

Cabinet

Agenda

27th June 2006

The Cabinet will meet at the **SHIRE HALL, WARWICK** on **TUESDAY, 27TH JUNE 2006** at **10.00 A.M.**

The agenda will be :

1. General

(1) Apologies for absence.

(2) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Personal interests relating to any item on the agenda arising by virtue of the members serving as District/Borough councillors and as members of the Warwickshire Police Authority are declared below:

Councillor Alan Cockburn, Member of Warwick District Council.

Councillor Peter Fowler, Member of North Warwickshire Borough Council.

Councillor Colin Hayfield, Member of North Warwickshire Borough Council.

Councillor Richard Hobbs, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

Councillor Jerry Roodhouse, Member of Rugby Borough Council.

Councillor Chris Saint, Member of Stratford on Avon District Council.

Councillor Izzi Seccombe, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

Councillor Bob Stevens, Member of Stratford on Avon District Council.

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers



**(3) Minutes of the meeting held on the 15th June 2006 and Matters Arising.
(To Follow).**

(4) Requests for Discussion of En Bloc Items.

PART A - ITEMS FOR DISCUSSION AND DECISION (WHITE PAPERS)

2. 2005/2006 Final Revenue Outturn

The report of the Strategic Director of Resources.

The final revenue spending of the Council in 2005/2006 was £491.295 million. This represents a £9.234 million service underspend compared to the latest approved budget of £500.529 million (excluding contributions to and from the Capital Fund). The report provides a summary of the overall position, with the details of individual service spending in the attached appendices.

Recommendations:

That the Cabinet:

- (1) Note the 2005/2006 final revenue spending and the reserves position at the year-end.
- (2) Approve the recommendation of the Strategic Director of Resources not to transfer any funds to general reserves in respect of departmental carry forwards.
- (3) Approve the use of £1,574,000 of TSF (the Standards Fund) funds in 2006/2007.
- (4) Note the reduction of £299,000 in the 2006/2007 budget for Adult, Health & Community Services Directorate and £330,000 for the Environment & Economy Directorate to repay the overdrawn reserves at the year end.
- (5) Approve the use of £184,000 of general reserves to fund the Customer Service Centre overspend in 2005/2006.
- (6) Approve the use of £1,971,000 service savings to support the 2006/2007 Revenue Budget as outlined in the report.

For further information please contact: David Clarke, Strategic Director of Resources. Tel: 01926 412003, e-mail: davidclarkeTR@warwickshire.gov.uk or: Hayley Green, Accounting Services Team Leader. Tel: 01926 412232, e-mail: hayleygreen@warwickshire.gov.uk

3. Capital Outturn 2005/2006

Report of the Strategic Director of Resources.

This report details the Council's 2005/06 capital spending and how it has been financed. The report shows how capital spending has changed since the third

quarter monitoring report to the Cabinet on 2 February 2006 and asks the Cabinet to agree the carry forward of funding resources into 2006/07.

Recommendations:

That Cabinet:

- (1) notes the 2005/06 outturn capital spending of £64.054 million, detailed in Table 1 of the report, and its financing (Table 2), and
- (2) agrees the carry over of surplus funding resources into 2006/07, where necessary, to fund the existing capital programme.

For further information please contact: Charles Holden, Corporate Capital Accountant. Tel: 01926 412092, e-mail charlesholden@warwickshire.gov.uk

4. Statement of Accounts and Statement on Internal Control 2005/2006

The report of the Strategic Director, Resources.

The report presents the Statement of Accounts and Statement on Internal Control for 2005/2006 and provides an explanatory note of the key issues.

Recommendations:

- (1) That the Cabinet recommends that the Council approve the unaudited Statement of Accounts for 2005/2006.
- (2) That the Cabinet recommend that the Council approve the Statement on Internal Control for 2005/2006.

For further information please contact: Oliver Winters, Head of Finance – Resources Directorate. Tel: 01926 412241, e-mail oliverwinters@warwickshire.gov.uk
or: Andrew Lovegrove, Group Accountant. Tel: 01926 476811, e-mail: andrewlovegrove@warwickshire.gov.uk

5. Best Value Performance Report 2006/07

The report of the Strategic Director of Performance & Development.

The Best Value Performance Report 2006/07 is presented to Cabinet for approval, before publication.

Recommendation

That Cabinet approves the attached Best Value Performance Report for 2006-07 for publication on 30th June.

For further information please contact: Colin Gordon, Corporate Performance

Officer. Tel: 01926 412559, e-mail colingordon@warwickshire.gov.uk or: Sue Littlewood, Corporate Planning Manager. Tel: 01926 412753, e-mail: susanlittlewood@warwickshire.gov.uk

6. Developing Adult, Health & Community Services

The report of the Strategic Director of Adult, Health and Community Services.

This report sets out the proposed strategic direction for the Adult Health and Community Services Directorate. It makes proposals for the development of the structure, systems and culture of the organisation.

Recommendation:

That the Cabinet agree the proposals in the report for the structure of the new Directorate.

For further information please contact: Graeme Betts, Strategic Director of Adult, Health and Community Services. Tel: 01926-412083, e-mail: graemebetts@warwickshire.gov.uk

7. Role of Director of Adult Services

The report of the Strategic Director of Adult, Health & Community Services.

To report receipt of Statutory Guidance on the role of the Director of Adult Social Services; the related strategic, political and operational expectations; and, to outline local arrangements for securing consistency.

Recommendations:

The Cabinet is asked to:

- (1) Receive and note the Department of Health guidance issued under Section 7[1] of the Local Authority Social Services Act 1970 on the Statutory Chief Officer Post of the Director of Adult Social Services and related best practice guidance.
- (2) Note the assessment of local consistency with these requirements and the provisions in relation to political focus on adult social services.
- (3) Endorse the approach outlined in this report for taking forward the agenda outlined by Government in the context of the Council's process of modernisation and the design and delivery of operational and partnership arrangements through the new directorate.

For further information please contact: Graeme Betts, Strategic Director of Adult, Health and Community Services. Tel: 01926 412189, e-mail graemebetts@warwickshire.gov.uk

8. Delivering the Customer Service & Access Strategy

The report of the Chief Executive and the Strategic Director of Performance and Development.

The reports sets out recommendations for the Cabinet to consider for the delivery of the Customer Service & Access Strategy.

Recommendations:

- (1) Approves the Customer Service and Access Strategy 2006-2009.
- (2) Supports the roll out of the next phase of development of the Customer Service Centre as outlined in this report.
- (3) Supports the development of a business case for an integrated Customer Service Centre and Joint One Stop Shops with Warwick District Council and recognises that one element of this aim can be delivered within existing capital and revenue resources through the development of a One Stop Shop at Shire Hall.
- (4) Recognises that the potential of the existing One Stop Shop at Kenilworth Library can be developed further.
- (5) Supports the development of a One Stop Shop at King's House Bedworth funded from within existing capital resources and the next phase of Customer Service Centre resources as per recommendation 2 above.
- (6) Supports a multi-site pilot of kiosks.
- (7) Supports the development of business cases for at least two more One Stop Shops, at least one of which will be located in an extended school.
- (8) That the funding for the programme be as follows:-
 - Funding from the modernisation fund of £350k (£250k for Kings House and the Customer Service Centre and £100k for e-Access Points) in 2006/2007 and £250k in 2007/08 for Kings House and the Customer Service Centre
 - Future year costs should be funded from either:
 - Efficiency savings delivered within Directorates achieved through re-engineering processes/back office in conjunction with the Customer Service Centre; or
 - Specific budget allocations where Members have approved the provision of enhanced services.
- (9) That all services which are capable of delivery through the Customer Service Centre, e-access and other forms of integrated customer service access points are reviewed from end to end by business process re-engineering to ensure that the benefits to customers and efficient service delivery are maximised.

For further information please contact: David Carter, Strategic Director of Performance and Development. Te: 01926 412564, e-mail davidcarter@warwickshire.gov.uk or Kushal Birla, Head of Customer Service and Access. Tel: 01926 736362, e-mail: kushalbirla@warwickshire.gov.uk

9. 2005/06 Backward-Looking Annual Efficiency Statement and Quality Crosscheck

The joint report of the Strategic Director of Resources and the Strategic Director of Community Protection and County Fire Officer.

The report seeks members' approval to submit the 2005/06 Annual Efficiency Statements for the Council and Fire Authority to the DCLG

Recommendations:

That the Cabinet:-

- (1) Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the County Council attached at Appendix A to the report.
- (2) Authorise the Strategic Director of Resources in consultation with the Leaders and Chief Executive, to make any changes necessary to the County Council's 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.
- (3) Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the Warwickshire Fire and Rescue Authority attached at Appendix B to the report.
- (4) Authorise the Strategic Director of Resources and the Strategic Director of Community Protection and County Fire Officer in consultation with the Head of the Fire and Rescue Authority (Cllr Hobbs acting in this capacity), Cllr Shilton and Cllr Chattaway to make any changes necessary to the Fire
—
- (5) and Rescue Authority 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.

For further information please contact: Michael Furness, Principal Accountant. Tel: 01926 412666, e-mail: michaelfurness@warwickshire.gov.uk or: Helen Murphy, Financial Services. Tel: 01926 753218, e-mail: helenmurphy@warwickshire.gov.uk

10. Warwickshire Youth Justice Plan

The report of the Strategic Director for Children, Young People and Families.

The report introduces the objectives of the annual Youth Justice Plan, performance during 2005 and priorities/objectives for 2006/07. The Cabinet is asked to endorse Warwickshire's Youth Justice Plan 2006/07 and recommend it

be adopted by the Council.

Recommendation:

That the Cabinet is asked to endorse Warwickshire's Youth Justice Plan 2006/07.

For further information please contact: Diane Johnson, Head of Youth Offending Team. Tel: 01926 736204, e-mail: dianejohnson@warwickshire.gov.uk

11. Admissions to Stratford-upon-Avon Grammar Schools

The report of the Strategic Director for Children, Young People and Families.

Local members - Councillors Richard Hyde and Mike Perry – Stratford South.

This report summarises the outcome of consultation on proposed changes to the admission arrangements to the Stratford grammar schools.

Recommendations:

- (1) That the administrative changes to the selection process outlined in para. 3.1.1 of the report be agreed but that the changes proposed under 3.1.2, 3.1.3 and 3.1.4 not be pursued.
- (2) That admission arrangements to Stratford Girls' Grammar School remain as now with an 'automatic' qualifying score as set by the Adjudicator and a maximum of 22 further places offered as vacancies become available and that the governors of King Edward VI School are advised to in the same terms.

For further information please contact: Mark Gore, Head of Service – Education Partnerships and School Development. Tel: 01926 412887, e-mail: markgore@warwickshire.gov.uk or: Nick Williams, Assistant Head of Service – Pupil and Student Services. Tel: 01926 412956, e-mail: nickwilliams@warwickshire.gov.uk

12. Any Other Items

To consider any other items that the Chair decides are urgent.

**Shire Hall,
Warwick**

**JIM GRAHAM,
Chief Executive**

June 2006

Cabinet Membership

Councillor Alan Farnell (**Leader of the Council and Chair of Cabinet**)
cllrfarnell@warwickshire.gov.uk

Councillor Bob Stevens (**Deputy Leader**)
cllrstevens@warwickshire.gov.uk

Councillor John Burton (**Schools**)
cllrburton@warwickshire.gov.uk

Councillor Alan Cockburn (**Resources**)
cllrcockburn@warwickshire.gov.uk

Councillor Peter Fowler (**Performance and Development**)
cllrfowler@warwickshire.gov.uk

Councillor Colin Hayfield (**Adult, Health and Community**)
cllrhayfield@warwickshire.gov.uk

Councillor Martin Heatley (**Environment**)
cllrheatley@warwickshire.gov.uk

Councillor Richard Hobbs (**Community Protection**),
cllrhobbs@warwickshire.gov.uk

Councillor Chris Saint (**Economic Development**)
cllrsaint@warwickshire.gov.uk

Councillor Izzi Seccombe (**Children, Families and Young People**)
cllrmsseccombe@warwickshire.gov.uk

Non-voting Invitees - Councillor June Tandy (**Leader of the Labour Group**)
cllrmrstandy@warwickshire.gov.uk and Councillor Jerry Roodhouse (**Leader of the Liberal Democrat Group**) cllrroodhouse@warwickshire.gov.uk, or their representatives.

General Enquiries: Please contact Pete Keeley, Member Services, Performance and Development Directorate Tel: 01926 412450 Email: petekeeley@warwickshire.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

The reports referred to are available in large print if requested.

The Cabinet met at the Shire Hall, Warwick on the 15th June 2006.

Present

Cabinet Members:

Councillor Alan Farnell (Leader of the Council and Chair of Cabinet),

“ Bob Stevens (Deputy Leader),

“ John Burton (Schools),

“ Peter Fowler (Performance and Development),

“ Colin Hayfield (Adult, Health and Community),

“ Martin Heatley (Environment),

“ Richard Hobbs (Community Protection),

“ Chris Saint (Economic Development).

Non-Voting Invitees:

Councillor June Tandy, Leader of the Labour Group,

“ Jerry Roodhouse, Leader of the Liberal Democrat Group.

Other Members:

Councillors David Booth, Ken Browne, Richard Chattaway, Josie Compton, Anne Forwood, Richard Grant, Mick Jones, Frank McCarney, Helen McCarthy Tim Naylor, John Wells and John Whitehouse.

Before the commencement of business members stood in silence as a mark of respect for the late David Addyman, former Head of Strategic Support in the Environment and Economy Directorate.

1. General

(1) Apologies for absence.

Were received from Councillors Alan Cockburn (Resources) and Izzi Seccombe (Children, Families and Young People).

(2) Members' Disclosures of Personal and Prejudicial Interests.

Personal interests relating to any item on the agenda arising by virtue of the members serving as District/Borough councillors and as members of the Warwickshire Police Authority were declared below:

Councillor Peter Fowler, Member of North Warwickshire Borough Council.

Councillor Colin Hayfield, Member of North Warwickshire Borough Council.

Councillor Richard Hobbs, Member of Stratford on Avon District Council and the Warwickshire Police Authority.

Councillor Jerry Roodhouse, Member of Rugby Borough Council.

Councillor Chris Saint, Member of Stratford on Avon District Council.

Councillor Bob Stevens, Member of Stratford on Avon District Council.

Councillor Josie Compton declared a personal interest in any matters affecting the Warwick District Council, as a member of that Council.

(3) Minutes of the meeting held on the 25th May 2006 and Matters Arising.

(i) Minutes

Resolved:-

That the Minutes of the Cabinet's 25th May 2006 meeting be approved.

(ii) Matters Arising

Minute 4 – Post 16 – Transport

Councillor Alan Farnell advised members that it was not now intended to request the Task and Finish Group to consider the options. Councillor John Burton, Cabinet Member for Schools, would bring a further report to the Cabinet at the earliest opportunity.

(4) Requests for Discussion of En Bloc Items.

It was agreed that Agenda Item 9 would be discussed before a decision was taken.

2. Developing the Corporate Business Plan 2006-9

The Cabinet considered the report of the Strategic Director of Performance and Development.

The draft Corporate Business Plan (CBP) 2006-9 presented the medium term priorities for the County Council, with the actions and targets would deliver them. As the organisation was in the middle of the major change of modernisation the plan was still in a transitional form between the old and the new, which will emerge in next year's plan. The CBP contained key actions, targets and milestones which will form the basis for reporting performance. The plan would form part of the Council's statutory Best Value Performance Plan 2006/7.

Following introductory comments from Councillor Peter Fowler (Performance and Development), members considered several aspects of the report and raised the following points:-

- Incomplete figures would be updated when the report was submitted to the

Council.

- o The Plan should include the development of well-being across the county.
- o In section 6.1 members noted that the changing national agenda for Local Crime and Disorder Reduction Partnerships.
- o With regard to aspirations under Environment – paragraph 9.2 - the wording should be amended to show that recycling of waste was as big an issue as the disposal and processing of waste.
- o Comparison should be made between the targets for recycling of waste with the total targets for waste disposal.
- o The amount of garden waste which was composted or burnt by residents impacted on the Council's overall recycling targets.
- o The difference in the Healthy School Standard figures on pages 6 and 7 resulted from different calculation periods.

Councillor Peter Fowler suggested that the Cabinet Portfolio Holders should be consulted on the finalisation of the targets in the last stage of service plan production.

It was then Resolved:-

That the Cabinet approves the final draft Corporate Business Plan 2006-9 to go forward for adoption by the County Council on 27th June 2006, subject to the targets being finalised in the last stage of service plan production in consultation with the appropriate Cabinet Portfolio Holders.

3. Adult and Community Learning Development Plan 2006/07

The Cabinet considered the report of the Chair of the Adult and Community Services Overview and Scrutiny Committee.

All Local Authority Adult Education Services that were funded by the Learning and Skills Council (LSC) were required annually to draw up Adult and Community Learning Development Plans for the period of their next contract with the LSC - in this instance for the period August 2006 to 2007. The plan built on the work carried out through previous plans. The report had been considered by the Adult & Community Services Overview & Scrutiny Committee at their meeting on 17 May 2006.

Following comments from Councillor Colin Hayfield, (Adult, Health and Community), and Councillor Frank McCarney, Chair of the Overview and Scrutiny Committee, it was Resolved:-

That the Cabinet recommends the Council to adopt the Adult and Community Learning Development Plan 2006/07 at its meeting on the 18th July, 2006.

4. Developing Telecare in Warwickshire

The Cabinet considered the report of the Strategic Director of Adult, Health & Community Services.

Warwickshire was in receipt of the Preventative Technology Grant from the Department of Health to stimulate the development of telecare services. The development of telecare would be most effectively undertaken in partnership with the District/Borough Councils and PCTs and other key stakeholders.

In order to make speedy progress, it was proposed that subject to appropriate safeguards, Warwickshire enters into a partner agreement with the Northern Housing Consortium, who provide a consultancy service and access to a procurement service for the purchase of telecare equipment.

Following introductory comments from Councillor Colin Hayfield (Adult, Health and Community) the following points were noted:-

- The Fire and Rescue Service and the District and Borough Councils would be consulted on the proposals.
- The examples of neighbouring county councils and the benefits of cross boundary working would be taken into account.

Resolved:-

- (1) That the Cabinet approves and authorises the County Council to procure telecare equipment through the arrangements put in place by the Northern Housing Consortium ("NHC"), which procurement will be funded by a Preventative Technology Grant.
- (2) That the Cabinet approves and authorises the County Council to negotiate and enter into:
 - (a) A partnership agreement with NHC;
 - (b) A supply agreement/s with the framework contractor/s appointed by NHC pursuant to the EU procurement undertaken by NHC; and
 - (c) Partnership arrangements with district and borough councils and other community alarm providers (and potentially also PCTs) in Warwickshire.

In each case, on terms and conditions acceptable to the Strategic Director of Performance and Development, the Strategic Director of Resources and the Strategic Director of Adult, Health and Community Services.

- (3) A further report detailing the implementation plans for telecare be presented to Overview and Scrutiny Committee and to the Cabinet within six months.

5. A Summary of the Draft Report produced by Coventry City Council on the Coventry and Warwickshire Breastfeeding Review Document

The Cabinet considered the report of the Strategic Director of Performance and Development.

The Coventry City Council led a grant application with Warwickshire County Council to the Centre for Public Scrutiny to support an action research framework for this scrutiny review. The summary document gave a brief outline of the aims and eight themes chosen by the board with recommendations on how services could be improved to support/enable women to breastfeed in Coventry and Warwickshire.

Following introductory comments from Councillor Bob Steven, the Deputy Leader, it was Resolved:-

- (1) That the Cabinet supports the recommendation from the Health Overview and Scrutiny Committee that the Council reviews its employer practices with a view to supporting breastfeeding.
- (2) That the Cabinet endorses the recommendations outlined in a summary of the draft document provided by Coventry City Council.

6. Transport for Non-entitled Pupils

The report of the Chair of the Children, Young People & Families Overview and Scrutiny Committee was considered.

A Home to School Task and Finish Group had been established by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational schools. The report followed a consultation exercise and had been considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

Councillor John Burton (Schools) moved and it was Resolved:-

That the Cabinet agrees to introduce a Vacant Seats Policy on vehicles operated under contract to the Council which are not registered as local bus services from September 2007, taking into account the comments of the Children, Young People & Families Overview & Scrutiny Committee on the introduction of instalments.

7. Transport to Denominational Schools

The Cabinet considered the report of the Chair of the Children, Young People & Families Overview and Scrutiny Committee.

A Home to School Task and Finish Group had been set up by the Children, Young People & Families Overview and Scrutiny Committee to review home to school transport for non-entitled pupils and pupils attending denominational

schools. The report followed a consultation exercise and had been considered by the Children, Young People & Families Overview and Scrutiny Committee at their meeting on 18 May 2006.

Following introductory comments from Councillor John Burton (Schools), members discussed several aspects of the report. The following points were raised during the discussion:-

- The criteria for determining whether a pupil was practising a faith could raise issues relating to the Council's admissions policy, human rights and equality. The example in the report referred specifically to those attending Catholic schools and Members required further information as to those attending schools of other faiths, particularly Church of England schools.
- Research had been undertaken including the practices of other local councils and no judicial reviews had been undertaken of other councils who had introduced similar charging schemes to that recommended to the Cabinet.
- Legal advice had been given that there was no discrimination on religious grounds but advice had not been sought on the proposals being unfair between faiths.
- Deal with other faith schools when issues arise.
- The Overview and Scrutiny Committee considered the recommended policy was fairer than the Council's current policy.
- A further report should be submitted to the Cabinet through the Overview and Scrutiny Committee about the criteria for whether a pupil is practising a particular faith and human rights issues.

It was then Resolved:-

That the Cabinet agrees to introduce a charge for transport to denominational schools for future pupils who do not practice the faith of the school attended unless the school is the nearest appropriate school to the parental home, the new policy to be phased in from September 2007 subject to the consideration of a further report about the criteria for whether a pupil is practising a particular faith and about any human rights issues.

8. Domestic Violence – A Strategy for Warwickshire

The Cabinet considered the report of the Strategic Director of Community Protection.

The Domestic Violence Strategic Board, a partnership group supported by a number of agencies, had developed a 3 year strategy for Warwickshire to tackle Domestic Abuse, supported by a 12 month action plan which included specific outcomes. This had already been endorsed by the five Crime & Disorder Reduction Partnerships in Warwickshire, as well as all the agencies involved in developing the strategy. In addition, the Community Safety Overview & Scrutiny Committee had reviewed and supported the strategy. The Cabinet was asked to endorse the strategy so that it could be published as a public document to

demonstrate the work that was being undertaken in Warwickshire.

Following comments from Councillor Richard Hobbs, (Community Protection) and Councillor Richard Chattaway, Chair of the Community Protection Overview and Scrutiny Committee, it was Resolved:-

That Cabinet endorses the Domestic Violence Strategy on behalf of the County Council and agree that the Community Protection Overview and Scrutiny Committee should review the effectiveness of the Strategy in 12 months time.

9. Risk Assessment of the County Council's Strategic Priorities

The Cabinet considered the report of the Strategic Director of Performance and Development.

The paper presented the reassessment by Strategic Directors of the strategic risks to the delivery of the County Councils priorities, with proposed actions to mitigate the risks where necessary. This was part of the Council's Business Planning process.

Following introductory comments from Councillor Peter Fowler, (Performance and Development), it was Resolved:-

That the Cabinet endorses the summary of strategic risks facing the County Council in delivering its objectives and the actions to mitigate them where necessary

10. Recycling Credits

The report of the Strategic Director for Environment and Economy was considered.

The report detailed rates for recycling credits for 2006/07 and recommended arrangements for paying certain third parties recycling credits.

Resolved:-

That the arrangements for Third Parties be as follows:

- (1) Recycling credits are not paid to the organisations listed in paragraph 3.3 of the report or in respect of waste arising from charity shops.
- (2) The Strategic Director for Environment and Economy is authorised to agree to pay recycling credits to other third parties whose applications:
 - (i) support delivery of the Joint Municipal Waste Strategy;
 - (ii) avoid duplication of effort;

- (iii) offer verifiable and significant local social, economic or environmental benefits;

if he is satisfied that in all the circumstances payment would be in accordance with best value principles.

