Cabinet

14 November 2019

One Organisational Plan
Quarterly Performance Progress Report
Period under review: April to September 2019

Recommendation

That Cabinet consider and comment on the progress of the delivery of the One Organisational Plan 2020 for the period as contained in the report.

1. Report Summary

1.1. This report outlines the performance of the organisation at the mid-year position, 1st April to 30th September 2019.

1.2. Key human resources performance is outlined and high-level risks to the Council are highlighted within the report.

2. Performance Commentary

2.1 The OOP 2020 Plan aims to achieve two high level Outcomes:
- Warwickshire’s communities and individuals are supported to be safe, healthy and independent; and,
- Warwickshire’s economy is vibrant and supported by the right jobs, training, skills and infrastructure.

Progress to achieve these outcomes is assessed against 58 Key Business Measures (KBMs).

<table>
<thead>
<tr>
<th>Outcome</th>
<th>No. of KBMs</th>
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<tbody>
<tr>
<td>Warwickshire’s communities and individuals are supported to be safe,</td>
<td>24</td>
</tr>
<tr>
<td>healthy and independent</td>
<td></td>
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<tr>
<td>Warwickshire’s economy is vibrant and supported by the right jobs,</td>
<td>17</td>
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<tr>
<td>training, skills and infrastructure</td>
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In addition, to demonstrate OOP delivery by ensuring that WCC makes the best use of its resources performance is assessed against a total of 17 KBMs.

As the Organisation continues to transform a new Commissioning Intentions Performance Framework will be reported against in Quarter 3. The new measures included in the Framework provide a sharpened focus on performance linked to the
2.2 At the end of Quarter 2, 62% (36) of KBMs are currently on track and achieving target while the remaining 33% (19) of KBM’s are not on track and behind target. 5% KBMs (3) are either not targeted or reported in arrears. Chart 1 below summarises KBM performance by outcome.

![Key Business Measure Status](image)

2.3 Of the 62% (36) KBMs are on track and achieving target there are several measures where performance is of particular note, including:

- Average daily beds occupied by delayed Warwickshire patients as performance has been at or better than target since December 2018, with the exception of February 2019;
- Average daily beds occupied by delayed Warwickshire patients delayed by Social Care. Performance has been at or better than target since May 2018, with the exception of August 2018, and reached a new low in July 2019. Warwickshire Social Care performance was ranked as 50th best out of the 151 local authorities in July 2019. This is the best performance since this ranking data was first available in June 2017;
- % of Core Highways Maintenance contract performance is currently running at 100% with all non-annual measures achieving their targets; and,
2.4 Chart 2 below illustrates the considered projection of performance over the forthcoming reporting period.

![Performance Projection for Next Reporting Period]

Chart 2

Of the 58 KBMs, 77.6% (45) are projected to remain static over the next reporting period; 20.7% (12) are projected to improve and 1 is projected to decline, which is ‘number of referrals to the Local Government and Social Care Ombudsman (LGSCO) upheld’. To date, there has been one complaint upheld, however, there are a number of matters with LGSCO for consideration at this time and therefore the likely trajectory is considered to decline, awaiting the outcomes of those investigations.

At Quarter 2 there are 2 measures that are considered to be underperforming but it is projected that an improvement will be made over the next performing period. There are 17 measures, that are considered to be underperforming and it is projected that there will be no improvement over the next reporting period. There has been an increase from 6 in Quarter 1, this is partly due to more measures being reported at Quarter 2.

Chart 3 below highlights the KBMs which are of significant underperformance alongside the projection for the forthcoming reporting period.

Full performance commentary and appropriate remedial action for measures considerably underperforming can be found in section 2.5.
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Underperforming measures expected to:</th>
<th>Improve</th>
<th>Remain static</th>
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<tbody>
<tr>
<td>Warwickshire’s communities and individuals are supported to be safe,</td>
<td></td>
<td>There are no measures that are set to improve</td>
<td>No. of Children Looked After (CLA) excluding unaccompanied asylum seeking</td>
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<tr>
<td>healthy and independent</td>
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<td>children (UASC)</td>
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<td></td>
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<td></td>
<td>% of women who smoke at the time of delivery across Warwickshire ²</td>
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<td>% of mothers initiating breastfeeding ²</td>
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<td>% of children receiving a 6-8 week health check ²</td>
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<td>% of times a fire appliance arrives at a life risk or property incidents</td>
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<td>within agreed response standards</td>
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<td>No. of fatalities on Warwickshire maintained roads</td>
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<tr>
<td>Warwickshire’s economy is vibrant and supported by the right jobs,</td>
<td>Cumulative Total Homes Passed (THP)</td>
<td>Warwickshire’s % GVA relative to the UK average</td>
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<td>training and skills and infrastructure</td>
<td>for Broadband</td>
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<tr>
<td>Making the best use of resources</td>
<td>% of projects on track</td>
<td>No. of days sickness per FTE</td>
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<td></td>
<td></td>
<td></td>
<td>% Employee engagement scores ¹</td>
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<td>% I think that poor performance is dealt with in my team ¹</td>
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<td></td>
<td></td>
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<td>% reduction in agency spend</td>
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1. Annual snapshot so will not change until the next Your Say survey

2. Based on Quarter 1 data

2.5 Compared to the position at Quarter 1, of the 6 underperforming measures which were projected to improve, the ‘number of children with an open Child in Need category including Child Protection Plans and Children Looked after’ is now on track,
with a projection to improve further. Of the remaining 5, ‘% of projects on track’ is projected to improve, whereas the other 4 have a projection of static.

Of those underperforming measures which were projected to remain static, 3 of the 6 have improved which are:

- % of eligible population aged 40-47 offered an NHS health check who received an NHS health check;
- No. of National Diabetes Prevention Programme (NDPP) referrals; and,
- Rate of total recorded crime per 1,000 population.

The other 3 all remain as underperforming with a projection of static:

- Warwickshire %GVA relative to the UK average;
- % traded income against target; and,
- % reduction in agency spend.

2.6 The following section presents KBMs where significant good performance or areas of concern need to be highlighted. The full set of Outcome Performance Dashboards are included in Appendix A.

One Organisational Plan Key Business Measures Scorecard

<table>
<thead>
<tr>
<th>Projection</th>
<th>DoT</th>
<th>Trend</th>
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<tbody>
<tr>
<td>Is the expected performance projected to improve, decline or remain static over the next reporting period</td>
<td>Direction of Travel (DoT) over recent period</td>
<td>Trend over longer time period</td>
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<tr>
<td>19/20 Actual</td>
<td>19/20 Target</td>
<td>18/19 Actual</td>
</tr>
<tr>
<td>Performance Improving</td>
<td>Performance Declining</td>
<td>Performance is Steady</td>
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Warwickshire’s communities and individuals are supported to be safe, healthy and independent

Areas of good progress

Warwickshire’s communities and individuals are supported to be safe, healthy and independent

Warwickshire Delayed Transfer of Care (DTOC) performance is forecast to be better than target in Quarter 2 with an actual of 36 against a target of 44, this is based on actual data for July and forecast data for August and September. In September the Warwickshire target for 2019/20 was increased from 43.2 to 44.4, these targets are set by NHS England. Encouragingly, Warwickshire DTOC performance has been at or below target since December 2018 (with the exception of February 2019).

Warwickshire Social Care DTOC performance has been at or below target since May 2018, with the exception of August 2018, and reached a new low in July 2019.

Health DTOC performance has been above target since August 2018, with the exception of December 2018 and May 2019. These delays have been contributed to by the Coventry and Warwickshire Partnership Trust (CWPT) and out of area providers. However, Health delays at both CWPT and the out of area providers have been on a downward trend in the last few months. These delays are being closely monitored and further investigation is being conducted.

The work on increasing flow at George Eliot Hospital through improving the discharge process is progressing well. The Hospital Social Care Team standard operating procedures and process improvements are continuing to streamline the discharge process for patients referred to Social Care. There are now four Trusted Assessors aiding patients discharged to Moving on Beds and residential placements.

Despite the improvements above, performance is predicted to remain static until health delays at CWPT and out of area providers become more stable.
Warwickshire Social Care Delayed Transfer of Care (DTOC) performance is forecast to be below, better than, target for Quarter 2 2019/20 at a level of 9.8 against the target of 19.4, based on actual data for July and forecast for August and September. Performance has been at or below target since May 2018, with the exception of August 2018, and reached a new low in July 2019. Warwickshire Social Care performance was ranked as 50th best out of the 151 local authorities in July 2019. This is the best performance since this ranking data was first available in June 2017. This is a significant achievement given the fact that Warwickshire were within the bottom 20 performers for the majority of the period from June 2017 to May 2018.

As performance is at an exceptional level it is a challenge to improve further. However, the focus will be maintained to keep these delays to a minimum and maintain current levels of performance.

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As performance is at an exceptional level it is a challenge to improve further. However, the focus will be maintained to keep these delays to a minimum and maintain current levels of performance.
Average caseloads are continuing to reduce for social workers, at the end of Quarter 2 this stands at 18.2.

Average caseloads across teams at the end of Quarter 2 are as follows:
- 19.2 in Initial Response;
- 17.7 in Safeguarding and Support; and,
- 13.8 in Asylum and Leaving Care Teams.

Average caseloads for Independent Reviewing Officers and chairs of Child Protection conferences have also reduced to 81.2 at the end of Quarter 2, from 98.4 at the end of 2018/19.

The service continues to have a low number of cases allocated to team managers.

Workforce retention is now proactively promoted through targeted support when escalations occur. The service is continuing to recruit staff and it is anticipated that by the end of the next quarter performance will be supported further, as the Health and Care Professional Council (HCPC) registration is completed for newly qualified social workers.

Significant work is being undertaken to stabilise the workforce, including:
- reviewing the workforce pledge to social workers;
- implementing an improved retention strategy;
- celebrating success across the workforce; and
- embedding a new programme of cultural change through Restorative Practice.

The service is also expanding options to attract social workers to the council, for example improving recruitment via Apprenticeships and the Frontline programme and reviewing the social worker career pathway.

The service continues to manage demand, ensuring families have the right support at the right time. Audits have been completed on cases to review the number of children on a child protection plan, to understand issues around practice, for example thresholds for services and timeliness of plans and assessments. Quarterly audits of cases have been completed over the last few years to progress timely completion of child in need work with families.

The service is also continuing to promote managerial oversight to ensure work with families is timely and at the appropriate level of intervention.

It is anticipated that the performance will remain at the same levels for the forthcoming period.
Total recorded crime per 1,000 population is marginally below target for Quarter 2 at 73.74 compared to the target of 74, this is an improved position from Quarter 1 where the measure was highlighted as an area of concern.

The police are in the middle of a significant recruitment drive and are starting to see an uplift in operational officers in the county. At the Safer Warwickshire Partnership Board in September, the Chief Superintendent updated the Board on the wide range of activities and outcomes the police had achieved across a range of crime types which included arrests, charges and remands for robbery, motor vehicle theft and possession of an imitation firearm offence. The police continue to work with partners developing problem solving plans and approaches to the incidents that Warwickshire experience.

The activities of the Community Safety Team include delivery of the Warwickshire information sharing protocol, development of E-CINS a multi-agency database to facilitate effective information sharing, the development and delivery of problem solving plans including addressing knife crime in schools, alternative giving campaigns, development of the Domestic Abuse strand of the reducing reoffending action plan, Cybercrime/online grooming/Prevent awareness and prevention sessions, supporting vulnerable residents ensuring appropriate partners address issues including fear of crime and drug dealing.

It is projected that this level of performance will continue across the next reporting period.
Warwickshire’s Smoking as the time of Delivery (SATOD) rates have reduced slightly from 10.9% in Quarter 1 to 10.7% in Quarter 2.

Remedial action includes:
- working with Coventry & Warwickshire Local Maternity System (LMS) to tackle this rise. Funding from West Midlands Maternity Transformation Fund harnessed to recruit a strategic lead to undertake a strategic review and needs assessment of stop smoking support across the LMS. The review started in October and will be completed within 6 months;
- the strategic review will help inform a more place-based, target approach to working with communities with resistant social norms regarding smoking / smoking in pregnancy; and
- beginning discussions to scope how best to embed Stop Smoking in Pregnancy advisors within George Eliot Hospital (GEH) antenatal clinics.

There are a number of factors contributing to the current rise in SATOD and likely static trajectory over the next quarter:
- local social norms relating to smoking and the need to effectively challenge these norms (particularly relating to smoking in pregnancy) at a place-based level;
- insufficient Risk Perception intervention capacity within GEH and Hospital of St Cross maternity services;
- time pressures during antenatal booking interactions, which impact on the quality of Stop Smoking in Pregnancy Service (SSiP) brief advice; and
- drop-off between referrals to, and take-up of the SSiP service.
The target is 580 and currently 666 children are in care, a reduction of six since the end of Quarter 1 but significantly above target.

The Children & Families' Project Board, chaired by the Assistant Director is focusing upon plans to reduce the looked after number. Recent achievements include:

- a reduction in the number of children becoming looked after via the Children's Decision Meeting (CDM);
- a reduction in the number of new care proceedings before the court with almost 25% fewer than last year;
- the Through Care Panel is working with teams to rapidly progress permanency, including rehabilitation back home;
- seeking to discharge care orders for further 15 children living with their parents and are regularly reviewing all such cases at CDM;
- there are 29 children placed with adopters who have yet to have Adoption Orders granted;
- increased flexibility of the Special Guardianship Offer and have seen the take up double on the number of applications over last year;
- teams continue to regularly review all children in care to see if rehabilitation is possible.

In addition, the Strengthening Families programme designed to provide Mental Health, domestic abuse and substance misuse practitioners to support parents will also have a future impact on improved performance. The programme will assist parents to resolve issues that impact on parenting. This together with a change of culture and Department for England (DfE) funding for a Family Drug & Alcohol Court (FDAC) will assist in ensuring management of children entering and leaving care.

There has been very little change in the number of children in care this year and children looked after rates remain below the statistical neighbour average; unless the service can
further reduce the new starts and speed up the discharges and rehabilitations, the trajectory is likely to at best only achieve a small net reduction on the year.

![Graph showing percentage of fire appliance arrivals at life risk or property incidents within agreed response standards.](image)

<table>
<thead>
<tr>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>Trend</th>
<th>DoT</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>72.8%</td>
<td>68.36%</td>
<td>70.18%</td>
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</table>

At the end of Quarter 2 the % first appliance attending life risk incidents within the agreed response standard of 10 minutes achieved an average of 71.89% which is below the expected target of 75%, a slight increase on the same period in 2018/19 of 0.79%. September performance was improved however it should be noted that qualifying incidents were only a third of normal levels and this has contributed to a positive impact.

Of the 69 incidents where the response standard was not achieved during the first half of 2019/20 64% (44 incidents) were fires involving property or vehicles, 29% (20 incidents) were Road Traffic Collisions and 7% (5 incidents) were to Special Services. On a monthly basis analyse of the failures to all life risk incidents are reviewed locally with local District Commanders and then by Senior Managers monthly and trends where unsuccessful incidents are identified and considered. The Service works flexibly across all the crewing systems working to provide optimum operational crewing, e.g. On-Call staff will be utilised to support wholetime crewing when needed and vice versa. This increases financial pressures on the Service and has a negative effect for On-Call availability.

Recruitment and retention of On-Call firefighters is an ongoing challenge which reflects the national picture, but the Service has seen significant improvements in On-Call availability in recent months. Service Control redeploy both staff and vehicles daily to optimise emergency cover, however with the unpredictability and geographical spread of incidents the mitigating effect of this will always be limited. Targeted fire prevention activity is delivered in remote rural areas which the Service knows it will struggle to reach within the 10 minute response time.

The Service Asset Management Plan sets out the intention to relocate some whole time response points onto transport nodes across the County with the intention of improving response to emergency incidents, particularly those on the motorway network.

It is anticipated that the current level of performance will remain static as recruitment and retention of On-Call firefighters will remain a national and local issue with no short term
solution. There is a program in place for whole-time recruitment which will result in a balanced establishment as of the end of this year, thus reducing the need to utilise our On-Call personnel.

The number of fatalities across all Warwickshire roads have increased during Quarter 2 from 10 to 19. In 2018/19 1 of the 10 fatalities occurred on a non WCC road, in 2019/20 3 of the 19 fatalities happened on non WCC road. There have been 16 fatalities in total on Warwickshire maintained roads in 19/20 so far; please note that 2019/20 data still needs to be validated. After analysis of the fatalities there is no pattern, the majority (5) were as a result of a swerve or leaving a carriageway. The pedestrians (3) were all in the road at the time crossing (not on crossings) and 3 were at junctions.

The Warwickshire Road Safety Partnership has recently reconvened with the inception of a Strategic Board. The Strategic Board is made up of WCC Directors & Senior Officers, Police & Crime Commissioner and Senior Police and Fire & Rescue representatives. It will set the strategic direction of the partnership and, working with recommendations from the operational board, take ultimate responsibility for the financial decision making and scrutiny.

Since April the Traffic & Road Safety Group has taken steps to bid for significant funds through Community Infrastructure Funding (CIF) to implement schemes to reduce casualties on WCC roads. Over £5M has been approved or is being considered to reduce collisions at various locations across the County. With funding approved for Wolvey Crossroads and the the Lawford Road - Addison Road junction; the Green Man Crossroads in Coleshill and, A439 Warwick Rd – Sand Barn Lane junction and the casualty reduction scheme at Portobello Crossroads will go to November Cabinet for recommended addition to the Capital Program. The Cabinet report will also include recommendations for the £1.7M a pilot scheme for average speed cameras on County
roads to be added. These are to address collisions on several primary routes (A446 north of Coleshill; A428 east of Coventry; A435 south of Redditch; A426 north of Rugby). If approved these should prove to be a significant step toward casualty reduction.

