

## Appendix A: Individual Departmental Risk Analysis

Department and Service	Original Budget	Restructure Virements	Original Budget (restructured)	In Year Virements to Period 5	Revised Budget Period 5	In year Virements Periods 6 & 7	Revised Budget Period 7
	£m	£m	£m	£m	£m		
<b>Children and Education</b>							
Early Years	9.784	(0.390)	9.394	0.087	9.481	0.000	9.481
School Buildings & Places	0.251	(0.251)			0.000	0.000	0.000
School Improvement	4.544	(0.314)	4.230	2.089	6.319	(0.019)	6.300
Traded Services	(0.377)	0.377			0.000	0.000	0.000
Special Educational Needs	5.938	(5.938)			0.000	0.000	0.000
Business & Commercial Services	0.000	(0.303)	(0.303)	1.044	0.741	(0.025)	0.716
Targeted Services & Learner Support	0.000	8.004	8.004	1.405	9.409	(0.088)	9.321
Commissioning and Performance	2.135	1.015	3.150	(0.256)	2.894	0.161	3.055
Funding Schools	0.000	0.000	0.000	1.968	1.968	0.000	1.968
Safeguarding	0.796	0.000	0.796	0.044	0.840	(0.001)	0.839
Connexions Service	1.887	(1.887)			0.000	0.000	0.000
Youth Development Service	2.081	(2.081)			0.000	0.000	0.000
Youth Offending Service	1.616	(1.616)			0.000	0.000	0.000
Young People's Support Service	0.173	(0.173)			0.000	0.000	0.000
Other Targeted Services	1.834	(1.834)			0.000	0.000	0.000
Children's Social Care	28.586	(0.224)	28.362	(0.370)	27.992	(0.156)	27.836
Integrated Youth	0.000	5.615	5.615	0.036	5.651	(0.067)	5.584
Policy, Performance & Partnership	0.000	0.484	0.484	(0.001)	0.483	0.084	0.567
Digital Inclusion					0.000	0.252	0.252
<b>Total</b>	<b>59.248</b>		<b>59.732</b>	<b>6.046</b>	<b>65.778</b>	<b>0.141</b>	<b>65.919</b>