11. Warwickshire Quality Rail Partnership Station Improvements

The report of the Strategic Director for Environment and Economy was considered.

A Warwickshire Quality Rail Partnership (Station Improvements) would provide an opportunity for the County Council to formalise partnership working with Network Rail, Central Trains, Chiltern Railways, Virgin Trains (West Coast) and Virgin Trains (Cross Country). It was envisaged that the Partnership would be able to deliver improvements to station facilities more effectively than if each organisation worked in isolation.

Resolved:-

That the Cabinet approves the proposed Warwickshire Quality Rail Partnership Station Improvements with details of the Partnership to be acceptable to the Strategic Director for Environment and Economy.

12. Countywide Bus Shelter Maintenance and Advertising Contract

The report of the Strategic Director for Environment and Economy was considered.

The Cabinet was asked to consider authorising a countywide contract for the cleaning, maintenance and repair of bus shelters and street furniture and a separate countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

Resolved:-

That the Cabinet authorises the Strategic Director for Environment and Economy, on terms satisfactory to the Strategic Director of Performance and Development, to award:-

- (1) A countywide contract for the cleaning, maintenance and repair of bus shelters and street furniture.
- (2) A countywide contract for advertising on bus shelters and other free standing plinths in return for a revenue payment to the County Council.

13. Any Other Items

There were no urgent items to consider.

14. Report Containing Confidential or Exempt Information

Resolved:-

That members of the public be excluded from the meeting for the following item on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in paragraph 3 the Local Government Act 1972'.

15. Exempt Minutes of the Meeting held on 25th May 2006 and Matters Arising. Minutes

Resolved:-

That the exempt minutes of the meeting held on 25th May 2006 be approved as a correct record and the minutes be signed by the Chair.

There were no matters arising.

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Chair

The Cabinet rose at 2.30 p.m.

Agenda No

AGENDA MANAGEMENT SHEET

Name of Committee

Cabinet

Date of Committee

27 June 2006

Report Title

2005/2006 Final Revenue Outturn

Summary

The final revenue spending of the Council in 2005/2006 was £491.295 million. This represents a £9.234 million service underspend compared to the latest approved budget of £500.529 million (excluding contributions to and from the Capital Fund). The report provides a summary of the overall position, with the details of individual service spending in the attached appendices.

For further information please contact:

David Clarke
Strategic Director of
Resources
Tel: 01926 412003
davidclarkeTR@warwickshire.gov.uk

Hayley Green
Accounting Services
Team Leader Tel:
01926 412232
hayleygreen@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

2005/2006 Closedown files held both centrally and in service departments

CONSULTATION ALREADY UNDERTAKEN:-

Other Committees

.....

Local Member(s)

.....

Other Elected Members

Relevant service appendices to Cabinet Portfolio holders for comment, Chair and spokespersons of Overview & Scrutiny Committees for information

Cabinet Member

Councillor Cockburn plus Councillor Atkinson, Councillor McCarney & Councillor Booth for comment

Chief Executive

Jim Graham

Legal

David Carter

- Finance David Clarke – reporting officer
- Other Chief Officers Individual service appendices have been approved by the relevant Strategic Directors
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

- Further consideration by this Committee
- To Council
- To Cabinet The statutory statement of accounts have been submitted to Cabinet elsewhere on this agenda
- To an O & S Committee
- To an Area Committee
- Further Consultation

Cabinet - 27 June 2006

2005/2006 Final Revenue Outturn

Report of the Strategic Director of Resources

Recommendation

It is recommended that the Cabinet:

1. Note the 2005/2006 final revenue spending and the reserves position at the year-end.
2. Approve the recommendation of the Strategic Director of Resources not to transfer any funds to general reserves in respect of departmental carry forwards.
3. Approve the use of £1,574,000 of TSF (the Standards Fund) funds in 2006/2007.
4. Note the reduction of £299,000 in the 2006/2007 budget for Adult, Health & Community Services Directorate and £330,000 for the Environment & Economy Directorate to repay the overdrawn reserves at the year end.
5. Approve the use of £184,000 of general reserves to fund the Customer Service Centre overspend in 2005/2006.
6. Approve the use of £1,971,000 service savings to support the 2006/2007 Revenue Budget as outlined in the report.

1. Introduction

- 1.1 The County Council's revenue outturn spending for 2005/2006 has now been finalised. This report provides a summary of the overall position, with the details of individual service spending in the attached appendices. It is important to emphasise that these figures have not yet been audited and may be subject to change. Any significant changes will be reported to Cabinet before the end of September in line with statutory requirements. Approval is being sought for the statutory statement of accounts elsewhere on the agenda.
- 1.2 The 2005/2006 accounts are being completed on the previous departmental structure. However, all the balances as at 31 March 2006 have been converted into the new directorate structure and all reports for 2006/2007 will reflect the new structure.

2. Spending compared with estimates

- 2.1 Revenue outturn spending for 2005/2006 was £491.295 million excluding contributions to and from the Capital Fund. This compares to the latest approved budget of £500.529 million giving a net service underspend for the year of £9.234 million (1.8%).
- 2.2 Of this underspend £1.574 million relates to the Standards Fund Grant where the spending period extends to August 2006. A further £2.148 million represents the underspend on ring fenced delegated schools budgets including loans and other. These reduce the apparent underspend on Education to £1.724 million.
- 2.3 Of this underspend £0.464 million relates to the LABGI (business growth incentive scheme) which will be released in 2006/2007.
- 2.4 Excluding these items the underlying underspend on services within the County Council's direct control is £5.048 million (1.0%).
- 2.5 Table 1 below shows the actual outturn position for each service compared to the adjusted revenue budget for the year. Further details of the reasons for the variation for each service are shown in the relevant appendix (A to K).
- 2.6 The Appendices also give details of spending on specific 2005/2006 budget allocations where funding was earmarked in the budget to specific projects. They also give details of allocations made from the Virtual Bank in 2005/2006 and repayments to the Virtual Bank in respect of loans taken out in previous years. They also include details of recalls of Virtual Bank advances due to timing differences. These recalls will be re-advanced as appropriate in future years.

Table 1: 2005/2006 spending compared with latest approved budget

Appendix No.	Service	Original Gross Budget £'000	Latest Approved Budget £'000	Actual Spending £'000	Actual Over / (Under) spend £'000
A	CAMS	3,021	1,310	274	(1,036)
B	Chief Executive's	9,513	7,635	7,460	(175)
C	Education	394,931	333,541	328,095	(5,446)
D	Fire & Rescue (Note 1)	24,531	24,425	23,299	(1,126)
E	LH&TS (Note 2)	17,137	16,468	16,945	477
F	PT&ES	63,382	51,330	51,504	174
G	Property Services	5,272	4,465	4,655	190
H	Social Services	164,339	113,465	113,683	218
I	Treasurer's	1,392	811	870	59
J	Other Services	29,246	24,922	22,570	(2,352)
K	Youth Offending Team	1,874	1,369	1,368	(1)
	Young Persons Social Inclusion (Note 3)	449	215	0	(215)
	Notional Assets Rentals	(80,362)	(79,428)	(79,428)	0
	Total	634,725	500,529	491,295	(9,234)
	less:-				
	Standards Fund				1,574
	Ring fenced delegated schools budget (including loans & other)				2,148
	LABGI				464
	Total underspend on directly controlled services				(5,048)

Note 1 - The fire underspend includes £567k service underspend, £598k contribution to the fire service pension reserve and £39k capital expenditure funded from a Capital Reserve.

Note 2 - Net overspend includes a service overspend of £299k, £184k in relation to the overspend on the Customer Service Centre and income from Trust Funds £6k

Note 3 - YPSI was only partly allocated to services in the year
(Table may not sum due to roundings)

- 2.7 As in previous years, the figures quoted here show the payments actually made (or accrued) in respect of pensions, i.e. those costs which are ultimately charged against government contributions, grants and the Council Tax. For teachers and staff belonging to the Local Government Pension Scheme we show the employer's contribution we have made. For the Fire Fighters Pension Scheme the figures show pensions paid to pensioners less the employees' contributions for the year.
- 2.8 The statutory accounts, which are being presented elsewhere on this agenda, will show revenue spending, adjusted for the technical financial reporting standard for pension costs (FRS17) in which we account for pension benefits when we become committed to give them, rather than when they are paid.

3. 2005/2006 Carry Forward Rules

- 3.1 In previous years cost centre managers have been required to submit a forecast of their final outturn position in mid April and been subject to claw back arrangements under the carry forward scheme which has helped encourage ownership of forecasting by managers.
- 3.2 Over the years good progress has been made by departments in encouraging accurate forecasting by cost centre managers. Differences between the final outturn and the forecast in the last two years were £0.195 million and £0.090 million.
- 3.3 As the final outturn position is required by all departments by 28th April due to the bringing forward of the statutory deadline for producing draft accounts by another month for 2005/2006, and because of the above continued good performance of last year, it was decided that a forecast outturn in Mid April would not be required from cost centre managers this year. However, the final position for the year can be compared to that reported earlier in the process i.e. at Quarter 3, reported to Cabinet on 2 February 2006. This is shown in Table 2 below. Each annex (A to K) shows the actual outturn position for each service compared to the provisional outturn reported on 2 February 2006 and details the reasons for the variations.

Table 2: 2005/2006 spending compared with provisional outturn

Service	Forecast Overspend / (Underspend) Qtr 3 as at 02/02/06 £'000	Actual Overspend / (Underspend) £'000	Variation 2005/2006 £'000
CAMS	(606)	(1,036)	(430)
Chief Executive's	12	(175)	(187)
Education - LEA	(686)	(1,724)	(1,038)
Education - LEA TSF	(2,326)	(402)	1,924
Education - Schools	626	(2,148)	(2,774)
Education - Schools TSF	(1,000)	(1,172)	(172)
Fire & Rescue (including fire pensions)	(592)	(1,165)	(573)
Fire & Rescue - Fire Radios Capital	0	39	39
LH&TS - General	417	299	(118)
LHTS - Trust Funds	0	(6)	(6)
LHTS - Customer Service Centre	637	184	(453)
PT&ES	470	174	(296)
Property Services	193	190	(3)
Social Services	450	218	(232)
Treasurer's	130	59	(71)
YOT	0	(1)	(1)
YPSI	0	(215)	(215)
Other Services	(3,818)	(2,352)	1,466
Total	(6,093)	(9,234)	(3,139)

Table may not sum due to roundings

- 3.4 On 15th March 2005 Council approved amended Financial Standing Orders, which make changes to the carry forward rules with effect from 1st April 2005.
- 3.5 The main change in rules allows for a recommendation being made by the Strategic Director of Resources to Cabinet not to allow a carry forward of any under spending on the grounds of inadequate forecasting or financial management. Evidence of inadequate forecasting could include: -
- Failure to provide a forecast in accordance with the agreed corporate timetable.
 - Failure to ensure that procedures and systems provide all relevant information in a timely fashion for completion of a robust forecast.
 - Failure to take into account information about actual income and expenditure in completing the forecast.

- Failure to follow a logical, robust and documented process of estimation for income and expenditure where the actual figures cannot be available at the time of the forecast.

3.6 The Strategic Director of Resources is not recommending that any claw back of carry forwards be imposed this year.

4. Reserves

4.1 Table 3 below outlines the County Council's reserves following the closure of the 2005/2006 accounts. As for the figures for the revenue account these exclude the technical accounting reserves, which we will show in our statutory accounts to comply with FRS17.

Table 3: Reserves as at 31 March 2006

Reserve	Reserves In-Hand / (Overdrawn) at 01/04/05	Changes in 2005/2006	Reserves In-Hand / (Overdrawn) at 31/03/06
	£'000	£'000	£'000
General	6,947	739	7,686
Schools - LMS	8,663	2,004	10,667
Schools - IT Security	(993)	145	(848)
Schools TSF	1,086	86	1,172
LEA TSF	1,834	(1,432)	402
Service Savings	11,172	255	11,427
Policy Initiatives Fund	3	13	16
Virtual Bank	(3,453)	(20)	(3,473)
Insurance Fund	8,187	688	8,875
Capital Fund	3,676	(2,347)	1,329
Total	37,122	131	37,253

May not sum due to roundings

4.2 The attached appendices describe the planned and actual use of reserves in 2005/2006 and how services wish to use final under spends to support the 2006/2007 revenue budget. Approval is therefore being sought for £1,971,000 net use of service savings to be used to support the 2006/2007 revenue budget. There are also repayments to reserves £299,000 for the Adult, Health & Community Services Directorate and £330,000 for the Environment & Economy Directorate to repay overdrawn reserves at 1 April 2006. In addition, £1,240,000 of Virtual Bank loans previously agreed by Cabinet has been returned to the fund, as they were not required in 2005/2006. Of this £715,000 has been automatically drawn down in 2006/2007 by the relevant directorates. As outlined in the attached appendices much of the underspend in 2005/2006 relates to specific service plans.

4.3 During 2005/2006 the Customer Service Centre overspent by £184,000. The Department of Libraries, Heritage and Trading Standards reported an expected outturn position of £637,000 to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. The reduced overspend was partly due to a delay in occupying new premises in Bedworth. In addition management action was also taken to delay the transfer of some functions into the centre to further reduce the overspend of the service. As this is a corporate wide initiative it was always expected by the Department that this would be funded corporately and Members are therefore asked to approve the funding of £184,000 from general reserves in 2005/2006. This funding has been assumed for 2005/2006 in the figure for general reserves in Table 4 below as at 1 April 2006.

4.4 Table 4 below shows:-

- The reserves position as at 1 April 2006:
- The use of reserves in 2006/2007 that has already been approved as part of the budget process:
- Automatic carry forwards, and
- The additional use requested as a result of the outturn position.

4.5 Spending in line with budgets would result in reserves of £29,744,000 at the end of 2006/2007.

Table 4: Reserves as at 31/03/2007

Reserve	Reserves In-Hand / (Overdrawn) at 01/04/06 £'000	Budgeted Use/Contributions in 2006/2007 £'000	Automatic Carry forwards to 2006/2007 £'000	Additional Use/Contributions Now Requested £'000	Reserves In-Hand / (Overdrawn) at 31/03/07 £'000
General	7,686	(2,168)			5,518
Schools - LMS	10,667				10,667
Schools - IT Security	(848)				(848)
Schools TSF	1,172		(1,172)		0
LEA TSF	402		(402)		0
Policy Initiatives Fund	16				16
Virtual Bank	(3,473)	651	(715)		(3,537)
Insurance Fund	8,875				8,875
Capital Fund	1,329	(484)			845
	25,826	(2,001)	(2,289)	0	21,536
Service Savings:-					
Childrens, Young People & Families:-					
Education - LEA	3,611			(1,723)	1,888
Education - leasing reserve	(25)				(25)
Social Services - Earmarked	366			(80)	286
Social Services - General	(758)			758	0
Youth Offending Team	158			(60)	98
Teenage Pregnancy	10	(55)		45	0
YPSI	275				275
	3,637	(55)	0	(1,060)	2,522
Resources:-					
CAMS	2,275	(895)			1,380
Property Services	379				379
Treasurers	141				141
	2,795	(895)	0	0	1,900
Performance & Development:-					
Chief Executive's (Note 1)	1,212	(127)			1,085
CAMS Equipment Reserves	74				74
	1,286	(127)	0	0	1,159
Community Protection:-					
Fire & Rescue - General	567			(567)	0
Fire & Rescue - Pensions	144				144
Community Safety/ Emergency Planning	20				20
DAAT	261				261
	992	0	0	(567)	425
Adult Health & Community Services:-					
LH&TS - General	(299)		299		0
LH&TS - Trust Funds	286				286
Social Services - General	544			(544)	0
Social Services - Earmarked	121	(200)		200	121
	652	(200)	299	(344)	407
Environment & Economy:-					
PT&ES	(63)		330		267
Property Services	10				10
	(53)	0	330	0	277
Others:-					
PSA/Elections & Modernisation Fund	477				477
LABGI	464	(600)			(136)
Fire Radios Project	1,176				1,176
Sub Total	11,427	(1,877)	629	(1,971)	8,208
Total	37,253	(3,878)	(1,660)	(1,971)	29,744

(Note table may not sum due to roundings) 0 of 11

Note 1 – £399,000 of these reserves at 31 March 2007 are held on behalf of Area Committees.

- 4.6 Additional income is expected in 2006/2007 from the business growth incentive scheme, which will clear the overdrawn LABGI reserve balance above.
- 4.7 As a result of the restructure, Social Services non-earmarked reserves have been allocated between Children's and Adult Services. This has resulted in an overdrawn reserve of £758,000 at 1 April 2006 for Children's Services and a balance in hand of £544,000 for Adult Services which is being requested for approval for use in supporting the 2006/2007 revenue budget. This overdrawn balance for Children's services is to be repaid from Education reserves transferred into the Children's, Young People and Families Directorate.

DAVID CLARKE
Strategic Director of Resources

Shire Hall
Warwick

7 June 2006

CONTRACT AND MANAGEMENT SERVICES

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for CAMS was £2,125,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £815,000. Therefore the 2005/2006 budget for the service is now £1,310,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the Service's control is £1,036,000. Details are shown below.

Table 1: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		3,021
Original Budget - Net		2,125
Adjusted for:		
Use of/transfer to earmarked reserves	41	
Notional asset rentals	(475)	
Recall of advance from Virtual Bank	(535)	
Modernisation – redundancy costs	154	
Total Adjustments		(815)
Revised Budget		1,310
Actual Net Spending		274
Underspend (against revised budget)		(1,036)

- 2.2 Detailed analysis of final underspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager
- Annex D - shows the analysis of Business Unit Trading accounts and reserves.

Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the underspend are summarised in the table below.

Table 2: Major variations	£000
Equipment Renewals – spending associated with Saltisford and Kings House delayed until 2006/2007.	(124)
ICT Unit Charge – income carried forward in an Equalisation Account to help manage variable spending needs over 4 years	(409)
Corporate E-Government – underspend due to project slippage	(453)
Business Unit – trading surplus	(112)
Other - the net effect of various under and overspendings	62
Total	(1,036)

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the CAMS service was allocated a further £1,000,000 to fund E-Government. Spending on various ICT/E-Government projects in 2005/2006 was £453,000 less than planned due to project slippage. The underspend can be traced to two major projects, the Children Act Project work (£300,000) and Business Systems Architecture Work (£150,000). Outstanding work on the latter will continue in 2006/2007. A potential underspend for some projects was identified at the end of Quarter 2 and Quarter 3 but at that stage it was agreed to be utilised to fund systems work associated with Modernisation. The underspend has been carried forward into 2006/2007 to continue to fund Modernisation system changes, and to support the wider Working for Warwickshire programme.

4 Spending on 2005/2006 Virtual Bank Loans

- 4.1 Unused advances made to CAMS from the Virtual Bank have now been recalled. This is shown in the £535,000 adjustment to the original estimate in Table 1 in paragraph 2.1 above.

5 Reserves

- 5.1 The service began the year with accumulated reserves of £2,465,000 (including business unit reserves). As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £2,349,000 in-hand. CAMS has now ceased to exist as a separate department and these reserves are combined with those of the former Property Services and Treasurers departments to become the reserves of the new Resources Directorate. In the original estimates for 2006/2007 a use of these reserves of £865,000 has already been approved to support the 2006/2007 revenue estimates for the CAMS element of the Resources Directorate. As yet it is too early to say how the new directorate will use the

balance of reserves but it is very clear that there are considerable spending pressures in the new directorate and it is very likely that these reserves will be required by the directorate in 2006/2007 or in future years.

- 5.2 The service also operates a number of business units. Business units began the year with accumulated reserves of £918,000. In accordance with plans shown in the 2005/2006 CAMS budget most of the accumulated reserves (£900,000) were used during 2005/2006 to meet a variety of CAMS costs during 2005/2006. Trading during the year resulted in an overall surplus of £111,000. The net effect of these movements was to leave business unit reserves standing at £129,000 at the year-end.

Table 3: Business Unit Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Surplus/(Deficit) in 2005/2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Business Unit equipment renewals	150	(150)	(1)	(1)
Business Unit Service development	768	(750)	112	130
Total	918	(900)	111	129

- 5.3 The Service's overall reserves position can therefore be summarised as follows:

Table 4: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Corporate				
E-Gov't projects	146	(146)	453	453
Equalisation A/C	746		409	1,155
Virtual bank projects	168	(106)	(62)	0
Communications equipment	487		125	612
Sub total	1,547	(252)	925	2,220
Business Unit Service reserves				
Equipment renewals	150	(150)	(1)	(1)
Service development	768	(750)	112	130
Sub total	918	(900)	111	129
Total	2,465	(1,152)	1,036	2,349

- 5.4 It should be noted that neither the Unit Charge Equalisation Account, nor the Communication equipment reserve are viewed as Directorate reserves. They are Corporate Reserves managed by the Directorate. The Unit Charge Equalisation Account is used to manage key elements of the ICT Infrastructure on a four-year rolling basis, and was created as part of the implementation of the Corporate Unit Charge for PCs. The use of the account on a four-year rolling basis is clearly demonstrated by the fact that in June 2006 we will be paying a 3 year licence of £860,000 for Novell, which will remove most of the reserves in hand.
- 5.5 The communications reserve is now also being used to support wider communications equipment activities associated with new ways of working.
- 5.6 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Directorates as follows:-

Table 5: Reserves	Resources Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Performance & Development Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves	2,220	0	2,220
Business Unit			
Service reserves			
Equipment renewals	(75)	74	(1)
Service development	130	0	130
Total	2,275	74	2,349

6 Comparison with the 2005/2006 Provisional Outturn

- 6.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an underspend of £606,000. The actual underspend of £1,036,000 therefore represents a £430,000 change in the service's position.

Table 6: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006 £000	2005/2006 Final Outturn £000
Departmental equipment	(7)	1
Business Units trading	(254)	(112)
Corporate communications equipment	171	(125)
Virtual Bank projects	(219)	0
Unit charge equalisation Account	(297)	(409)
E-Government projects	0	(453)
Other		62
Total	(606)	(1,036)

6.2 The main reasons for the net increased underspending are as follows:-

- Business Unit trading - increase in size of County Caterers trading deficit - largely due to unexpected reduction in meal numbers (Jamie Oliver impact).
- Corporate communications equipment - deferment of spend on communications infrastructure at Saltisford to 2006/2007.
- Unit Charge – this surplus will be used to offset cost of new year commitments.
- Slippage on e-government projects.