The current projection for the next period will be static.

Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Areas of good progress

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<th>16/17</th>
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<th>Trend</th>
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<tr>
<td>N/A</td>
<td>90</td>
<td>100</td>
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Performance is currently at 100%. There are 11 Core Performance Measures, of which 8 are above target, and 3 cannot be measured at this point of the year as they are 'annual' measures.

Looking at the performance since the start of this year, and the end of last year, performance indicators are predicted to remain broadly static as volume of work carried out is within the contractual norms.
Areas of concern and remedial action

Data on economic output (GVA) is calculated annually by the Office for National Statistics (ONS) and is based on a wide range of supporting economic data. The latest available data was released in December 2018, covering the previous year, 2017. The next ONS release of the data will be in December 2019/January 2020, which will cover 2018. As new data becomes available, and the methodologies that the Office for National Statistics use to calculate GVA improves, the data is often subject to revision.

Since the previous release, Warwickshire’s data has been revised and updated, and it is now calculated that Warwickshire’s position is below the national average (whereas previously it had thought to have been above).

However, Warwickshire has still seen strong growth since the end of the recession in 2009, growing at a faster rate than the national average (29.7% growth between 2009-2017, compared to just 19.1% nationally), and faster than our surrounding areas (including areas to the South East). Indeed, Warwickshire has the seventh fastest growth rate out of all local authority areas in the country - and the fourth fastest when London is excluded. At the same time, the latest data does show that our gains in productivity have slowed in the last couple of years.

Research is being undertaken to understand the causes of this, and what key interventions/activities might be needed to help address this as part of WCC’s new economic strategy and enable our strong economic growth to continue into the future, and a briefing paper being produced for Overview & Scrutiny in October. Initial analysis suggests that Warwickshire has been disproportionately affected by the slowdown in the motor vehicle manufacturing sector since 2015 as a result of ‘dieselgate’, a slowing global economy (particularly China) and the need to move towards new, low/zero emission technologies.

However, given the need for the sector to shift to these new technologies - and the global opportunities this could bring - Warwickshire is well-placed to benefit and this should come
through into stronger growth in the medium to longer-term. There are also local disparities across Warwickshire. Further research is being undertaken to understand these and to identify the interventions/activities needed as part of the new economic strategy.

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<tr>
<th>Warwickshire makes the best use of its resources</th>
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<td>Areas of good progress</td>
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<table>
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<th>No. of referrals to Local Government &amp; Social Care Ombudsman upheld</th>
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<th>16/17</th>
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<td>11</td>
<td>15</td>
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To date for 2019/20 the Council has 1 upheld complaint which is an improvement on the 6 received within the same period last year. The Service is aware that the Ombudsman has other referrals from Warwickshire which are being considered and the outcomes of those cases is awaited. Work continues in the areas identified in the ‘Local Government and Social Care Ombudsman - Annual Review and Summary of Upheld Complaints’ report to Cabinet in September 2019, with a particular focus on implementing an action plan.

It is anticipated that the current level of performance will continue. However, the number of referrals upheld is likely to increase as the LGSCO completes its investigations. Nevertheless, this trend represents an improvement on last year and is below target.
The average days sickness is currently running at 10.05 days based on a rolling 12 months and is both above the target of 9.04 days per FTE and the same point last year. Initial analysis shows that long term sickness has increased with short term sickness staying relatively stable. Also the number of days per occurrence has increased. The increase is across the whole organisation and is not specific to one Directorate or Service.

As part of Our People Plan the Service is trialing a new approach to more robust management of sickness with DLT's. Also, the steering group works with Public Health, the focus is on proactive interventions and ways to wellbeing, particularly mental health and wellbeing champions. Sickness absence surgeries are in place for managers and bespoke training and support has been provided in targeted areas. Sickness absence levels continue to be reported to managers monthly and the HR Advisory service provides support and guidance to managers to manage long and short-term sickness absence. Corporate Board has asked for sessions to be arranged with each Strategic Director to review levels of sickness absence by Directorate. HROD also continues to liaise with the highest performing authorities to learn lessons from their approach.
The average abandonment rate at the end of Quarter 2 is 5.1% (4.5% over the mid year period) against a target of 5% and the average for 2018/19 for the same period was 1.8%. The service has taken on additional services including non-safeguarding calls for MASH (multi-agency safeguarding hub) and Fitter Futures for Public Health. These calls have high average call handling time which has impacted on the number of advisors available to take calls decreasing as they are occupied for longer. In addition, the contact centre had to unexpectedly take calls on behalf of the Schools and Transport Admissions Team due to sickness and staff shortages in this service. The service continues to closely monitor this measure.

While the abandonment rate has increased for the Customer Service Centre as a whole the Mainstream abandon rate remains static at 3.2% Quarter 1 vs Quarter 2. Supporting People abandon rate has increased from 5.7% to 11.3% Quarter 1 vs Quarter 2. The main factors influencing this are resource levels required and process redesign in connection with the Adult Social Care revised Strength Based Approach. Resource levels have been impacted by leavers and long term absence and a recruitment campaign is currently underway. The process redesign involved an upgraded system and a change in process. All redesign work involved regarding training all the Supporting People team prior to Go Live on Sept 16th.

The new process is designed to provide a better customer experience both within the Customer Service Centre and the wider Adult Social Care environment. CSC performance should remain static but as the Strength Based process is totally new, and culturally different, there is a risk that performance may deteriorate in the short term as call length will be higher and new recruits will not be working at 100% efficiency. The benefit will be realised as customers are clearer on what is being delivered and the service delivered faster resulting in fewer chase up and repeat calls.

The current levels of performance are projected to remain static however the projection is to improve once the process is embedded.
Management of HR

2.7  A summary of the position on HR management is shown below:

- The average days sickness is currently running at 10.05 days (rolling 12 months) which is higher than Quarter 2 performance from 2018/19. Further information can be found in the commentary for the ‘no. of days sickness per FTE’ performance measure on page 17.
- Headcount: Q2 headcount is 4,490 which is a reduction of 131 from Q2 2018/19.
- Age Profile remains stable with an average age of 45.1. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme
- HR headline figures are available in Appendix A.

Management of Risk

2.8 Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults which is set permanently at red because of the nature of the risk. The full details can be found in Appendix A.

Background Papers

None

<table>
<thead>
<tr>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report Authors</td>
</tr>
<tr>
<td>Vanessa Belton, Performance, Planning and Business Improvement Business Partner Resources &amp; Communities; <a href="mailto:vanessabelton@warwickshire.gov.uk">vanessabelton@warwickshire.gov.uk</a></td>
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<td>Strategic Director</td>
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</tr>
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<td>Portfolio Holders</td>
</tr>
<tr>
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</tr>
</tbody>
</table>
Appendix A

Part 2: Headline HR Information

Key statistics on the number of employees, age profile, staff turnover and sickness absence.

### Number of Employees

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Headcount</th>
<th>Full-time Equivalents</th>
<th>Whole-time Equivalents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 18/19</td>
<td>4,585</td>
<td>3,799</td>
<td>3,738</td>
</tr>
<tr>
<td>Q2 18/19</td>
<td>4,621</td>
<td>3,866</td>
<td>3,785</td>
</tr>
<tr>
<td>Q3 18/19</td>
<td>4,610</td>
<td>3,859</td>
<td>3,810</td>
</tr>
<tr>
<td>Year End 18/19</td>
<td>4,501</td>
<td>3,774</td>
<td>3,707</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td>4,464</td>
<td>3,734</td>
<td>3,703</td>
</tr>
<tr>
<td>Q2 19/20</td>
<td>4,490</td>
<td>3,756</td>
<td>3,724</td>
</tr>
</tbody>
</table>

### Age Profile of our Workforce

- New starters during 2018/19: average age of 23.2
- Leavers during 2018/19: average age of 43.1

### Sickness Absence Statistics

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Days lost through sickness</th>
<th>% of which short-term</th>
<th>% of which long-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 18/19</td>
<td>9,466</td>
<td>32.4%</td>
<td>67.6%</td>
</tr>
<tr>
<td>Q2 18/19</td>
<td>8,263</td>
<td>32.0%</td>
<td>68.0%</td>
</tr>
<tr>
<td>Q3 18/19</td>
<td>6,799</td>
<td>38.6%</td>
<td>61.4%</td>
</tr>
<tr>
<td>Year End 18/19</td>
<td>36,213</td>
<td>37.3%</td>
<td>62.7%</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td>9,068</td>
<td>32.7%</td>
<td>67.3%</td>
</tr>
<tr>
<td>Q2 19/20</td>
<td>9,228</td>
<td>30.4%</td>
<td>69.6%</td>
</tr>
</tbody>
</table>

### Staff Turnover (1st July 2019-30th September 2019)

<table>
<thead>
<tr>
<th>Reason for Leaving WCC (headcount)</th>
<th>New Starters</th>
<th>Leavers</th>
<th>% Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resignation</td>
<td>110</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redundancy</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of contract</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By mutual agreement</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Commentary:

The average days sickness is currently running at 10.05 days based on a rolling 12 months and is both above the target of 9.04 days per FTE and the same point last year. Initial analysis shows that long term sickness has increased with short term sickness staying relatively stable. Also the number of days per occurrence has increased. The increase is across the whole organisation and is not specific to one Directorate or Service. As part of Our People Plan the Service is trialing a new approach to more robust management of sickness with DLT’s.

Headcount: Q2 headcount is 4,490 which is a reduction of 131 from Q2 2018/19. Age Profile remains stable with an average age of 45.1. Efforts to increase the younger representation of the workforce continues with the Apprenticeship programme.
### Appendix A
**Part 3: Strategic Risk Information**

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation" It is the combination of the probability of an event (likelihood) and its effect (impact).

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Gross Risk level</th>
<th>Net Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government policies, new legislation, austerity measures and demographic pressures present challenges to sustainable service delivery.</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>Continuing pressure on Adult Social Services, Health and Special Educational Needs &amp; Disability provision.</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>Failure to adequately safeguard Children and Vulnerable Adults</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>Failure to maintain the security of our systems and data</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Inability to secure economic growth in Warwickshire</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td>Inability to keep our communities safe from harm</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>The Transformation Programme does not deliver the pace and extent of change required to meet high priority OOPS targets and deliver strategic priorities.</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Overall risk assessment</td>
<td>16</td>
<td>9</td>
</tr>
</tbody>
</table>

**Commentary – Action to reduce the likelihood and impact of net red risks:**

Significant risks continue to be actively managed by Corporate Board through the Corporate Risk Register and remain unchanged, with the only net red risk being the adequate safeguarding of Children and vulnerable adults.
Warwickshire's communities and individuals are supported to be safe, healthy and independent.
Warwickshire’s economy is vibrant and supported by the right jobs, training and skills and infrastructure.
Warwickshire’s economy is vibrant and supported by the right jobs, training and skills and infrastructure.
Recommendations

That Cabinet:

a) Note the forecast underspend of £1.829m for the 2019/20 financial year on the Council’s revenue budget.

b) Note the forecast underspend on the capital programme of £12.113m.

c) Approve the carry forward of the underspend on the capital programme of (£14.302m) in 2020/21 and future years and the changes totalling £2.189m to the cost and funding of schemes detailed in the report and Annexes A to M.

1. Purpose of the Report

1.1. This report outlines forecast financial position of the organisation at the end of 2019/20 based on the information known at the end of the second quarter. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and over spending.

2. Financial Overview - Revenue

2.1. The forecast outturn position is set out in the table below and shows a total forecast underspend of £1.829m, representing 0.6% of the Council’s net revenue budget.

2.2. It is important to note that the forecast is based on expenditure for the first half of the year and forecast demands for the remainder of the year. The position is therefore likely to change throughout the year and Cabinet will be provided with a further update in January 2020.

2.3. Whilst the overall position is not one of an overspend, there are some areas that are continuing to forecast an overspend, primarily due to increasing demand for services. These have been reviewed by Corporate Board and will
be subject to ongoing monitoring to ensure mitigating actions are in place to reduce and manage expenditure.

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Approved Budget £m</th>
<th>Forecast Outturn £m</th>
<th>Forecast Over/(Under) Spend £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities</td>
<td>177.593</td>
<td>185.997</td>
<td>8.405</td>
</tr>
<tr>
<td>People</td>
<td>236.898</td>
<td>235.354</td>
<td>(0.544)</td>
</tr>
<tr>
<td>Resources</td>
<td>49.866</td>
<td>49.103</td>
<td>(0.763)</td>
</tr>
<tr>
<td>Corporate Services and Resources</td>
<td>(160.232)</td>
<td>(169.158)</td>
<td>(8.926)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>304.124</strong></td>
<td><strong>302.296</strong></td>
<td><strong>(1.829)</strong></td>
</tr>
</tbody>
</table>

2.4. Further detail on the cost pressures are set out later in the report. Annexes A to M outline the reasons for all material variations between the forecast spending and the budget. These annexes are available electronically.

2.5. The forecast underspend reported to Cabinet in September was £6.298m. After adjusting for the net transfer to of funding to reserves of £2.692m, approved as part of the September report, this equates to a comparable underspend to that being reported here of £3.606m. The half year forecast of a £1.829m underspend is therefore a reduction in the forecast underspend of £1.777m.

3. Detailed Analysis - Revenue

3.1. COMMUNITIES DIRECTORATE - Forecast Overspend £8.405m

<table>
<thead>
<tr>
<th>Service</th>
<th>Approved Budget £m</th>
<th>Forecast Outturn £m</th>
<th>Forecast Over/(Under) Spend £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Services</td>
<td>110.024</td>
<td>117.183</td>
<td>7.159</td>
</tr>
<tr>
<td>Environment Services</td>
<td>24.069</td>
<td>23.877</td>
<td>(0.192)</td>
</tr>
<tr>
<td>Fire and Rescue</td>
<td>20.323</td>
<td>20.817</td>
<td>0.494</td>
</tr>
<tr>
<td>Strategic Commissioner for Communities</td>
<td>23.177</td>
<td>24.120</td>
<td>0.943</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>177.593</strong></td>
<td><strong>185.997</strong></td>
<td><strong>8.405</strong></td>
</tr>
</tbody>
</table>

3.1.1. The Communities Directorate is forecast to overspend by £8.405m and the reasons for this are as follows:
**Education Services (£7.159m overspend)**

3.1.2. The forecast overspend on Education Services is as a result of increased demand and costs for high needs placements (£4.334m), agency placements for children with disabilities (£1.757m) and home to school transport (£1.091m).

3.1.3. £4.427m of the Education Service forecast overspend is in relation to services funded from Dedicated Schools Grant (DSG). The DfE requires all local authorities to complete a recovery plan should their overspend on the DSG exceed 1%. The current DSG forecast overspend for the whole authority is £4.024m (some DSG is held in Resources Directorate) which at 0.94% of the overall budget does not exceed the 1% threshold set by the DfE but were the position to worsen then this could arise.

3.1.4. As this is a national issue, the Government has announced additional funding nationally of £700m of which the Authority will receive a share. This funding is to support high needs costs and should reduce some of the pressure on this budget for 2020/21.

**Environment Services (£0.192m underspend)**

3.1.5. Environment Services has a projected forecast underspend of £0.192m. This is comprised of:

- A forecast overspend of £0.163m as a result of additional staffing capacity in the Gypsy and Traveller service to increase site visits in order to improve conditions and an increase in spend on the repair and maintenance of sites;
- A reduction in income from County Fleet Maintenance offset by lower than anticipated costs for Concessionary Travel due to reduced take up of free/renewal bus passes than expected (£0.294m forecast overspend);
- Additional income from network management (£0.539m); and
- Other minor variations due to staff vacancies and additional income (£0.110m forecast underspend).

**Strategic Commissioning for Communities (£0.943m overspend)**

3.1.6. Strategic Commissioning for Communities has a forecast overspend of £0.943m and this is largely due to the following:

- Parking Management – An under recovery of income totalling £0.612m due to planned increases in parking fees being delayed;
- Economic Development – An in-year underspend of £0.126m as a result of reprioritizing of work in future years in discussion with partners and businesses;
- Business Centres – An overspend of £0.080m as a result of additional maintenance and refurbishment work to improve the Elliot Park Business Centre, as well as lower than anticipated income from business centres.
Additionally there is a £0.129m overspend caused by contributions to capital schemes where the intention is to drawdown from reserves at year end; and

- Staffing budgets – Forecast overspends in Transport Strategy (£0.133m) and Infrastructure & Regeneration (£0.143m).

**Fire and Rescue (£0.494m overspend)**

3.1.7. The Fire and Rescue Service has a forecast overspend of £0.494m. This is a combination of a planned spend on training (£0.204m) related to the new recruit intake in September 2019 and a forecast overspend on staffing (£0.277m) due to additional overtime needs until new recruits are fully trained and cover for long term sickness.