## Appendix C: Individual Departmental Risk Analysis

31-Oct-11

		<i>Original Budget</i>	<i>Revised Budget Period 7</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<b>SUMMARY</b>								
Children and Education	Gross	388.194	353.305	186.307	170.712	353.151	(0.154)	(0.0%)
	Income	(328.462)	(287.386)	(7.505)	(22.470)	(287.386)	-	-
	Net	<b>59.732</b>	<b>65.919</b>	<b>178.802</b>	<b>148.242</b>	<b>65.765</b>	<b>(0.154)</b>	<b>(0.2%)</b>
Community Services	Gross	150.743	151.958	92.453	90.875	154.444	2.486	1.6%
	Income	(19.894)	(19.648)	(11.965)	(11.929)	(21.096)	(1.448)	7.4%
	Net	<b>130.849</b>	<b>132.310</b>	<b>80.488</b>	<b>78.946</b>	<b>133.348</b>	<b>1.038</b>	<b>0.8%</b>
Neighbourhood and Planning	Gross	107.855	110.923	59.652	59.443	110.218	(0.705)	(0.6%)
	Income	(31.305)	(34.796)	(20.329)	(22.634)	(32.646)	2.150	(6.2%)
	Net	<b>76.550</b>	<b>76.127</b>	<b>39.323</b>	<b>36.809</b>	<b>77.572</b>	<b>1.445</b>	<b>1.9%</b>
Transformation & Resources	Gross	49.366	51.011	29.764	31.096	51.061	0.050	0.1%
	Income	(9.165)	(9.036)	(5.271)	(4.601)	(8.936)	0.100	(1.1%)
	Net	<b>40.201</b>	<b>41.975</b>	<b>24.493</b>	<b>26.495</b>	<b>42.125</b>	<b>0.150</b>	<b>0.4%</b>
Chief Executive	Gross	165.956	168.115	98.067	(67.296)	168.325	0.210	0.1%
	Income	(144.936)	(145.390)	(84.811)	70.921	(145.040)	0.350	(0.2%)
	Net	<b>21.020</b>	<b>22.725</b>	<b>13.256</b>	<b>3.625</b>	<b>23.285</b>	<b>0.560</b>	<b>2.5%</b>
Corporate								
Corporate Levys		6.317	6.917	3.685	1.027	6.917	-	-
Restructure & Contingency		7.023	5.362	2.333	1.449	5.362	-	-
Non Ringfenced Government Grants		(32.299)	(34.366)	(20.908)	(24.796)	(34.366)	-	-
Debt & Capital Investment Revenue Financing		22.321	22.537	4.771	4.536	21.037	(1.500)	(6.7%)
Movement on General Fund Reserve		(1.867)	(2.367)	(1.381)	-	(2.367)	-	-
Movement on Earmarked Reserves		-	(7.292)	(6.953)	(7.292)	(7.292)	-	-
	Net	<b>1.495</b>	<b>(9.209)</b>	<b>(18.453)</b>	<b>(25.076)</b>	<b>(10.709)</b>	<b>(1.500)</b>	<b>16.3%</b>
WILTSHIRE COUNCIL GENERAL FUND TOTAL	Gross	863.609	826.103	447.790	259.754	826.490	0.387	0.0%
	Income	(533.762)	(496.256)	(129.881)	9.287	(495.104)	1.152	(0.2%)
	Net	<b>329.847</b>	<b>329.847</b>	<b>317.909</b>	<b>269.041</b>	<b>331.386</b>	<b>1.539</b>	<b>0.5%</b>
Housing Revenue Account	Gross	22.322	22.322	13.021	11.630	22.322	-	-
	Income	(22.733)	(22.733)	(13.261)	(13.363)	(22.733)	-	-
	Net	<b>(0.411)</b>	<b>(0.411)</b>	<b>(0.240)</b>	<b>(1.733)</b>	<b>(0.411)</b>	<b>-</b>	<b>-</b>
<b>TOTAL INCLUDING HRA</b>		<b>329.436</b>	<b>329.436</b>	<b>317.669</b>	<b>267.308</b>	<b>330.975</b>	<b>1.539</b>	<b>0.5%</b>