David Clarke
Strategic Director of Resources
Shire Hall
1st June 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	CONTRACT & MANAGEMENT SERVICES DEPT.		A.2	A.3	A.4	A.5	A.6	A.7
	£'000 2004/2005 Outturn Exp/Inc			£'000 2005/2006 Original Budget A	£'000 2005/2006 Revised Budget B	£'000 2005/2006 Outturn Exp/Inc C	£'000 Variation from Revised Budget C-B	%	Notes
		Core Services							
1	1,516	ICT Infrastructure/ e- Government		1,000	659	268	(391)	(59)	1
2	108	Departmental Core		161	161	161	0	0	
3	(746)	ICT Unit Charge		0	0	(409)	(409)	(100)	2
4	878			1,161	820	20	(800)	(98)	
		Business Services							
5	449	Business Units		779	275	163	(112)	(41)	3
		Business Unit equipment renewals		120	150	151	1	0	
		Comms equipment renewals				(125)	(125)	(100)	3
6	449			899	425	189	(236)	(141)	
7	65	Corporate and Democratic Core		65	65	65	0		
8	1,392	NET DEPARTMENTAL EXPENDITURE		2,125	1,310	274	(1,036)	(79)	
		CONTRIBUTION TO / (FROM) RESERVES							
9	506	Contribution to /(from) Departmental Reserves		(750)	(750)	(638)	112	(15)	
10	(1,480)	Contribution to /(from) Specific Earmarked Reserves		(100)	(402)	1,057	1,459	(363)	
11	0	Contribution to /(from) General Reserves							
12	0	Contribution to / (from) Virtual Bank Reserves		235	235	(300)	(535)		
13	418	NET REVENUE REQUIREMENT (Outturn Prices)		1,510	393	393	0	0	

EXPLANATION OF MAIN VARIATIONS

Notes to Annex A	£000
1 Underspend due to project slippage	(391)
2 Income to be carried forward in an Equalisation account to help manage variable spending needs over 4 years	(409)
3 Equipment Renewals – Business Unit planned contributions net of in-year spend plus net Comms contribution of (£124k) as spending deferred to future years. plus Business Unit surplus (£112K)	(236)
	(1036)

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	CONTRACT & MANAGEMENT SERVICES DEPT.	B.2	B.3	B.4	B.5	B.6	B.7
	£'000		£'000	£'000	£'000	%		
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		Notes
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc	C-B		
		EXPENDITURE	A	B	C			
1	13,768	Employees	13,227	13,473	14,043	570	4	1
2	349	Premises	255	365	300	(65)	(18)	
3	540	Transport	391	382	358	(24)	(6)	
4	14,091	Supplies and Services	9,696	17,862	23,773	5,911	33	2
5	0	Third Party Payments	0	0	0	0	0	
6	0	Transfer Payments	0	0		0	0	
7	432	Support Services	467	483	483	0	0	
8	1,042	Notional Asset Rentals	1,511	1,036	1,036	0	0	
9	1,804	Capital Financing Costs	0	753	753	0	0	
10	32,026	TOTAL EXPENDITURE	25,547	34,354	40,746	6,392	19	
		INCOME						
11	(121)	Government Grants	(124)	(124)	(134)	(10)	8	
12	0	Other Grants, Reimbursements and Contributions	0	0	0	0	0	
13	(1,342)	Customer and Client Receipts	(772)	(1,096)	(1,096)	0	0	
14	0	Interest	0	0	0	0	0	
15	(29,171)	Internal Income	(22,526)	(31,824)	(39,242)	(7,418)	23	3
16	(30,634)	TOTAL INCOME	(23,422)	(33,044)	(40,472)	(7,428)	22	
17	1,392	NET DEPARTMENTAL EXPENDITURE	2,125	1,310	274	(1,036)	(79)	

EXPLANATION OF MAIN VARIATIONS

Notes to Annex B	£000
1 Mainly due to the increase in Cleaning business plus increases in labour on-costs not included in original/ revised budget. CAMS was also required to fund unbudgeted redundancy costs associated with the former Grounds Maint service.	570
2 Mainly due to expenditure on E-Government projects not included in the original estimates, but covered by income (see 3. Below).	5,911
3 Mainly E-Government budget not included in original estimate	(7,418)
Other	(99)
	<u>(1,036)</u>

Note 4. CAMS act as the agent in purchasing PC's and software for departments each year. The whole cost is fully recharged to other departments. As this is a demand driven procurement service, provided on behalf of other departments, it has traditionally been difficult to predict original budgets and income for this expenditure each year. From 2005/6 it has been agreed to include both actual expenditure and income in the above appendix. The revised budget for 2005/2006 has also been amended to include this expenditure and income. This equates to £6,934m for 2005/2006 (£6,931m in 2004/2005).

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

CONTRACT & MANAGEMENT SERVICES DEPT.			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£'000	£'000	£'000	£'000	%	Notes
			2005/2006	2005/2006	2005/2006	Variation from		
			Original	Revised	Outturn	Revised Budget		
			Budget	Budget	Exp/Inc	C-B		
			A	B	C			
Service Budgets								
(including a full apportionment of management and support charges)								
1	Core Services		1,000	659	268	(391)	(59)	1
	Corporate Communications	I.C.T. Services Manager						
	e-Government Services	I.C.T. Services Manager						
	Former Corporate I.S.T. Client	I.C.T. Services Manager						
	Virtual Bank funded projects	I.C.T. Services Manager						
	I.C.T. Infrastructure	I.C.T. Services Manager						
2	Departmental Core	Financial Services Manager	161	161	161	0	0	
3	Business Services		964	490	254	(236)	(48)	2
	- I.C.T. Services	I.C.T. Services Manager						
	- Print Unit	Print Unit Manager						
	- Caretaking & Car Parking	Financial Services Manager						
	- Schools Technical Services	Finance Manager						
	- County Cleaning & Caretaking Services	Manager						
	- County Caterers	Manager						
	- County Grounds Maintenance Service	Manager						
4	ICT Unit Charge		0	0	(409)	(409)	(100)	3
5	Total Costs		2,125	1,310	274	(1,036)	(79)	
Management and Support Budgets								
(whose apportioned cost are included in the above)								
6	Directorate	Director	153	153	144	(9)	(6)	
7	Finance, Admin. & Personnel	Financial Services Manager	564	564	604	40	7	
8	Other Central departmental Charges		959	959	959	0	0	
9	TOTAL MANAGEMENT AND SUPPORT BUDGETS		1,676	1,676	1,707	31	2	

		£'000
1	Underspend due to project slippage	(391)
2	Equipment Renewals – Business Unit planned contributions net of in-year spend plus net Comms contribution of (£124k) as spending deferred to future years. plus Business Unit surplus (£112K)	(236)
3	Income to be carried forward in an Equalisation account to help manage variable spending needs over 4 years	(409)
		<u>(1036)</u>

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

Line Ref.	D.1 £000 2004/2005 Outturn	CONTRACT AND MANAGEMENT SERVICES BUSINESS UNITS INCLUDING FORMER DSO'S Annual Trading Account for year ending 31/3/2006	D.2	D.3 £000 2005/2006 Outturn	D.4	Notes
		Income				
		Business Income				
1	(23,016)	Internal Customers	(24,184)			
2	(971)	External Customers	(820)			
3		Core Recharges				
4	(23,987)	Total Income		(25,004)		
		Expenditure				
5	22,244	Direct Costs	23,678			
		Overheads				
6	1,113	Central/Departmental Support	1,215			
7		Other Support Services				
8		Extraordinary Expenditure				
9	23,357	Total Expenditure		24,893		
10	(630)	Trading (Surplus)/Deficit		(111)	Budget Target 0	
		Statement of Reserves as at 31/3/2006				
11	460	Balance brought forward from 2004/2005		918		
12	630	Surplus/(deficit) transferred to reserves	111			
13	328	Plus provisional outturn adjustment	0			
13	(500)	Appropriations to departmental reserves	(900)	(789)		
14	918	Balance carried forward to 2006/2007		129		

CHIEF EXECUTIVE'S DEPARTMENT

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Chief Executive's Department was £7,253,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £382,000. Therefore the 2005/2006 budget for the department is now £7,635,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the department's control is £175,000. Details are shown below.

Table 1: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		9,513
Original Budget - Net		7,253
Adjusted for:		
2004/2005 carry forward/use or reserves	308	
Quarter 1 projected underspend	(50)	
Modernisation redundancy costs	100	
Notional Asset Rentals adjustment	30	
Building (structural) maintenance	(6)	
Total Adjustments		382
Revised Budget		7,635
Actual Net Spending		7,460
Total Underspend (against revised budget)		(175)
Made up of: -		
Teenage Pregnancy		(10)
Drug and Alcohol Action Team		(261)
Chief Executive's Department Sub-Total		96

- 2.2 For completeness of reporting purposes this report contains information in respect of services that do not form part of this department's budget e.g. Teenage Pregnancy and the Drug and Alcohol Action Team. This information is identified separately in Table 1 above.

- 2.3 Detailed analysis of the final underspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the department
- Annex B - shows the analysis by service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager
- Annex D - shows the analysis of Business Unit Trading accounts and reserves.

Each annex also includes an explanation of significant variations.

- 2.4 The principal items which have led to the underspend are summarised in the table below.

Table 2: Major variations	£000
Judges House, two quarters rental income not received until the new year	38
Coroner, back dated pay award and increased cost of the service	122
Registration, redundancy and pensions costs and rent increases due to office moves	53
Legal Services Business Unit, an increase in demand from service departments leading to additional income late in the year	(62)
Executive, staff costs, including recruitment of new Chief Executive, and small overspendings on a number of budget headings	122
Contingency Fund, not fully allocated	(82)
Other minor variations	(95)
Chief Executive's Department Sub-Total	96
Drug & Alcohol Action Team, unspent balance of external funding to be carried forward to 2006/2007	(261)
Teenage Pregnancy, unspent balance of external funding to be carried forward to 2006/2007	(10)
Total	(175)

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Chief Executive's Department was allocated £327,000 to fund specific projects. Spending on these projects in 2005/2006 was £218,000. Further details are given below.

Table 3: Specific	Budget	Spending	Variation	Explanation
--------------------------	---------------	-----------------	------------------	--------------------

budget allocations 2005/2006	£000	£000	£000	
Corporate co-ordination of insurance in schools	50	15	(35)	Part year costs of new arrangements
Loss of Civil Defence Grant	182	182	0	
Development of occupational health service	65	21	(44)	Part year costs of new arrangements
Councillor mentoring, support and training	30	0	(30)	2005/2006 was induction year for new members, the scheme has been deferred so that it is consistent with the new ways of working agenda and will be brought on stream during 2006/2007
Total	327	218	(109)	

4 Reserves

- 4.1 The department began the year with accumulated reserves of £1,895,000 (including business unit reserves). As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £1,503,000 in-hand.
- 4.2 Most of the reserves (£1,171,000) are held for specific purposes, including the Social Inclusion Fund reserve and the Well-Being Fund reserve held on behalf of Area Committees.
- 4.3 Specific reserves are held to deal with the increasing need for one-off project support and for training and development. The department's general reserve will continue to be used to maintain efficient services to smooth out the consequences of unexpected additional expenditure in particular service areas.
- 4.4 A sum of £127,000 has already been drawn down from departmental reserves to support the 2006/2007 revenue expenditure of the department.
- 4.5 The 2005/2006 underspends of £10,000 on Teenage Pregnancy and £261,000 on the Drug & Alcohol Action Team are in respect of specific allocations received for these services and will be available to spend during 2006/2007 on the specific areas for which they were received.
- 4.6 The service also operates three business units, namely Business Consultancy, Legal Services and Graphics. Business units began the year with accumulated reserves of £205,000. Trading during the year resulted in an overall surplus of £1,000. Business unit reserves therefore stood at £206,000 at the year-end.

Table 4: Business	Business Unit	Surplus/(Deficit)	Business Unit
--------------------------	----------------------	--------------------------	----------------------

Unit Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	in 2005/2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Business Consultancy	34	(1)	33
Legal Services	212	62	274
Graphics	(41)	(60)	(101)
Total	205	1	206

4.7 The Legal Services surplus reflects an increase in demand from service departments leading to additional income late in the year.

4.8 The deficit incurred by Graphics is not as much as indicated by the table above, since £19,000 of income generated during March 2006 was not invoiced until after the end of the financial year.

4.9 The Service's overall reserves position can therefore be summarised as follows:

Table 5: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Departmental				
Service Reserve	384	(87)	35	332
Project Reserve	175	0	0	175
Training & Development Reserve	111	10	(1)	120
Business Unit Reserves	205	0	1	206
Modernisation Fund	125	(125)	0	0
Sub-Total	1,000	(202)	35	833
Other Funds				
Well-Being Fund (ring fenced by Cabinet)	530	0	(139)	391
Social Inclusion Fund	58	(58)	8	8
PAYP and Social Inclusion Fund	3	(3)	0	0
YPSI Reserve	39	(39)	0	0
Sub-Total	630	(100)	(131)	399
Total	1,630	(302)	(96)	1,232
Teenage Pregnancy Reserve	93	(93)	10	10
Drug & Alcohol	172	(172)	261	261

Action Team Reserve				
Total	1,895	(567)	175	1,503

- 4.10 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Directorates as follows: -

Table 6: Reserves	Performance & Development Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Children's Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Community Protection Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Departmental reserves	813	0	20	833
Other Funds	399	0	0	399
Teenage Pregnancy reserve	0	10	0	10
Drug & Alcohol Action Team reserve	0	0	261	261
Total	1,212	10	281	1,503

- 4.11 The above transfer relates to the transfer of Teenage Pregnancy to the Children's, Young People and Families Directorate and the Drug and Alcohol Action Team, Community Safety and Emergency Planning to the community Protection Directorate from 1 April 2006.
- 4.12 In the original service estimates for 2006/2007 £55,000 was drawn down from the Teenage Pregnancy reserves to support the revenue budget. Members are therefore asked to approve a contribution of £45,000 from the Teenage Pregnancy 2006/2007 revenue budget to ensure the service's reserves are not overdrawn.

5 Comparison with the 2005/2006 Provisional Outturn

- 5.1 The department last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an overspend of £12,000. The actual underspend of £175,000 therefore represents a £187,000 change in the service's position.

Table 7: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006 £000	2005/2006 Final Outturn £000
Judges House	(48)	38
Coroners	128	122
Registration	66	53
Legal Services Business Unit	12	(62)
Legal Core	16	1
Executive	71	122
LSP Coordinator	7	(14)
Contingency Fund	(105)	(82)
Other Minor Variations	(80)	(82)
Chief Executive's Department Sub-Total	67	96
Teenage Pregnancy	(55)	(10)
Drug & Alcohol Action Team	0	(261)
Total	12	(175)

- 5.2 There are two main reasons for the £261,000 variation above in respect of the Drug & Alcohol Action Team. Firstly the late signing of the contract for a new IT system means £74,000 of expenditure will now be incurred in 2006/2007 rather than 2005/2006 as originally intended. Secondly due to uncertainty about the future levels of grant income it was felt unwise to spend all of the accumulated reserves during 2005/2006 as had been previously envisaged. The unspent balance of external funding will be carried forward to 2006/2007.

David Carter
Strategic Director of Performance and Development
Shire Hall
17 May 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	CHIEF EXECUTIVE'S DEPARTMENT		A.2	A.3	A.4	A.5	A.6	A.7
	£000			£000	£000	£000	£000	%	
	2004/2005			2005/2006	2005/2006	2005/2006	Variation from		Notes
	Outturn			Original	Revised	Outturn	Revised Budget		
Exp/Inc			Budget	Budget	Exp/Inc	C-B			
			A	B	C				
1	2,512	Democratic Services	1,697	1,664	1,785	121	7		1
2	750	Legal Services	824	750	818	68	9		2
3	786	Human Resources	1,060	1,037	980	(57)	(5)		3
4	233	Communications	16	3	108	105	3,500		4
5	2,693	Community Support	3,055	3,302	2,968	(334)	(10)		5
6	311	Policy & Performance	140	119	149	30	25		6
7	13	Other Services	672	760	652	(108)	(14)		7
		Savings yet to be identified	(211)	0	0	0	0		
8	7,298	NET DEPARTMENTAL EXPENDITURE	7,253	7,635	7,460	(175)	(2)		
		CONTRIBUTION TO / (FROM) RESERVES							
9	(183)	Contribution from Service Savings	(87)	(87)	(52)	35	0		
10	(36)	Contribution from Departmental Reserves	0	0	0	0	0		
11	93	Contribution from Earmarked Reserves	(222)	(480)	(340)	140	0		
12	0	Contribution to/from General Reserves	0	0	0	0	0		
13	0	Contribution to/(from) Quality and Best Value Fund	0	0	0	0	0		
14	7,172	NET REVENUE REQUIREMENT (Outturn Prices)	6,944	7,068	7,068	0	0		

Notes

- 1 Overspendings on Improvement & Development, Area Support and Judges House partly offset by underspending on Member Services
- 2 Overspendings on Coroner and Registration Service, partly offset by underspendings on Legal Services Business Unit, Insurance & Risk Management and Proper Officer expenditure.
- 3 Overspendings on Human Resources and Corporate HR Development offset by savings on HR Payrol Project and Sheltered Placements Scheme
- 4 Overspendings on Advertising, Recruitment Costs, expenditure on Warwickshire View and unexpected legal costs have combined with increased Consultancy and agency costs to produce this overspending.
- 5 Underspendings on Emergency Planning, Community safety, Drug Action Team, Teenage Pregnancy and Community Development partly offset by overspendings on Corporate Security, Community Admin Support and Positive about Young People.
- 6 Overspend on Executive partly offset by underspendings on Corporate Review, Corporate Planning, Organisational Development, Information Management and LSP Coordinator
- 7 Underspendings on Chairman's Account and Contingency Fund

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	CHIEF EXECUTIVE'S DEPARTMENT	B.2	B.4	B.4	B.5	B.6	B.7
	£000		£000	£000	£000	%	Notes	
2004/2005	2005/2006	2005/2006	2005/2006	2005/2006	Variation from			
Outturn	Original	Revised	Outturn	Revised	Budget			
Exp/Inc	Budget	Budget	Exp/Inc	Budget	C-B			
	A	B	C					
		EXPENDITURE						
1	8,210	Employees	6,747	8,919	9,140	221	2	1
2	629	Premises	567	599	611	12	2	2
3	188	Transport	173	211	221	10	5	
4	7,491	Supplies and Services	7,143	9,504	9,130	(374)	(4)	3
5	0	Third Party Payments	0	0	0	0	0	
6	0	Transfer Payments	0	0	0	0	0	
7	761	Support Services	753	1,101	1,129	28	3	4
8	494	Notional Asset Rentals	485	515	515	0	0	
9	66	Capital Financing Costs	0	0	6	6	0	
10	17,839	TOTAL EXPENDITURE	15,868	20,849	20,752	(97)	(0)	
		INCOME						
11	(2,459)	Government Grants	(419)	(1,875)	(1,930)	(55)	3	5
12	(12)	Other Grants, Reimbursements and Contributions	(40)	(280)	(283)	(3)	1	
13	(1,699)	Customer and Client Receipts	(1,800)	(3,731)	(3,691)	40	(1)	6
14	0	Interest	0	0	0	0	0	
15	(6,371)	Internal Income	(6,356)	(7,328)	(7,388)	(60)	1	7
16	(10,541)	TOTAL INCOME	(8,615)	(13,214)	(13,292)	(78)	1	
17	7,298	NET DEPARTMENTAL EXPENDITURE	7,253	7,635	7,460	(175)	(2)	

Notes

- 1 Overspend due mainly to Coroners back dated pay award and Executive staff costs including the recruitment costs of the new Chief Executive
- 2 Overspend due mainly to Judges House
- 3 Underspend due mainly to an unspent balance of external funding in respect of the Drug & Alcohol Action Team and Teenage Pregnancy, the Contingency Fund not being fully allocated and a number of other minor variations
- 4 Overspend due mainly to Judges House and Human Resources
- 5 Underspend due mainly to outstanding 2004/2005 Workstep grant from Jobcentre Plus
- 6 Overspend due mainly to Judges House, two quarters rental income not received until the new year
- 7 Underspend due mainly to additional income generated late in the year by Legal Services Business Unit

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

CHIEF EXECUTIVE'S DEPARTMENT			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000	£000	£000	£000	%	Notes
			2005/06	2005/06	2005/06	Variation from		
			Original	Revised	Outturn	Revised Budget		
			Budget	Budget	Exp/Inc	C-B		
			A	B	C	C-B		
Democratic Services								
1	- Departmental Initiatives	Head of Democratic Services	82	82	149	67	82	1
2	- Improvement & Development	Improvement & Development Manager	91	87	179	92	106	2
3	- Member Services	Member Services Manager	42	32	13	(19)	(59)	3
4	- Area Support Officers	Area Support Coordinator	1,281	1,244	1,280	36	3	
5	- Judges House & Council Suite	Head of Democratic Services	201	194	232	38	20	4
Legal Services								
6	- Legal Services Business Unit	Practice Manager	50	0	(62)	(62)		5
7	- Legal Core	Assistant County Solicitor	156	143	145	2	1	
8	- Insurance & Risk Management	Insurance & Risk Manager	0	0	(39)	(39)		6
9	- Registration	Registration Services Manager	295	291	344	53	18	7
10	- Proper Officer	Senior Finance Officer	10	10	3	(7)	(70)	8
11	- Coroner	Deputy County Solicitor	312	305	427	122	40	9
Human Resources								
12	- Human Resources	Deputy Head of Human Resources	10	2	54	52	2,600	10
13	- HR Payroll Project	Deputy Head of Human Resources	754	742	669	(73)	(10)	11
14	- Sheltered Placements Scheme	Equalities & Standards Officer	119	117	97	(20)	(17)	12
15	- Occupational Health	Deputy Head of Human Resources	67	67	25	(42)	(63)	13
16	- Corporate HR Development	Corporate HR Development Manager	110	109	135	26	24	14
Communications								
17	- Communications	Head of Communications	16	3	49	46	1,533	15
18	- Graphics	Head of Communications	0	0	60	60	0	16
Community Support								
19	- Emergency Planning Unit	Emergency Planning Manager	324	323	305	(18)	(6)	17
20	- Corporate Security	Emergency Planning Manager	1	0	3	3		
21	- Administrative Support	Area Planning Coordinator	24	24	36	12	50	18
22	- Community Safety Policy	Community Safety Policy Manager	42	0	0	0		
23	- Community Safety	Policy and Crime Reduction Officer	448	459	445	(14)	(3)	
24	- Drug Action Team	Drug Action Team Commissioning Manager	13	185	(76)	(261)	(141)	19
25	- Policy for Young People	Coordinator Social Inclusion & Policy for Young People	218	253	253	0	0	
26	- Positive about Young People	PAYP Programme Manager	952	935	939	4	0	
27	- Teenage Pregnancy	Teenage Pregnancy Coordinator	4	96	86	(10)		
28	- Community Development	Area Planning Coordinator	1,029	1,029	977	(52)	(5)	20
Policy & Performance								
29	- Procurement	County Procurement Manager	80	78	85	7	9	
30	- Business Consultancy	Business Consultancy Manager	0	0	1	1	0	
31	- Corporate Review	Corporate Review Manager	25	4	(36)	(40)	(1,000)	21
32	- Executive Administrative Support	Best Value Coordinator	12	0	0	0	0	
33	- Corporate Planning	Best Value Coordinator	8	1	(19)	(20)	(2,000)	
34	- Organisational Development	Corporate Performance Officer	5	4	(18)	(22)	(550)	
35	- Information Management	Corporate Information Manager	5	4	(1)	(5)	(125)	
36	- LSP Coordination	LSP Coordinator	5	4	(9)	(13)	(325)	22
Other Services								
37	- Chairman's Account	Member Services Manager	53	52	35	(17)	(33)	23
38	- Modernisation Fund	Financial Services Manager	500	489	489	0	0	
39	- Contingency Fund	Financial Services Manager	105	204	113	(91)	(45)	24
40	- PC Replacement Fund	Financial Services Manager	0	0	1	1		
41	- Savings target yet to be identified	Financial Services Manager	(211)	0	0	0		
42	- Purchasing and Training Pensions	Financial Services Manager	15	14	13	(1)	(7)	
			7,253	7,586	7,382	(204)	(3)	

Management and Support Budgets							
43	- Executive	Corporate Performance Officer	0	25	147	122	0
44	- Financial Services & IST	Financial Services Manager	0	(3)	(10)	(7)	0
45	- Support Services	Financial Services Manager	0	27	(59)	(86)	(319)
46	TOTAL		7,253	7,635	7,460	(175)	(2)