3.2. **PEOPLE DIRECTORATE - Forecast Underspend £0.544m**

<table>
<thead>
<tr>
<th>Service</th>
<th>Approved Budget £m</th>
<th>Forecast Outturn £m</th>
<th>Forecast Over/(Under) Spend £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Social Care</td>
<td>148.540</td>
<td>146.608</td>
<td>(1.932)</td>
</tr>
<tr>
<td>Children and Families</td>
<td>54.510</td>
<td>55.697</td>
<td>1.186</td>
</tr>
<tr>
<td>Strategic Commissioner for People</td>
<td>33.848</td>
<td>34.049</td>
<td>0.201</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>236.898</strong></td>
<td><strong>236.354</strong></td>
<td><strong>(0.544)</strong></td>
</tr>
</tbody>
</table>

3.2.1. The People Directorate is forecast to underspend by £0.544m the main reasons for which are:

**Children and Families (£1.186m overspend)**

3.2.2. The forecast overspend of £1.186m is dampened by the impact of one-off funding in the current financial year, as well as some underspends against earmarked funds which will need to be set aside to complete projects in future years. Without these the service has an underlying overspend of £3.832m. The forecast overspend has increased by £0.4m over the last quarter.

3.2.3. The main areas of overspending are:

- **Agency Placements**: The overspend has increased to £4.918m and is due to increased placement costs covering internal and external foster care as well as residential placements. The forecast number of placement weeks to be purchased is slightly higher than the actual number purchased in 2018/19 but more significantly unit costs are rising as a result of increasing numbers of more costly residential and external foster-care packages; and

- **Asylum Seekers**: An overspend of £0.130m which cannot be claimed through the grant process.
3.2.4. These overspends are offset by underspends and additional income from:
- The House project (£0.094m);
- Adoption Central England (£0.716m). As this is a pooled funding arrangement the funds will be carried forward to the next financial year;
- Salary underspends within the Service, mainly due to social worker vacancies; and
- A contribution from adults services to support children transitioning to adulthood.

**Adult Social Care (£1.932m underspend)**
3.2.5. Adult Social Care is forecast to underspend by £1.932m. The main variations are:
- Learning Disability Supported Living is forecasting a £1.8m overspend with Residential Learning Disability forecasting an offsetting £1m underspend. This demonstrates that increased placements are being made in Supported Living, which is community-based care, and therefore is in line with national and local strategy;
- Older People Residential and Nursing (£1.0m underspend);
- Underspends on Reablement and Hospital Team budgets of £0.8m;
- Older People Homecare is overspending by £0.3m which is offset by a Direct Payments underspend of £0.5m that reflects the slower uptake of direct payments than anticipated;
- Mental Health support for people aged over 65 is overspending by £1m; and
- An underspend from delayed and unspent project funds of £1.9m.

**Strategic Commissioner for People (£0.201m overspend)**
3.2.6. The forecast overspend is the result of a forecast increase in Public Health staffing costs (although this is partly offset by Commissioning staff underspends) as well as increased spend on the demand driven Drug and Alcohol service as a result of increasing demand for detox/in-patient and prescribing services.
3.3. RESOURCES DIRECTORATE - Forecast Underspend £0.763m

<table>
<thead>
<tr>
<th>Service</th>
<th>Approved Budget £m</th>
<th>Forecast Outturn £m</th>
<th>Forecast Over/ (Under) Spend £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Customer Support</td>
<td>19.004</td>
<td>18.729</td>
<td>(0.276)</td>
</tr>
<tr>
<td>Commissioning Support Unit</td>
<td>3.073</td>
<td>2.638</td>
<td>(0.436)</td>
</tr>
<tr>
<td>Enabling Services</td>
<td>20.939</td>
<td>19.565</td>
<td>(1.373)</td>
</tr>
<tr>
<td>Finance</td>
<td>4.550</td>
<td>4.592</td>
<td>0.042</td>
</tr>
<tr>
<td>Governance and Policy</td>
<td>2.300</td>
<td>3.580</td>
<td>1.280</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49.866</strong></td>
<td><strong>49.103</strong></td>
<td><strong>(0.763)</strong></td>
</tr>
</tbody>
</table>

3.3.1. The Resources Directorate is forecast to underspend by £0.763m. The main variations are as follows:

**Business & Customer Services (£0.276m underspend)**
3.3.2. The forecast underspend consists of: a £0.198m forecast reduction in grants paid out for Third Sector support pending the introduction of the Voluntary and Community Sector Strategy 2020-25 that was approved by Cabinet in September; with the remaining underspend mainly relating to vacancies held pending the implementation of the Business Support operating model.

**Commissioning Support Unit (£0.436m underspend)**
3.3.3. The forecast underspend of £0.436m is predominantly due to vacancies being held pending the outcome of the service redesign in addition to a reduction in agency spend.

**Enabling Services (£1.373m underspend)**
3.3.4. The forecast underspend of £1.373m is due to:
- Uncommitted Corporate ICT Development Fund (£0.609m);
- Vacancies in ICT and Facilities Management (£0.421m);
- A lower than planned cost of running county buildings (£0.116m);
- Lower spend on corporate infrastructure hardware and software (£0.089m), primarily due to the introduction of Microsoft 365; and
- Additional traded income in Property and unused funding for investment in Alternative Energy.

**Governance & Policy (£1.280m overspend)**
3.3.5. The forecast overspend in Governance and Policy of £1.280m is an increase of £1.130m on the forecast overspend reported in September. The change is due to Cabinet approving an estimated £0.997m additional spend on the Montague
Road/Hawkes Point capital project, to be met by a revenue contribution from the Service, for which there is cover in the Service’s reserves.

3.3.6. The balance of the overspend is due to a £0.290m under achievement of the savings target to be achieved through the disposal of property. To address the unachieved savings, there are planned material disposals in the pipeline, but these are not currently expected to be delivered by the end of 2019/20.

3.4. CORPORATE SERVICES AND RESOURCES - Forecast Underspend £8.926m

<table>
<thead>
<tr>
<th>Service</th>
<th>Approved Budget £m</th>
<th>Forecast Outturn £m</th>
<th>Forecast Over/ (Under) Spend £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants and Business Rates</td>
<td>(130.141)</td>
<td>(133.511)</td>
<td>(3.370)</td>
</tr>
<tr>
<td>Central Block DSG and other grants to support schools and pupils</td>
<td>(81.129)</td>
<td>(81.129)</td>
<td>-</td>
</tr>
<tr>
<td>Capital Financing Costs</td>
<td>40.263</td>
<td>33.565</td>
<td>(6.698)</td>
</tr>
<tr>
<td>Other corporate costs</td>
<td>10.775</td>
<td>11.917</td>
<td>1.142</td>
</tr>
</tbody>
</table>

3.4.1. There are two material underspends, these are:
- Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set (£3.37m)
- Lower capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of the unallocated Capital Investment Fund requiring no additional borrowing to be taken out (£6.700m).

3.4.2. These forecast underspends are partially offset by £0.629m of redundancy and pension strain costs as a result of the restructuring of services and £0.169m of funding for services to work with schools in financial difficulty that were not planned at the start of the year. Both areas of overspend are covered by risk reserves specifically set up to meet these costs.
## 4. Delivery of the Savings Plan

4.1. Planned savings of £14.221m are included within the 2019/20 revenue budget. Four Services are presently forecasting that they will not meet their 2019/20 savings targets, with the overall shortfall expected to be £4.112m. These shortfalls are already reflected in the revenue monitoring position set out in the report and whilst they do not impact further on the monitoring position, it is important that there remains a focus on savings targets and whether these are being achieved or not. A summary position is set out in the table below.

<table>
<thead>
<tr>
<th>Service</th>
<th>2019/20 Savings £m</th>
<th>Forecast to be achieved £m</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Commissioner for Communities</td>
<td>1.141</td>
<td>0.535</td>
<td>Shortfall of £0.606 million relating to the introduction of a new charging schedule for parking permits. This has been delayed while a public consultation takes place.</td>
</tr>
<tr>
<td>Children and Families</td>
<td>4.930</td>
<td>1.961</td>
<td>Shortfall £2.969 million as follows. £0.060 million saving for children's centres which has already been delivered needs to be transferred from reserves. Boarding services £0.150 million delay, although it is early in the financial year to predict trends in this highly volatile area of spend. Placement costs for Children looked after £2.760 million where the number of purchased weeks and cost of these weeks have both risen. This is the most significant element of the service's overall overspend.</td>
</tr>
<tr>
<td>Strategic Commissioner for People</td>
<td>2.820</td>
<td>2.625</td>
<td>There is a net shortfall of £0.195 million. £0.536 million is a shortfall arising from the increase in demand-led prescribing costs for Drugs and Alcohol Service giving rise to concerns about the feasibility of the savings target. This is presently offset in respect of savings from staffing and overheads which is exceeding its target by £0.341 million.</td>
</tr>
<tr>
<td>Environment Services</td>
<td>0.605</td>
<td>0.580</td>
<td>Shortfall of £0.025 million which relates to the delay in the move to Hawkes Point from Montague Road. This is in question because it relied on increased income being made from the installation of an MOT test facility at the new site.</td>
</tr>
<tr>
<td>Finance</td>
<td>0.095</td>
<td>0.061</td>
<td>Shortfall of £0.034m caused by delays in greater standardisation of procedures pending the service redesign.</td>
</tr>
<tr>
<td>Governance &amp; Policy</td>
<td>0.886</td>
<td>0.603</td>
<td>Shortfall of £0.283m caused by the delay in the generating the capital receipt from the sale of Montague Road.</td>
</tr>
</tbody>
</table>
5. **Reserves**

5.1. At the end of 2018/19 the Council’s reserves were £158.974m. At Quarter 1 Cabinet approved the following transfers:

- Education Services (£0.223m) to support the SEND demand management programme in 2019/20;
- Business & Customer Support Services (£0.085m) to complete the Warwickshire Bytes project; and
- Adult Social Care £3.000m transfer into reserves.

5.2. As a result of these contributions to and from reserves, the reserves are forecast to increase to £163.495m at the end of the financial year.

5.3. One third of reserves are held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered or for specific investment in projects. Financially this continues to place us in a healthy position to address the financial challenges facing the authority as a result of the current levels of uncertainty about future local government funding and the demand-led pressures that will need to be managed as part of developing a financially sustainable 2020-25 Council Plan.

6. **Capital Programme**

6.1. The Council’s approved capital programme for 2019/20 as a result of the decisions made by Cabinet in September was £153.896m, excluding the Capital Investment Fund. Since then additional schemes have been added to the capital programme, funded from the Capital Investment Fund, Developer and other funding sources in accordance with the Council’s approved capital strategy.

6.2. New schemes added to the capital programme forecast this quarter which have previously been approved include:

- Children & Families - Westgate Children & Family Centre Safeguarding Walkway - £0.025m;
- People - Disabled Facilities Capital Grant - £4.517m;
- Education Services – Numerous school expansion schemes - £0.993m;
- Environment Services – Highways Winter Gritting Technology £0.150m; and
- Environment Services – s.278 developer funded transport schemes - £10.855m
6.3. The net impact of these changes has been to increase the approved capital programme for 2019/20 to £170.436m.

6.4. The overall delivery of the capital programme at Quarter 2 is forecast to be £158.323m which is £12.113m lower than planned. This is largely as a result of changes to the phasing of projects such that spending will now be incurred in future years. Detail of these changes by Service is shown in the table below:

<table>
<thead>
<tr>
<th>Service</th>
<th>2019/20 Approved Budget £m</th>
<th>2019/20 Forecast £m</th>
<th>2019/20 Variance £m</th>
<th>Future Years Approved Budget £m</th>
<th>Future Years Forecast £m</th>
<th>Future Years Variance £m</th>
<th>Total Variance £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Social Care</td>
<td>2.150</td>
<td>2.100</td>
<td>-0.050</td>
<td>1.513</td>
<td>1.563</td>
<td>0.050</td>
<td>0.000</td>
</tr>
<tr>
<td>Children &amp; Families</td>
<td>0.528</td>
<td>0.547</td>
<td>0.019</td>
<td>0.157</td>
<td>0.157</td>
<td>0.000</td>
<td>0.019</td>
</tr>
<tr>
<td>People</td>
<td>5.707</td>
<td>5.576</td>
<td>-0.131</td>
<td>0.473</td>
<td>0.603</td>
<td>0.130</td>
<td>-0.001</td>
</tr>
<tr>
<td>People</td>
<td>8.385</td>
<td>8.223</td>
<td>-0.162</td>
<td>2.143</td>
<td>2.323</td>
<td>0.180</td>
<td>0.018</td>
</tr>
<tr>
<td>Communities</td>
<td>18.834</td>
<td>18.559</td>
<td>-0.275</td>
<td>18.835</td>
<td>19.092</td>
<td>0.257</td>
<td>-0.018</td>
</tr>
<tr>
<td>Education Services</td>
<td>34.457</td>
<td>34.009</td>
<td>-0.448</td>
<td>5.010</td>
<td>6.667</td>
<td>1.657</td>
<td>1.209</td>
</tr>
<tr>
<td>Environment Services</td>
<td>74.544</td>
<td>68.022</td>
<td>-6.522</td>
<td>43.200</td>
<td>67.170</td>
<td>23.970</td>
<td>17.448</td>
</tr>
<tr>
<td>Fire &amp; Rescue</td>
<td>2.779</td>
<td>2.497</td>
<td>-0.282</td>
<td>3.638</td>
<td>4.851</td>
<td>1.213</td>
<td>0.931</td>
</tr>
<tr>
<td>Communities</td>
<td>130.614</td>
<td>123.087</td>
<td>-7.527</td>
<td>70.683</td>
<td>97.780</td>
<td>27.097</td>
<td>19.570</td>
</tr>
<tr>
<td>Business &amp; Customer Support</td>
<td>0.033</td>
<td>0.115</td>
<td>0.082</td>
<td>2.024</td>
<td>1.942</td>
<td>-0.082</td>
<td>0.000</td>
</tr>
<tr>
<td>Governance &amp; Policy</td>
<td>7.837</td>
<td>7.837</td>
<td>0.000</td>
<td>2.484</td>
<td>2.484</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Total</td>
<td>170.436</td>
<td>158.323</td>
<td>-12.113</td>
<td>84.068</td>
<td>113.877</td>
<td>29.809</td>
<td>17.696</td>
</tr>
</tbody>
</table>

6.5. Adjusting for other forecasted increases in spend reported this quarter of £2.189m does not commit the Council to using additional corporate resources. Therefore, the total slippage compared to the approved budget is £14.302m (8.4%). £6.900m of this slippage is attributable to factors outside the Council’s control such as the BDUK project being delivered by an extranl contractor and delays relating to projects requiring funding from developer contributions. The main reasons for the £14.302m slippage compared to the approved budget are:

**Environment Services – £6.6m**

The rephasing into future years is across transport schemes including:
- £2.4m of developer funded schemes where spend on a number of schemes has been reprofiled to future years;
- Stanks Island (£0.8m) - Delayed because of unanticipated utilities works;
• Coton Arches (£0.2m) – Delays to approvals of preliminary layout, the land purchase will now take place in 2020/21;
• A3400 Birmingham Road, Stratford (£2.1m) – Estimated scheme costs are now forecast to exceed the available grant funding, so the scheme is currently being re-evaluated;
• Lawford Road Casualty Reduction (£0.7m) – Delays caused by the need for utility diversions; and
• Bermuda Bridge (£0.4m) – Works have not yet commenced and are now expected to take place in 2021/21.

Strategic Commissioner for Communities - £0.3m
The main reasons for this are:
• Safer Routes to Schools (£0.7m) – Funding has not yet been allocated to specific schemes so spend is now forecast to occur in future years;
• Casualty Reduction Schemes (£0.3m) – Schemes forecast to take longer than planned due to size/complexity of individual projects;
• Business Loans (£0.1m) – Reprofile of loans and repayments agreed with partners; and
• Area Delegated budgets – Spend of £0.9m has been incurred earlier than planned as additional works have now been allocated to a contractor and are expected to be completed in the current year.

Education Services – £1.6m
High Meadow Infant School (£1.6m) – A lengthy planning application process was resolved in September 2019 which has delayed the start of works.

Enabling Services - £4.5m
Development of Rural Broadband (£4.5m) - The delivery targets of the BDUK projects remains the same. However, the project contractors are struggling to deliver against the contractual targets at present.

Fire & Rescue Service – £1.2m
Fire Training Programme (£1.2m) - Various delays to planning, design etc means schemes unlikely to be completed in 2019/20.

Strategic Commissioner for People - £0.1m
Minor slippage in projects various projects on Adult Social Care modernisation and Client Information Systems (£0.1m).

6.6. Some of the benefits expected from the capital investment are delayed. As a result, as part of developing the Medium Term Financial Strategy and associated capital strategy for Members’ consideration later in the year, Corporate Board have been focussed on the actions needed to ensure a more
timely delivery of the capital programme. Any emerging proposals will be brought forward to Members for consideration.

6.7. 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. Later years will be updated as part of the development of the Council Plan 2025 and the Medium Term Financial Strategy. These figures exclude the remaining unallocated Capital Investment Fund.