## Appendix C: Individual Departmental Risk Analysis

31-Oct-11

		Original Budget	Revised Budget Period 7	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
			£m	£m	£m	£m	£m	
<b>Children and Education</b>								
Early Years	Gross Costs	25.161	24.773	14.467	15.155	24.506	(0.267)	(1.1%)
	Income	(15.767)	(15.292)	-	(0.086)	(15.292)	-	-
	Net	<b>9.394</b>	<b>9.481</b>	<b>14.467</b>	<b>15.069</b>	<b>9.214</b>	<b>(0.267)</b>	<b>(2.8%)</b>
School Improvement	Gross Costs	5.319	9.349	6.325	5.273	9.456	0.107	1.1%
	Income	(1.089)	(3.049)	(1.590)	(0.737)	(3.049)	-	-
	Net	<b>4.230</b>	<b>6.300</b>	<b>4.735</b>	<b>4.536</b>	<b>6.407</b>	<b>0.107</b>	<b>1.7%</b>
Business & Commercial Services	Gross Costs	3.444	4.701	2.687	2.833	4.909	0.208	4.4%
	Income	(3.747)	(3.985)	(1.990)	0.437	(3.985)	-	-
	Net	<b>(0.303)</b>	<b>0.716</b>	<b>0.697</b>	<b>3.270</b>	<b>0.924</b>	<b>0.208</b>	<b>29.1%</b>
Targeted Services Learner Support	Gross Costs	24.237	25.842	15.673	13.135	25.376	(0.466)	(1.8%)
	Income	(16.233)	(16.521)	(1.181)	0.208	(16.521)	-	-
	Net	<b>8.004</b>	<b>9.321</b>	<b>14.492</b>	<b>13.343</b>	<b>8.855</b>	<b>(0.466)</b>	<b>(5.0%)</b>
Commissioning & Performance	Gross Costs	9.015	8.845	6.027	5.707	8.854	0.009	0.1%
	Income	(5.864)	(5.790)	(0.299)	(0.167)	(5.790)	-	-
	Net	<b>3.151</b>	<b>3.055</b>	<b>5.728</b>	<b>5.540</b>	<b>3.064</b>	<b>0.009</b>	<b>0.3%</b>
Funding Schools	Gross Costs	283.436	242.075	119.528	102.450	242.075	-	-
	Income	(283.436)	(240.107)	(1.015)	(20.735)	(240.107)	-	-
	Net	-	<b>1.968</b>	<b>118.513</b>	<b>81.715</b>	<b>1.968</b>	-	-
Safeguarding	Gross Costs	0.884	0.927	0.540	0.584	1.023	0.096	10.4%
	Income	(0.088)	(0.088)	(0.028)	(0.144)	(0.088)	-	-
	Net	<b>0.796</b>	<b>0.839</b>	<b>0.512</b>	<b>0.440</b>	<b>0.935</b>	<b>0.096</b>	<b>11.4%</b>
Children's Social Care	Gross Costs	29.202	29.001	16.624	21.744	29.603	0.602	2.1%
	Income	(0.840)	(1.165)	(0.589)	(0.657)	(1.165)	-	-
	Net	<b>28.362</b>	<b>27.836</b>	<b>16.035</b>	<b>21.087</b>	<b>28.438</b>	<b>0.602</b>	<b>2.2%</b>
Integrated Youth	Gross Costs	7.009	6.969	3.959	3.463	6.526	(0.443)	(6.4%)
	Income	(1.394)	(1.385)	(0.811)	(0.587)	(1.385)	-	-
	Net	<b>5.615</b>	<b>5.584</b>	<b>3.148</b>	<b>2.876</b>	<b>5.141</b>	<b>(0.443)</b>	<b>(7.9%)</b>
Policy, Performance & Partnership	Gross Costs	0.487	0.571	0.333	0.276	0.571	-	-
	Income	(0.004)	(0.004)	(0.002)	(0.002)	(0.004)	-	-
	Net	<b>0.483</b>	<b>0.567</b>	<b>0.331</b>	<b>0.274</b>	<b>0.567</b>	-	-
<b>Revised Budget Period 7</b>	Gross Costs	-	0.252	0.144	0.092	0.252	-	-
	Income	-	-	-	-	-	-	-
	Net	-	<b>0.252</b>	<b>0.144</b>	<b>0.092</b>	<b>0.252</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>388.194</b>	<b>353.305</b>	<b>186.307</b>	<b>170.712</b>	<b>353.151</b>	<b>(0.154)</b>	<b>(0.0%)</b>
	<b>Income</b>	<b>(328.462)</b>	<b>(287.386)</b>	<b>(7.505)</b>	<b>(22.470)</b>	<b>(287.386)</b>	-	-
	<b>Net</b>	<b>59.732</b>	<b>65.919</b>	<b>178.802</b>	<b>148.242</b>	<b>65.765</b>	<b>(0.154)</b>	<b>(0.2%)</b>