Notes

- 1 The increased expenditure on this cost centre has been in respect of additional spend on training, specifically for management development,
- 2 to support Warwickshire management competencies implementation, and health and safety.
- 3 Underspending on Member Development (mentoring).
- 4 Two quarters rental income not received until the new year
- 5 Increased income in relation to PT&ES Special Projects and Highway Agreements.
- 6 Planned additional staff to support schools were not recruited
- 7 Overspendings relating to Redundancy and pension costs, Rent increases due to office moves, Increased salary costs due to scheme change and additional charges for IT equipment and support for District Managers and Office moves.
- 8 Budget based on level of legal support required in the previous year. This was not the case in 2005/06
- 9 Overspending the result of provision for the Coroner's backdated pay award.
- 10 Additional consultancy and temporary PA.
- 11 HRMS costs lower than originally anticipated.
- 12 Low numbers of workstep placements and low income support required. Small requirements to purchase additional help for these placements.
- 13 Underspending as a result of Project Officer appointment being made mid-December only.
- 14 Increase to budgeted costs for additional work required not covered by OD budget. £2,000 approx to go to OD budget but too late to add on. Additional costs for venue/hospitality not anticipated due to lack of suitable rooms at Shire Hall/Manor Hall.
- 15 Overspendings on Advertising, Recruitment Costs, expenditure on Warwickshire View and unexpected legal costs.
- 16 The graphics budget has now been incorporated into the design2print budget, and it had been expected that a surplus on print would cancel out the design deficit. This expectation was not met. £19,000 of income generated during March 2006 was not invoiced until the new year. The Print Unit had a surplus of some £23,000, Graphics returned a deficit of £60,000. One-off consultancy and agency costs totalled £33,740 for Graphics in 2005/6.
This will not be repeated in 2006/7, representing a saving. Hourly rates are to be revised, productivity improved and a marketing plan put in place to ensure better performance.
- 17 New staff appointments unable to be made until mid year.
- 18 Level of Administrative Support required much higher than originally anticipated
- 19 £98k Drug Intervention Programmes Grant from 04/05 was carried forward into 05/06 to be spent on a new I.T. system for the P.C.T's. However, due to the late signing of the contract between contractor and W.C.C. £74k is to be carried forward and spent in 06/07.
- 20 Vacancy re new social Inclusion post and reduced expenditure awaiting the outcome of the VCS review.
- 21 Underspend due to unsuccessful recruitment, resources set aside for the ICT Strategic Review were subsequently met by Modernisation fund and Scrutiny Reviews were £13,269 underspent due to the type of activity undertaken.
- 22 Staff vacancies
- 23 Underspend due to non purchase of civic gifts and Chairman's sparing use of the chauffeur car hire.
- 24 Contingency Fund not fully allocated

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	CHIEF EXECUTIVE'S DEPARTMENT	D.2	D.3	D.4	Notes
	£000	BUSINESS CONSULTANCY BUSINESS UNIT		£000		
Line Ref.	2004/2005	Annual Trading Account for year ending 31/3/2006		2005/2006		
	Outturn			Outturn		
		Income				
		Business Income				
1	(449)	Internal Customers	431			
2	0	External Customers	4			
3	(449)	Total Income		435		
		Expenditure				
4	382	Direct Costs	384			
		Overheads				
5	52	Central/Departmental Support	52			
6	1	Other Support Services	0			
7	0	Extraordinary Expenditure	0			
8	435	Total Expenditure		436		
9	(14)	Net Expenditure		1	Budget Target	0
10	(14)	(Surplus)/Deficit		1		
		Statement of Reserves as at 31/3/2006				
11	20	Balance brought forward from 2004/2005		34		
12	14	Deficit transferred to reserves	(1)			
13	0	Adjustment to Reserve in year	0			

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	CHIEF EXECUTIVE'S DEPARTMENT	D.2	D.3	D.4	Notes
	£000	GRAPHICS		£000		
Line Ref.	2004/2005	Annual Trading Account for year ending 31/3/2006		2005/2006		
	Outturn			Outturn		
		Income				
		Business Income				
1	(193)	Internal Customers	(146)			
2	0	External Customers	0			
3	0	Core Recharges	0			
4	(193)	Total Income		(146)		
		Expenditure				
5	234	Direct Costs	206			
		Overheads				
6	0	Central/Departmental Support	0			
7	0	Other Support Services	0			
8	0	Extraordinary Expenditure	0			
9	234	Total Expenditure		206		
10	41	Net Expenditure		60	Budget Target 0	
11	41	(Surplus)/Deficit		60		
		Statement of Reserves as at 31/3/2006				
12	0	Balance brought forward from 2004/2005		(41)		
13	0	Deficit transferred to reserves	(60)			
14	0	Adjustment to reserve in year	0			
15	41	Balance carried forward to 2006/2007		(101)		

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	CHIEF EXECUTIVE'S DEPARTMENT	D.2	D.3	D.4	Notes
	£000	LEGAL SERVICES BUSINESS UNIT		£000		
Line Ref.	2004/2005	Annual Trading Account for year ending 31/3/2006		2005/2006		
	Outturn			Outturn		
		Income				
		Business Income				
1	(1,450)	Internal Customers	(1,778)			
2	(417)	External Customers	(472)			
3	(504)	Core Recharges	(523)			
4	(2,371)	Total Income		(2,773)		
		Expenditure				
5	2,269	Direct Costs	2,604			
		Overheads				
6	105	Central/Departmental Support	102			
7	6	Other Support Services	5			
8	0	Extraordinary Expenditure	0			
9	2,380	Total Expenditure		2,711		
10	(12)	Net Expenditure		(62)	Budget Target	0
11	(12)	(Surplus)/Deficit		(62)		
		Statement of Reserves as at 31/3/2006				
12	221	Balance brought forward from 2004/2005		212		
13	12	Surplus transferred to reserves	62			
14	(21)	Adjustment to reserve in year	0			

EDUCATION DEPARTMENT

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Education Department was £328,325,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £5,216,000. Therefore the 2005/2006 budget for the service is now £333,541,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the Service's control is £5,446,000. However £1,574,000 of this is Standards Fund Grant (TSF) where the spending period extends to August after the end of the financial year. That is, there is a 17-month spending period and this £1,574,000 represents the unspent match funding at the end of March 2006. From 2006/2007 onwards the Department for Education and Skills will not require any matched funding for TSF, so any unspent grant will be treated as a grant receipt in advance, rather than a revenue underspend, so this technical accounting anomaly should not recur.
- 2.2 A further £2,148,000 represents an underspend on school delegated budgets and associated loans and contingencies. Schools retain these balances under the regulations governing the financing of schools. The remaining underspend with the Education Department is £1,724,000. As the combination of academic year grants and statutory ring fenced delegated budgets is unique within the County Council to the Education service this is briefly summarised in the table below:

Table 1: Overall Summary & Breakdown	£000
Unspent Standards Fund Grant to be used by August 2006	(1,574)
Ring fenced School Budgets	(2,148)
Departmental underspend	(1,724)
Total Underspend	(5,446)

- 2.3 A more detailed analysis of the budget and its comparison with actual net expenditure is given in table 2 on the next page.

Table 2: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		394,931
Original Budget - Net		328,325
Adjusted for:		
Use of 2004/05 Underspends	4,379	
Corporate Budget Adjustments	782	
Young Persons Social Inclusion	55	
Total Adjustments		5,216
Revised Budget		333,541
Actual Net Spending		328,095
Underspend (against revised budget)		(5,446)

2.4 Detailed analysis of final underspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager
- Annex D - shows the analysis of Business Unit Trading accounts and reserves.

Annex A also includes an explanation of significant variations.

2.5 The principal items that have led to the underspend are summarised in the table below.

Table 3: Major variations	Schools £000	LEA £000	Total £000
Standards Fund Grant (TSF) Unspent Funds at 31 st March	(1,172)	(402)	(1,574)
Schools Delegated Revenue Spending	(2,004)		(2,004)
School Loans & other	(144)		(144)
Nursery Education Grants & Early Years		(376)	(376)
Inter-cultural Curriculum Support Service		(283)	(283)
Special Educational Needs		(272)	(272)
Transport		549	549
Business Unit		(342)	(342)
Various Departmental Budgets		(814)	(814)
Other		(186)	(186)
Total	(3,320)	(2,126)	(5,446)

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Education Department was allocated £211,000 to fund specific projects. Spending on these projects in 2005/2006 was £211,000. Further details are given below.

Table 4: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Special Educational Needs	30	30	0	This allocation helped to support new SEN mediation work.
Criminal Records Bureau	60	60	0	This allocation funded additional costs associated with CRB checks.
Stratford Community Education Team	56	56	0	Although the move to new buildings was delayed the budget was used to support the youth service accommodation costs.
Anti Social Behaviour Act 2003	65	65	0	This budget was used to support Education Social Workers staffing budgets.
Total	211	211	0	

4 Reserves

- 4.1 The service (including schools, the department and the business unit) began the year with accumulated reserves of £13,675,000. As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £15,004,000 in-hand.
- 4.2 Schools' overall delegated budget reserve position has increased by £2,004,000, by underspending their budgets by 0.86%. Their total delegated reserves are £10,667,000, which is 4% of their current year budget. Table 5 shows the level of resources by school sector.

	Reserves in hand at 1st April 2006 £000	Current Year (2006/2007) Budget £000	2006/2007 Position %	2005/2006 Position %
Nursery	414	1,756	23.6	24.9
Primary	6,874	114,094	6.0	5.0
Secondary	2,135	122,848	1.7	1.7
Special	1,244	15,097	8.2	8.0
Total	10,667	253,795	4.2	3.7

4.3 The following table highlights the number of schools with surplus or deficit reserves:

Table 5a	£200,000+	£50,000 to £200,000	£10,000 to £50,000	£5,000 to £10,000	Less than £5,000	Total Number
Deficits – Total	2	3	11	2	9	27
Deficits – Nursery					1	1
Deficits – Primary		2	7	2	7	18
Deficits – Secondary	2	1	4		1	8
Surplus - Total	8	67	123	12	16	226
Surplus - Nursery		3	7	1		11
Surplus - Primary	1	47	103	10	15	176
Surplus - Secondary	4	12	11	1	1	29
Surplus - Special	3	5	2			10

4.4 The reserves position of Warwickshire schools has been compared with other authorities on a newly designed benchmarking database devised by the Audit Commission. The number, scope and scale of school reserves is below the national, regional and county average. Schools are also concerned about a number of increasing cost pressures (from, for example, workforce reform, Teachers Employers Superannuation contributions) and this is reflected in prudent contributions towards reserves.

4.5 The Education Department has accumulated reserves of £3,484,000, due mainly to underspends on demand led budgets (primarily those related to the demand for special needs places and support and also for early year placements). The Director is currently proposing to utilise £965,000 to support cost centre budgets and developments in 2006/2007. The Director will also utilise these accumulated reserves to repay the Children's Social Services overspent reserves of £758,000,

in order that the new Children, Young People & Families Directorate has positive balances from its inception.

- 4.6 The service also operates a business unit (Education Business Services- EBS) in relation to business services trading with schools. The business unit had planned to draw upon their opening balance of reserves in 2005/06. However, these were not required and the Business Unit generated an additional surplus of £111,000. The business unit reserves therefore stood at £342,000 at the year-end. The surplus has been generated evenly across the division and has occurred due to lower staffing costs (delayed replacement / lower gradings), increased income from sales and savings from not spending previous year's carry-forward. The reserves have been committed to supporting developments and budgets in 2006/2007.
- 4.7 A decision by the Education Departmental Management Team (DMT) to give early certainty to cost centre managers of carry forwards (to aid effective financial planning) fixed the business unit carry forward at £129,000 and thus the business unit has made a contribution towards the Education Departmental reserves of £213,000. The business unit reserves therefore stood at £129,000 at the year-end:

Table 6: Business Unit Reserves	Reserves In-Hand/at 1 April 2005 £000	Use in 2005/2006 £000	Surplus in 2005/2006 £000	Contribution to Department Reserves £000	Reserves In-Hand at 31 March 2006 £000
Education Business Services	231	(231)	342	(213)	129

4.8 The Service's overall reserves position can therefore be summarised as follows:

Table 7: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
School Reserves	8,663		2,004	10,667
School Loans	(994)		146	(848)
Department Reserves	2,855	(753)	1,380	3,482
Business Unit	231	(444)	342	129
Total Excluding Unspent TSF	10,755	(1,197)	3,872	13,430
Unspent School TSF**	1,086	(1,086)	1,172	1,172
Unspent Department TSF**	1,834	(1,834)	402	402
Total Including Unspent TSF*	13,675	(4,117)	5,446	15,004

* Columns may not sum due to rounding and In addition an Education Finance Leasing reserve is held through which financing transactions relating to schools finance leases are passed. The balance of this was £25,000 overdrawn at 31 March 2006.

** It should be noted that under regulations the school reserves and the TSF unspent funds are statutorily protected for these purposes.

4.9 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Children, Young People & Families Directorate.

4.10 Members are asked to note the use of £ 402,000 & £1,172,000 unspent TSF funds in 2006/2007 allocated in line with the DfES TSF regulations. TSF grant can be spent (and much has already been committed) over a 17-month period, therefore it is usual to carry-forward a sum at 31st March to be used for the purposes specified by the grant conditions by 31st August. Members are also asked to approve the use of £965,000 reserves to support the service's 2006/2007 budget.

5 Comparison with the 2005/2006 Provisional Outturn

5.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an underspend of £3,386,000. Within this schools were predicting an overall underspend of £374,000 and the department was forecasting an underspend of £3,012,000. The actual underspend of £5,446,000 therefore represents a £2,060,000 change in the service's position. (The Schools change is £2,946,000, while the departments change is £886,000).

Table 8: Comparison between provisional and final outturn		
	£000	£000
	Provisional Outturn as reported on 2nd February 2006	2005/2006 Final Outturn
Schools Delegated	1,046	(2,004)
Schools TSF	(1,000)	(1,172)
School Loans	(420)	(146)
Department TSF	(2,326)	(402)
Demand Led Services	91	(248)
Directorate	(111)	(96)
Community & Services	(188)	(283)
Strategy	1	(26)
All Special Educational Needs	220	134
School Effectiveness	0	(53)
Departmental Wide budgets	(464)	(808)
EBS Business Unit	(235)	(342)
Total	(3,386)	(5,446)

- 5.2 In the context of an extremely large (£427,000,000 gross) and increasingly complex budget being expended over 1,200 service cost centres as well as the complexities of 17 month committed grants (TSF), the non schools' (non TSF) change in variance of £1,036,000 is less than 0.9% of the total non schools budget. Almost half of this variance was slippage on demand led services where it is extremely difficult to predict future and one-off costs. It should also be noted that although the provisional outturn was reported on 2 February the information used was from Cost Centre Manager forecasts based on information at the end of the third quarter (December 2005). Even so, the need for increasing accuracy of forecasting is well understood and is continually being addressed by managers and the supporting finance section, particularly regarding the use of unspent Standards Fund grant and better forecasting data from schools.

Marion Davis
Northgate Street, Warwick
31 May 2006

Education Department

Revenue Outturn 2005/2006

1 Special Educational Needs – Demand Led

This underspend is primarily in the areas of OLEA recoupment and statements and also in SEN Transport. OLEA recoupment - SEN pupils from other LEAs are placed in WCC Special Schools. As the fee income was predicted to fall due to reduced placements, the fees charged were reviewed plus the net loss in pupil numbers is less than anticipated. Therefore the loss of income forecast is not as great. SEN Transport - based on current trends a further growth of transport costs and pupil numbers was predicted. This has occurred more slowly than anticipated.

2 Pre Primary Provision

This underspend is the result of lower than expected pupil numbers and take up for 3 and 4 year old provision.

3 Other Non – Devolved School Budget

Tighter monitoring and processing of CERA, including developer and school contributions have led to less departmental contingencies having to be used to pay for shortfalls / overspends on capital programme.

Problems recruiting staff and restructuring has led to a major underspend in the Inter-cultural Curriculum Support Service (ICSS).

4 Strategic Management & Contingencies

This relates to the underspend from various strategic budgets and contingencies as well as lower than expected insurance premiums as well as the operating surplus of the business unit.

5 Access

With mainstream Transport there have been significant increases in costs of routes (fuel prices, contract bids, as well as demographic numbers) since the 2005/2006 estimate and the bidding process has resulted in this demand-led budget being inadequate.

This also relates to post 16 Transport where significant adjustments have had to be made to Income from the LSC, which was unknown at the budget setting stage. Increased client numbers since the estimate round has also significantly affected the forecast.

Annex A: Revenue Outturn 2005/2006 Service Analysis

Line Ref.	A.1 £000 2004/2005 Outturn Exp/Inc	EDUCATION DEPARTMENT					A.7 Notes	
		A.2 £000 2005/2006 Original Budget A	A.3 £000 2005/2006 Revised Budget B	A.4 £000 2005/2006 Outturn Exp /Inc C	A.5 £000 Variation from Revised Budget C-B	A.6 %		
		School Budget						
		Schools Delegated Budget						
1	1,467	Nursery	1,747	2,165	1,665	(501)	-30.1%	
2	97,271	Primary	104,473	101,208	103,377	2,169	2.1%	
3	106,210	Secondary	111,162	113,981	111,947	(2,034)	-1.8%	
4	12,860	Special	14,007	15,046	13,407	(1,639)	-12.2%	
5	217,808	Schools Delegated Budget	231,388	232,400	230,396	(2,004)	-0.9%	
6	5,182	Schools Standards Fund	0	0	0	0		
7	0	Schools Other	6,502	786	(386)	(1,172)	303.4%	
8	-17,970	Schools LSC Post 16 Funding	(9,124)	(8,754)	(8,898)	(144)	1.6%	
			(18,137)	(18,617)	(18,617)	0	0.0%	
9	12,490	Special Educational Needs	13,905	13,745	13,531	(215)	-1.6%	1
10	7,839	Early Years	8,692	8,697	8,309	(388)	-4.7%	2
11	-4,080	Other Non-Devolved School Budget	5,200	12,793	11,722	(1,071)	-9.1%	3
12	221,269	Total School Budget	238,424	241,051	236,057	(4,994)	-2.1%	
		LEA Budget						
13	10,066	Strategic Management - LEA Block	9,822	10,891	9,845	(1,047)	-10.6%	4
14	12,690	Access - LEA Block	13,841	14,626	15,047	421	2.8%	5
15	5,649	Other LEA Schools Services	5,629	6,332	6,268	(64)	-1.0%	
16	4,202	Community Education	4,452	4,544	4,579	35	0.8%	
17	269	Student Services	354	303	298	(5)	-1.8%	
18	1,513	Other Non School Services	1,478	1,045	1,225	180	14.7%	
19	34,388	Total LEA Budget	35,576	37,742	37,262	(479)	-1.3%	
		Residual Budget						
20	54,391	Notional Asset Rentals	53,982	54,406	54,406	0	0.0%	
21	344	School Crossing Patrols	343	343	370	27	7.3%	
22	54,736	Total Residual Budget	54,325	54,749	54,776	27	0.0%	
23	310,393	NET DEPARTMENTAL EXPENDITURE	328,325	333,541	328,095	(5,446)	-1.7%	
		CONTRIBUTION TO/(FROM) RESERVES						
24	1,684	Contribution to/(from) LEA Reserves		(966)	417	1,383		
25	231	Contribution to (from) EBS Business Reserve		(231)	111	342		
26	1,357	Contribution to (from) School Del. Reserves			2,004	2,004		
27	20	Contribution to (from) School Loans Scheme			144	144		
28	1,086	Contribution to (from) School TSF Reserve		(1,086)	86	1,172		
29	1,834	Contribution to (from) LEA TSF Reserve		(1,834)	(1,433)	401		
30	316,605	NET REVENUE REQUIREMENT	328,325	329,424	329,424	0	0.0%	

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	EDUCATION DEPARTMENT					B.7
	£000	B.2	B.3	B.4	B.5	B.6	Notes
	2004/05 Outturn Exp/Inc	2005/06 Original Budget A	2005/06 Revised Budget B	2005/06 Outturn Exp/Inc C	Variation from Revised Budget C - B	%	
		EXPENDITURE					
1	254,965	Employees	234,433	239,295	249,746	10,451	4.4
2	17,547	Premises	17,214	17,214	19,500	2,286	13.3
3	13,051	Transport	13,409	13,409	12,606	(803)	-6.0
4	30,959	Supplies and Services	56,690	56,690	56,999	309	0.5
5	11,244	Third Party Payments	11,977	12,239	14,345	2,107	17.2
6	61	Transfer Payments	760	760	8	(752)	-98.9
7	15,140	Support Services	4,430	4,477	16,680	12,202	272.5
8	55,497	Notional Asset Rentals	54,758	55,182	55,182	0	0.0
9	1,046	Capital Financing Costs	1,260	880	1,937	1,057	120.1
10	399,511	TOTAL EXPENDITURE	394,931	400,147	427,003	26,856	6.7%
		INCOME					
11	(59,501)	Government Grants	(60,456)	(60,456)	(63,322)	(2,866)	4.7
12	(10,980)	Other Grants, Reimbursements and Contributions	(3,682)	(3,682)	(13,016)	(9,334)	253.5
13	(18,637)	Customer and Client Receipts	(2,468)	(2,468)	(22,571)	(20,103)	814.5
14	0	Internal Income	0	0	0	0	0.0
15	(89,118)	TOTAL INCOME	(66,606)	(66,606)	(98,909)	(32,303)	48.5%
16	310,393	NET DEPARTMENTAL EXPENDITURE	328,325	333,541	328,095	(5,446)	-1.6%

Annex C Revenue Outturn 2005/2006 - Budget Management Arrangements

Line Ref.	EDUCATION DEPARTMENT Service Description	Responsible Officer	C.1	C.2	C.3	C.4	C.5
			£000	£000	£000	£000	%
			2005/06 Original Budget A	2005/06 Revised Budget B	2005/06 Outturn Exp / Inc C	Variation from Revised Budget C-B	
			1	Schools Delegated	Governing Bodies / Headteachers	231,388	232,400
2	Schools Other	Governing Bodies / Headteachers	(20,760)	(26,585)	(27,902)	(1,316)	5%
3	Community & Services Division	Assistant CEO (Community)	15,983	15,597	14,901	(697)	-4%
4	Strategy Division	Assistant CEO (Strategy)	16,437	18,367	19,448	1,081	6%
5	Special Educational Needs	Assistant CEO (SEN)	25,799	21,030	20,737	(292)	-1%
6	School Effectiveness Service	Chief Inspector	2,862	2,916	2,822	(94)	-3%
7	Departmentally Managed - Finance	Financial Services Manager	51,034	64,494	63,834	(660)	-1%
8	Departmentally Managed - Directorate	County Education Officer	1,272	407	(517)	(924)	-227%
9	Departmentally Managed - EBS	Assistant CEO (EBS)	3,837	4,061	4,293	231	6%
10	Departmentally Managed - Strategy	Assistant CEO (Strategy)	474	854	83	(772)	-90%
11	TOTAL EXPENDITURE		328,325	333,541	328,095	(5,446)	-1.6%

Management and Support Budgets 2005/2006

Line Ref.	EDUCATION DEPARTMENT Service Description	Responsible Officer	C.6	C.7	C.8	C.9	C.10
			£	£	£	£	%
			2003/04 Original Budget A	2003/04 Revised Budget B	2003/04 Outturn Exp / Inc C	Variation from Revised Budget C-B	Variation from Revised Budget
			12	Directorate	County Education Officer	484	505
13	Central Department Charges	Financial Services Manager	4,708	4,708	4,708	0	0%
14	Education Business Services	Director of WES	1,541	1,772	1,431	(342)	-19%
15	Strategy Division	Strategic Information Manager	1,585	1,602	1,524	(78)	-5%
16	Departmental Wide Budgets	Assistant CEO (Strategy)	1,084	1,084	862	(222)	-20%
17	TOTAL		9,403	9,672	8,935	(738)	-7.6%

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	EDUCATION DEPARTMENT	D.2	D.3	D.4	Notes
	£	EBS BUSINESS UNIT		£000		
Line Ref.	2004/2005 Outturn	Annual Trading Account for the year ending 31/03/2006		2005/2006 Outturn		
		Income				
		Business Income				
1	(5,146)	Internal Customers	(5,797)			
2	(385)	External Customers	(366)			
3		Core Recharges				
4	(5,531)	Total Income		(6,162)		
		Expenditure				
5	4,657	Direct Costs	5,347			
6	568	Overheads				
7		Central/Department Support	704			
8		Other Support Services				
9	5,225	Extraordinary Expenditure				
		Total Expenditure		6,051		
10	(306)	(Surplus)/Deficit		(111)	Budget Target	0
		Statement of Reserves as at 31/03/2006				
11	(36)	Balance brought forward from 2004/2005		(231)		
12	(306)	(Surplus)/ Deficit transferred to reserves	(111)			
13	112	Appropriations to Directorate reserves	213			
14	(231)	Balance carried forward to 2006/2007		(129)		

WARWICKSHIRE FIRE AND RESCUE SERVICE

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Fire and Rescue Service was £24,082,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £343,000. Therefore the 2005/2006 budget for the service is now £24,425,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the Service's control is £1,165,000. Details are shown below.