<table>
<thead>
<tr>
<th></th>
<th>2019/20 budget £m</th>
<th>2019/20 forecast £m</th>
<th>2020/21 budget £m</th>
<th>2020/21 forecast £m</th>
<th>2021/22 and later budget £m</th>
<th>2021/22 and later forecast £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Borrowing</td>
<td>16.036</td>
<td>17.498</td>
<td>0.500</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Self-financed Borrowing</td>
<td>-2.430</td>
<td>-1.499</td>
<td>0.995</td>
<td>0.995</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grants and Contributions</td>
<td>117.381</td>
<td>110.339</td>
<td>38.957</td>
<td>60.882</td>
<td>27.505</td>
<td>28.420</td>
</tr>
<tr>
<td>Capital Receipts</td>
<td>35.664</td>
<td>28.200</td>
<td>14.780</td>
<td>20.065</td>
<td>0</td>
<td>2.183</td>
</tr>
<tr>
<td>Revenue</td>
<td>3.786</td>
<td>3.786</td>
<td>1.138</td>
<td>1.138</td>
<td>0.192</td>
<td>0.192</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>170.436</strong></td>
<td><strong>158.324</strong></td>
<td><strong>56.370</strong></td>
<td><strong>83.080</strong></td>
<td><strong>27.697</strong></td>
<td><strong>30.795</strong></td>
</tr>
</tbody>
</table>

**Estimated Financing to 2021/22 & Later Years (£m)**
- Borrowing
- Grants and Contributions
- Revenue, Capital Receipts & Self Financing
6.8. The most significant variable in financing the capital expenditure is forecasting the timing of the delivery of capital receipts. Forecasts are determined by the Council’s programme of disposals and subsequent income from capital receipts is used to avoid the need to incur additional borrowing. £28.2m of capital receipts are currently being forecast to finance the 2019/20 capital programme. To date £12.3m receipts have been delivered with a further £15.9m still outstanding. Any shortfall in the level of expected receipts will require the Authority to borrow sooner than expected.

Variations

6.9. 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 Annexes, with reasons for the variations provided. All of these changes are fully funded and do not require the use of any additional borrowing/receipts.

7. Financial Implications

7.1. The report outlines the forecast financial performance of the authority for 2019/20. There are no additional financial implications to those detailed in the main body of the report. The key financial issue is the need for the Medium Term Financial Strategy to reflect the need to:

- put sustainable solutions in place for those services reporting material demand-led overspends;
- ensure the ambitions of the capital strategy are supported by a stronger framework for delivery; and
- ensure that any plans developed to balance the budget going forward are robust so any decisions can be taken promptly.

8. Environmental Implications

8.1. There are no specific environmental implications as a result of the information and decisions outlined in the report.

9. Background Papers

9.1. None
No elected members have been consulted in the preparation of this report.
### 2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net Expenditure</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget £'000</td>
<td>Forecast Outturn £'000</td>
<td>Variation/Over/(Under) £'000</td>
<td>Agreed Budget £'000</td>
</tr>
<tr>
<td>Assistant Director - Environment Services</td>
<td>291</td>
<td>174</td>
<td>(117)</td>
<td>0</td>
</tr>
<tr>
<td>Trading Standards &amp; Community Safety</td>
<td>2,574</td>
<td>2,725</td>
<td>151</td>
<td>(1,048)</td>
</tr>
<tr>
<td>County Highways</td>
<td>17,364</td>
<td>17,371</td>
<td>7</td>
<td>(4,662)</td>
</tr>
<tr>
<td>Planning Delivery</td>
<td>3,202</td>
<td>3,278</td>
<td>76</td>
<td>(2,824)</td>
</tr>
<tr>
<td>Transport Delivery</td>
<td>36,816</td>
<td>36,408</td>
<td>(408)</td>
<td>(28,299)</td>
</tr>
<tr>
<td>Engineering Design Services</td>
<td>6,680</td>
<td>7,206</td>
<td>526</td>
<td>(6,224)</td>
</tr>
<tr>
<td>Emergency Management</td>
<td>245</td>
<td>261</td>
<td>6</td>
<td>(40)</td>
</tr>
<tr>
<td><strong>Net Service Spending</strong></td>
<td><strong>67,172</strong></td>
<td><strong>67,413</strong></td>
<td><strong>241</strong></td>
<td><strong>(43,103)</strong></td>
</tr>
</tbody>
</table>

- **Overspend is due to 1 FTC for 12 months to help with capacity issues in the Gypsy and Traveller team. Also, an increase in spend on repair and maintenance of buildings/sites due to old properties but also down to vandalism. Finally, there is also an expectation that rent collection from certain sites will be less than budgeted which has happened in previous years. Increased forecast for Trading Standards Legal expenses.**

- **Underspend reported due to the recognition of additional future income in Network Management. However, we are awaiting final highway software implementation costs for the new highways systems which will utilise most of this underspend.**

- **Overspend is currently showing in Flood Risk management, but this will be mitigated by the use of reserves which formed part of the budget setting process.**

- **Predicted overspend in CFM through reduced income generation. Offset by an underspend on Concessionary travel due to reduced demand.**

- **Projected additional income based on known scheduled work to date.**
<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.19 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Services - Savings</td>
<td>17</td>
<td>(17)</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment Services - Savings</td>
<td>0</td>
<td>192</td>
<td>192</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic Homicide Reviews</td>
<td>100</td>
<td></td>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds of Crime</td>
<td>147</td>
<td></td>
<td>147</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S38 Developer Funding</td>
<td>350</td>
<td></td>
<td>350</td>
<td></td>
<td></td>
<td>Planned drawdown from reserves to support the structural budget issue.</td>
</tr>
<tr>
<td>Flood Management Reserve</td>
<td>693</td>
<td>(235)</td>
<td>458</td>
<td></td>
<td></td>
<td>Planned drawdown from reserves to support the structural budget issue.</td>
</tr>
<tr>
<td>Total</td>
<td>1,307</td>
<td>(252)</td>
<td>192</td>
<td>1,247</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
2019/20 Savings

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target £'000</th>
<th>Actual to Date £'000</th>
<th>Forecast Outturn £'000</th>
<th>Reason for financial variation and any associated management action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased income as a result of pricing changes in Design Services,</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>In progress</td>
</tr>
<tr>
<td>Generate income by an increase in the fees payable for licences and</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>In progress</td>
</tr>
<tr>
<td>Increased income from the permit scheme for working on the highway as a result of</td>
<td>165</td>
<td>165</td>
<td>165</td>
<td>Completed savings realised</td>
</tr>
<tr>
<td>systems development efficiencies and a more targeted site inspection regime will</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ensure compliance with permit scheme approvals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy savings as a result of the capital investment into LED</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>Completed savings realised</td>
</tr>
<tr>
<td>Increased income and surplus from County Fleet Maintenance following the installation</td>
<td>25</td>
<td>0</td>
<td>0</td>
<td>This savings target is under pressure due to the move to Hawkes</td>
</tr>
<tr>
<td>of an MOT test facility at the new Hawkes Point site.</td>
<td></td>
<td></td>
<td></td>
<td>Point having been delayed and the need to include an MOT bay at</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Hawkes Point which the service is paying for.</td>
</tr>
<tr>
<td>Generate new income from the implementation and operation of a highway permit scheme</td>
<td>25</td>
<td>0</td>
<td>25</td>
<td>This savings target has not been implemented but will be met by</td>
</tr>
<tr>
<td>for Solihull MBC. The County Council currently</td>
<td></td>
<td></td>
<td></td>
<td>the service through other income streams.</td>
</tr>
<tr>
<td>Winter gritting route optimisation as a result of rationalising depots to a</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>Unlikely to be realised in 2019/20; still awaiting depot review</td>
</tr>
<tr>
<td>Increase income targets to reflect current activity levels from Section</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>Completed savings realised</td>
</tr>
<tr>
<td>Total</td>
<td>605</td>
<td>555</td>
<td>580</td>
<td></td>
</tr>
</tbody>
</table>

| Remaining Shortfall/(Over Achievement)                                               | 50            | 25                    |                        |                                                                   |
### Major Transport Projects

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Earlier 2019/20 £ 000's</th>
<th>2020/21 £ 000's</th>
<th>2021/22 and later £ 000's</th>
<th>Total £ 000's</th>
<th>Earlier 2020/21 £ 000's</th>
<th>2020/21 £ 000's</th>
<th>2021/22 £ 000's</th>
<th>Total £ 000's</th>
<th>Variance in Year £ 000's</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rugby Western Relief Road</td>
<td>59,209</td>
<td>149</td>
<td>0</td>
<td>59,248</td>
<td>59,058</td>
<td>149</td>
<td>0</td>
<td>59,248</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Portobello Bridge</td>
<td>524</td>
<td>70</td>
<td>1,461</td>
<td>5</td>
<td>2,060</td>
<td>524</td>
<td>36</td>
<td>200</td>
<td>1,308</td>
<td>2,060</td>
</tr>
<tr>
<td>M40 Junction 12</td>
<td>11,850</td>
<td>173</td>
<td>82</td>
<td>0</td>
<td>12,951</td>
<td>11,850</td>
<td>717</td>
<td>43</td>
<td>12,951</td>
<td>0</td>
</tr>
<tr>
<td>Rugby Gyratory Improvements</td>
<td>1,761</td>
<td>73</td>
<td>28</td>
<td>0</td>
<td>1,983</td>
<td>1,761</td>
<td>28</td>
<td>0</td>
<td>1,983</td>
<td>0</td>
</tr>
<tr>
<td>A44 Colton Arches, Nuneaton</td>
<td>3,474</td>
<td>246</td>
<td>0</td>
<td>0</td>
<td>3,720</td>
<td>3,474</td>
<td>246</td>
<td>0</td>
<td>3,720</td>
<td>0</td>
</tr>
<tr>
<td>A46 Stanks Island, Warwick</td>
<td>620</td>
<td>3,046</td>
<td>2,024</td>
<td>0</td>
<td>5,590</td>
<td>620</td>
<td>2,222</td>
<td>3,740</td>
<td>0</td>
<td>5,590</td>
</tr>
<tr>
<td>A444 Corridor Improvements - Phase 2</td>
<td>61</td>
<td>500</td>
<td>2,000</td>
<td>2,038</td>
<td>4,600</td>
<td>61</td>
<td>300</td>
<td>2,200</td>
<td>2,038</td>
<td>4,600</td>
</tr>
<tr>
<td>A3400 Bham Road Stratford Corridor Improvements</td>
<td>66</td>
<td>2,205</td>
<td>1,254</td>
<td>0</td>
<td>3,525</td>
<td>66</td>
<td>83</td>
<td>3,377</td>
<td>0</td>
<td>3,525</td>
</tr>
<tr>
<td>A444 Stonehouse Junction Improvements</td>
<td>2,034</td>
<td>3,081</td>
<td>0</td>
<td>4,915</td>
<td>10,031</td>
<td>2,034</td>
<td>3,116</td>
<td>0</td>
<td>10,031</td>
<td>55</td>
</tr>
<tr>
<td>Knutsford Road / Addiscombe Road 30% Reduction</td>
<td>16</td>
<td>833</td>
<td>0</td>
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### Reasons for Variation and Management Action

- **Rugby Western Relief Road**: The project is currently in the process of being reviewed and revised. If it is determined that the project should be delivered, then in order to reduce the effect on the local network, the construction works could take place during the 2021 school summer holidays; this is a realistic target.
- **A45 Portobello Bridge**: Schema now on site but has been delayed 1 week by unchartered utilities and mmn has not yet provided a performance bond or cash security so we are withholding 25% of every invoice until one is provided. Current figures reflect that mmn do not provide a performance bond throughout the length of the contract. This will change if one is provided which will see less spend in 2020-21 and more in 2019-20.
- **A444 Colton Arches, Nuneaton**: Delays to the approval of the preliminary layout have resulted in money allocated for Land Purchase being moved into 2020/21.
- **A3400 Bham Road Stratford Corridor Improvements**: Majority of budget now moved into 2020/21 as the project is expected to exceed it's budget significantly due to high utility costs estimates and high construction cost estimates. The scope of the scheme is currently being investigated.
- **A444 Stonehouse Junction Improvements**: Funds reallocated across other financial years.
- **Knutsford Road / Addiscombe Road 30% Reduction**: Utility diversion delays.
- **A444 Hinckley Road Corridor**: Reduced to 20% of original cost estimate.
- **Pump Priming allocation for LED street lighting**: Funds reallocated across other financial years.
- **Minor Bridge Maintenance Schemes 2013/2014**: Eastborn Way costs reduced to reflect quotations now received. Funds reallocated across other financial years.
- **Minor Bridge Maintenance schemes 2015/2016**: Coleshi Road works solution revised following trial holes, and need to avoid utilities. Westgate chert will be revised to reflect final costs. Funds reallocated across other financial years.
- **Minor Bridge Maintenance schemes 2016/2017**: Cost fluidity in project due to high utility costs estimates and high performance bond throughout the length of the contract. This will change if one is provided which will see less spend in 2020-21 and more in 2019-20.
- **Minor Bridge Maintenance schemes 2017/2018**: Wootton Waven - Unsafe parapet repairs added which were outside the original scope of works. 400k allocated in block header moved to 2020/21 to reflect delivery of Bermuda project. Funds reallocated across other financial years.
- **Bridges Base Budget 2019 2020**: Principal Inspections forecast altered to reflect Network Rail quoted costs. Clifton Footbridge forecast adjusted following options appraisal. Funding allocated to projects from prior years and block header.
Awaiting additional funding to deliver the proposed project.

Upgrade traffic signals Blackhorse Road

Install Traffic Signals junction Colliery Lane / Dr To Newbold Rd

Install CCTV on Emscote Road Warwick

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C204 Birmingham Road, Alcester - new right turn lane outside Alcester Grammar  
1 500 0 0 501 1 1,200 0 0 1,201 701 701 
Increase due to costs at tender stage.
Scheme funded fully by Developer.

B4087 Oakley Wood Road Bishop Tachbrook  
364 143 0 0 504 364 143 0 0 504 0 0 
Costs increased to reflect scope of works change and general expected increase in tender price.

C33 Stockton Road and A423 Southern Road, Long Itchington - new roundabout on Stockton Road and upgrade of zebra crossing to Puffin crossing on Southern Road  
275 26 0 0 301 275 26 0 0 301 0 0 
Increase due to scope of works change and upgrade of zebra crossing to Puffin crossing on Southern Road.

A423 Alcester Road, Stratford upon Avon  
251 3 0 0 351 251 3 0 0 351 0 0 
Increase to reflect expected increase in tender price.

A428 Lawford Road, Rugby  
297 204 0 0 484 291 204 0 0 484 0 0 
Scheme funded fully by Developer.

A428 Lawford Road, Rugby  
74 94 0 0 129 74 94 0 0 129 0 0 
Increase to reflect expected increase in tender price.

A428 Lawford Road, Rugby  
59 97 0 0 156 59 97 0 0 156 0 0 
Need to increase to reflect increase in costs at tender stage.

A428 Crick Road, Rugby, Developers  
11 489 0 0 450 11 489 0 0 450 0 0 
Increase due to scope of works. Scheme funded fully by Developer.

A428 Crick Road, Rugby, Developers  
122 525 0 0 745 122 525 0 0 745 0 0 
Increase due to scope of works. Scheme funded fully by Developer.

A428 Lawford Road, Rugby  
1,235 133 0 0 1,368 1,235 133 0 0 1,368 0 0 
Increase due to scope of works. Scheme funded fully by Developer.

A44 Weddington Road, Nuneaton - new Puffin crossing.  
218 67 0 0 284 218 67 0 0 284 0 0 
Increase due to scope of works. Scheme funded fully by Developer.

A428 Lawford Road, Rugby  
253 18 0 0 371 253 18 0 0 371 0 0 
Increase due to costs at tender stage.

A428 Lawford Road, Rugby  
1,219 1,219 0 0 1,436 1,219 1,219 0 0 1,436 0 0 
Increase due to costs at tender stage.

A444 Weddington Road, Nuneaton - new right turn.  
1 400 0 0 401 1 600 0 0 601 200 200 
Increase to reflect expected increase in tender price.
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<th>Ref</th>
<th>Location</th>
<th>Works</th>
<th>Developer</th>
<th>Start Date</th>
<th>End Date</th>
<th>Cost (Grand Total)</th>
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<td>B4632</td>
<td>Campden Road, Clifford Chambers</td>
<td>Road Improvement S278 for independent schools</td>
<td>Developer</td>
<td>03/06/19</td>
<td>12/09/19</td>
<td>245,714</td>
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<td>B5000</td>
<td>Grendon Road, Polesworth</td>
<td>Road Improvement S278 - Jelson Ltd</td>
<td>Developer</td>
<td>03/06/19</td>
<td>12/09/19</td>
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<td>A426</td>
<td>Barbury Road Warwick</td>
<td>Highway Improvement S278</td>
<td>Developer</td>
<td>03/06/19</td>
<td>12/09/19</td>
<td>245,714</td>
</tr>
</tbody>
</table>

**Grand Total:**

| | | | | | 111,976 | 63,539 | 21,147 | 22,053 | 218,714 | 111,976 | 68,022 | 43,871 | 23,299 | 287,187 | 4,483 | 28,452 |

*Note: Changes made to reflect changes in scope of works.*
<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net Service Spending</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget £'000</td>
<td>Forecast Outturn £'000</td>
<td>Variation (Over/Under) £'000</td>
<td>Agreed Budget £'000</td>
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<tr>
<td>Assistant Director - Education Services</td>
<td>2,868</td>
<td>5,03</td>
<td>2,635</td>
<td>(211)</td>
</tr>
<tr>
<td>Education &amp; Early Years (Commissioning &amp; Strategy)</td>
<td>46,717</td>
<td>45,629</td>
<td>(1,088)</td>
<td>(4,214)</td>
</tr>
<tr>
<td>SEND &amp; Inclusion (Commissioning &amp; Strategy)</td>
<td>86,903</td>
<td>74,828</td>
<td>8,225</td>
<td>(2,955)</td>
</tr>
<tr>
<td>Education Service Delivery</td>
<td>8,907</td>
<td>8,668</td>
<td>(239)</td>
<td>(7,650)</td>
</tr>
<tr>
<td></td>
<td>125,095</td>
<td>134,628</td>
<td>9,533</td>
<td>(15,070)</td>
</tr>
</tbody>
</table>

| Education Services - DSG funded | 80,911 | 85,229 | 4,318 | (2,186) | (2,078) | 108 | 78,725 | 83,151 | 4,426 |
| Education Services - Core funded | 44,184 | 49,390 | 5,215 | (12,884) | (15,388) | (2,484) | 31,300 | 34,031 | 2,731 |
|                      | 125,095 | 134,628 | 9,533 | (15,070) | (17,446) | (2,376) | 110,025 | 117,182 | 7,157 |

There is an £0.921m overspend on the DSG High Needs block, due to additional place funding for a growing Special Free School. A deficit of £1.19m on the DSG Early Years block, this is not an overspend and is an accounting adjustment which is off-set against a corresponding underspend within Education & Early Years, as the DfE clawback any overpayments in funding.