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31-Oct-11

		<i>Original Budget</i>	<i>Revised Budget Period 7</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<b>Chief Executive</b>								
Chief Executive	Gross Costs	0.534	0.511	0.298	0.385	0.511	-	-
	Income	(0.027)	(0.027)	(0.016)	(0.008)	(0.027)	-	-
	<b>Net</b>	<b>0.507</b>	<b>0.484</b>	<b>0.282</b>	<b>0.377</b>	<b>0.484</b>	-	-
Communications & Branding	Gross Costs	2.156	2.318	1.352	1.148	1.908	(0.410)	(17.7%)
	Income	(0.370)	(0.370)	(0.216)	(0.012)	(0.020)	0.350	(94.6%)
	<b>Net</b>	<b>1.786</b>	<b>1.948</b>	<b>1.136</b>	<b>1.136</b>	<b>1.888</b>	<b>(0.060)</b>	<b>(3.1%)</b>
Finance, Procurement & Internal Audit	Gross Costs	19.186	18.751	10.938	11.174	18.771	0.020	0.1%
	Income	(9.313)	(9.232)	(5.385)	(3.416)	(9.232)	-	-
	<b>Net</b>	<b>9.873</b>	<b>9.519</b>	<b>5.553</b>	<b>7.758</b>	<b>9.539</b>	<b>0.020</b>	<b>0.2%</b>
Revenues & Benefits - Subsidy	Gross Costs	133.339	133.339	77.781	(88.811)	133.339	-	-
	Income	(133.232)	(133.232)	(77.719)	76.647	(133.232)	-	-
	<b>Net</b>	<b>0.107</b>	<b>0.107</b>	<b>0.062</b>	<b>(12.164)</b>	<b>0.107</b>	-	-
Legal & Democratic Services	Gross Costs	5.032	7.049	4.112	5.132	7.649	0.600	8.5%
	Income	(0.804)	(0.804)	(0.469)	(0.800)	(0.804)	-	-
	<b>Net</b>	<b>4.228</b>	<b>6.245</b>	<b>3.643</b>	<b>4.332</b>	<b>6.845</b>	<b>0.600</b>	<b>9.6%</b>
Public Health & Public Protection	Gross Costs	5.709	6.147	3.586	3.676	6.147	-	-
	Income	(1.190)	(1.725)	(1.006)	(1.490)	(1.725)	-	-
	<b>Net</b>	<b>4.519</b>	<b>4.422</b>	<b>2.580</b>	<b>2.186</b>	<b>4.422</b>	-	-
<b>Sub Total</b>	<b>Gross Costs</b>	<b>165.956</b>	<b>168.115</b>	<b>98.067</b>	<b>(67.296)</b>	<b>168.325</b>	<b>0.210</b>	<b>(0.091)</b>
	<b>Income</b>	<b>(144.936)</b>	<b>(145.390)</b>	<b>(84.811)</b>	<b>70.921</b>	<b>(145.040)</b>	<b>0.350</b>	<b>(0.2%)</b>
	<b>Net</b>	<b>21.020</b>	<b>22.725</b>	<b>13.256</b>	<b>3.625</b>	<b>23.285</b>	<b>0.560</b>	<b>2.5%</b>

## Appendix D: Individual Departmental Risk Analysis

### CHILDREN & EDUCATION SAVINGS 2011/12 - TRACKING

Item	Description	Staff	Procurement	Income	Other	Financial Plan 2011/12	Green	Amber / Green	Amber / Red	Red
<b>SERVICE REVIEW</b>										
<b>SCHOOLS &amp; LEARNING - Stephanie Denovan</b>										
1	Narrowing of Cu	464,764				464,764	464,764			
2	Reduction in Scl	150,000				150,000	150,000			
3	Removal/Reduction in LA subsidy to Braeside			24,000		24,000	24,000			
4	Removal/Reduction in LA subsidy to Urchfont			31,000		31,000				31,000
5	Removal/Reduction in LA subsidy to Wiltshire Music Ser			35,000		35,000	35,000			
6	Removal/Reduction in LA subsidy to Wiltshire Swindon Learning Resources			9,000		9,000	9,000			
<b>Schools &amp; Learning 1</b>	<b>614,764</b>	<b>0</b>	<b>0</b>	<b>99,000</b>	<b>0</b>	<b>713,764</b>	<b>682,764</b>	<b>0</b>	<b>0</b>	<b>31,000</b>
<b>SOCIAL CARE &amp; INTEGRATED YOUTH - Sharon Davies</b>										
1	Information, Advice & Guidance (IAG)				341,400	341,400	341,400			
2	Savings from Cc	60,664				60,664	60,664			
3	Service Reducti	134,647				134,647	134,647			
4	Removal/Reduction in LA subsidy to Traded Services			37,406		37,406	37,406			
5	Reductions in grants allocated to youth projects				216,100	216,100	216,100			
6	Service Transformation within the Youth Development Service					0				
7	Business Suppo	142,692				142,692	142,692			
8	Family Support	105,000				105,000	105,000			
9	Family Placeme	71,000				71,000	71,000			
10	Out of Area Placements					0				
<b>Social Care &amp; Integra</b>	<b>514,003</b>	<b>0</b>	<b>0</b>	<b>37,406</b>	<b>557,500</b>	<b>1,108,909</b>	<b>1,108,909</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMMISSIONING &amp; PERFORMANCE - Julia Cramp</b>										
1	Reduce net budget for Contact Point				56,000	56,000	56,000			
2	Reduce Childrer	7,000				7,000	7,000			