Table 1: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		24,531
Original Budget - Net		24,082
Adjusted for:		
2004/05 C/F use of reserves	284	
Vehicles – Capital financing	(135)	
Leased fire appliances	100	
Notional Asset Rentals	101	
Buildings (Structural Maintenance)	(7)	
Total Adjustments		343
Revised Budget		24,425
Actual Net Spending	23,299	
Less: Planned contribution from the Fire Radio earmarked (capital) reserve	(39)	
Revised Net Spending		23,260
Over/(Under)spend (against revised budget)		(1,165)
Contribution to the Pensions Reserve		598
Adjusted Underspend (against revised budget)		(567)

- 2.2 Detailed analysis of final underspend is shown in Annexes A to C as follows:

- Annex A - shows the analysis by activities and outputs of the Service
 - Annex B - shows the analysis by Service inputs (e.g. staff costs)
 - Annex C - shows the analysis by cost centre manager
- Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the underspend are summarised in the table below.

Table 2: Major variations	£000
Integrated Risk Management Plan – Projects/Initiatives	(342)
Modernisation Projects/Initiatives – Funded from grants	(110)
Arson Reduction Grant – Warwickshire Car Clear	(60)
Other Minor Variations	(55)
Subtotal	(567)
Pensions	(598)
Total	(1,165)

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Fire and Rescue Service was allocated £506,000 to fund specific projects. Spending on these projects in 2005/2006 was £94,000. Further details are given below.

Table 3: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Incident Response Vehicle	30	30	0	This funding was provided to top up the pensions reserve. This underspend is included in the £598,000 pensions underspend identified in tables 1 & 2 above.
Fire Service Pensions	412	0	(412)	
Fire Service WMRMB	50	50	0	
National Procurement – Firefighters protective clothing	14	14	0	
Total	506	94	(412)	

4 Spending on 2005/2006 Virtual Bank Loans

- 4.1 In February 2002 members agreed to the setting up of the virtual bank. No loans were made to the Fire and Rescue Service during the year.
- 4.2 In addition the Fire and Rescue Service repaid £44,000 to the virtual bank in 2005/2006 in respect of loans previously advanced.

5 Reserves

5.1 The service began the year with accumulated overdrawn reserves of £44,000. As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £711,000 in-hand. The Director is proposing to use Service Reserves of £567,000 to support various modernisation and community safety initiatives to which it is already committed to in 2006/2007. The Pension Reserve (£144,000) will be used to fund ill health retirements if any are agreed in 2006/2007 or future years.

5.2 The Service's overall reserves position can therefore be summarised as follows:

Table 4: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves	410	(410)	567	567
Pensions reserves	(454)	0	598	144
Total	(44)	(410)	1,165	711

5.3 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Directorates as follows:-

Table 5: Reserves	Fire & Rescue Service Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Community Protection Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves	567	567	567
Pensions reserves	144	144	144
Total	711	711	711

5.4 The above transfer relates to the transfer of the Fire and Rescue Service to the Community Protection Directorate.

5.5 Members are asked to approve the use of £567,000 reserves to support the Community Protection Directorate's 2006/2007 budget.

6 Comparison with the 2005/2006 Provisional Outturn

6.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an underspend of £592,000. The actual underspend of £1,165,000 therefore represents a £573,000 change in the service's position.

Table 6: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006	2005/2006 Final Outturn
	£000	£000
Integrated Risk Management Plan	0	(342)
Grant funded Modernisation Projects/Initiatives	0	(110)
Warwickshire Car Clear Grant	(60)	(60)
Other Minor Variations	0	(55)
Pensions	(532)	(598)
Total (See note 6.2 below)	(592)	(1,165)

6.2 Explanations of final outturn variances are as follows:

- Integrated Risk Management Plan – Various projects and initiatives were funded during 2005/2006 but only partially completed during 2005/06. This committed expenditure will be carried forward into 2006/2007 to complete the projects. The Service has reviewed the allocation of this funding to ensure that Cost Centre Manager's are able to forecast expenditure more accurately, and have the capacity to deliver the schemes within the relevant year.
- Grant Funded Modernisation Projects/Initiatives - During 2005/2006 the service was successful in securing grant funding for various modernisation projects/initiatives. Much of this funding was received towards the end of the financial year and therefore not included within the provisional outturn. This money has been ring fenced and will be carried forward into 2006/2007 to complete the relevant schemes.
- Warwickshire Car Clear – During 2004/2005 the Service successfully bid for £124,000 to combat the effects of arson on communities. £60,000 of this income is still unspent. This money has been ring fenced and will be carried forward into 2006/2007 to complete the relevant schemes.

- Other Minor Variations – this small underspend will be used to support some of the shortfall in funding of the Services 2006/2007 budget.
- Pensions – This movement in variance since provisional outturn is predominantly due to a firefighter who chose to take an enhanced pension instead of a lump sum payment that was originally anticipated. The underspend will be transferred to the Pensions Reserve to put the reserve back into a credit balance.

William Brown

Strategic Director of Community Protection / County Fire Officer
Fire and Rescue Headquarters
Leamington Spa

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1 £000 2004/2005 Outturn Exp/Inc	DEPARTMENT OF FIRE AND RESCUE					A.6 %	A.7 Notes
		A.2 £000 2005/2006 Original Budget A	A.3 £000 2005/2006 Revised Budget B	A.4 £000 2005/2006 Outturn Exp/Inc C	A.5 £000 Variation from Revised Budget C-B			
1		Fire and Rescue Service						
2	14,196	15,018	15,477	15,073	(404)	(3)	1	
3	3,738	4,014	4,013	3,415	(598)	(15)	2	
4	713	1,180	765	717	(48)	(6)	3	
5	113	198	135	119	(16)	(12)	4	
6	1,390	1,383	1,645	1,585	(60)	(4)	5	
7	2,280	2,289	2,390	2,390	0	0		
8	22,430	24,082	24,425	23,299	(1,126)	(5)		
9								
		Unidentified Efficiency Savings						
10								
		Client Service to Other Departments						
11								
		Service Strategy and Regulation						
12								
		Unapportionable Pension Costs						
13	22,430	24,082	24,425	23,299	(1,126)	(5)		
		NET DEPARTMENTAL EXPENDITURE						
		CONTRIBUTION TO / (FROM) RESERVES						
14	410	(126)	(410)	157	567			
15	0	0	0	0	0			
16	(240)	0	0	598	598			
17	0	0	0	0	0			
18	94	44	44	44	0			
19	(101)	0	0	(39)	(39)			
20	22,593	24,000	24,059	24,059	0			
		NET REVENUE REQUIREMENT (Outturn Prices)						

Notes

£000s

1	Fire Stations	(404)
	Training - Specific Modernisation Initiatives (IRMP)	(116)
	Training - Fire Services College	(26)
	Premises	63
	Specific Modernisation Initiatives (IRMP)	(191)
	Maintenance of Equipment	(26)
	Arson Reduction - Warwickshire Car Clear	(60)
	New Dimensions Resilience Grant	(53)
	Other Minor Variations	5
2	Pensions	(598)

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	DEPARTMENT OF FIRE AND RESCUE	B.2	B.3	B.4	B.5	B.6	B.7
	£000 2004/2005 Outturn Exp/Inc		£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	%	Notes
		EXPENDITURE						
1	12,867	Employees	13,308	13,482	13,340	(142)	(1)	1
2	3,738	Pension Costs	4,014	4,989	4,727	(262)	(5)	2
3	712	Premises	698	715	778	63	9	3
4	1,400	Transport	1,409	1,365	1,357	(8)	(1)	
5	1,604	Supplies and Services	2,048	2,256	1,838	(418)	(19)	4
6	0	Third Party Payments	0	0		0	0	
7	0	Transfer Payments	0	0		0	0	
8	640	Support Services	746	773	803	30	4	5
9	2,280	Notional Asset Rentals	2,289	2,390	2,390	0	0	
10	132	Capital Financing Costs	19	27	66	39	144	6
11	23,373	TOTAL EXPENDITURE	24,531	25,997	25,299	(698)	(3)	
		INCOME						
12	(356)	Government Grants	0	(102)	(155)	(53)	0	7
13	(257)	Other Grants, Reimbursements and Contributions	0	(1,084)	(1,435)	(351)	32	8
14	(330)	Customer and Client Receipts	(449)	(324)	(348)	(24)	7	9
15	0	Interest	0			0	0	
16	0	Internal Income	0	(62)	(62)	0	0	
17	(943)	TOTAL INCOME	(449)	(1,572)	(2,000)	(428)	27	
18	22,430	NET DEPARTMENTAL EXPENDITURE	24,082	24,425	23,299	(1,126)	(5)	

Notes

	£000s
1 Employees	(142)
Training - Specific Modernisation Initiatives (IRMP)	(116)
Training - Fire Services College	(26)
2 Pensions	(262)
Retirement Lump Sums	(262)
2 Premises	63
Energy Costs	30
Water Services	15
Cleaning	7
Repairs & Maintenance	8
Other Minor Variations	3
4 Supplies & Services	(418)
Specific Modernisation Initiatives (IRMP)	(191)
Maintenance of Equipment	(42)
Arson Reduction - Warwickshire Car Clear	(60)
Press & PR	(24)
IT & Communications	(76)
BT Rentals	(14)
Other Minor Variations	(11)
5 Support	30
Central Support Services	30
6 Capital Financing Costs	39
Radio Project expenditure - Planned contribution from capital fund	39
7 Specific Government Grants	(53)
New Dimensions Resilience Grant	(53)
8 Other Grants, Reimbursements & Contributions	(351)
Pensions Contributions - Transfers into the Service	(336)
Secondment Reimbursements	(9)
Other Minor Variations	(6)
9 Customer & Client Receipts	(24)
Training	(24)

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

DEPARTMENT OF FIRE AND RESCUE			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	%	Notes
Service Budgets								
(including a full apportionment of management and support charges)								
1	Fire Stations	Deputy County Fire Officer	15,018	15,477	15,073	(404)	(3)	1
2	Pension Costs	Deputy County Fire Officer	4,014	4,013	3,415	(598)	(15)	2
3	Fire Safety	Divisional Officer, Fire Safety	1,180	765	717	(48)	(6)	3
4	Water	Water Officer	198	135	119	(16)	(12)	4
5	Communications and Fire Control	Communications Manager	1,383	1,645	1,585	(60)	(4)	5
6	Notional Asset Rentals	Financial Services Manager	2,289	2,390	2,390	0	0	
7	TOTAL SERVICE BUDGETS		24,082	24,425	23,299	(1,126)	(5)	
Management and Support Budgets								
(whose apportioned cost are included in the above)								
8	Policy & Planning	Policy & Planning Officer	1,097	1,209	1,168	(41)	(3)	
9	Training	Group Manager - Training & Development	987	1,078	1,072	(6)	(1)	
10	Transport	Group Manager - Technical Support	1,185	1,153	1,107	(46)	(4)	
11	Technical Support	Group Manager - Technical Support	793	797	812	15	2	
12	Operational Support	Group Manager - Risk Reduction	808	503	432	(71)	(14)	
13	Financial Services	Financial Services Manager	177	153	165	12	8	
14	Human Resources	Human Resources Manager	346	334	317	(17)	(5)	
16	Information Services	Assistant County Officer	567	629	632	3	0	
17	Health and Safety	Group Manager - Technical Support	64	63	66	3	5	
18	Performance Information	Policy & Planning Officer	66	116	76	(40)	(34)	
19	TOTAL MANAGEMENT AND SUPPORT BUDGETS		6,090	6,035	5,847	(188)	(3)	

Notes

£000s

1	Fire Stations	(404)
	Training - Specific Modernisation Initiatives (IRMP)	(116)
	Training - Fire Services College	(26)
	Premises	63
	Specific Modernisation Initiatives (IRMP)	(191)
	Maintenance of Equipment	(26)
	Arson Reduction - Warwickshire Car Clear	(60)
	New Dimensions Resilience Grant	(53)
	Other Minor Variations	5
2	Pensions	(598)
	Retirement - Lump Sums	(262)
	Pensions Contributions - Transfers into the Service	(336)
3	Fire Safety	(48)
	Staff Vacancy	(34)
	Equipment	(7)
	Other Minor Variations	(7)
4	Water	(16)
	Maintenance of Equipment	(16)
5	Communications & Fire Control	(60)
	Fire Control - Overtime to cover absence	30
	IT & Communications - Replacement Multiplexers	(76)
	BT Rentals	(14)

Libraries, Heritage & Trading Standards

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Department of Libraries, Heritage & Trading Standards was £15,645,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £823,000. Therefore the 2005/2006 budget for the service is now £16,468,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net overspend for the year on items within the Department's control is £299,000. Details are shown below.

Table 1: Outturn spending 2005/2006		£000	£000
Original Budget - Gross			17,137
Original Budget - Net			15,645
Adjusted for:			
Bookstart Project		10	
2004/5 Reserves Reversal		560	
2004/5 Overspend		(108)	
Capital Financing		(3)	
Notional Assets		(3)	
Modernisation Agenda		448	
Building Maintenance		(81)	
Total Adjustments			823
Revised Budget			16,468
Actual Net Spending			16,945
Overspend (against revised budget)			477
Trust Fund – Net contribution (a)			6
Customer Service Centre – overspend (b)			(184)
Net Departmental Overspend			299

- a) The Museum and County Record Office Trust Funds received net contributions of £6,269.

- b) A net overspend of £184,458 by the Customer Services Centre is expected to be corporately funded.

2.2 Detailed analysis of final overspend is shown in Annexes A to C as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager

2.3 The principal items which have led to the overspend are summarised in the table below.

Table 2: Major variations	£000
<p>Department</p> <p>Procurement Target</p> <p>The balance of £116,000 is a residual sum following the introduction of the procurement target in 2003/2004. There is a medium term plan in place to recover this amount.</p> <p>I.T. Overspend</p> <p>The overspend relates to 2003/2004 and 2004/2005. The figure has been reduced during 2005/2006 from £294,000 to £266,000 through service contributions. Members supported a revenue contribution to the Department to redress the permanency issues in 2005/2006.</p> <p>As with procurement, a medium term plan has now been introduced to recover the residual balance.</p>	<p>116</p> <p>266</p>
<p>Management Services</p> <p>Core</p> <p>Planned savings (vacant posts) were deliberately made in order to assist in meeting expected front line service shortfalls in 2006/2007 and assistance in the funding of an HR post.</p> <p>Devolved Maintenance</p> <p>Essential maintenance demands have increased with the age of our buildings, vandalism and general wear and tear by public use.</p>	<p>(41)</p> <p>11</p>
<p>Cultural Services</p> <p>County Records Office</p> <p>An underspend occurred through staff turnover and the delay with work relating to an on-line catalogue facility. During 2006/2007 both recruitment and the on-line catalogue project will be completed.</p> <p>Arts Service</p> <p>The 2005/06 "Artsweek" project is being continued in 2006/2007.</p>	<p>(25)</p> <p>(5)</p>

Library & Information Service	
<p>Divisional Libraries An under achievement of income across the Divisions in areas such as video lending, DVD and CD hire together with additional costs relating to gas, electricity and equipment has resulted in an overspend.</p> <p>Schools Library Service External factors have caused delays in completing the acquisition and implementation of a new library management system. This will be achieved in 2006/2007.</p> <p>Mobile Library Service Due to the significant age of our vehicle stock increased charges have been experienced. This will continue in 2006/2007 whilst the new vehicles are being procured.</p>	<p>72</p> <p>(11)</p> <p>5</p>
<p>Trading Standards Last years underspend was largely due to the Service not operating with a full establishment of staff. The resulting effect of this was that savings were made on staff salaries, travel and training.</p>	(89)
Total Overspend	299

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Department of Libraries, Heritage & Trading Standards was allocated £88,000 to fund specific projects. Spending on these projects in 2005/2006 was £88,000. Further details are given below.

Table 3: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Trading Standards – Food for health, protecting children and young people and combating doorstep crime.	80	80	-	See notes below.
Loss of Grant	8	8	-	See notes below.
Total	88	88	-	

3.2 £80,000 Explanation

Talking Shop

Launch of Virtual High Street, the computer interactive tool delivering consumer education to children and young people on consumer education and consumer rights. The "talking shop" initiative is set up to deliver a programme of events to any number of schools simultaneously.

Food for Health

A campaign aimed at young children where “Cyril the Seal” educates and informs children on healthy eating options was delivered.

Sustaining Regional Coordination

CEnTSA (Central England Trading Standards Authorities) was launched. The group coordinates activities for the region on consumer and business issues. A number of working groups and training courses for enforcement, Trading Standards Officers and management were delivered that reinforced and educated all members.

Protecting Children & Young Children

A campaign aimed protecting young children from the consumption of alcohol by prosecuting those premises that unlawfully sold it. A trainee post was converted into a Trading Standards Officer post to support this.

Combating Doorstep crime

Operation Rogue Trader was run as part of the national Operation Liberal aimed at combating doorstep crime.

3.3 £8,000 Explanation

This amount was allocated to replace loss of grant in relation to the Crossing the Boundaries initiative.

4 Reserves

4.1 The Department of Libraries, Heritage & Trading Standards began the year with accumulated reserves of £172,000 (including trust fund balances of £280,000) As a result of the overspend and reserve movements in the year the reserves position at 31 March 2006 is £13,000 overdrawn. However after excluding the Trust Funds (see Table 4) and Customer Service Centre Overspend (see table 1) the reserves are £299,000 overdrawn.

4.2 The Department’s overall reserves position can therefore be summarised as follows:

Table 4: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves	(108)	108	(299)	(299)
Museums Trust Funds	260	0	4	264
County Record Office Trust Funds	20	0	2	22
Total	172	108	(293)	(13)
Available Revenue Reserves	(108)	108	(299)	(299)

- 4.3 As a result of the Council's restructuring all of the above balance of reserves as at 31st March 2006 have been allocated to the new Adult, Health and Community Services Directorate. Members are asked to note the reduction in the 2006/2007 revenue budget for the Adult, Health & Community Services Directorate of £299,000 to ensure that the services reserves are not overdrawn.
- 4.4 Members are asked to approve the funding of the overspend of £184,000 on the Customer Service Centre in 2005/2006 from General Reserves.

5 Comparison with the 2005/2006 Provisional Outturn

- 5.1 The Department of Libraries, Heritage & Trading Standards last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the Department was predicting an overspend of £417,000. The actual overspend of £299,000 therefore represents a £118,000 change in the service's position.

Table 5: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006 £000	2005/2006 Final Outturn £000
IT Overspend	294	266
Procurement	123	116
Library Service	64	72
Trading Standards	(30)	(89)
Other	(34)	(66)
Total	417	299

- Library Service – Southern Division overspend on salaries and under achievement of income.
- Trading Standards – Vacant post unfilled.
- Other – A number of various underspends throughout the department.

- 5.2 The reduced overspend on the Customer Service Centre since the quarter 3 projection was partly due to a delay in occupying new premises in Bedworth. Also management action was taken to delay the transfer of some functions into the centre to further reduce the overspend of the service.

GRAEME BETTS
Strategic Director, Adult, Health & Community Services
Shire Hall
Warwick

2 June 2006

Annex A: Revenue Outturn 2005/2006 - Service Analy

Line Ref.	A.1	DEPARTMENT OF LIBRARIES HERITAGE AND TRADING STANDARDS	A.2	A.3	A.4	A.5	A.6	A.7
	£000		£000	£000	£000	£000	%	Notes
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc			
		LIBRARIES AND INFORMATION SERVICE						
		Libraries						
1	4,032	H. Q. (Includes Mobile Libraries)	4,694	4,770	4,771	1	0	
2	734	Northern Area	874	785	794	9	1	
3	1,027	Nuneaton and Bedworth	1,213	1,136	1,159	23	2	
4	924	Eastern Area	1,108	956	985	29	3	
5	999	Southern Area	1,170	1,208	1,218	10	1	
6	1,565	Central Area	1,867	1,727	1,733	6	0	
7	43	Schools Library Service	47	51	40	(11)	(22)	
8	9,324		10,973	10,633	10,700	67	1	
		HERITAGE AND CULTURE						
		County Museum						
9	1,089	H. Q.	1,251	1,263	1,261	(2)	(0)	
10	35	Archaeology	40	185	185	0	0	
11	605	County Record Office	692	857	829	(28)	(3)	
12	156	Arts	170	175	170	(5)	(3)	
13	216	Programme Development	185	192	191	(1)	(1)	
14	2,101		2,338	2,672	2,636	(36)	(7)	
		TRADING STANDARDS						
15	505	Consumer Protection	667	666	646	(20)	(3)	
16	79	Support Services	0	(6)	(23)	(17)	283	
17	219	Education, Development & Information	293	611	592	(19)	(3)	
18	25	Programme Development	35	33	23	(10)	(30)	
19	28	CEnTSA	48	28	28	0	0	
20	434	Business Services	512	259	256	(3)	(1)	
21	696	Compliance	768	797	777	(20)	(3)	
22	0	Foot and Mouth	0	0	0	0	0	
23	1,986		2,323	2,388	2,299	(89)	(4)	
		DIRECTORATE						
24	887	Core	0	500	619	119	24	
25	3	Record Management Project	0	6	2	(4)	(67)	
		MANAGEMENT SERVICES						
26	780	Departmental Services	0	186	422	236	127	
27	780		0	186	422	236	127	
		OTHER SERVICES						
28	0	Customer Service Centre/Switchboard	11	83	267	184	222	2
29	15,081	NET DEPARTMENTAL EXPENDITURE	15,645	16,468	16,945	477	3	
		CONTRIBUTION TO / (FROM) RESERVES						
30	37	Contribution to/(from) Service Savings	560	(108)	(407)	(299)		1/2/3
31		Contribution to/(from) Earmarked Reserves			6	6		2
32		Contribution to/(from) General Reserves			(184)	(184)		2
33		Contribution to/(from) PIF						
34	15,118	NET REVENUE REQUIREMENT (Outturn Prices)	16,205	16,360	16,360	0	0	

NOTE :-

- 1 The above figures include £6K due to the net contribution from the Museum and County Record Office Trust Funds.
- 2 £184K - the above overspend related to the Customer Service Centre and it is expected this will be funded corporately.
- 3 Taking the above adjustments into account the departmental overspend figure is £299K.

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	DEPARTMENT OF LIBRARIES HERITAGE AND TRADING STANDARDS	B.2	B.3	B.4	B.5	B.6	B.7
	£000		£000	£000	£000	£000	%	
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		Notes
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc			
		EXPENDITURE						
1	9,951	Employees	8,656	10,717	10,630	(87)	(1)	1
2	1,279	Premises	1,381	1,424	1,493	69	5	2
3	309	Transport	280	315	324	9	3	
4	3,485	Supplies and Services	2,796	2,057	2,539	482	23	3
5	1,093	Third Party Payments	22	1,361	1,380	19	1	4
6	1,694	Support Services	2,100	2,121	2,112	(9)	(0)	
7	2,285	Notional Asset Rentals	2,242	2,239	2,239	0	0	
8	221	Capital Financing Costs	109	127	122	(5)	(4)	
9	20,317	TOTAL EXPENDITURE	17,586	20,361	20,839	478	2	
		INCOME						
10	(431)	Other Grants, Reimbursements and Contributions	(213)	(433)	(430)	3	(1)	
11	(4,516)	Customer and Client Receipts	(1,279)	(3,184)	(3,188)	(4)	0	
12	(289)	Internal Income	(449)	(276)	(276)	0	0	
13	(5,236)	TOTAL INCOME	(1,941)	(3,893)	(3,894)	(1)	0	
14	15,081	NET DEPARTMENTAL EXPENDITURE	15,645	16,468	16,945	477	3	

**The significant variances are (£10,000+) :-
Expenditure**

- 1 The Department has incurred a large underspend due to staff vacancies within the Trading Standards Department.
- 2 An overspend has occurred due to an increase in cleaning, grounds maintenance and energy costs.