Mainstream Home to School Transport is forecasting to overspend by £0.379m, the DSG Early Years block is forecasting an underspend of £1.19m, this is offset against the deficit in Education Services, as detailed above this will be clawed back by the DfE.

Of this £9.1m, £3.5m relates to the overspends on the DSG High Needs blocks with the significant overspends being reported on the demand led top up budgets, paid to Schools. The core revenue budgets within Children With Disabilities are forecasting an overspend of £1.7m, and SEN transport £1.01m. Pressure on the High Needs' block is a national issue, and the new SEND Board and High Needs Task & Finish group have focussed on addressing this problem, with recommendations now available.

Forecasting a surplus due to staffing changes/vacancies, increase in subscriptions for some traded services.

Net Service Spending 125,095 134,628 9,533 (15,070) (17,446) (2,376) 110,025 117,182 7,157
### 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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<td>Education &amp; Learning - Savings</td>
<td>0</td>
<td>(2,731)</td>
<td>(2,731)</td>
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<td>SEND Earmarked Reserve</td>
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<td>(223)</td>
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<td>School Improvement Monitoring &amp; Brokering Reserve</td>
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<td>0</td>
<td>420</td>
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<td>Education MIS Project</td>
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<td>50</td>
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<tr>
<td>DSG Reserve</td>
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<td>(4,426)</td>
<td>(4,426)</td>
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<tr>
<td>Virtual School for LAC</td>
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<td>0</td>
<td>43</td>
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<tr>
<td>Early Years Delivery Support Fund</td>
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<td>0</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>736</strong></td>
<td><strong>(223)</strong></td>
<td><strong>(7,157)</strong></td>
<td><strong>(6,644)</strong></td>
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### 2019/20 Savings

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<th>Savings Proposal Title</th>
<th>2019/20</th>
<th>Reason for financial variation and any associated management action</th>
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<tr>
<td></td>
<td>Target</td>
<td>Actual to Date</td>
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<tr>
<td></td>
<td>£’000</td>
<td>£’000</td>
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<tr>
<td>Access and Organisation; a reduction in planning costs, the removal of funding for</td>
<td>35</td>
<td>35</td>
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<tr>
<td>vacant sites and removing the provision for the set-up costs of new schools</td>
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<td></td>
</tr>
<tr>
<td>Stop funding redundancy costs for schools and only provide for existing commitments</td>
<td>121</td>
<td>121</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>156</strong></td>
<td><strong>156</strong></td>
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<tr>
<td></td>
<td><strong>156</strong></td>
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<tr>
<td>Remaining Shortfall/(Over Achievement)</td>
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## 2019/20 to 2021/22 Capital Programme

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Approved Budget</th>
<th>Forecast</th>
<th>Variation</th>
<th>Reasons for Variation and Management Action</th>
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<tbody>
<tr>
<td></td>
<td>Earlier Years 2019/20 2020/21 2021/22 and later</td>
<td>Total 2019/20 2020/21 2021/22 and later</td>
<td>Total</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>£000's                        £000's            £000's                     £000's</td>
<td>£000's   £000's  £000's   £000's</td>
<td>Total</td>
<td></td>
<td></td>
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<tr>
<td>Learning - Devolved</td>
<td>10554000 Devolved/School Level Budgets 2010/11 (Self-financed)</td>
<td>9,334           1,520                0   0</td>
<td>10,854    9,334 1,520             0   0</td>
<td>10,854      0   0</td>
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</tr>
<tr>
<td>Learning - Non Schools</td>
<td>11399000 CMS Musical Instruments 2015/16-2017-18</td>
<td>80              22       0   0</td>
<td>102       80    22               0   0</td>
<td>102        0   0</td>
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<tr>
<td></td>
<td>11556000 Education MIS</td>
<td>426             0         0   0</td>
<td>426       426     0               0   0</td>
<td>426        0   0</td>
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<tr>
<td></td>
<td>11557000 Early Years Capital Fund / Knightlow Children's Partnership</td>
<td>196             0         0   0</td>
<td>196       196     0               0   0</td>
<td>196        0   0</td>
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<tr>
<td></td>
<td>11558000 Early Years Capital Fund / Nic Nac Pre-School</td>
<td>174             0         0   0</td>
<td>174       174     0               0   0</td>
<td>174        0   0</td>
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<tr>
<td></td>
<td>11559000 Early Years Capital Fund / Acorn Wood Day Nursery</td>
<td>195             0         0   0</td>
<td>195       195     0               0   0</td>
<td>195        0   0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11560000 Early Years Capital Fund / Brooklyn Day Nursery</td>
<td>0              0         0   0</td>
<td>0         0       0               0   0</td>
<td>0          0   0</td>
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</tr>
<tr>
<td></td>
<td>11583000 Early Years Capital Fund / Dunchurch Infants</td>
<td>132             54       0   0</td>
<td>186       132    54               0   0</td>
<td>186        0   0</td>
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<tr>
<td></td>
<td>11715000 Marie Hall refurbishment works</td>
<td>35              0         0   0</td>
<td>35        35      0               0   0</td>
<td>35         0   0</td>
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<tr>
<td></td>
<td>11750000 PEARs</td>
<td>0              10,640    500   0</td>
<td>11,140    0     10,640            500   0</td>
<td>11,140    0   0</td>
<td>CIF bid approved at Council 25/7/19 for land/bldg purchase to be completed in 2019. Refurbishment expected to be completed largely in 2020-21.</td>
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<td>Learning - Other</td>
<td>11930000 Minor Works Block Header 2015/16</td>
<td>663             0         0   0</td>
<td>663       663     0               0   0</td>
<td>663        0   0</td>
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<tr>
<td></td>
<td>11476000 Nursery &amp; pre school provision minor works</td>
<td>13              40       0   0</td>
<td>53        13     40               0   0</td>
<td>53         0   0</td>
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<tr>
<td></td>
<td>11499000 Bidford Primary &amp; Willow Tree Nursery separation works</td>
<td>33              4         0   0</td>
<td>37        33     4                0   0</td>
<td>37         0   0</td>
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<tr>
<td></td>
<td>11571000 Bridges Childcare</td>
<td>58              0         0   0</td>
<td>58        58      0               0   0</td>
<td>58         0   0</td>
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<tr>
<td></td>
<td>11573000 Planning &amp; Development block header 17/18</td>
<td>24              176      0    0</td>
<td>200       24     176              0   0</td>
<td>200        0   0</td>
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<tr>
<td></td>
<td>11621000 High Meadow Infant School - New Classrooms, group rooms and Toilets</td>
<td>257             1,393    0    0</td>
<td>1,650     257    487              1,590 0</td>
<td>2,335      -906 685</td>
<td>The capital slippage is due to the lengthy planning application process which was not resolved until Sep 2020 which had a knock on effect of the start date of the works</td>
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<tr>
<td></td>
<td>11630000 Minor Works 18/19</td>
<td>158             130      0    0</td>
<td>288       158    130              0   0</td>
<td>288        0   0</td>
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<tr>
<td></td>
<td>11633000 Weddington Nursery Provision - demolition and new build</td>
<td>6              0         0   0</td>
<td>6        6       0               0   0</td>
<td>6          0   0</td>
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<tr>
<td></td>
<td>11678000 Seedlings Nursery HRI Wellesbourne</td>
<td>0              120       0   0</td>
<td>120       0     120              0   0</td>
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<tr>
<td>Code</td>
<td>Project Description</td>
<td>District</td>
<td>Place</td>
<td>Start</td>
<td>End</td>
</tr>
<tr>
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<tr>
<td>11682000</td>
<td>Temporary classroom removal</td>
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<tr>
<td>11683000</td>
<td>Healthy Pupil Capital Fund</td>
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<tr>
<td><strong>Primary - expansion</strong></td>
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<tr>
<td>11073000</td>
<td>All Saints Junior Extension (Pupil Places) Warwick</td>
<td>Warwick</td>
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<tr>
<td>11102000</td>
<td>Nevigate Primary (Pupil Places) Bedworth</td>
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<tr>
<td>11255000</td>
<td>Paddox School extension - targeted basic need</td>
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<tr>
<td>11263000</td>
<td>Long Lawford extension (pupil plaes)</td>
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<tr>
<td>11351000</td>
<td>Former Bridgeway CSS Centre - New KS2 Annex For All Saints CE Infant School Bedworth</td>
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<tr>
<td>11368000</td>
<td>Long Lawford Primary permanent expansion</td>
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<tr>
<td>11389000</td>
<td>All Saints Primary, Nuneaton, replace temporary classrooms with new extension</td>
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<td>11401000</td>
<td>Hilmorton Primary Permanent Expansion</td>
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<tr>
<td>11468000</td>
<td>Oakfield Primary expansion (Academy)</td>
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<tr>
<td>11470000</td>
<td>Nathaniel Newton Infants, extension re bulge class</td>
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<tr>
<td>11471000</td>
<td>The Ferncumbe Primary School</td>
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<tr>
<td>11493000</td>
<td>Coleshill Church of England Primary school - contribution to additional classroom for bulge class</td>
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<tr>
<td>11500000</td>
<td>Northlands Primary School - bulge class additional toilets &amp; security door relocation</td>
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<tr>
<td>11565000</td>
<td>Ettington Primary School</td>
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<td>11566000</td>
<td>The Ferncumbe Primary School</td>
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<tr>
<td>11568000</td>
<td>Welford on Avon Primary School</td>
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<td>11570000</td>
<td>Coten End Kitchen Extension</td>
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<tr>
<td>11497000</td>
<td>Asorns Primary School, Long Compton - new temporary classroom</td>
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<tr>
<td>11620000</td>
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<td>Wellesbourne Primary School - new small hall and servery to the annex site</td>
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<td>Michael Drayton Primary - Expansion</td>
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<tr>
<td>11646000</td>
<td>Barford St Peters Primary</td>
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<td>11647000</td>
<td>Coleshill Primary</td>
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<td>11738000</td>
<td>Harbury Primary, Internal redevelopment and reconfiguration</td>
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Funded from Basic Need Grant

Approved at Cabinet July 2019 SI06 monies of £89097
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<th>Cost 2</th>
<th>Cost 3</th>
<th>Cost 4</th>
<th>Cost 5</th>
<th>Cost 6</th>
<th>Cost 7</th>
<th>Cost 8</th>
<th>Cost 9</th>
<th>Cost 10</th>
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<td>3,150</td>
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<td>202</td>
<td>107</td>
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<td>364</td>
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<tr>
<td>11267000</td>
<td>2013-14 Schools Disability Access block header</td>
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<tr>
<td>11479000</td>
<td>Access works for SEN 16-17</td>
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<td>683</td>
<td>675</td>
<td>8</td>
<td>0</td>
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<td>400</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td><strong>Secondary</strong></td>
<td><strong>- expansion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>11472000</td>
<td>Kineton High School</td>
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<td>3,167</td>
<td>125</td>
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<td>0</td>
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<td>11619000</td>
<td>Campion Phase 1 (incl Sports Hall Refurb)</td>
<td>572</td>
<td>4,728</td>
<td>2,200</td>
<td>0</td>
<td>7,500</td>
<td>572</td>
<td>4,728</td>
<td>2,207</td>
<td>0</td>
<td>7,567</td>
<td>66</td>
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<td>11645000</td>
<td>Coleshill Secondary School</td>
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<td>2,681</td>
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<td>3,140</td>
<td>459</td>
<td>2,735</td>
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<td>3,194</td>
<td>54</td>
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<td>11681000</td>
<td>Polesworth PSBP2</td>
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<td>0</td>
<td>200</td>
<td>0</td>
<td>200</td>
<td>0</td>
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<td>200</td>
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</tr>
<tr>
<td>11730000</td>
<td>New School Leamington</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td>0</td>
<td>350</td>
<td>0</td>
<td>0</td>
<td>350</td>
<td>250</td>
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<tr>
<td>11498000</td>
<td>Eton Secondary School grounds resurfacing &amp; expansion enabling works</td>
<td>41</td>
<td>34</td>
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<td>0</td>
<td>75</td>
<td>41</td>
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<td>0</td>
<td>75</td>
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</tr>
<tr>
<td><strong>SEN</strong></td>
<td><strong>- other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>11180000</td>
<td>Welcombe Hills vehicle access alterations</td>
<td>8</td>
<td>442</td>
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<td>0</td>
<td>450</td>
<td>8</td>
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<tr>
<td>11406000</td>
<td>SEN Resource base provision - Primary schools</td>
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<td>0</td>
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<td>0</td>
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<td>11408000</td>
<td>Broughton Leigh Junior Specialist Inclusion Support Group</td>
<td>11</td>
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<td>11495000</td>
<td>Stockingford Primary School new SISG module building</td>
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<td>7</td>
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<td>0</td>
<td>365</td>
<td>358</td>
<td>7</td>
<td>0</td>
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<tr>
<td>11569000</td>
<td>Paddox Primary SISG</td>
<td>8</td>
<td>405</td>
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<td>414</td>
<td>8</td>
<td>405</td>
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<td>11589000</td>
<td>SEND facilities block</td>
<td>48</td>
<td>203</td>
<td>0</td>
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<td>250</td>
<td>48</td>
<td>203</td>
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</tr>
<tr>
<td>Code</td>
<td>Description</td>
<td>SEN - expansion</td>
<td>SEN - new</td>
<td></td>
<td></td>
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<td></td>
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<tr>
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</tr>
<tr>
<td>11631000</td>
<td>Specialist Nurture Provision at Special School</td>
<td>0 200 0 0 200 0</td>
<td>200 0 0 200 0</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>11622000</td>
<td>Oakwood Special School - Conversion of music room to specialist teaching room</td>
<td>26 0 0 0 26 26 0 0 0 26 0 0</td>
<td>26 0 0 26 0 0 0</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>11729000</td>
<td>Oakwood Special School - Conversion of ICT Room</td>
<td>0 85 0 0 85 0 85</td>
<td>0 0 85 0 85 0 0</td>
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<td></td>
</tr>
<tr>
<td>11623000</td>
<td>Ridgeway School - Reconfiguration of classrooms</td>
<td>0 0 60 0 60 0 60</td>
<td>0 0 60 0 60 0 0</td>
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<tr>
<td>11624000</td>
<td>Round Oak School - Reconfiguration of classrooms</td>
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<td>0 0 190 0 190 0</td>
<td>0 0 0 0 190 0 0</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>11641000</td>
<td>Keeping SEND children local</td>
<td>0 190 0 0 190 0</td>
<td>0 0 190 0 190 0</td>
<td>0 0 0 0 0 0 0</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>11680000</td>
<td>Exhall Grange Modular Pod</td>
<td>536 314 0 0 850 385</td>
<td>0 0 920 70 70 0</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>52,588 33,464 5,010</td>
<td>0 91,062 545 2,202</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Grand Total**

52,588 33,464 5,010 0 91,062 545 2,202
### 2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agreed Budget</strong></td>
<td><strong>Forecast Outturn</strong></td>
<td><strong>Variation Over/ (Under)</strong></td>
<td><strong>Agreed Budget</strong></td>
<td><strong>Forecast Outturn</strong></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------------</td>
<td>--------------</td>
<td>-----</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td><strong>Operational Response</strong></td>
<td>11,579</td>
<td>11,662</td>
<td>83</td>
<td>(20) (14) 6 11,559 11,648 89</td>
</tr>
<tr>
<td><strong>Prevention</strong></td>
<td>718</td>
<td>803</td>
<td>85</td>
<td>(253) (275) 22 465 528 63</td>
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<tr>
<td><strong>Planning &amp; Protection</strong></td>
<td>977</td>
<td>960</td>
<td>(17)</td>
<td>(1) (3) (2) 976 957 (19)</td>
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<tr>
<td><strong>Fire Control</strong></td>
<td>865</td>
<td>862</td>
<td>(3)</td>
<td>(64) (64) 0 801 798 (3)</td>
</tr>
<tr>
<td><strong>Technical Support</strong></td>
<td>2,233</td>
<td>2,421</td>
<td>188</td>
<td>0 0 0 2,233 2,421 188</td>
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<tr>
<td><strong>Training &amp; Development</strong></td>
<td>1,699</td>
<td>1,917</td>
<td>218</td>
<td>(161) (124) 37 1,538 1,793 255</td>
</tr>
<tr>
<td><strong>Business Transformation &amp; Projects</strong></td>
<td>372</td>
<td>425</td>
<td>53</td>
<td>0 (88) (88) 372 337 (35)</td>
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<tr>
<td><strong>Brigade Management</strong></td>
<td>833</td>
<td>858</td>
<td>25</td>
<td>0 0 0 833 858 25</td>
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<tr>
<td><strong>HR, IT, Finance &amp; Pensions</strong></td>
<td>1,549</td>
<td>1,478</td>
<td>(71)</td>
<td>(3) 0 3 1,546 1,478 (68)</td>
</tr>
<tr>
<td><strong>Net Service Spending</strong></td>
<td>20,825</td>
<td>21,386</td>
<td>561</td>
<td>(502) (568) (66) 20,323 20,818 495</td>
</tr>
</tbody>
</table>

