivery time to planned delivery time (KBM)	95	90	90	Green		
Performance	Benefits delivered from high priority projects and programmes (as agreed by CTB) (KBM)	100	90	90	Green	This refers to benefits derived from closed projects. 1 project has closed so far & two of two benefits for this have been achieved to date.	

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BU	Measure	Actual	Forecast	Target	RAG	Comments	Actions to be taken
Performance	Variance between actual quarterly milestone length and planned quarterly milestone length (KBM)	22.26	23.3	10	Red	<p>In January 2016, Customer & Transformation Board identified 18 key projects & programmes across the council. □</p> <p>□</p> <p>192 of 247 milestones were completed on time for Q1Q3. 7 projects including Accommodation with Care & Adults Transportation missed more than 10% of their milestones in Q3. However, at the end of Q3, all projects with the exception of Improved Transitions, Home First Service Project (Phase 1) and Adults Transport are on schedule to be delivered by the original project end date. □</p> <p>Monitoring will continue to identify issues & where additional support is needed. □</p>	