- The vast majority of this overspend relates to I.T. and the Procurement Target. The amount includes a major sum rolled forward from 2003/04 & 2004/05. The planned funding is through a 3 year contribution programme from the Directorate Services. An additional overspend has also occurred within the Customer Service Centre/Switchboard (£184K).
- 3
 - 4 Various small overspends relating to projects across the Department

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

Line Ref.	DEPARTMENT OF LIBRARIES HERITAGE AND TRADING STANDARDS Service Description Responsible Officer		C.1	C.2	C.3	C.4	C.5	C.6
			£000	£000	£000	£000	%	
			2005/2006	2005/2006	2005/2006	Variation from		Notes
			Original Budget	Revised Budget	Outturn Exp/Inc	Revised Budget		
	Service Budgets							
	(including a full apportionment of management and support charges)							
1	Libraries: H.Q.	Head of Library and Information Service	3,659	3,680	3,680	0	0	
2	Nuneaton and Bedworth	Area Manager	1,213	1,136	1,159	23	2	1
3	Northern	Area Manager	874	785	794	9	1	
4	Eastern	Area Manager	1,108	956	985	29	3	2
5	Southern	Area Manager	1,170	1,208	1,218	10	1	
6	Central	Area Manager	1,867	1,727	1,733	6	0	
7	Library Stock Services	Principal Librarian	259	298	302	4	1	
8	Centrally Held Stock Fund	Principal Librarian	776	776	775	(1)	(0)	
9	Schools Library Service	Manager - Schools Library Service	47	51	40	(11)	(22)	3
10	Customer Service Centre/Switchboard	Head of Library and Information Service	11	83	267	184	222	4
11	Peoples Network	Head of Library and Information Service	0	16	14	(2)	(13)	
12	Museum General	Head of Museum Service	1,251	1,263	1,261	(2)	(0)	
13	Museum Archaeology	Field Archaeologist	40	185	185	0	0	
14	Directorate	Director	0	500	619	119	24	5
15	Record Management	Director	0	6	2	(4)	(67)	
16	Departmentally Held Funds	Head of Resources and Performance	0	186	422	236	127	6
17	Programme Development	Programme Development Officer	355	404	398	(6)	(1)	
18	Head of Heritage & Cultural Services	Head of Heritage & Cultural Services	0	(37)	(37)	0	0	
19	County Records Office	Head of Archives	692	857	829	(28)	(3)	7
20	Consumer Protection	Divisional Trading Standards Officer	667	666	646	(20)	(3)	8
21	Management & Services Support	Assistant Head of Trading Standards	0	(6)	(24)	(18)	300	9
22	Education, Development & Information	Divisional Trading Standards Officer	293	611	592	(19)	(3)	10
23	Programme Development	Head of Trading Standards	35	33	24	(9)	0	
24	CEnTSA	Regional Coordinator	48	28	28	0	0	
25	Business Services	Divisional Trading Standards Officer	512	259	256	(3)	(1)	
26	Compliance	Divisional Trading Standards Officer	768	797	777	(20)	(3)	11
27	Foot and Mouth	Divisional Trading Standards Officer	0	0	0	0	0	
28	TOTAL SERVICE BUDGETS		15,645	16,468	16,945	477	3	
	Management and Support Budgets							
	(whose apportioned cost are included in the above)							
27	Management Services - Libraries and Heritage		3,183	3,186	3,422	236	7	
28	Management Services - Trading Standards		901	357	339	(18)	(5)	
29	TOTAL MANAGEMENT AND SUPPORT BUDGETS		4,084	3,543	3,761	218	6	12

The significant variances (£10,000+) :-

- 1 An under achievement of Income has lead to an overspend.
- 2 An under achievement of Income together with an overspend in property related costs has resulted in an overspend.
- 3 Income targets were over achieved. This will be used in 2006/2007 to purchase a new Schools Library Service Management software system.
- 4 Additional salary costs have lead to an overspend.
- 5 The majority of this overspend relates to the Procurement target which will be funded over a 3 year period.
- 6 The majority of this overspend relates to the I.T. overspend which will be funded over a 3 year period.
- 7 Delays in work relating to an on-line catalogue have occurred.This will now take place in 2006/2007.
- 8 Savings have been made due to staff vacancies.
- 9 Savings have been made due to staff vacancies.
- 10 Savings have been made due to staff vacancies.
- 11 Savings have been made due to staff vacancies.
- 12 The total budgets include the following:
 - i) Management Services Core
 - ii) Departmentally Held Funds
 - iii) External Charges

The variances being explained where appropriate in the above notes

PLANNING TRANSPORT AND ECONOMIC STRATEGY

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for Planning, Transport and Economic Strategy was £51,961,000 (including the planned use of balances). Since the original budget was approved we have reduced our need for funding from the virtual bank so that £705,000 has been recalled and there have been budget adjustments of £74,000. Therefore the 2005/2006 budget for the service is now £51,330,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net overspend for the year on items within the Service's control is £174,000.

Table 1: Outturn spending 2005/2006	£000	£000
Original Budget – Gross		63,382
Original Budget - Net		51,961
Recall of Virtual Bank Advance		(705)
Adjusted for:		
Carry forward from 2004/2005	(530)	
Notional asset rentals	(1,127)	
Virtual Bank fund for Decriminalisation	1,040	
PSA reward for Waste Management	493	
London 2012 Games	50	
Street advertising	100	
Modernisation costs	141	
Vehicle capital financing	(112)	
Other adjustments	19	
Total Adjustments		74
Revised Budget		51,330
Actual Net Spending		51,504
Overspend (against revised budget)		174

- 2.2 Detailed analysis of final overspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager

- Annex D - shows the analysis of Business Unit Trading accounts and reserves.

Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the overspend are summarised in the table below.

Table 2: Major variations	£000
Development Group – Reduced section 38 income.	143
Waste Management – lower than expected waste.	(201)
RASWA – additional income from utility works in the highways.	(162)
Economic Development including EPIC – Cost of the new centre prior to the income stream coming on line.	210
Traffic Projects – Mainly additional recharges to capital and other sources of income.	(193)
Bishopton Park and Ride – The operational costs of the new service were higher than predicted and the initial patronage is lower than the business case prediction.	174
County Roads Maintenance – Routine roads maintenance costs have been slightly higher than expected.	259
County Fleet – the surplus was less than expected mainly due to a high amount of unbilled work at the end of March which for technical accounting and administrative reasons could not be charged until the first month of the new year.	111
Other	(11)
Speed Workshop Income	(156)
Total	174

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Planning Transport and Economic Strategy Department was allocated £690,000 to fund specific projects. Spending on these projects in 2005/2006 was £710,000. Further details are given below.

Table 3: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Bus Service	660	660	0	Used to sustain the existing Public Transport Network Search fee income reduced more than expected
Loss of Search fee income	30	50	20	
Total	690	710	20	

4 Spending on 2005/2006 Virtual Bank Loans

- 4.1 In February 2002 members agreed to the setting up of the virtual bank. During the year the Decriminalisation Project was loaned a net £1,040,000 to fund the setting up of special parking areas across the County. We have recalled £705,000 of this loan giving a net budget of £335,000. The £705,000 will be available to draw down in future years. Spending on these projects in 2005/2006 was £335,000. Further details are given below.

Table 4: Virtual Bank Loans 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Decriminalisation of Parking	335	335	0	
Total	335	335	0	

- 4.2 The repayment of this loan will commence in 2006/2007.

5 Reserves

- 5.1 The service began the year with net overdrawn reserves of £419,000 (including business unit reserves). As a result of the overspend and reserve movements in the year the reserves position at 31 March 2006 is £63,000 overdrawn. The additional £156,000 from Speed Workshops income is to be held in a separate reserve and the £330,000 deficit on Service and Business unit reserves will be funded as first call on the 2006/2007 budget.
- 5.2 The service also operates 2 business units in relation to Vehicle Repair and Maintenance (CFM) and Civil Engineering (Design Services). Business units began the year with accumulated reserves of £114,000 this included a WARCO overdrawn reserve of £49,000 which ceased operations in May 2004. This was transferred to the Departments service reserves .Trading during the year resulted in an overall surplus of £59,000. Business unit reserves therefore stood at £59,000 at the year-end.

Table 5:	Business	Approved	Surplus/	Business
-----------------	-----------------	-----------------	-----------------	-----------------

Business Unit Reserves	Unit Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	use in 2005/2006	(Deficit) in 2005/2006 £000	Unit Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
County Fleet Maintenance	63	(63)	(22)	(22)
WARCO	(49)	49	0	0
Design Services	100	(100)	81	81
Total	114	(114)	59	59

5.3 The Service's overall reserves position can therefore be summarised as follows:

Table 6: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves	(644)	644	(389)	(389)
Business Unit Reserves	114	(114)	59	59
Speed Workshops	86	0	156	242
Other	25	0	0	25
Total	(419)	530	(174)	(63)

5.4 Members are asked to note a contribution of £330,000 from the service's 2006/2007 revenue budget to ensure the service's reserves are not overdrawn.

6 Comparison with the 2005/2006 Provisional Outturn

6.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an overspend of £470,000. The actual overspend of £174,000 therefore represents a £296,000 improvement in the service's position.

Table 7: Comparison between provisional and final outturn		
	Provisional	2005/2006 Final

	Outturn as reported on 2nd February 2006 £000	Outturn £000
Waste Management	78	(201)
Strategic Services	0	155
Regeneration & Economic Dev. including EPIC	196	114
Performance Management	(215)	(213)
Strategic Business Project	164	164
Community Services	20	36
Transport Planning	(15)	(334)
Decriminalisation	(145)	(70)
Warwickshire Engineering	60	306
Other Variations	185	199
Bishopton Park and Ride	142	174
Decrim – Virtual Bank	0	0
Speed Workshops	0	(156)
Total	470	174

6.2 The main variations from the Provisional Outturn are as follows:

Waste Management – Lower than expected levels of waste in the last few months of the year.

Strategic Services – This reflects lower than expected receipts from developers on Section 38 Road adoption income.

Regeneration and Economic Development – Staff vacancies and reduced project expenditure.

Transport Planning – Increased charges to Capital and the decriminalisation projects and staff vacancies.

Warwickshire Engineering – Reduced income from our Depots plus slightly higher costs than expected on routine maintenance of the highways .

Speed Workshops – The additional income received is held in a ring fenced earmarked reserve for use on Road Safety Projects in future years.

John Deegan

Strategic Director for Environment & Economy
May 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	DEPARTMENT OF PLANNING	A.2	A.3	A.4	A.5	A.6	A.7
	£000	TRANSPORT AND ECONOMIC STRATEGY	£000	£000	£000	£000	%	Notes
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc			
1		County Highways						
2	102	Structural Maintenance	663	165	0	(165)	100%	1
3	5,313	Routine Maintenance	4,093	3,748	4,621	873	23%	2
4	1,087	Winter Maintenance	1,412	1,455	1,459	4	0%	
5	443	Agent Authorities	371	371	370	(1)	(0%)	
6	772	Public Liability Insurance	685	742	744	2	0%	
7	0	Surface Dressing	1,233	0	0	0	0%	2
8	2,181	Street Lighting	2,169	2,933	2,615	(318)	(11%)	3
9	2,905	County Highways Admin and Technical	3,542	3,178	2,764	(414)	(13%)	4
10	233	Management and Support	377	233	233	0	0%	
11	13,036		14,545	12,825	12,806	(19)	0%	
		Strategic Services						
12	630	Strategy Unit	793	632	688	56	9%	5
13	620	Development Group	805	664	806	142	21%	6
14	496	Sustainability	554	541	500	(41)	(8%)	7
15	9,680	Waste Management	11,528	11,299	11,098	(201)	(2%)	8
16	11,426		13,680	13,136	13,092	(44)	0%	
		Transport Planning						
17	515	Traffic signs and signals	549	525	519	(6)	(1%)	
18	338	Traffic group	549	450	290	(160)	(36%)	9
19	429	Road safety	704	570	369	(201)	(35%)	10
20	0	School crossing patrols	0	0	0	0	0%	
21	0	Casualty reduction Partnership	0	0	0	0	0%	
22	94	Decriminalisation	300	(67)	(70)	(3)	4%	
23	0	Virtual Bank	0	335	335	0	0%	
24	1,331	HTI and Transport Planning	1,498	1,391	1,407	16	1%	
25	2,707		3,600	3,204	2,850	(354)	(11%)	
		Social & Community Planning						
26	(53)	Fleet Management	63	29	29	0	0%	
27	1,580	Transport Operations	2,520	2,233	2,101	(132)	(6%)	
28	1,205	Countryside Services	1,388	1,214	1,249	35	3%	
29	466	Environmental Design	533	406	425	19	5%	
30	3,198		4,504	3,882	3,804	(78)	-2%	

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	DEPARTMENT OF PLANNING					A.2	A.3	A.4	A.5	A.6	A.7
	£000 2004/2005 Outturn Exp/Inc	TRANSPORT AND ECONOMIC STRATEGY	£000 2005/2006 Original Budget	£000 2005/2006 Revised Budget	£000 2005/2006 Outturn Exp/Inc	£000 Variation from Revised Budget	%	Notes				
31	648	Performance Management	819	643	602	(41)	-6%					
		Regeneration & Management										
32	1,386	Economic Development	1,455	1,227	1,436	209	17%	11				
33	909	Regeneration Projects	973	886	840	(46)	(5%)					
34	245	Strategic Management	274	131	162	31	24%	12				
35	861	Regeneration Policy and Europe	871	721	778	57	8%	13				
36	3,401		3,573	2,965	3,216	251	8%					
		Business Units										
37	149	WARCO	0	0		0	0%					
38	(63)	CFM	(60)	(89)	22	111	(125%)	14				
39	(100)	Design Services	56	(79)	(81)	(2)	3%					
40	(14)		(4)	(168)	(59)	109	(65%)					
41	0	Additional savings/funding	(3,542)	0	0	0	0%					
42												
43	11,496	Capital Charges	13,648	12,520	12,520	0	0%					
44	1,698	Corporate & Democratic core	1,054	2,323	2,670	347	15%					
45	84	Unapportionable Pension Costs	84	0	3	3	0%					
46	47,680	NET DEPARTMENTAL EXPENDITURE	51,961	51,330	51,504	174	0%					
		CONTRIBUTION TO / (FROM) RESERVES										
47	(654)	Contribution to/(from) Service Savings		530	200	(330)						
48	86	Contribution to/(from) Earmarked Reserves			156	156						
49	0	Contribution to/(from) Earmarked Reserves - Virtual Bank			0	0						
50	0	Contribution from PIF fund				0						
51	0	Contribution to/(from) Virtual Bank	(1,040)	(335)	(335)	0						
52	0	Contribution to Insurance Fund				0						
53	47,112	NET REVENUE REQUIREMENT (Outturn Prices)	50,921	51,525	51,525	0						

Annex A: Revenue Outturn 2005/2006 - Service Analysis

DEPARTMENT OF PLANNING TRANSPORT & ECONOMIC STRATEGY

Notes		£'000
	County Highways	
1	The contribution to capital should have been £165,000 but we decided to reduce this contribution in order to reduce our revenue expenditure.	(165)
2	Overspends on Routine maintenance have been offset by funding Surface dressing from capital sources	873
3	Street Lighting Column replacements have been funded from the additional capital allocation	(318)
4	Increased income from Skips & Scaffolds etc and staff vacancies	(414)
5	Strategy Unit Pressures arising from the e-govt project and producing the Waste Plan	56
6	Development Group Reduction in Section 38 (road adoptions) Income	142
7	Sustainability Mainly staff vacancies	(41)
8	Waste Management Lower than expected tonnages towards the end of the financial year	(201)
	Transport Planning	
9	The Traffic group has generated more staff recharges than expected.	(160)
10	Within the Road safety budget additional income has been generated from the speed workshops activity of £155k. the surplus on this activity has been ring fenced to support accident reduction initiatives.	(201)

Annex A: Revenue Outturn 2004/2005 - Service Analysis

DEPARTMENT OF PLANNING TRANSPORT & ECONOMIC STRATEGY

Notes		£'000
11	Regeneration & Management Within Economic Development we are over budget mainly through support of major projects such as the new EPIC centre , vital villages and the small business loan scheme.	209
12	Strategic Management This is mainly to fund new policy initiatives	31
13	Regeneration Policy Regeneration Policy and Europe This reflects the £268k contribution to the Strategic Business initiative	57
14	CFM At the end of March we had an amount of unbilled work in the region of £100k This also reflects much needed investment in environmental improvements in the depots , new vehicles and equipment and increased investment in training	111

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	DEPARTMENT OF PLANNING					B.2	B.3	B.4	B.5	B.6	B.7
	£000	TRANSPORT & ECONOMIC STRATEGY	£000	£000	£000	£000	%			Notes		
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from						
	Outturn		Original	Revised	Outturn	Revised Budget						
Exp/Inc		Budget	Budget	Exp/Inc	C-B							
		EXPENDITURE	A	B	C							
1	13,403	Employees	12,464	14,478	13,833	(645)	(4%)					
2	1,063	Premises	833	885	1,029	144	16%			1		
3	15,989	Transport	16,876	16,991	18,030	1,039	6%					
4	5,631	Supplies and Services	3,217	5,968	4,571	(1,397)	(23%)			2		
5	27,343	Third Party Payments	28,159	25,308	30,500	5,192	21%			2		
6	342	Transfer Payments	0	550	72	(478)	(87%)			2		
7	4,464	Support Services	5,118	5,274	5,353	79	1%					
8	12,081	Notional Asset Rentals	14,233	13,106	13,106	0	0%					
9	0	Capital Financing Costs	0	0	0	0	0%					
10	80,316	TOTAL EXPENDITURE	80,900	82,560	86,494	3,934	5%					
		INCOME										
11	(4,867)	Government Grants	(2,117)	(4,256)	(5,219)	(963)	23%			3		
12	(1,252)	Other Grants, Reimbursements and Contributions	(2,977)	(1,316)	(1,160)	156	(12%)					
13	(9,184)	Customer and Client Receipts	(6,327)	(7,738)	(9,700)	(1,962)	25%			4		
14	0	Interest	0	0	0	0						
15	(17,333)	Internal Income	(17,518)	(17,920)	(18,911)	(991)	6%			5		
16	(32,636)	TOTAL INCOME	(28,939)	(31,230)	(34,990)	(3,760)	12%					
17	47,680	NET DEPARTMENTAL EXPENDITURE	51,961	51,330	51,504	174	0%					

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

DEPARTMENT OF PLANNING TRANSPORT & ECONOMIC STRATEGY

Notes		£'000
1	This reflects the costs of the new business centres and investment in environmental measures	144
2	Supplies and Services - Third Party payments - and Transfer payments Overall these have increased by £2.6 million this overall increase represents provision of new services such as Stratford Decriminalisation which are funded from additional third party income	3,317
3	Increase in grant funded schemes	(963)
4	Increased third party funding of schemes .	(1,962)
5	Internal income This reflects charges for vehicle costs	(991)

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

DEPARTMENT OF PLANNING TRANSPORT AND ECONOMIC STRATEGY			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	%	Notes
Service Budgets								
(including a full apportionment of management and support charges)								
Warwickshire Engineering								
1	County Highways	Head of Warwickshire Engineering	14,629	12,825	12,809	(16)	(0%)	1
2	Design Services	Design Services Manager	56	(79)	(81)	(2)	3%	
3	WARCO	Head of Warwickshire Engineering	0	0	0	0	0%	
4	CFM	Head of Warwickshire Engineering	(60)	(89)	22	111	(125%)	
Strategic Services								
5	Strategy Unit	Head of Strategic Services	793	632	688	56	9%	
6	Development Group	Head of Strategic Services	805	664	806	142	21%	2
7	Sustainability	Head of Strategic Services	554	541	500	(41)	(8%)	
8	Waste Management	Head of Strategic Services	11,528	11,299	11,098	(201)	(2%)	3
Social and Community Services								
9	Transport Operations	Head of Social and Community Planning	2,583	2,262	2,130	(132)	(6%)	4
10	Countryside Services	Head of Social and Community Planning	1,388	1,214	1,249	35	3%	
11	Environmental Design	Head of Social and Community Planning	533	406	425	19	5%	
Transport Planning								
12	Transport Planning	Head of Transport Planning	3,600	2,869	2,515	(354)	(12%)	5
13	Virtual Bank - Decriminalisation	Head of Transport Planning	0	335	335	0	0%	
14	Casualty Reduction Partnership	Head of Transport Planning	0	0	0	0	0%	
Regeneration and Management Services								
15	Economic Development	Head of Regeneration	1,455	1,227	1,436	209	17%	6
16	Regeneration Projects	Head of Regeneration	973	886	840	(46)	(5%)	
17	Regeneration Policy and Europe	Head of Regeneration	871	721	778	57	8%	7
18	Strategic Management unit	Head of Regeneration	274	131	162	31	24%	8
Performance Management								
19	Performance Management	Head of Performance Management	819	643	602	(41)	(6%)	
Other								
20	Corporate and Democratic	Head of Regeneration	1,054	2,323	2,670	347	15%	
21	Additional savings / funding	Head of Regeneration	(3,542)	0	0	0	0%	
22	Capital Charges	Head of Regeneration	13,648	12,520	12,520	0	0%	
23	TOTAL SERVICE BUDGETS		51,961	51,330	51,504	174	0%	
Management and Support Budgets								
(whose apportioned cost are included in the above)								
24	Executive		613	696	757	61	9%	
25	Financial & Office Services		749	684	738	54	8%	
26	Personnel		716	790	787	(3)	(0%)	
27	Information technology		342	353	304	(49)	(14%)	
28	Switchboard		18	18	18	0	0%	
29	Treasurers Business Services		45	39	39	0	0%	
30	Property Services Maintenance		41	28	35	7	25%	
31	CAMS Comms		58	58	58	0	0%	
32	County Offices		352	352	352	0	0%	
33	Chief Executives Department		373	445	445	0	0%	
34	Property Services Maintenance		137	137	137	0	0%	
35	Legal Service SLA		230	230	239	9	4%	
36	CAMS core charges		1,086	1,086	1,086	0	0%	
37	Treasurers core charges		358	358	358	0	0%	
38	TOTAL MANAGEMENT AND SUPPORT BUDGETS		5,118	5,274	5,353	79	1%	

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

DEPARTMENT OF PLANNING TRANSPORT & ECONOMIC STRATEGY

Notes		£'000
1	County Highways Increased works costs have been offset by savings in Administration	(16)
2	Development Group Reduction in Section 38 (road adoptions) Income	142
3	Waste Management Lower than expected tonnages towards the end of the financial year	(201)
4	Transport Operations This is mainly additional income to support community transport initiatives	(132)
5	Transport Planning The Traffic group has generated more staff recharges than expected.	(354)
6	Within Economic Development we are over budget mainly through support of major projects such as the new EPIC centre, vital villages and the small business loan scheme.	209
7	Regeneration Policy and Europe : This reflects the £266k contribution to the Strategic Business initiative	57
8	Strategic Management this is where we hold the budget to support new initiatives.	31

Annex D: Revenue Outturn 2004/2005 - Business Unit Trading Account and Statement of Reserves

Line Ref.	D.1 £000 2004/2005 Outturn	DEPARTMENT OF PTES County Fleet Maintenance BUSINESS UNIT Annual Trading Account for year ending 31/3/2006	D.2	D.3 £000 2005/2006 Outturn	D.4	Notes
		Income				
		Business Income				
1	(952)	Internal Customers	(854)			
2	(870)	External Customers	(1,118)			
3		Core Recharges				
4	(1,822)	Total Income		(1,972)		
		Expenditure				
5	1,678	Direct Costs	1,912			
		Overheads				
6	81	Central/Departmental Support	82			
7		Other Support Services				
8		Extraordinary Expenditure				
9	1,759	Total Expenditure		1,994		
10	(63)	(Surplus)/Deficit		22	Budget Target (89)	
		Statement of Reserves as at 31/3/2006				
11	0	Balance brought forward from 2004/2005		63		
12	63	Surplus/(deficit) transferred to reserves	22			
13	0	Appropriations for departmental reserves	(63)			
14	63	Balance carried forward to 2006/2007		(41) 22		

Notes to the Accounts

1. The deficit of £22k is as a result of the repair and maintenance of vehicles and plant

There is in the region of £100k of unbilled work that has not been charged due to internal accounting and administrative arrangements

2. Accounts are prepared under the Historic cost convention

3. There is no approval to operate with a subsidy

	D.1	DEPARTMENT OF PTES	D.2	D.3	D.4	Notes
Line Ref.	£000 2004/2005 Outturn	Design Services Annual Trading Account for year ending 31/3/2006		£000 2005/2006 Outturn		
		Income				
		Business Income				
1	(2,903)	Internal Customers	(2,973)			
2	(418)	External Customers	(399)			
3		Core Recharges				
4	(3,321)	Total Income		(3,372)		
		Expenditure				
5	3,014	Direct Costs	3,084			
		Overheads				
6	207	Central/Departmental Support	207			
7		Other Support Services				
8		Extraordinary Expenditure				
9	3,221	Total Expenditure		3,291		
10	(100)	(Surplus)/Deficit		(81)	Budget Target (79)	
		Statement of Reserves as at 31/3/2006				
11	0	Balance brought forward from 2004/2005		100		
12	100	Surplus/(deficit) transferred to reserves	81			
13	0	Appropriations for departmental reserves	(100)			
14	100	Balance carried forward to 2005/2006		(19) 81		

Notes to the Accounts

1. The surplus of £81k is as a result of the design and supervision of civil engineering contracts
2. The accounts are prepared under the historic cost convention.
3. There is no approval to operate with a subsidy
4. There is no extraordinary expenditure.