- **Operational Response**: An underspend in operational pension costs is offsetting some of the additional costs of new recruits during their training period plus some forecast overspend in maintaining crewing levels.
- **Prevention**: The Service has filled specialist functions in Prevention to support the work that is being carried out in partnership with Public Health. The funding for this has been taken from Operational Response where the unfunded posts left are filled through temporary contracts the costs of which are part of the financial position described above.
- **Planning & Protection**: Protection has been holding a number of vacancies in anticipation of a restructure to green book model with a number of new posts. This has now been approved and the full funding will be required.
- **Fire Control**: The Service has a need to maintain capacity within the Technical Support Department to cover long-term sickness absence. In addition to this there are a number of significant pieces of operational equipment that require maintenance or replacement. A request to draw down funding from the Service Saving Reserve would be expected at year end.
- **Technical Support**: The pending implementation of corporate HR Policy in relation to flexible retirement, along with the drive to streamline ICT systems has delayed the achievement of savings within Health & Safety resulting in a £47k overspend. All efforts are being made to expedite this. The remaining forecast overspend relates to the costs associated with training new recruits and a request to drawdown funding from the Training Reserve would be expected at year end.
- **Business Transformation & Projects**: Additional Home Office grant funding will need to be contributed to the ESN reserve at year end to fund project expenditure in 2020-21. This underspend is off-setting expenditure relating to the purchase of a new IT system "Dynamic Cover Tool" used to ensure operational resources are best placed. A request to drawdown funding from the FRS Replacement System Reserve would be expected at year end.
- **HR, IT, Finance & Pensions**: Forecast pressures within IT related to additional unexpected licence and usage fees are being offset by forecast underspends against ill-health retirement budgets and reduced legal costs.
### 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pensions Reserve</td>
<td>268</td>
<td></td>
<td></td>
<td>268</td>
<td></td>
<td></td>
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<tr>
<td>Fire Control Project</td>
<td>153</td>
<td></td>
<td></td>
<td>153</td>
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<tr>
<td>Service Savings Reserve</td>
<td>525</td>
<td>(386)</td>
<td>139</td>
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<tr>
<td>Fire Services - ESMCP</td>
<td>583</td>
<td>88</td>
<td>671</td>
<td></td>
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<tr>
<td>RSFRS Project</td>
<td>470</td>
<td>(1)</td>
<td>469</td>
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<tr>
<td>Vulnerable People</td>
<td>29</td>
<td></td>
<td></td>
<td>29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Training in Future Years</td>
<td>195</td>
<td>(195)</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Protection</td>
<td>0</td>
<td>602</td>
<td>602</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,223</strong></td>
<td><strong>602</strong></td>
<td><strong>(494)</strong></td>
<td><strong>2,331</strong></td>
<td><strong>0</strong></td>
<td></td>
</tr>
</tbody>
</table>

The Service would expect to draw down from this reserve at year end to fund planned expenditure.

The Service would expect to transfer this grant funding into reserve at year end to support project expenditure during 2020/21.

The Service would expect to draw down from this reserve at year end to fund planned expenditure.

As approved at Cabinet 12th September 2019 (from General Reserves)
<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>2019/20</th>
<th>Reason for financial variation and any associated management action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual to Date</td>
</tr>
<tr>
<td>Reduce the budget for pensions and ill-health retirements</td>
<td>100 £'000</td>
<td>100 £'000</td>
</tr>
<tr>
<td>Introduction of a single control room as part of the work on the MoU with West Midlands</td>
<td>300 £'000</td>
<td>300 £'000</td>
</tr>
<tr>
<td>Use of reserves (one-off) to provide funding for phasing as it is unlikely the control room savings will materialise in 2019/20</td>
<td>(300) £'000</td>
<td>(300) £'000</td>
</tr>
<tr>
<td>Asset reductions and reconfiguration of fleet maintenance</td>
<td>85 £'000</td>
<td>85 £'000</td>
</tr>
<tr>
<td>Health and Safety services</td>
<td>46 £'000</td>
<td>0 £'000</td>
</tr>
<tr>
<td>Review of whole-time deployment, with a view to reducing the number of whole-time firefighters</td>
<td>138 £'000</td>
<td>138 £'000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>369 £'000</td>
<td>323 £'000</td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>369 £'000</td>
<td>369 £'000</td>
</tr>
<tr>
<td><strong>Remaining Shortfall/(Over Achievement)</strong></td>
<td>46 £'000</td>
<td>0 £'000</td>
</tr>
<tr>
<td>Project Description</td>
<td>2019/20</td>
<td>2020/21</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Vehicle Replacement Programme 2018/19</td>
<td>55</td>
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</tr>
<tr>
<td>Vehicle Replacement Programme 2019/20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Equipment for new Fire Appliances 2017/18</td>
<td>139</td>
<td>27</td>
</tr>
<tr>
<td>Equipment for new Fire Appliances 2018/19</td>
<td>31</td>
<td>89</td>
</tr>
<tr>
<td>Equipment for new Fire Appliances 2019/20</td>
<td>0</td>
<td>120</td>
</tr>
<tr>
<td>New Fire &amp; Rescue HQ Leamington Spa</td>
<td>3,141</td>
<td>0</td>
</tr>
<tr>
<td>New P&amp;F Training Centre - New Build</td>
<td>1,412</td>
<td>1,149</td>
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<tr>
<td>WFRS Water Training Facility</td>
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<td>0</td>
</tr>
<tr>
<td>Fire &amp; Rescue HQ Leamington Spa</td>
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<td>0</td>
</tr>
<tr>
<td>F&amp;R Training Programme: Radford Road</td>
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<tr>
<td>F&amp;R Training Programme: Stratford</td>
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<tr>
<td>F&amp;R Training Programme: Kingsbury</td>
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<tr>
<td>F&amp;R Training Programme: EA Water site</td>
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<tr>
<td>Warrickshire Fire Control Provision - Funded from CLG Fire Control Grant</td>
<td>849</td>
<td>83</td>
</tr>
<tr>
<td>Warrickshire Fire Control Provision - Funded from CLG Fire Control Grant</td>
<td>849</td>
<td>83</td>
</tr>
<tr>
<td>Grand Total</td>
<td>5,642</td>
<td>2,779</td>
</tr>
</tbody>
</table>

The Q2 forecast has increased to reflect the purchase of 12 Response Vehicles previously leased, financial evaluation has shown that purchasing is more cost effective. In addition the Service is purchasing an electric vehicle as part of a pilot for blue light evaluation.

Funding balances from previous years equipment projects 2017/18 11300001 & 2018/19 11448001 have been forecast against the current year 2019/20 project, this has no impact on the overall corporate resource required.

Future expenditure has been forecast on the new training projects - 11700000/ 11701000/ 11702000/ 11703000. Remaining grant funding £700k to transfer to Response Point project when progressed.

Whilst the project is in the main part complete and the asset in use, the Service is still holding payment on some outstanding invoices pending a satisfactory outcome to some ongoing technical issues.

For the remainder of the forecasting period the Service is operating under a zero variance forecast for budget and spend targets.
<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net Service Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget</td>
<td>Forecast</td>
<td>Variation</td>
</tr>
<tr>
<td></td>
<td>£’000</td>
<td>Outturn</td>
<td>Over/(Under) £’000</td>
</tr>
<tr>
<td>Assistant Director - Communities</td>
<td>1,010</td>
<td>999</td>
<td>(11)</td>
</tr>
<tr>
<td></td>
<td>£132k over on Transport Planning employee costs based on trends from previous years - budget is structurally underfunded having previously been supported by the surplus from Network Management. Parking Management £311k over due to savings targets totalling £742k which will not be fully realised in 2019/20. Charging regimes consultation just ended, responses being analysed before political consideration. Partially offset by other small variances across the Group.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport &amp; Highways</td>
<td>8,557</td>
<td>8,970</td>
<td>413</td>
</tr>
<tr>
<td></td>
<td>A mixture of variances across the Group but mainly relate to historical unrealised savings – priorities changed between savings proposals and implementation. Alternative means of funding are being considered.</td>
<td></td>
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</tr>
<tr>
<td>Infrastructure &amp; Sustainable Communities</td>
<td>3,060</td>
<td>3,301</td>
<td>241</td>
</tr>
<tr>
<td>Waste &amp; Environment</td>
<td>22,256</td>
<td>22,433</td>
<td>177</td>
</tr>
<tr>
<td></td>
<td>Overspend has reduced due to revised tonnage projections for Composting and Waste disposal contracts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economy &amp; Skills</td>
<td>3,525</td>
<td>3,384</td>
<td>(131)</td>
</tr>
<tr>
<td></td>
<td>Over spend at Eliot Park IC relating to unrealised savings target and RCCO costs. RCCO costs of £150k to be mitigated by planned draw down from specific reserve. Overspends balanced by underspend in Strategic Economic Development due to re-profiling of grant schemes.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reason for Variation and Management Action
### 2019/20 Reserves

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<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
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<td>Waste Management - a reduction in the waste tonnage going to landfill</td>
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<td>193</td>
<td>This savings target has not been implemented because the business case was not supported therefore no new units have been created. However this will be mitigated by other in year movements - either increased income or reduced expenditure.</td>
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<td>Communities Resources - a reduction in activity and staffing to focus on statutory activity such as freedom of information requests and information governance matters.</td>
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<td>Increased income from the current portfolio of business centres as a result of sustained higher levels of occupany and through pro-active measures to improve service quality to enable increased rents in line with market demand to support local economic growth and generate a positive financial return to the Council</td>
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<td>Increased income by developing portfolio of business centres, creating new units in areas of demand to support local economic growth and generate a positive financial return to the Council</td>
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<td>Reduction in depot maintenance costs as a result of rationalising depots to a single south depot.</td>
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<td>Increase parking income as a result of re-tendering for the Civil Parking Enforcement operation, increased residential parking permits and onstreet parking charges</td>
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<td>Increased income by the introduction of a new charging schedule for parking permits, including a consideration of a business parking permit scheme.</td>
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<td>There has been a delay in implementing the new charges whilst a public consultation on fees is undertaken. This will reduce the first year of budgeted income and may reduce expected income in year 2 also.</td>
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**Grand Total:** 51,526 18,834 16,315 2,320 85,195 51,528 18,589 16,671 2,425 85,177 -270 -19

*Forecast altered to reflect current predicted expenditure*
### 2019/20 Revenue Budget

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<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net</th>
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<td>Agreed Budget £'000</td>
<td>Forecast Outturn £'000</td>
<td>Variation Over/Under £'000</td>
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<td>--------------</td>
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</tr>
<tr>
<td>Assistant Director - Adult Social Care</td>
<td>11,243</td>
<td>9,664</td>
<td>(1,579)</td>
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<tr>
<td>Disabilities</td>
<td>78,621</td>
<td>79,713</td>
<td>1,092</td>
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<td>Mental Health</td>
<td>9,961</td>
<td>11,194</td>
<td>1,233</td>
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<tr>
<td>Older People</td>
<td>75,049</td>
<td>76,961</td>
<td>1,912</td>
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<tr>
<td>Integrated Care Services</td>
<td>10,079</td>
<td>9,022</td>
<td>(1,057)</td>
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<tr>
<td>Development &amp; Assurance</td>
<td>2,614</td>
<td>2,750</td>
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</table>

| Net Service Spending             | 187,567          | 189,304      | 1,737 | (39,027) | (42,696) | (3,669) | 148,540 | 146,608 | (1,932) | |

### Social Care & Support - Pete Sidgwick

Strategic Director - Nigel Minns

Portfolio Holders - Councillor Caborn (Adult Social Care & Health)
## 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing £'000</th>
<th>Request (To)/From £'000</th>
<th>Reason for Request</th>
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<td>3,000</td>
<td>1,932</td>
<td>18,735</td>
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<td></td>
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<tr>
<td>Total</td>
<td>13,803</td>
<td>3,000</td>
<td>1,932</td>
<td>18,735</td>
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</table>
# 2019/20 Savings

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target £'000</th>
<th>Actual to Date £'000</th>
<th>Forecast Outturn £'000</th>
<th>Reason for financial variation and any associated management action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service redesign for Social Care and Support teams (except Reablement - separate savings plan), reshaping the workforce to meet the future model of adult social care</td>
<td>550</td>
<td>550</td>
<td>550</td>
<td>Funding for staff growth held aside at start of year to achieve saving</td>
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<tr>
<td>Use alternative 24 hour care options e.g. extra care housing and supported living</td>
<td>625</td>
<td>312</td>
<td>625</td>
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<tr>
<td>Alternative solutions for low level needs for home care e.g. assistive technology, information, advice and community resources</td>
<td>184</td>
<td>184</td>
<td>184</td>
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</tr>
<tr>
<td>Remodel direct payment employment support services</td>
<td>150</td>
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<td>150</td>
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<tr>
<td>Reshaping the information and advice contract aimed at supporting people to return home safely from hospital</td>
<td>100</td>
<td>0</td>
<td>100</td>
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</tr>
<tr>
<td>Reduction of demand through early intervention and prevention, with the demand for social care not increasing as budgeted in 2018/19</td>
<td>631</td>
<td>631</td>
<td>631</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>2,240</strong></td>
<td><strong>1,677</strong></td>
<td><strong>2,240</strong></td>
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</table>

| Remaining Shortfall/(Over Achievement)                                                  |             |                      |                        |                                                                                                                                   |
|----------------------------------------------------------------                        | **563**     | **0**                |                        |                                                                                                                                   |
| Project | Description | Years | 2019/20 | 2020/21 | later | Total | 2019/20 | 2020/21 | later | Total | Year | Variance |
|---------|-------------|-------|---------|---------|-------|-------|---------|---------|-------|-------|      |          |
|         |             | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's | £ 000's |
| 10964000 | CAF Development Team - Social Care IT 2010/11 | 150 | 200 | 0 | 350 | 0 | 100 | 250 | 0 | 350 | -50 | 0 |
| 11555000 | Extra Care Housing | 2,000 | 1,313 | 0 | 3,313 | 0 | 2,000 | 1,313 | 0 | 3,313 | 0 | 0 |
| Grand Total | | 0 | 2,150 | 1,513 | 0 | 3,663 | 0 | 2,100 | 1,963 | 0 | 3,663 | -50 | 0 |