3	Reduction in Ter	31,000			31,000	31,000			
4	Reduce Adminis	19,000			19,000	19,000			
5	Reduction of sta	16,000			16,000	16,000			
6	Service Reducti	19,648			19,648	19,648			
7	Staff Developme	60,000			60,000		60,000		
<b>Commissioning &amp; Pe</b>		<b>152,648</b>	<b>0</b>	<b>0</b>	<b>56,000</b>	<b>208,648</b>	<b>148,648</b>	<b>60,000</b>	<b>0</b>

<b>POLICY &amp; PERFORMANCE = Sharon Britton</b>									
1	Service Review	47,000			47,000	47,000			
<b>Policy &amp; Performanc</b>		<b>47,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,000</b>	<b>47,000</b>	<b>0</b>	<b>0</b>

<b>TOTAL DCE SERVICE</b>	<b>1,328,415</b>	<b>0</b>	<b>136,406</b>	<b>613,500</b>	<b>2,078,321</b>	<b>1,987,321</b>	<b>60,000</b>	<b>0</b>	<b>31,000</b>
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<b>MANAGEMENT REVIEW</b>									
MR	Schools & Learn	1,328,629			1,328,629	1,328,629			
MR	Social Care & In	653,842			653,842	653,842			
MR	Commissioning	266,488			266,488	266,488			
MR	Policy & Performance				0	0			
<b>TOTAL DCE MANAGI</b>		<b>2,248,959</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,248,959</b>	<b>2,248,959</b>	<b>0</b>	<b>0</b>

<b>PROCUREMENT BOARD</b>									
PR	Children's Centre recommissic	684,957			684,957	684,957			
PR	Social Care and Aftercare Plan	745,660			745,660		745,660		
PR	Transport	188,904			188,904	188,904			
<b>TOTAL DCE RELATE</b>		<b>0</b>	<b>1,619,521</b>	<b>0</b>	<b>0</b>	<b>1,619,521</b>	<b>873,861</b>	<b>745,660</b>	<b>0</b>

<b>SYSTEMS THINKING REVIEWS</b>									
STR	Social Care & In	58,333	126,546	2,789	187,668	187,668			
<b>TOTAL DCE RELATE</b>		<b>58,333</b>	<b>0</b>	<b>126,546</b>	<b>2,789</b>	<b>187,668</b>	<b>187,668</b>	<b>0</b>	<b>0</b>

**CHILDREN & EDUCATION SUMMARY - As per Financial Plan Totals**

<b>Service Review</b>	<b>1,328,415</b>	<b>0</b>	<b>136,406</b>	<b>613,500</b>	<b>2,078,321</b>	<b>1,987,321</b>	<b>60,000</b>	<b>0</b>	<b>31,000</b>
<b>Management Review</b>	<b>2,248,959</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,248,959</b>	<b>2,248,959</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Procurement Board</b>	<b>0</b>	<b>1,619,521</b>	<b>0</b>	<b>0</b>	<b>1,619,521</b>	<b>873,861</b>	<b>745,660</b>	<b>0</b>	<b>0</b>
<b>Systems Thinking Re</b>	<b>58,333</b>	<b>0</b>	<b>126,546</b>	<b>2,789</b>	<b>187,668</b>	<b>187,668</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CHILDREN &amp; EDUCA</b>	<b>3,635,707</b>	<b>1,619,521</b>	<b>262,952</b>	<b>616,289</b>	<b>6,134,469</b>	<b>5,297,809</b>	<b>805,660</b>	<b>0</b>	<b>31,000</b>