PROPERTY SERVICES

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Property Services department was £3,006,000. Since the original budget was approved there have been budget adjustments of £1,459,000. Therefore the 2005/2006 budget for the service is now £4,465,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net overspend for the year on items within the Service's control is £190,000. Details are shown below.

Table 1: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		5,272
Original Budget - Net		3,006
Adjusted for:		
Structural Maintenance	535	
Modernisation - redundancy costs	720	
Notional Asset Rental increase	204	
Total Adjustments		1,459
Revised Budget		4,465
Actual Net Spending		4,655
Overspend (against revised budget)		190

- 2.2 Detailed analysis of final overspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager
- Annex D - shows the analysis of Business Unit Trading accounts and reserves.

Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the overspend are summarised in the table below.

Table 2: Major variations	£000
Construction Services Business Unit - spending was £38,000 more than the budgeted spending of £3,695,000 whilst income was £152,000 less than the budgeted income of £3,695,000	190
Travellers' Sites - Costs of over £2,000 per month were incurred at the Alvecote site following delays in a dispute being resolved by the Court. Other significant costs associated with running the site e.g. electricity, water were also incurred during this dispute.	61
Rural Estates (including Smallholdings, Forestry and Tree Inspection) - some running costs exceeded the budget.	25
Urban Estates - a considerable underspend arose on the salaries budget due to vacancies not being filled. Also, income was greater than expected.	(123)
County and Area Offices - this overspend arose mainly from the £169,000 spent on setting up new offices at Kings House in Nuneaton. These costs will be recovered from the occupying departments in the year(s) ahead	145
Surplus Properties - this overspend arises mainly from Probation moving out of Warwick House, Nuneaton and some delay arising in filling the space vacated.	55
Access for Disabled - the calls made on this budget, which is for adaptations to assist staff, were less than budgeted for.	(44)
Resources & Performance - this underspend arose mainly from the Director leaving the department in the autumn	(54)
Information Systems - this cost centre spent in excess of its budget in order to maintain adequate services to the rest of the department. It is recognised that its budget is insufficient and a review is taking place to establish how this can be rectified.	32
Safe Water - a contractor has been appointed to undertake safe water risk assessments in County buildings but the appointment process took longer than expected and, consequently, less spending was incurred than expected.	(103)
Central Property Register - replacement computer system - no budget had been set aside in 2005/2006 because the spending that did take place had originally been expected to be incurred in 2004/2005	61
Structural Maintenance - a relatively minor underspend (1.5%) on a £2.5 million budget	(37)
Other	(18)
Total	190

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget Property Services department was allocated £148,000 to fund specific projects. Spending on these projects in 2005/2006 was £201,000. Further details are given below.

Table 3: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Offices at the Old Clink, Holloway, Warwick	75	63	(12)	2005/6 was only a part-year effect
Loss of rental income -various locations	73	138	65	The loss of rental income was even greater than forecast
Total	148	201	53	

4 Reserves

- 4.1 The service began the year with accumulated reserves of £579,000 (including business unit reserves). As a result of the overspend and reserve movements in the year the reserves position at 31 March 2006 is £389,000 in-hand. Property Services has now ceased to exist as a separate department and these reserves are combined with those of the former CAMS and Treasurers departments to become the reserves of the new Resources Directorate. As yet it is too early to say how the new directorate will use these reserves but it is very clear that there are considerable spending pressures in the new directorate and it is very likely that these reserves will be required by the directorate in 2006/2007 or in future years.
- 4.2 The service also operates a number of business units in relation to Construction Services, Rural Estates, Smallholdings and Forestry. Business units began the year with accumulated reserves of £536,000. Trading during the year resulted in an overall deficit of £236,000. Business unit reserves therefore stood at £300,000 at the year-end.

Table 4: Business Unit Reserves	Business Unit Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Surplus/(Deficit) in 2005/2006 £000	Business Unit Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Construction Services	480	(190)	290
Rural Estates	(60)	(14)	(74)
Smallholdings	182	(20)	162
Forestry	(66)	(12)	(78)
Total	536	(236)	300

Construction Services (£190,000 deficit)

It has been another busy year for the Business Unit and there is evidence from customer surveys to demonstrate a significant improvement in perceptions of the

service by customers, particularly customers at schools. Whether or not the Unit makes a surplus or a deficit in any particular year is a result of a fine balance of a number of factors affecting income and expenditure and the Unit has in previous years made some significant surpluses. In 2006/2007 the Unit will again ensure that expenditure is controlled carefully and all fee income due is recovered.

Rural Estates (£14,000 deficit), Smallholdings (£20,000 deficit) and Forestry (£12,000 deficit)

These deficits are small in the context of the scale of business conducted by these groups. From 1st April 2006 these services transfer to the Environment and Economy directorate.

4.3 The Service's overall reserves position can therefore be summarised as follows:

Table 5: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves Business Unit reserves	43	0	46	89
	536	0	(236)	300
Total	579	0	190	389

Property Services department has aimed to retain reserves of at least £500,000 because of the potential for sudden and significant requirements for spending on buildings and because of the danger of trading conditions turning unfavourable for one or more of the business units. The recovery of £169,000 in relation to Kings House as referred to in paragraph 2.3 above will restore Property reserves to a figure just over £500,000 all else being equal.

4.4 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Directorates as follows:-

Table 6: Reserves	Resources Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Environment + Economy Directorate Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Total Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service reserves Business Units	89	0	89
	290	10	300
Total	379	10	389

5 Comparison with the 2005/2006 Provisional Outturn

- 5.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an overspend of £193,000. The actual overspend of £190,000 therefore represents a £3,000 change in the service's position.

Table 7: Comparison between provisional and final outturn		
	£000	£000
	Provisional Outturn as reported on 2nd February 2006	2005/2006 Final Outturn
Smallholdings	53	20
Construction Business Unit	110	190
Travellers' Sites	50	61
Other	(20)	(81)
Total	193	190

- 5.2 The internal fee income earned by the Construction Services Business Unit is very difficult to forecast accurately as it arises on a very large number of different jobs and comes from a variety of different internal customers. The difference between the £110,000 provisional outturn and the £190,000 final outturn needs to be seen in this context and also in the context of income in excess of £3.5 million. The main component of the variation on the 'Other' line is that the internal fee income earned by the Urban Estates team was greater than forecast at provisional outturn stage. Similarly to Construction Services, the Urban Estates income is difficult to forecast accurately because of the way in which it arises.

David Clarke
Strategic Director of Resources
Shire Hall
31 May 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	DEPARTMENT OF PROPERTY SERVICES				A.2	A.3	A.4	A.5	A.6	A.7
	£000		£000	£000	£000	£000	%			Notes	
	2004/2005	2005/2006	2005/2006	2005/2006	2005/2006	Variation from					
	Outturn	Original	Revised	Outturn	Revised Budget						
Exp/Inc	Budget	Budget	Exp/Inc								
		A	B	C	C-B						
1	162	Construction Services	0	0	190	190	0			(A)	
		Rural Estates									
2	220	Rural Estates (incl. Travellers sites)	109	436	492	56	13				
3	562	Smallholdings	223	262	282	20	8				
4	60	Myton Sports Ground	59	59	73	14	24				
5	8	Forestry	0	0	12	12	0				
6	850		391	757	859	102	13			(B)	
7	83	Urban Estates Services	0	1	(122)	(123)	(12,300)			(C)	
8	119	Shire Hall Complex	(174)	(155)	(59)	96	(62)			(D)	
9	619	Area Offices/Other Properties	538	543	592	49	9				
10	997	Surplus Properties	1,434	1,550	1,605	55	4				
11	42	Acc/Deficit for year	50	50	6	(44)	(88)				
		Property Services Dept - Core Services									
12	293	Asset Mgmt Plans/Safe Water/Asbestos	0	0	(131)	(131)	100				
13	69	Central property Register Replacement System	0	0	61	61	100				
14	1,148	Other Core Services	767	1,465	1,437	(28)	(2)				
15	1,510		767	1,465	1,367	(98)	(7)			(E)	
		Building Maintenance									
16	92	Non Delegated Maintenance	0	254	217	(37)	(15)				
17	0	Delegated Maintenance	0	0	0	0	0				
18	0	Agency Services	0	0	0	0	0				
19	92		0	254	217	(37)	(15)				
20	4,474	NET DEPARTMENTAL EXPENDITURE	3,006	4,465	4,655	190	4				
		CONTRIBUTION TO / (FROM) RESERVES									
21	(189)	Contribution to/(from) Departmental Reserves	0	0	(190)	(190)	100				
22		Contribution to/(from) Specific Earmarked Reserves									
23	0	Contribution to/(from) Virtual Bank	0	0	0	0	0				
24		Contribution to/(from) PIF									
25	4,285	NET REVENUE REQUIREMENT (Outturn Prices)	3,006	4,465	4,465	0	0				

Annex A: Variations and Explanations

- (A) £190,000 **Construction Services**
Overspend Higher than anticipated Supplies and Services expenses and income lower than expected.
- (B) £102,000 **Rural Estates**
Overspend This was largely due to an overspend of £60k at the Alvecote travellers' site on management charges and running costs, along with higher-than-budgetted grounds maintenance costs at Myton Sports Ground and small deficits on the Smallholdings and Forestry business units.
- (C) £123,000 **Urban Estates**
Underspend This resulted from unfilled staff vacancies and from higher-than-budgetted income.
- (D) £96,000 **County Offices**
Overspend This was largely due to a deficit on rental income and on internal general fees and charges
- (E) £95,000 **Core Services**
Underspend Savings on employee costs in the Management Services division added to lower expenditure than anticipated on Asset Management Planning and Safe Water projects.

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	DEPARTMENT OF PROPERTY SERVICES					B.7
	£000	£000	£000	£000	£000	%	Notes
	2004/05	2005/06	2005/06	2005/06	Variation from		
	Outturn	Original	Revised	Outturn	Revised Budget		
	Exp/Inc	Budget	Budget	Exp/Inc	C-B		
		A	B	C			
		EXPENDITURE					
1	3,661	Employees	4,229	4,064	4,048	(16)	(0)
2	3,057	Premises	3,308	3,792	4,368	576	15 (A)
3	179	Transport	154	154	236	82	53
4	2,552	Supplies and Services	1,877	3,924	3,401	(523)	(13) (B)
5	0	Third Party Payments	0	0	0	0	0
6	0	Transfer Payments	0	0	0	0	0
7	362	Support Services	507	788	823	35	4
8	2,505	Notional Asset Rentals	2,350	2,814	2,875	61	0
9	121	Capital Financing Costs	0	0	0	0	0
10	12,437	TOTAL EXPENDITURE	12,425	15,536	15,751	215	1
		INCOME					
11	0	Government Grants	0	0	0	0	0
12	0	Other Grants, Reimbursements and Contributions	0	0	0	0	0
13	(1,036)	Deficit for year	(2,266)	(1,043)	(817)	226	(22) (C)
14	0	Interest	0	0	0	0	0
15	(6,927)	Internal Income	(7,153)	(10,028)	(10,279)	(251)	3 (D)
16	(7,963)	TOTAL INCOME	(9,419)	(11,071)	(11,096)	(25)	0
17	4,474	NET DEPARTMENTAL EXPENDITURE	3,006	4,465	4,655	190	4

Annex B: Variations and Explanations

- | | | | |
|-----|------------|-----------------------------------|--|
| (A) | £576,000 | Premises | |
| | Overspend | | The main reason for the overspend is the apparently higher than budgetted rents and rates in relation to Wedgnock House. The "problem" is apparent rather than real and arises because the budget for Wedgnock House was not allocated to constituent budget heads such as rent and rates. |
| (B) | £523,000 | Supplies and Services | |
| | Underspend | | The underspend is explained by apparently lower than budgetted miscellaneous costs in relation to Wedgnock House. The "problem" is apparent rather than real and arises because the budget for Wedgnock House was all held against a single line in "supplies and services" rather than against budget lines such as rent and rates. |
| (C) | £226,000 | Customer and client income | |
| | Overspend | | This is due to lower general income and lower rent income than expected. |
| (D) | £251,000 | Internal income | |
| | Underspend | | This is primarily due to capital fee income being much greater than was budgetted. |

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

DEPARTMENT OF PROPERTY SERVICES			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000	£000	£000	£000	%	Notes
			2005/2006	2005/2006	2005/2006	Variation from		
			Original Budget	Revised Budget	Outturn Exp/Inc	Revised Budget		
			A	B	C	C-B		
Service Budgets								
(including a full apportionment of management and support charges)								
1	Construction Services	M.J. Welsby	0	0	190	190	0	(A)
2	Rural Estates	P.F. Rhodes	109	436	492	56	0	
3	Smallholdings	P.F. Rhodes	223	262	281	19	7	
4	Myton Sports Ground	P.F. Rhodes	59	59	73	14	24	
5	Forestry	K. Simons	0	0	13	13	0	
6	Urban Estates Services	D. Halsall	0	1	(122)	(123)	(123)	(B)
7	Shire Hall Complex - County Offices	R. Maddison	(174)	(155)	(59)	96	(62)	(C)
8	Area Offices/Other Properties	R. Maddison	538	543	592	49	9	
9	Surplus Property	D. Halsall	1,434	1,550	1,605	55	4	
10	Access for Disabled	R. Maddison	50	50	6	(44)	(88)	
11	Asset Mgt.Plans	D. Halsall	0	0	(26)	(26)	(26)	
12	Safe Water/ Asbestos	M.J. Welsby	0	0	(105)	(105)	(105)	(D)
13	Other Core Services	P.H. Ridley	767	1,465	1,437	(28)	(2)	
14	Central Property Register Replacement System	O.David	0	0	61	61	0	
15	Structural Maintenance	M.J. Welsby	0	254	217	(37)	(15)	
16	TOTAL SERVICE BUDGETS		3,006	4,465	4,655	190	4	

Annex C: Variations and Explanations

- | | | |
|-----|------------------------|--|
| (A) | £190,000
Overspend | Construction Services
Higher than anticipated Supplies and Services expenses and income lower than expected. |
| (B) | £123,000
Underspend | Urban Estates
This resulted from unfilled staff vacancies and from higher-than-budgetted income. |
| (C) | £96,000
Overspend | County Offices
This was largely due to a deficit on rental income and on internal general fees |
| (D) | £105,000
Underspend | Safe water/Asbestos
This underspend is primarily on the Safe Water project, where the start of a new risk assessment contract was delayed. |

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	DEPARTMENT OF PROPERTY SERVICES	D.2	D.3	D.4
	£000	CONSTRUCTION SERVICES BUSINESS UNIT		£000	
Line Ref.	2004/2005 Outturn	Annual Trading Account for year ending 31/3/2006		2005/2006 Outturn	
		Income			
		Business Income			
1	(1,873)	Internal Customers	(2,748)		
2	(126)	External Customers	(67)		
3	(517)	Core Recharges	(755)		
4	(2,516)	Total Income		(3,570)	
		Expenditure			
5	2,288	Direct Costs	2,670		
	0	Overheads			
6	391	Central/Departmental Support	1,091		
7	0	Other Support Services	0		
8	0	Extraordinary Expenditure	0		
9	2,678	Total Expenditure		3,760	
10	162	Deficit for year		190	
11	0	Budget Target		0	
12	162	Deficit for year		190	
		Statement of Reserves as at 31/3/2006			
13	642	Balance brought forward from 2004/2005		480	
14	(162)	Deficit transferred to reserves	(190)		
15	0	Appropriations for departmental reserves	0		
16	480	Balance carried forward to 2006/2007		290	

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	DEPARTMENT OF PROPERTY SERVICES	D.2	D.3	D.4
	£000	FORESTRY BUSINESS UNIT		£000	
Line Ref.	2004/2005 Outturn	Annual Trading Account for year ending 31/3/2006		2005/2006 Outturn	
		Income			
		Business Income			
1	(208)	Internal Customers	(291)		
2	(34)	External Customers	(85)		
3	0	Core Recharges	0		
4	(242)	Total Income		(376)	
		Expenditure			
5	191	Direct Costs	260		
	0	Overheads			
6	59	Central/Departmental Support	130		
7	0	Other Support Services	0		
8	0	Extraordinary Expenditure	0		
9	250	Total Expenditure		389	
10	8	Deficit for year		13	
11	0	Budget Target		1	
12	8	Deficit for year		12	
		Statement of Reserves as at 31/3/2006			
13	(58)	Balance brought forward from 2004/2005		(66)	
14	(8)	Deficit transferred to reserves	(12)		
15	0	Appropriations for departmental reserves	0		
16	(66)	Balance carried forward to 2006/2007		(78)	

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	DEPARTMENT OF PROPERTY SERVICES SMALLHOLDINGS BUSINESS UNIT	D.2	D.3	D.4
	£000			£000	
Line Ref.	2004/2005 Outturn	Annual Trading Account for year ending 31/3/2006		2005/2006 Outturn	
		Income			
		Business Income			
1	0	Internal Customers	(29)		
2	(547)	External Customers	(500)		
3	0	Core Recharges	0		
4	(547)	Total Income		(529)	
		Expenditure			
5	258	Direct Costs	214		
	0	Overheads			
6	851	Central/Departmental Support	597		
7	0	Other Support Services	0		
8	0	Extraordinary Expenditure	0		
9	1,109	Total Expenditure		810	
10	562	Deficit for year		281	
11	567	Budget Target		262	
12	(5)	(Surplus)/Deficit for year		19	
		Statement of Reserves as at 31/3/2006			
13	177	Balance brought forward from 2004/2005		182	
14	5	Surplus/(Deficit) transferred to reserves	(19)		
15	0	Appropriations for departmental reserves	0		
16	182	Balance carried forward to 2006/2007		163	

Annex D: Revenue Outturn 2005/2006 - Business Unit Trading Account and Statement of Reserves

	D.1	DEPARTMENT OF PROPERTY SERVICES RURAL ESTATES BUSINESS UNIT	D.2	D.3	D.4
	£000			£000	
Line Ref.	2004/2005 Outturn	Annual Trading Account for year ending 31/3/2006		2005/2006 Outturn	
		Income			
		Business Income			
1	(35)	Internal Customers	(215)		
2	(138)	External Customers	(32)		
3	0	Core Recharges	0		
4	(173)	Total Income		(247)	
		Expenditure			
5	202	Direct Costs	499		
	0	Overheads			
6	124	Central/Departmental Support	90		
7	0	Other Support Services	0		
8	0	Extraordinary Expenditure	0		
9	326	Total Expenditure		588	
10	153	Deficit for year		341	
11	155	Budget Target		327	
12	(2)	(Surplus)/Deficit for year		14	
		Statement of Reserves as at 31/3/2006			
13	(62)	Balance brought forward from 2004/2005		(60)	
14	2	Surplus/(Deficit) transferred to reserves	(14)		
15	0	Appropriations for departmental reserves	0		
16	(60)	Balance carried forward to 2006/2007		(74)	

SOCIAL SERVICES

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for Social Services was £113,485,000 (including the planned use of balances) since the original budget was approved there has been budget adjustments of £20,000. Therefore, the 2005/2006 budget for the service is now £113,465,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net overspend for the year on items within the Service's control is £218,000. Of this £4,000 relates to Young Persons Social Inclusion leaving £214,000 for Social Services. Details are shown below.

Table 1: Outturn spending 2005/2006	Social Services £000	Young Persons Social Inclusion £000	Total £000
Original Budget - Gross	164,101	238	164,339
Original Budget - Net	113,247	238	113,485
Adjusted for:			
Young Persons Social Inclusion	-	172	172
Transfer to/(from) reserves	(385)	(151)	(536)
Capital charges and other corporate adjustments	344	-	344
Revised Budget	113,206	259	113,465
Actual Net Spending	113,420	263	113,683
Overspend (against revised budget)	214	4	218

- 2.2 Detailed analysis of final underspend is shown in Annexes A to D as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager
- Annex D – shows the detailed analysis of reserves

Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the overspend are summarised in the table below.

Table 2: Major variations	£000
Children's Services	
• Care Management	296
• Residential Care	(316)
• Other Care Services	637
Adult Services	
• Care Management	(3,124)
• Other Care Services	2,705
Other	20
Total	218

Children's Services

- 2.4 The recorded overspend of £617,000 in Table 2 is made after the costs of corporate and department support services have been recharged to direct services. The actual overspending recorded against direct service budgets within children's services was higher at £871,000.
- 2.5 Expenditure on children's social care is driven principally by the numbers of looked after children that an authority has and the numbers of referrals coming in to the department that are responded to. Warwickshire has a successful track record of maintaining relatively low unit costs of looked after children because of investment in its foster care base and minimal use of more expensive residential placements. However, the increases in our looked after children population experienced during last year, coupled with increased referrals has meant that the department has failed to meet costs from within existing resources. The County Council, in setting its budget for 2006/2007, allocated additional resources for children's social care in recognition of the higher looked after population.

Adult Services

- 2.6 Although an underspend of £419,000 is shown for Adult Services in Table 2, this is after having recharged the costs of corporate and departmental support services. The outturn based on direct service budgets only was a £21,000 underspend.
- 2.7 The delivery of spend so close to budget by managers was only achieved by deferring a number of key developments, particularly around services for older people that need to be commissioned jointly with NHS colleagues. Deferral of developments was necessary in the main due to the ever increasing demands for high cost specialist services for people with disabilities. However, the savings in spend on older people has meant a number of performance targets have not been met.
- 2.8 Clearly this position is not sustainable and the challenge for the new Adult, Health and Community Services Directorate will be the repositioning of the budgets to

address financial pressures in Disability Services, now between £3 to £4 million whilst improving the performance measures for older people.

3 Reserves

3.1 The service began the year with accumulated reserves of £387,000. Because of the overspend and reserve movements in the year the reserves position at 31 March 2006 is £273,000 in-hand.

3.2 The Service's overall reserves position can therefore be summarised as follows:

Table 6: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Non earmarked reserves	(208)	208	(214)	(214)
Earmarked reserves	595	(104)	(4)	487
Total	387	104	(218)	273

3.3. In the original budget for 2006/2007, £200,000 had been planned to be used from earmarked reserves to support the budget of the Adult, Health and Community Services Directorate. This is no longer required and needs reversing. The Director is proposing to move £40,000 set aside for systems implementation to the vehicle replacement reserve. In addition, it is proposed to only use £80,000 of the systems implementation resources in 2006/2007 until plans can be reviewed in the new Children, Young People and Families Directorate.