Reasons for Variation and Management Action:
- Funding ringfenced to support People Directorate technical developments. No requirements have been identified for this year as yet for this area of funding.
<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>£'000</td>
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<td>£'000</td>
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<td>£'000</td>
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<tr>
<td>Assistant Director - Children &amp; Families</td>
<td>7,313</td>
<td>5,573</td>
<td>(1,740)</td>
<td>(721)</td>
<td>(1,210)</td>
<td>6,592</td>
<td>3,752</td>
<td>(2,840)</td>
<td></td>
<td>Activity on Legal services upto P6 would indicate that the full year OOP Savings will be achieved and there will be no over-spend on the £2.235m budget. This is then off-set by the planned £1.1m Adult SC contribution and permanent and one off budget being held to cover pressure points as they are further identified at Q2.</td>
</tr>
<tr>
<td>Initial Response &amp; Early Support</td>
<td>11,785</td>
<td>11,639</td>
<td>(146)</td>
<td>(1,378)</td>
<td>(1,258)</td>
<td>120</td>
<td>10,407</td>
<td>10,381</td>
<td>(26)</td>
<td>There is a mixed picture with overspends in MASH due to agency workers who have been required due to extremely high demand in June/July 19. Agency workers will remain until fixed term staff are recruited. Same picture in IR who have Agency team managers covering vacancies and long term sickness. Vacancies in teams due to challenges in recruiting and or having deleted a number of posts have contributed to underspends in some areas.</td>
</tr>
<tr>
<td>Children's Safeguarding &amp; Support</td>
<td>23,913</td>
<td>29,954</td>
<td>6,041</td>
<td>(1,049)</td>
<td>(1,499)</td>
<td>450</td>
<td>22,864</td>
<td>28,455</td>
<td>5,591</td>
<td>Internal foster-care is currently predicting a £597,000 over-spend whilst external foster-care is showing a £1,780,000 over-spend. Residential Placements are forecasting to be heavily over-spend by £3,261,000 with 2 new placements, revised package dates and increased fees since Period 5. The predicted number of weeks to be purchased for external foster-care has increased by 188 weeks with the average weekly cost of £7900 a week. The predicted residential cost is now 200% over budget, with the average weekly unit cost is £4,100 per week which is partly due to greater care needs of individual children and partly due to the impact of lower unit costs for CivO who are no longer within this Directorate. There has been a steep rise in Parent and baby placements forecast for known and expected new placements of £344,000, resulting in a predicted over spend of £150,000. Allowances are in total over-spending by £50,000 with Special Guardianship Orders exceeding budgeted growth built in by £129,000. Salaries are exceeding an under-spend of £500,000 which is in the main attributed to Social Workers vacancies which are now being recuited to.</td>
</tr>
<tr>
<td>Corporate Parenting</td>
<td>14,755</td>
<td>13,839</td>
<td>(916)</td>
<td>(4,355)</td>
<td>(4,211)</td>
<td>144</td>
<td>10,400</td>
<td>9,628</td>
<td>(772)</td>
<td>Internal foster-care is currently predicting a £88,000 under-spend whilst external foster-care is also forecasting a £277,000 under-spend. Residential Care is currently showing a £432,000 under-spend with low numbers of 3. Current numbers of Asylum children and the rate increase for UASC should result in the grant being sufficient to cover both direct and indirect costs for 2019/20. There are though, costs of care being incurred for non-claimable Asylum Seekers (forecast approx £130,000) and as this is unfunded therefore the Business Unit will have to cover this cost. The House project is due to under-spend by £94,000 with contributions covering future years which will become earmarked reserves. Salaries are predicting a small underspend of £20,000 at this point. There has been an increased predicted purchase of Leaving Care Accomodation packages which has resulted in a predicted over-spend of £305,000. The increase is due to upto 10 new packages (some being more expensive than usual) as well as increased cost of packages overall.</td>
</tr>
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<td>Youth Justice</td>
<td>2,730</td>
<td>2,991</td>
<td>(261)</td>
<td>(781)</td>
<td>(1,023)</td>
<td>242</td>
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<td>1,968</td>
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<tr>
<td>Children's Practice Improvement</td>
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<td>2,327</td>
<td>(32)</td>
<td>(60)</td>
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<td>36</td>
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<td>(822)</td>
<td>(5,982)</td>
<td>(5,875)</td>
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<td>0</td>
<td>(715)</td>
<td>(715)</td>
<td>The overall funding envelope for ACE is specific on operational (mostly staffing) budget and the Inter Agency placement &quot;Buying &amp; Selling&quot; of Adoption places. The latter has historically for all 5 partners been erratic between years (partly due to payments / income being statutorily spread over financial years and split). It is this area that is currently forecasting the majority of this under-spend, it is difficult to predict future buying and selling demands.</td>
</tr>
<tr>
<td>Net Service Spending</td>
<td>68,837</td>
<td>71,483</td>
<td>2,646</td>
<td>(14,326)</td>
<td>(15,785)</td>
<td>(1,459)</td>
<td>54,511</td>
<td>55,698</td>
<td>1,187</td>
<td></td>
</tr>
<tr>
<td>Reserve</td>
<td>Approved Opening Balance 01.04.19 £'000</td>
<td>Movement in Year £'000</td>
<td>Effect of Outturn £'000</td>
<td>Forecast Closing Balance 31.03.20 £'000</td>
<td>Transfer Request (To)/From Reserves £'000</td>
<td>Reason for Request</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------</td>
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<td>-------------------------------------------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children &amp; Families Non Earmarked</td>
<td>0</td>
<td>(2,879)</td>
<td>(2,879)</td>
<td>This is also on the OS annex - being taken from People Group Reserve</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>0-5 Strategy for Children</td>
<td>1,417</td>
<td>705</td>
<td>1,521</td>
<td></td>
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<td></td>
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<tr>
<td>Priority Families Reserve</td>
<td>907</td>
<td>(430)</td>
<td>102</td>
<td>579</td>
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<tr>
<td>Adoption Central England Partnership (ACE)</td>
<td>472</td>
<td>718</td>
<td>1,188</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Controlling Migration</td>
<td>638</td>
<td>(638)</td>
<td>146</td>
<td>146</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Youth Justice Remand equalisation</td>
<td>542</td>
<td>(70)</td>
<td>472</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>House Project</td>
<td>156</td>
<td>(156)</td>
<td>94</td>
<td>94</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,132</strong></td>
<td><strong>(1,825)</strong></td>
<td><strong>(1,186)</strong></td>
<td><strong>1,121</strong></td>
<td><strong>0</strong></td>
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<tr>
<td>Savings Proposal Title</td>
<td>2019/20</td>
<td>Reason for financial variation and any associated management action</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------------</td>
<td>---------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children’s Centres - implementation of the service redesign to reflect</td>
<td>Target</td>
<td>Actual to Date</td>
<td>Forecast Outturn</td>
<td>All savings on the Childrens Centres for OOP2020 of £1.120m have been achieved.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>This has been achieved through staff reductions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demand Management - through closer performance management, a new</td>
<td>372</td>
<td>313</td>
<td>313</td>
<td>We continue to forecast that this savings target will be met, which is a result of a reduction in the number of care proceedings being issued and as a fall in the number of cases currently open before the Court. At the beginning of April 2019 we had 87 open care proceeding cases before the Court and we now have 71. We have filed about 20% fewer cases with the Court this year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in the demand for legal services</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>As reported in the Revenue tables increased number of purchased weeks as well as significant unit cost increases have meant that the service is predicting an overall over-spend.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery of a reduction in the need for children to become or remain looked after in Warwickshire</td>
<td>2,760</td>
<td>0</td>
<td>0</td>
<td>This has been achieved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in staff costs</td>
<td>1,316</td>
<td>1,316</td>
<td>1,316</td>
<td>This is intrinsically linked with the reduction in CLA (see above). Any savings so far are cost avoidance (children going into care) rather than reducing children already in care.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the use of independent boarding schools</td>
<td>150</td>
<td>0</td>
<td>0</td>
<td>This saving has been achieved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiencies in staff and client travel resulting in an overall reduction in</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One-off funding to phase the delivery of the new plan</td>
<td>(968)</td>
<td>(968)</td>
<td>(968)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,930</td>
<td>1,461</td>
<td>1,961</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>4,930</td>
<td>4,930</td>
<td>4,930</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining Shortfall/(Over Achievement)</td>
<td>3,469</td>
<td>2,969</td>
<td></td>
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<td></td>
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</tbody>
</table>
## Earlier Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>11295000</td>
</tr>
<tr>
<td>2020/21</td>
<td>11693000</td>
</tr>
<tr>
<td>2021/22</td>
<td>11713000</td>
</tr>
<tr>
<td>2022/23</td>
<td>11756000</td>
</tr>
</tbody>
</table>

### Children and Families property adaptations, purchases and vehicles

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>44 205 157 0</td>
</tr>
<tr>
<td>2020/21</td>
<td>406 44 203 107</td>
</tr>
<tr>
<td>2021/22</td>
<td>0 317 0 19</td>
</tr>
<tr>
<td>2022/23</td>
<td>0 25 0 0</td>
</tr>
</tbody>
</table>

### Adaptation of Sydenham Children's Centre

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>0 298 0 0</td>
</tr>
<tr>
<td>2020/21</td>
<td>0 317 0 0</td>
</tr>
<tr>
<td>2021/22</td>
<td>0 0 25 0</td>
</tr>
<tr>
<td>2022/23</td>
<td>0 0 25 25</td>
</tr>
</tbody>
</table>

### Adaptation of Children's Centres to Children and Family Centres

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2020/21</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2021/22</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2022/23</td>
<td>0 0 0 0</td>
</tr>
</tbody>
</table>

### Westgate Children & Family Centre/Westgate Primary School Safeguarding Walkway

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2020/21</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2021/22</td>
<td>0 0 0 0</td>
</tr>
<tr>
<td>2022/23</td>
<td>0 0 0 0</td>
</tr>
</tbody>
</table>

### Reasons for Variation and Management Action

- Overspend funded from revenue
- Project approved by Cabinet 12th September

### Variance

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>125</td>
</tr>
<tr>
<td>2020/21</td>
<td>503</td>
</tr>
<tr>
<td>2021/22</td>
<td>157</td>
</tr>
<tr>
<td>2022/23</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>785</td>
</tr>
<tr>
<td>2020/21</td>
<td>107</td>
</tr>
<tr>
<td>2021/22</td>
<td>50</td>
</tr>
<tr>
<td>2022/23</td>
<td>44</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Variance £ 000's</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019/20</td>
<td>44</td>
</tr>
<tr>
<td>2020/21</td>
<td>44</td>
</tr>
<tr>
<td>2021/22</td>
<td>107</td>
</tr>
<tr>
<td>2022/23</td>
<td>44</td>
</tr>
<tr>
<td>Service</td>
<td>Gross Expenditure</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>Agreed Budget £'000</td>
</tr>
<tr>
<td>Assistant Director - People</td>
<td>2,398</td>
</tr>
<tr>
<td>Director of Public Health</td>
<td>2,566</td>
</tr>
<tr>
<td>Health &amp; Well Being</td>
<td>22,671</td>
</tr>
<tr>
<td>All Age Targeted Support</td>
<td>14,081</td>
</tr>
<tr>
<td>All Age Specialist Provision</td>
<td>7,037</td>
</tr>
<tr>
<td>Net Service Spending</td>
<td>48,753</td>
</tr>
</tbody>
</table>

People Strategy and Commissioning and Public Health
Strategic Director - Nigel Minns
Portfolio Holders - Councillor Caborn (Adult Social Care & Health), Jeff Morgan

2019/20 Revenue Budget
## 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Commissioning - Savings</td>
<td>3,550</td>
<td>(531)</td>
<td>572</td>
<td>3,591</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Health - Savings</td>
<td>2,783</td>
<td>(312)</td>
<td>(772)</td>
<td>1,699</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,333</strong></td>
<td><strong>(843)</strong></td>
<td><strong>(200)</strong></td>
<td><strong>5,290</strong></td>
<td><strong>0</strong></td>
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</tbody>
</table>
2019/20 Savings Plan

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target £'000</th>
<th>Actual to Date £'000</th>
<th>Forecast Outturn £'000</th>
<th>Reason for financial variation and any associated management action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drugs and Alcohol - a reduction in costs, prioritised through a redesign and recommissioning process</td>
<td>923</td>
<td>387</td>
<td>387</td>
<td>Note there are cost pressures arising from the increase in prescribing costs (both medications and prescribing) for this demand led service which make the achievement of the total saving challenging. Careful monitoring is ongoing to achieve the most efficient and effective prescribing and management of costs; and consideration needs to be given to reviewing the amount of savings that may feasibly be found in this programme</td>
</tr>
<tr>
<td>Healthwatch - re-tendering and redesign of the service to allow greater use of different channels, of volunteers and alignment with other similar agencies</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Reduce staffing and overheads across the Business Unit</td>
<td>200</td>
<td>541</td>
<td>541</td>
<td>Over-achievement of savings by £341K to partially cover the shortfall in the D&amp;A savings</td>
</tr>
<tr>
<td>Smoking Cessation - redesign services to accommodate the changes in how the public are choosing to quit smoking</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Health Visitors and Family Nurse Practitioners - reduction in costs, prioritised through a redesign and recommissioning process</td>
<td>735</td>
<td>735</td>
<td>735</td>
<td></td>
</tr>
<tr>
<td>Advocacy - retendering and redesign of the service, combining the two advocacy approaches into one (see proposed saving from Healthwatch)</td>
<td>85</td>
<td>85</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Additional efficiencies across the Business Unit including a review of staff vacancies, efficiencies in the Fitter Futures budget and re-alignment of young carer budget support</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>One-off funding to phase the delivery of the new plan</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
<td></td>
</tr>
<tr>
<td>Reduction in the Housing Related Support Programme through a further redesign of the service to ensure support is provided to the most vulnerable, supporting individuals to become more independent and self-sufficient. Review of contracts with a view to reducing costs/services, including decommissioning some specialist services and re-modelling and recommissioning generic housing related support services.</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>Reduce and reshape the staffing structure within the Business Unit and a reduction in programme and management support.</td>
<td>122</td>
<td>122</td>
<td>122</td>
<td></td>
</tr>
<tr>
<td>Integration of existing commissioning functions into a single commissioning service and generation of an income stream through joint commissioning with and on behalf of partner organisations.</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>Reduction in historic pension costs that will decline naturally over time.</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Reduction in the contingency and projects budget of the Business Unit and the delivery of a rationalised Head of Service structure once the redesign and transformation work has been delivered.</td>
<td>122</td>
<td>122</td>
<td>122</td>
<td></td>
</tr>
<tr>
<td>Rationalisation of the system supporting the Local Authority Designated Officer function with the main social care ICT systems to enable a saving in licensing costs and reductions in Google licence costs.</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Reduction in business redesign and collaboration functions and funding for service specific learning and development activity.</td>
<td>31</td>
<td>31</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,820</td>
<td>2,625</td>
<td>2,625</td>
<td></td>
</tr>
<tr>
<td><strong>Target</strong></td>
<td>2,820</td>
<td>2,820</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Remaining Shortfall/(Over Achievement)</strong></td>
<td>195</td>
<td>195</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
<td>Earlier Years £ 000's</td>
<td>2019/20 £ 000's</td>
<td>2020/21 £ 000's</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td>-----------------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>1060800</td>
<td>Mental Health Grant 2010/11</td>
<td>130</td>
<td>86</td>
<td>0</td>
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<tr>
<td>1102100</td>
<td>Adult Social Care Modernisation &amp; Capacity 2012-13</td>
<td>194</td>
<td>722</td>
<td>81</td>
</tr>
<tr>
<td>1142000</td>
<td>Disabled Facilities Capital Grant</td>
<td>13,470</td>
<td>0</td>
<td>0</td>
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<tr>
<td>1149200</td>
<td>Urban Mile Markers</td>
<td>20</td>
<td>6</td>
<td>0</td>
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<tr>
<td>1131000</td>
<td>Client Information Systems Review</td>
<td>3,324</td>
<td>376</td>
<td>390</td>
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<tr>
<td>Grand Total</td>
<td></td>
<td>17,138</td>
<td>1,190</td>
<td>470</td>
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</table>
## 2019/20 Revenue Budget

### Service

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget £'000</td>
<td>Forecast Outturn £'000</td>
<td>Variation Over/Under £'000</td>
<td>Agreed Budget £'000</td>
</tr>
<tr>
<td>Assistant Director - Business &amp; Customer Services</td>
<td>580</td>
<td>545</td>
<td>(35)</td>
<td>0</td>
</tr>
<tr>
<td>Business &amp; Customer Support - People</td>
<td>5,940</td>
<td>5,940</td>
<td>0</td>
<td>(30)</td>
</tr>
<tr>
<td>Business &amp; Customer Support - Resources &amp; Communities</td>
<td>4,746</td>
<td>4,516</td>
<td>(230)</td>
<td>0</td>
</tr>
<tr>
<td>Customer Contact - Customer Connect</td>
<td>2,779</td>
<td>2,764</td>
<td>(15)</td>
<td>(213)</td>
</tr>
<tr>
<td>Customer Contact - Community Hub</td>
<td>7,657</td>
<td>7,730</td>
<td>73</td>
<td>(2,387)</td>
</tr>
<tr>
<td><strong>Net Service Spending</strong></td>
<td><strong>21,702</strong></td>
<td><strong>21,495</strong></td>
<td><strong>(207)</strong></td>
<td><strong>(2,688)</strong></td>
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</table>
## 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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<tbody>
<tr>
<td>Museums Development Fund</td>
<td>188</td>
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<td>Museum Ethnographic Fund</td>
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<td>Records Purchase Fund</td>
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<td>Digitalisation of County Records</td>
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<td>Customer Services Library Bequests</td>
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<td><strong>(85)</strong></td>
<td><strong>276</strong></td>
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## 2019/20 Savings

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target</th>
<th>Actual to Date</th>
<th>Forecast Outturn</th>
<th>Reason for financial variation and any associated management action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase income from the Registration Service</td>
<td>35</td>
<td>35</td>
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<tr>
<td>Reduction in Library and One Stop Shop and Customer Service Centre management and support staff consistent with the restructure and redesign of these services</td>
<td>90</td>
<td>90</td>
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<td><strong>Total</strong></td>
<td><strong>125</strong></td>
<td><strong>125</strong></td>
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<td><strong>Target</strong></td>
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<td>Remaining Shortfall/(Over Achievement)</td>
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### 2019/20 to 2021/22 Capital Programme

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<tr>
<th>Project</th>
<th>Description</th>
<th>Earlier Years £ 000's</th>
<th>2019/20 £ 000's</th>
<th>2020/21 £ 000's</th>
<th>2021/22 and later £ 000's</th>
<th>Total £ 000's</th>
<th>Earlier Years £ 000's</th>
<th>2019/20 £ 000's</th>
<th>2020/21 £ 000's</th>
<th>2021/22 and later £ 000's</th>
<th>Total £ 000's</th>
<th>Variance in Year £ 000's</th>
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<td>County Records Office Service - Digital Asset Management</td>
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<td>11415000</td>
<td>Market Hall Museum - &quot;Our Warwickshire&quot;</td>
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<td>0</td>
<td>960</td>
<td>941</td>
<td>18</td>
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<td>0</td>
<td>960</td>
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<tr>
<td>11534000</td>
<td>Healey collection</td>
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<td>97</td>
<td>0</td>
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<tr>
<td>10135000</td>
<td>Improve Customer Experience in Council Buildings and DDA Works 2009/10</td>
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<td>0</td>
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<td>10465000</td>
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<tr>
<td>11040000</td>
<td>Improving the Customer Experience/One Front Door Improvements</td>
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<td>87</td>
<td>250</td>
<td>1,714</td>
<td>2,632</td>
<td>589</td>
<td>87</td>
<td>166</td>
<td>1,774</td>
<td>2,628</td>
<td>82</td>
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<tr>
<td>11293000</td>
<td>Community Information Hubs</td>
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<tr>
<td>11420000</td>
<td>Stratford Library – Registrars Accommodation Works and Library Alterations</td>
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<td>Customer Services Vehicles &amp; Equipment</td>
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<td>16</td>
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<td>16</td>
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<tr>
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<td>33</td>
<td>250</td>
<td>1,774</td>
<td>4,501</td>
<td>2,446</td>
<td>115</td>
<td>166</td>
<td>1,774</td>
<td>4,501</td>
<td>82</td>
<td>0</td>
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### 2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget £'000</td>
<td>Forecast Outturn £'000</td>
<td>Variation Over/ (Under) £'000</td>
<td>Agreed Budget £'000</td>
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<tr>
<td>Assistant Director - Commissioning Support Unit</td>
<td>298</td>
<td>304</td>
<td>6</td>
<td>0 (28)</td>
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<tr>
<td>Business Intelligence</td>
<td>1,731</td>
<td>1,840</td>
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<td>(69) (65)</td>
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<tr>
<td>Portfolio Management Office</td>
<td>1,372</td>
<td>1,240</td>
<td>(132)</td>
<td>(691) (741)</td>
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<tr>
<td>Contract Management &amp; Quality Assurance</td>
<td>617</td>
<td>521</td>
<td>(96)</td>
<td>(588) (588)</td>
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<tr>
<td>Change Management</td>
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<td>217</td>
<td>(33)</td>
<td>0 (0)</td>
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<tr>
<td>Transformation</td>
<td>154</td>
<td>197</td>
<td>43</td>
<td>0 (59)</td>
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<tr>
<td><strong>Net Service Spending</strong></td>
<td><strong>4,422</strong></td>
<td><strong>4,119</strong></td>
<td><strong>(303)</strong></td>
<td><strong>(1,348) (1,481)</strong></td>
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</table>
### 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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</thead>
<tbody>
<tr>
<td>CSU - Savings</td>
<td>357</td>
<td>420</td>
<td>777</td>
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<tr>
<td>Corporate Transformation Fund</td>
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<td>16</td>
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<td><strong>Total</strong></td>
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<td><strong>0</strong></td>
<td><strong>436</strong></td>
<td><strong>793</strong></td>
<td><strong>0</strong></td>
<td><strong>CSU - Savings</strong></td>
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Reason for Request: Corporate Transformation Fund Reserve, CSU - Savings
# 2019-20 Savings Plan

<table>
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<tr>
<th>Savings Proposal Title</th>
<th>2019/20</th>
<th>Reason for financial variation and any associated management action</th>
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<tr>
<td></td>
<td>Target</td>
<td>Actual to Date</td>
</tr>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
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<tr>
<td>Reduction in management and operational capacity through streamlining processes and redesigning the</td>
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<tr>
<td>Reduction in software tools and procured data sets which</td>
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<tr>
<td>Reduction in the contingency &amp; project budget of the</td>
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<td>60</td>
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<tr>
<td>Reduction in Business redesign &amp; collaboration functions</td>
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<td>35</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>150</strong></td>
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</table>

| Remaining Shortfall/(Over Achievement) | 0 | 0 |
Enabling Services - Craig Cusack
Strategic Director - Rob Powell
Portfolio Holders - Councillor Kaur (Customers & Transformation), Peter Butlin (Finance and Property)

2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net Service Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget</td>
<td>Forecast Outturn</td>
<td>Variation Over/Under</td>
</tr>
<tr>
<td>Assistant Director - Enabling Services</td>
<td>286 £'000</td>
<td>286 £'000</td>
<td>0 £'000</td>
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<tr>
<td>Facilities Management</td>
<td>7,981 £'000</td>
<td>8,002 £'000</td>
<td>21 (£220)</td>
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<tr>
<td>HR Enabling</td>
<td>4,001 £'000</td>
<td>3,921 (£80)</td>
<td>(1,792) £'000</td>
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<tr>
<td>Digital &amp; ICT</td>
<td>13,875 £'000</td>
<td>13,109 (£766)</td>
<td>(5,018) £'000</td>
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<td>Property, Construction &amp; Engineering</td>
<td>9,651 £'000</td>
<td>9,754 (£103)</td>
<td>(2,826) (£3,106)</td>
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Net Service Spending: 35,794 £'000 (722) £'000 (14,856) (£15,507) £'000 (651) £'000 20,938 £'000 19,565 (£1,373) £'000
<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £’000</th>
<th>Movement in Year £’000</th>
<th>Effect of Outturn £’000</th>
<th>Forecast Closing Balance 31.03.20 £’000</th>
<th>Transfer Request (To)/From Reserves £’000</th>
<th>Reason for Request</th>
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<td>87</td>
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<td><strong>1,966</strong></td>
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<td>Savings Proposal Title</td>
<td>Target £'000</td>
<td>2019/20 Actual to Date £'000</td>
<td>Forecast Outturn £'000</td>
<td>Reason for financial variation and any associated management action</td>
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<tr>
<td>Implement a new HR and payroll system to replace HRMS and</td>
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<td>229</td>
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<tr>
<td>The purchase of the new HR and payroll system will provide an alternative learning management and e-learning option resulting in the decommissioning of WILMA and a reduction in the current licence costs,</td>
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<td>Rental income from Educateers</td>
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<td>Review of facilities management budgets, service specifications and IT</td>
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<td><strong>Target</strong></td>
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</table>

Remaining Shortfall(Over Achievement) | 0 | 0 |
<table>
<thead>
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<tbody>
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<td>Structural Maintenance</td>
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<td>Non Schools/Asb &amp; Safe Water Remedials 2014/15</td>
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Due to the number of changes taking place within the Dept. of Culture, Media & Sport, BDUK Broadband Project, a briefing note has been written to support the Quarter 2 Forecast.

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<td>0</td>
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<td>11532000</td>
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</table>

| TOTAL       |                                                 | 82,518  | 23,687  | 5,183   | 1,581   | 112,203 | 82,518  | 19,981  | 6,093   | 3,253   | 119,507 | -4,506  | -1,893  | -1,893  | -1,893  | -1,893  |
### 2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net</th>
<th>Reason for Variation and Management Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget £’000</td>
<td>Forecast Outturn £’000</td>
<td>Variation Over/Under £’000</td>
<td>Agreed Budget £’000</td>
</tr>
<tr>
<td>Assistant Director - Finance</td>
<td>141</td>
<td>354</td>
<td>213 (2)</td>
<td>5 (5)</td>
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<tr>
<td>Finance Delivery</td>
<td>2,837</td>
<td>2,769</td>
<td>(68) (1,020)</td>
<td>(982)</td>
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<td>Treasury Management, Pension Fund, Internal Audit, Risk and Assurance</td>
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<td>1,189</td>
<td>6 (1,289)</td>
<td>(1,422)</td>
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<td>Commercialism</td>
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<td>Strategic Finance</td>
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<td>792</td>
<td>(39) (76)</td>
<td>(86)</td>
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<tr>
<td>Finance Transformation</td>
<td>2,841</td>
<td>2,869</td>
<td>28 (1,149)</td>
<td>(1,139)</td>
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<tr>
<td>Net Service Spending</td>
<td>8,086</td>
<td>8,226</td>
<td>140 (3,536)</td>
<td>(3,634)</td>
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## 2019/20 Reserves

<table>
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<th>Reserve</th>
<th>Approved Opening Balance 01.04.18 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.19 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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</thead>
<tbody>
<tr>
<td>Finance - Savings</td>
<td>620</td>
<td>(44)</td>
<td>576</td>
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<td>Finance - Training</td>
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<tr>
<td>Finance - Service Improvement Projects</td>
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<tr>
<td>LA Counter Fraud Fund Grant</td>
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<td><strong>Total</strong></td>
<td><strong>1,086</strong></td>
<td><strong>0</strong></td>
<td><strong>(42)</strong></td>
<td><strong>1,044</strong></td>
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</table>
### 2019/20 Savings

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target</th>
<th>Actual to Date</th>
<th>Forecast Outturn</th>
<th>Reason for financial variation and any associated management action</th>
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</thead>
<tbody>
<tr>
<td>Reduction in the support for service managers and Elected Members for budget setting, quarterly financial monitoring and final accounts.</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Reduction in staffing capacity by focussing on greater use of standardised processing of transactions, less manual intervention and exploring the benefits of a broader transactional service across the organisation.</td>
<td>90</td>
<td>48</td>
<td>48</td>
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<tr>
<td><strong>Total</strong></td>
<td>95</td>
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<td>53</td>
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<tr>
<td><strong>Target</strong></td>
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<td>95</td>
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<tr>
<td><strong>Remaining Shortfall/(Over Achievement)</strong></td>
<td>42</td>
<td>42</td>
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</table>
### 2019/20 Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>Gross Expenditure</th>
<th>Gross Income</th>
<th>Net Service Spending</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Agreed Budget</td>
<td>Forecast</td>
<td>Over/ (Under)</td>
</tr>
<tr>
<td></td>
<td>£'000</td>
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<td>£'000</td>
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<tr>
<td></td>
<td></td>
<td>£'000</td>
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<tr>
<td>Assistant Director - Governance &amp; Policy</td>
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<td>(687)</td>
<td>(680)</td>
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<td>2,035</td>
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<tr>
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<td>(325)</td>
<td>(372)</td>
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<td>1,710</td>
<td>1,697</td>
<td>(13)</td>
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<td>Property Management</td>
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<td>2,065</td>
<td>1,383</td>
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<tr>
<td></td>
<td>(1,381)</td>
<td>(1,440)</td>
<td>(59)</td>
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<tr>
<td></td>
<td>(699)</td>
<td>625</td>
<td>1,324</td>
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<td>Legal &amp; Democratic</td>
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<td>(6,228)</td>
<td>(6,475)</td>
<td>(247)</td>
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<td></td>
<td>628</td>
<td>588</td>
<td>(40)</td>
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<td></td>
<td>10,921</td>
<td>12,547</td>
<td>1,626</td>
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<td></td>
<td>(8,621)</td>
<td>(8,867)</td>
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<td>2,300</td>
<td>3,580</td>
<td>1,280</td>
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</table>

**Reason for Variation and Management Action**

- **Assistant Director - Governance & Policy**: Forecast reflects £0.997k revenue contribution towards the increased costs of the Montague Road/Hawkes Point capital project. At Q1 Cabinet approved the transfer from reserves to fund this, to be processed at year end. A further pressure is due to the sale of Montague Road planned to be in 2019/20 now expected in 2020/21. There is also a shortfall due to the underachievement of previous year's savings targets to be delivered by disposing of properties. A significant contributor to the underachievement is bovine remediation issues at a major site.

- **Property Management**: Income has increased as a result of new external legal work from other Local Authorities. This in conjunction with legal input to the Independent Inquiry into Child Sexual Abuse has led to an increase in expenditure to service the work.
### 2019/20 Reserves

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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<tbody>
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<td>HR&amp;OD - Savings</td>
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<td>13</td>
<td>223</td>
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<tr>
<td>Going for Growth Apprenticeship Scheme</td>
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<td>Property - Savings</td>
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<td>(1,324)</td>
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<td>One Public Estate</td>
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<td>Total</td>
<td>3,086</td>
<td>(393)</td>
<td>(1,280)</td>
<td>1,413</td>
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</table>

Savings

Property - Savings

One Public Estate

Reserve Reason for Request

HR&OD - Savings

Going for Growth Apprenticeship Scheme
### 2019/20 Savings

<table>
<thead>
<tr>
<th>Savings Proposal Title</th>
<th>Target £'000</th>
<th>Actual to Date £'000</th>
<th>Forecast Outturn £'000</th>
<th>Reason for financial variation and any associated management action</th>
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<tbody>
<tr>
<td>Workforce Strategy and Organisational Development Service - Redesign the service</td>
<td>49</td>
<td>49</td>
<td>49</td>
<td>Reducing management and team capacity; streamlining learning and development processes with the HR Service Centre and reducing spend on corporately funded learning.</td>
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<td></td>
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<tr>
<td>The purchase of the new HR and payroll system will provide an alternative learning</td>
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<td>31</td>
<td>31</td>
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<tr>
<td>management and e-learning option resulting in the decommissioning of WILMA and a</td>
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<td>reduction in the current licence costs.</td>
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<tr>
<td></td>
<td>34</td>
<td>34</td>
<td>34</td>
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<tr>
<td>Increased surplus from external legal work - combination of reducing operating costs,</td>
<td>955</td>
<td>955</td>
<td>955</td>
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<td>increasing utilisation and delivering more external hours to external customers at</td>
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<tr>
<td>increased hourly rates.</td>
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<td>Reduction in the Council's borrowing costs as a result of using capital receipts from</td>
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<td>the sale of land and buildings (both urban sites and smallholdings) to reduce long</td>
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<td>term debt</td>
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<td>Release of contingency</td>
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<td>Repayment of Hawkes Point self-financed borrowing.</td>
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<tr>
<td>Reduced maintenance of the smallholdings estate.</td>
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<tr>
<td>Use of one-off resources to match the timing of when capital receipts from the sale of</td>
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<td>strategic sites are expected to be received.</td>
<td>(473)</td>
<td>(473)</td>
<td>(473)</td>
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<td></td>
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<tr>
<td><strong>Total</strong></td>
<td>886</td>
<td>603</td>
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<td><strong>Target</strong></td>
<td>886</td>
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<td><strong>Remaining Shortfall/(Over Achievement)</strong></td>
<td>283</td>
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## 2019/20 to 2021/22 Capital Programme

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<th>Project</th>
<th>Description</th>
<th>Earlier Years</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22 and Total</th>
<th>Approval Budget</th>
<th>Forecast</th>
<th>Variance in Total Variance</th>
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<td>10972000</td>
<td>Planning Consent For Europa Way</td>
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<td>11449000</td>
<td>Strategic Site Planning applications</td>
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<td>£1,300</td>
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<td>11033000</td>
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<td>11330000</td>
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<td>11449000</td>
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<td>£341</td>
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<td>11434000</td>
<td>Rural Services Capital Maintenance 2019/20</td>
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<td>£341</td>
<td>£1,166</td>
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<td>Grand Total</td>
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<td>£16,064</td>
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### 2019/20 Revenue Budget

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<th>Agreed Budget</th>
<th>Outturn</th>
<th>Variation (Under)</th>
<th>Over/ (Under)</th>
<th>Agreed Budget</th>
<th>Outturn</th>
<th>Variation (Under)</th>
<th>Over/ (Under)</th>
<th>Agreed Budget</th>
<th>Outturn</th>
<th>Variation (Under)</th>
<th>Over/ (Under)</th>
<th>Reason for Variation and Management Action</th>
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<tr>
<td>Government Grants &amp; Business Rates</td>
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<td>(130,140)</td>
<td>(133,511)</td>
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<td>0</td>
<td>(130,140)</td>
<td>(133,511)</td>
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<td>0</td>
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<td>0</td>
<td>Additional business rates income and compensatory government grants to offset the impact of changes to exemptions and discounts not known at the time the budget was set.</td>
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<td>Central block DSG and other central grants to support</td>
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<td>(80,942)</td>
<td>(80,942)</td>
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<td>0</td>
<td>(80,942)</td>
<td>(80,942)</td>
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<td>0</td>
<td>Lower than anticipated capital financing costs than provided for in the budget as a result of slippage in the capital programme and the level of unallocated Capital Investment Fund requiring less borrowing to be taken out.</td>
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<td>0-5 Strategy for Children - Children's transformation</td>
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<tr>
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<td>33,565</td>
<td>(6,698)</td>
<td>(80,942)</td>
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<td>40,263</td>
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<td>County Coroner</td>
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<td>511</td>
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<td>75</td>
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<td>Pensions deficit under-recovery</td>
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<td>Members Allowances and Expenses</td>
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<td>1,070</td>
<td>1,087</td>
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<tr>
<td>Other Administrative Expenses and Income (Including Insurance)</td>
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<td>3,908</td>
<td>717</td>
<td>(3,362)</td>
<td>3,191</td>
<td>3,908</td>
<td>717</td>
<td>(3,362)</td>
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<td>Re Trf from reserves actioned from other services.</td>
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<td>Subscriptions</td>
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<td>Transformation Fund - Early Intervention, Prevention and Community Capacity Fund</td>
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<td>1,902</td>
<td>293</td>
<td>0</td>
<td>1,609</td>
<td>1,902</td>
<td>293</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>Payments from the Early Intervention Fund for approved bids.</td>
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<td>Apprenticeship Levy</td>
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<td>(214,522)</td>
<td>54,292</td>
<td>48,735</td>
<td>(5,557)</td>
<td>(214,522)</td>
<td>(160,230)</td>
<td>(169,158)</td>
<td>(8,928)</td>
<td>(171)</td>
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### Reserve Analysis

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<tr>
<th>Reserve</th>
<th>Approved Opening Balance 01.04.19 £'000</th>
<th>Movement in Year £'000</th>
<th>Effect of Outturn £'000</th>
<th>Forecast Closing Balance 31.03.20 £'000</th>
<th>Transfer Request (To)/From Reserves £'000</th>
<th>Reason for Request</th>
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</thead>
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<tr>
<td><strong>Corporate Reserves</strong></td>
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<td>(648)</td>
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