3.4. As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Directorates as follows:-

Table 6: Reserves	Adult Health and Community Services Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Children, Young People and Families Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Non-earmarked	544	(758)	(214)
Earmarked	121	366	487
Total	665	(392)	273

3.5. Members are asked to approve £80,000 of the earmarked reserves to support the 2006/2007 budget for the Children, Young People and Families Directorate at this

point. In addition Members are asked to approve a contribution of £758,000 from the service reserves transferred into the Children, Young People and Families Directorate by the Education Department to ensure the service's reserves are not overdrawn.

- 3.6. Members are also asked to approve the reversal of the £200,000 use of earmarked reserves planned for 2006/2007 not now required and the use of £544,000 from reserves to support the 2006/2007 budget for the Adult, Health and Community Services Directorate.

4 Comparison with the 2005/2006 Provisional Outturn

- 4.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an overspend of £450,000. The actual overspend of £218,000 therefore represents a £232,000 improvement in the service's position.

Table 7: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006 £000	2005/2006 Final Outturn £000
Children's Services (including Asylum Seekers)	980	871
Adult Services	0	(21)
Management and Support	(530)	(632)
Total	450	218

- 4.2. Plans for savings were put in place in order to reduce the provisional outturn to as near the budget as possible by the end of the year. In particular, further savings in management and support were sought in order to contribute to any non-achievement of savings in services.

Graeme Betts

Strategic Director of Adult Health and Community Services
Shire Hall
June 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1		DEPARTMENT OF SOCIAL SERVICES					A.7	
	£000	2004/2005	A.2	A.3	A.4	A.5	A.6		
	Outturn	Exp/Inc	£000	£000	£000	£000	%		
			2005/2006	2005/2006	2005/2006	Variation from		Notes	
			Original	Revised	Outturn	Revised Budget			
			Budget	Budget	Exp/Inc	C-B			
			A	B	C				
			Children Services						
1	17,392		Care Management & Family Support	19,668	19,083	19,379	296	2%	1
2	4,022		Residential Care	4,060	3,079	2,762	(316)	(10%)	2
3	8,254		Other Care Services	7,735	9,397	10,033	637	7%	3
4	29,668		TOTAL CHILDREN SERVICES	31,462	31,559	32,175	616	2%	
			Adult Services						
			Elderly People						
5	9,837		Care Management	13,042	12,160	10,082	(2,078)	(17%)	4
6	16,237		Residential Care	18,600	18,854	18,422	(432)	(2%)	5
7	10,818		Other Care Services	12,241	13,687	13,164	(523)	(4%)	6
			People with Learning Disability						
8	3,421		Care Management	3,696	3,877	3,612	(265)	(7%)	7
9	9,722		Residential Care	9,203	9,710	10,172	461	5%	8
10	7,972		Other Care Services	7,000	7,166	9,618	2,453	34%	9
			People with Physical or Sensory Disability						
11	3,122		Care Management	4,277	3,466	2,887	(579)	(17%)	10
12	1,873		Residential Care	2,765	2,454	2,358	(96)	(4%)	11
13	4,848		Other Care Services	4,465	4,199	5,348	1,149	27%	12
			People with Mental Needs						
14	2,199		Care Management	2,430	2,489	2,287	(202)	(8%)	13
15	1,789		Residential Care	1,890	1,541	1,606	66	4%	
16	1,059		Other Care Services	1,169	1,330	1,016	(314)	(24%)	14
17	72		Other Adult	221	227	169	(58)	(26%)	15
18	72,969		TOTAL ADULT SERVICES	80,998	81,160	80,742	(419)	(1%)	
19	34		ASYLUM SEEKERS	33	37	43	6	14%	
			SUPPORTING PEOPLE	0	0	0	0	0%	
	0		REPAYMENT OF OVERSPEND/EFFICIENCY SAVINGS 2004/2005	0	0	0	0	0%	
20	568		SERVICE STRATEGY & REGULATION	991	709	723	14	2%	
21	103,239		NET DEPARTMENTAL EXPENDITURE	113,485	113,465	113,683	218	0%	
			CONTRIBUTION TO / (FROM) RESERVES						
22	1,360		Contribution to/(from) Departmental Reserves		208	(6)	(214)	(103%)	
23			Contribution to/(from) Service Savings						
24	187		Contribution to/(from) Earmarked Reserves	488	(104)	(108)	(4)	4%	
25			Contribution to/(from) General Reserves						
26			Contribution to/(from) Quality and Best Value Fund						
27	104,786		NET REVENUE REQUIREMENT (Outturn Prices)	113,973	113,569	113,569	(0)	(0%)	

NOTES TO ANNEX A

Children's Services

1. **Care Management & Family Support (+£296,000).** Difficulties in recruitment and retention resulted in an under spend of £138,000 on staffing partly offset by increased training and recruitment costs of £56,000. Premises costs increased by some £43,000 as did transport costs by £87,000. Agency costs also increased by £217,000 as did admin and other costs by £269,000. Supplies & Services reduced by £57,000. Capital costs reduced by £13,000 and apportioned management and support costs also reduced by £168,000.
2. **Residential Care (-£316,000).** There has been a saving in residential care costs in line with the continual development of foster care services.
3. **Other Care Services (+£637,000).** Foster care placements were overspent by £260,000. Parent & Baby Homes were overspent by £127,000 due to a loss of funding in 05/06. Other Care Services overspent by £250,000.

Adult Services

4. **Elderly People - Care Management (-£2,078,000).** There were net under spends on staffing and other running costs of £1,553,000. In addition, there was a reduction in apportioned management and support costs of £525,000.
5. **Elderly People - Residential Care (-£432,000).** There was a saving in residential care costs in line with helping people to live at home longer.
6. **Elderly People - Other Care Services (-£523,000).** This was mainly due to an under spend on domiciliary and day care services, as development was delayed to help offset other overspends, but there was increased investment in Direct Payments of £173,000.
7. **Learning Disability - Care Management (-£265,000).** This was mainly due to an increase in the charges to teams for aids and adaptations of £197,000 combined with an under spend in staffing of £154,000. Other costs were also reduced by some £92,000. Apportioned Management & Support costs increased by some £178,000.
8. **Learning Disability - Residential Care (+£461,000).** This budget continues to be overspent and needs to be addressed in future budgets.
9. **Learning Disability - Other Care Services (+£2,453,000).** There was increased spending on Direct Payments, £550,000, day care, £353,000 other community services, £1,144,000 and an increase in domiciliary care, £1,364,000. This was offset by an increase in income, £580,000 and a reduction in other costs, £378,000.
10. **Physical Disability - Care Management (-£579,000).** This was mainly due to an increase in the ICES Pooled Budget income of £266,000 combined with under spends in staffing of £167,000, Homecare, £88,000 and a reduction in apportioned management and support costs of £58,000.
11. **Physical Disability - Residential Care (-£96,000).** There was a fall in residential costs as diversion to provision in the community increased.

12. **Physical Disability - Other Care Services (+£1,149,000).** Mainly increased investment in Direct Payments of £690,000. Increases also in Homecare of £404,000 and Community Services of £132,000. There was a reduction in running costs of £77,000.
13. **Mental Needs - Care Management (-£202,000).** Savings in staffing of £29,000 and an increase in income of £46,000. A reduction in apportioned management and support costs of £97,000 and Supporting People of £30,000.
14. **Mental Needs - Other Care Services (-£314,000).** Mainly Savings in Homecare of £323,000 and Day-care of £46,000. An increased investment in Direct Payments of £11,000 and an increase in income of £15,000. Other running costs increased by £59,000.
15. **Other Adult Services (-£58,000).** Mainly due to a reduction in running costs of £35,000 combined with a reduction in Residential Care Services of £17,000 and an increase in income of £6,000.

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	DEPARTMENT OF SOCIAL SERVICES			B.2	B.3	B.4	B.5	B.6	B.7
	£000		£000	£000	£000		£000	%		
	2004/2005		2005/2006	2005/2006	2005/2006		Variation from		Notes	
	Outturn		Original	Revised	Outturn		Revised Budget			
Exp/Inc		Budget	Budget	Exp/Inc						
		A	B	C		C-B				
	EXPENDITURE									
1	36,112	Employees - Salaried Staff	37,811	41,124	38,879	(2,245)	(5%)		1	
2	10,969	Employees - Manual Staff	11,178	11,191	10,900	(291)	(3%)		2	
3	2,676	Premises	3,251	1,908	1,672	(236)	(12%)		3	
4	4,245	Transport	3,567	3,647	4,323	676	19%		4	
5	4,813	Supplies and Services	10,625	5,049	5,026	(23)	(0%)			
6	91,121	Third Party Payments	88,516	95,269	100,198	4,929	5%		5	
7	0	Transfer Payments	0	0	0	0	0%			
8	5,065	Support Services	6,295	6,401	6,586	185	3%		6	
9	2,300	Notional Asset Rentals	2,303	2,214	2,214	0	0%			
10	297	Capital Financing Costs	795	1,304	1,122	(182)	(14%)		7	
11	157,599	TOTAL EXPENDITURE	164,339	168,108	170,921	2,813	2%			
	INCOME									
12	(29,826)	Government Grants	(28,992)	(29,911)	(28,593)	1,318	(4%)		8	
13	(6,245)	Other Grants, Reimbursements and Contributions	(5,014)	(10,030)	(12,235)	(2,205)	22%		9	
14	(18,289)	Customer and Client Receipts	(16,848)	(14,702)	(16,410)	(1,708)	12%		10	
15	0	Interest	0			0	0%			
16	0	Internal Income	0			0	0%			
17	(54,360)	TOTAL INCOME	(50,854)	(54,643)	(57,238)	(2,595)	5%			
18	103,239	NET DEPARTMENTAL EXPENDITURE	113,485	113,465	113,683	218	0%			

NOTES TO ANNEX B

1. **Salaried Staff (-£2,245,000).** Delayed implementation of new posts and filling of vacancies have caused a significant under spending of £3,708,000 in 2005/06, which has been offset by use of agency staff, £1,447,000 and increased recruitment and other employee costs £16,000.
2. **Manual Staff (-£291,000).** Mainly recruitment difficulties in the Internal Homecare Services.
3. **Premises (-£236,000).** In the main this was a reduction in Minor Improvements combined with an increase in Internal Service Unit Recharges.
4. **Transport (+£676,000).** Mainly increased costs for hired transport, £308,000, travelling allowances £303,000 and volunteer/client travel costs, £65,000.
5. **Third Party Payments (+£4,929,000).** There were increased costs for Direct Payments £1,113,000, equipment £1,183,000, foster care £708,000, day and other community services, £460,000, and in domiciliary care £1,465,000.
6. **Support Services (+£185,000).** This was due to an increase in the Legal Services unit charge to children of £228,000 and also an additional internal charge for social inclusion of £40,000. These increases were partly offset by a reduction of £83,000 in other areas.
7. **Capital Financing (-£182,000).** This is due almost entirely to a reduction in revenue contributions to capital.
8. **Government Grants (+£1,318,000).** This is due almost entirely to a reduction in the Supporting People grant of £1,314,000.
9. **Other Grants, Reimbursement etc (-£2,205,000).** Mainly due to increased income from other Local Authorities and agencies. In particular an increase in South Disability Contracts of £498,000 and an increase in the ICES pooled budget of £709,000.
10. **Customer & Client Receipts (-£1,708,000).** This is mainly due to increased income from residential charges, £909,000, Homecare, £415,000, interagency adoption, £46,000, general fees and charges, £40,000 other income £201,000

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

DEPARTMENT OF SOCIAL SERVICES		C.1	C.3	C.2	C.4	C.5	C.6	
Line Ref.	Service Description	Responsible Officer	£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	%	Notes
	Service Budgets							
	(Including a full apportionment of Management & Support Costs)							
	DIRECTOR	G. Betts						
1	Crime & Disorder and Other Countywide Services	G. Betts	77	77	77	0	0%	
	HEAD OF CHILDREN'S SERVICES	C. Hallett						1
2	Assistant Head of Children's Services (Rugby)	D. Vickers	4,344	4,166	4,156	(10)	(0%)	
3	Assistant Head of Children's Services (North Warwickshire)	M. Barnes	2,044	2,158	2,027	(131)	(6%)	
4	Assistant Head of Children's Services (Quality)	C.Hallett	1,736	1,844	1,422	(422)	(30%)	
4	Assistant Head of Children's Services (Nuneaton and Bedworth)	M. Barnes	5,976	6,204	6,929	724	10%	
5	Assistant Head of Children's Services (Stratford)	M. Cliff	5,608	5,137	5,143	6	0%	
6	Assistant Head of Children's Services (Warwick)	M. Cliff	5,015	5,508	6,016	507	8%	
7	Other Children's Countywide Services	C. Hallett	4,951	4,497	4,631	134	3%	
8	Services to Deaf People	A. Thomson	306	343	370	26	7%	
9	Emergency Duty Team	C. Mountford	431	430	414	(15)	(4%)	
10	Head of Children's Planning	P. Sawbridge	900	1,078	1,066	(12)	(1%)	
	HEAD OF ADULTS SERVICES	J. Bakker						
11	General Adult Countywide Services	J. Bakker	2,599	1,268	(413)	(1,682)	407%	2
12	Intermediate Care / Supporting People	R. Killingbeck	613	590	577	(13)	(2%)	6
13	Mental Health	M. McGorry	4,604	4,328	4,262	(66)	(2%)	6
14	Disability North	S. Smith	12,599	13,614	16,169	2,555	16%	3
15	Older People North	J. Whiting	9,560	9,771	9,645	(126)	(1%)	4
16	Older People Community Care North	D. Rutter	14,976	15,762	14,796	(966)	(7%)	5
17	Disability South	S. Smith	10,026	10,558	12,056	1,499	12%	3
18	Older People South	P. Seal	8,672	9,056	8,645	(411)	(5%)	4
19	Older People Community Care South	J. Price	16,145	16,437	15,439	(998)	(6%)	5
20	Service Manager Commissioning	K. Harlock	(718)	(1,040)	(1,208)	(168)	14%	6
21	NON CLIENT SPECIFIC SERVICES	Various	2,031	968	739	(229)	(31%)	6
22	SERVICE STRATEGY	G. Betts	991	709	723	14	2%	
23	TOTAL SERVICE BUDGETS		113,485	113,465	113,683	218	0%	
	Management and Support Budgets							
	(Whose apportioned costs are included above.)							
24	DIRECTORATE	G. Betts	715	1,059	1,118	58	5%	
	RESOURCES MANAGEMENT	Vacant						7
25	Audit/Clerks	P. Lumley-Holmes	661	673	670	(3)	(0%)	
26	Financial Services	P. Lumley-Holmes	3,847	2,535	2,338	(197)	(8%)	
27	Information Strategy	P. Hill	5,020	4,813	4,688	(125)	(3%)	
28	Central Services & Projects	P. Atkinson	514	502	476	(26)	(5%)	
29	Building Maintenance and Transport	D. Curle	3,285	3,175	3,246	71	2%	
30	ADULT SERVICES - COMMISSIONING AND CONTRACTING	K. Harlock	903	889	818	(70)	(9%)	6
	ORGANISATIONAL DEVELOPMENT							8
31	Head of Organisational and Performance Development	L. Holland	125	89	86	(3)	(4%)	
32	Human Resources	J. Hawthorn	1,405	1,917	1,783	(133)	(7%)	
33	Workforce Development	S. Sharland	1,745	1,270	1,021	(249)	(24%)	
34	Customer Relations	K. Smith	300	276	253	(23)	(9%)	
35	TOTAL MANAGEMENT AND SUPPORT BUDGETS		18,520	17,198	16,498	(700)	(4%)	

NOTES TO ANNEX C

Children's Services

1. **Children's Services (+807,000).** The number of looked after children in each district area can vary year on year. The Nuneaton and Bedworth and Warwick areas in particular overspent. Development and contributions to capital spending were held back by the Assistant Head of Children's Services (Quality) at line 4.

Adult Services

2. **General Adult Countywide Services (-1,682,000).** The Head of Adult Services held back significant resources earmarked for developments due to significant base service pressures, particularly disability.
3. **Disability - North (+£2,555,000), South (+£1,499,000).** There is an ongoing overspend in both residential and domiciliary care that needs to be addressed in future years budgets.
4. **Older People - North (-£126,000), South (-£411,000).** There was an under spending in internal homecare services in part due to difficulties in recruiting care staff.
5. **Older People Community Care - North (-£966,000), South (-£998,000).** There have been savings made by holding back developments and the filling of posts in order to help keep overall adult spending nearer budget.
6. **Other Adult Services (-£476,000).** All other managers made savings, mainly by delaying the filling of vacant posts in order to help offset the disability overspend.

Support Services

7. **Resources Management (-£280,000).** Savings were sought across these services through delaying developments, in particular relating to I.T., and delayed filling of posts in order to offset overspending of services, but this cannot be sustained in the long term.
8. **Organisational Development (-£408,000).** Savings were sought by delaying the filling of vacant posts and training development in order to help offset the overspending of services.

Annex D

Use Of Reserves 2005/2006

Type of Expenditure	A	B	C	D	Memo 2006/2007 £'000
	April 2005	Adjustments 2005/2006	Impact of Final Outturn	(A + B + C) March 2006	
	£'000	£'000	£'000	£'000	
Non Earmarked Reserves in hand/(overdrawn)	(208)	208	(214)	(214)	214
Earmarked Reserves					
Adult Services :-					
Homes for Elderly People and Social Education Centres	81	0	0	81	0
Vehicle Equipment	200	(200)	40	40	0
Strategy for Older People	16	(16)	0	0	0
Total Adult Services	297	(216)	40	121	0
Children's Services :-					
Young Persons Social Inclusion	92	(88)	(4)	0	0
Systems Implementation	0	200	(40)	160	(80)
S31 Children's Disability	206	0	0	206	0
Total Children's Services	298	112	(44)	366	(80)
Total earmarked reserves	595	(104)	(4)	487	(80)
Total reserves in hand/(overdrawn)	387	104	(218)	273	134

TREASURER'S DEPARTMENT

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for the Treasurer's Department was £361,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £450,000. Therefore the 2005/2006 budget for the service is now £811,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net overspend for the year on items within the Service's control is £59,000. Details are shown below.

Table 1: Outturn spending 2005/2006		£000	£000
Original Budget - Gross			1,392
Original Budget - Net			361
Adjusted for:			
Use of reserves	388		
Modernisation redundancy costs	60		
Notional asset rentals	2		
Total Adjustments			450
Revised Budget			811
Actual Net Spending			870
Overspend (against revised budget)			59

- 2.2 Detailed analysis of final overspend is shown in Annexes A to C as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager

Each annex also includes an explanation of significant variations.

- 2.3 The principal items which have led to the overspend are summarised in the table below.

Table 2: Major variations	£000
Financial Management, Exchequer & Accountancy: <i>Higher than expected internal income due to the majority of systems work being concentrated on e-procurement development, which was then rechargeable to CAMS. The remainder of the underspend was due to staff vacancies not being filled.</i>	(181)
People, Performance & Governance: <i>Staff savings, particularly in Payroll following implementation of HRMS. Additional income from external work undertaken by Warwickshire Audit.</i>	(68)
Projects: <i>Additional income from work undertaken for Police and Regional Fire.</i>	(19)
Executive & Staff Development: <i>Budgets realigned mid-year, with departmental underspends held centrally for remainder of year.</i>	(82)
Payroll Project: <i>Increased CAMS charges, plus unbudgeted essential hardware upgrade.</i>	411
Other minor variations	(2)
Total	59

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Treasurer's Department was allocated £40,000 to fund loss of income from Magistrates Courts. This has been fully spent during 2005/2006.

4 Reserves

- 4.1 The service began the year with accumulated reserves of £588,000. As a result of the overspend and reserve movements in the year the reserves position at 31 March 2006 is £141,000 in-hand. The Director is proposing to hold these reserves as a contingency.
- 4.2 The Service's overall reserves position can therefore be summarised as follows:

Table 3: Reserves	Reserves In-Hand/ at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand at 31 March 2006 £000
Service reserves	588	(388)	(59)	141
Total	588	(388)	(59)	141

4.3 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Resources Directorate.

5 Comparison with the 2005/2006 Provisional Outturn

5.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an overspend of £130,000. The actual overspend of £59,000 therefore represents a £71,000 improvement in the service's position.

Table 4: Comparison between provisional and final outturn		
	£000	£000
	Provisional Outturn as reported on 2nd February 2006	2005/2006 Final Outturn
HR Payroll Project	333	411
Systems budgets	(67)	(196)
Payroll	(12)	(40)
CIPFA Trainees	(17)	(25)
Other budgets	(107)	(91)
Total	130	59

Dave Clarke
Strategic Director of Resources
Shire Hall
May 2006

Annex A: Revenue Outturn 2005/2006 - Service Analysis

Line Ref.	A.1	COUNTY TREASURER'S DEPARTMENT					A.7	
	£000	A.2	A.3	A.4	A.5	A.6	Notes	
	2004/2005	£000	£000	£000	£000	%		
	Outturn	2005/2006	2005/2006	2005/2006	Variation from			
Exp/Inc	Original Budget	Revised Budget	Outturn Exp/Inc	Revised Budget				
		A	B	C	C-B			
		Core Services						
1	(379)	Financial Management, Exchequer & Accountancy	(10)	(244)	(426)	(182)	75	1
2	(25)	Financial Planning & Pensions	0	0	(1)	(1)	(100)	2
3	(110)	People, Performance & Governance	75	(76)	(144)	(68)	89	3
4	38	Projects	0	(27)	(46)	(19)	70	4
5	236	Executive & Staff Development	173	350	268	(82)	(23)	5
6	(240)		238	3	(349)	(352)	(11,733)	
7	592	Payroll Project	123	808	1,219	411	51	6
8	352	NET DEPARTMENTAL EXPENDITURE	361	811	870	59	7	
		CONTRIBUTION TO / (FROM) RESERVES						
9	19	Contribution to/(from) Service Savings	0	(388)	(447)	(59)	0	
10	0	Contribution to/(from) Earmarked Reserves	0	0	0	0	0	
11	0	Contribution to/(from) Virtual Bank	0	0	0	0	0	
12	371	NET REVENUE REQUIREMENT (Outturn Prices)	361	423	423	0	0	

Notes to Annex A

- 1 Majority of systems work was concentrated on e-procurement development, which was rechargeable to CAMS budgets. The remainder of the underspend is due to unfilled staff vacancies.
- 2 Overspends on office redecoration not budgeted for and increased travel costs offset by staff vacancies.
- 3 Staff savings, particularly in Payroll following the implementation of HRMS. Also additional income from external work undertaken by Warwickshire Audit.
- 4 Additional income from work undertaken for Police and Regional Fire.
- 5 Departmental underspends identified mid-year held centrally.
- 6 Increased CAMS charges and unbudgeted essential systems upgrade.

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	COUNTY TREASURER'S DEPARTMENT	B.2	B.3	B.4	B.5	B.6	B.7
	£000		£000	£000	£000	%		
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		Notes
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc			
		EXPENDITURE	A	B	C	C-B		
1	3,084	Employees	3,446	3,394	3,303	(91)	(3)	
2	2	Premises	0	8	15	7	88	1
3	33	Transport	33	31	30	(1)	(3)	
4	1,973	Supplies and Services	710	2,057	2,244	187	9	2
5	0	Third Party Payments	0	0	0	0	0	
6	0	Transfer Payments	0	0	0	0	0	
7	1,432	Support Services	1,566	1,323	1,696	373	28	3
8	183	Notional Asset Rentals	189	191	191	0	0	
9	43	Capital Financing Costs	0	0	0	0	0	
10	6,750	TOTAL EXPENDITURE	5,944	7,004	7,479	475	7	
		INCOME						
11	0	Government Grants	0	0	0	0	0	
12	0	Other Grants, Reimbursements and Contributions	0	0	0	0	0	
13	(1,254)	Customer and Client Receipts	(1,031)	(1,046)	(1,340)	(294)	28	4
14	0	Interest	0	0	0	0	0	
15	(5,144)	Internal Income	(4,552)	(5,147)	(5,269)	(122)	2	5
16	(6,398)	TOTAL INCOME	(5,583)	(6,193)	(6,609)	(416)	7	
17	352	NET DEPARTMENTAL EXPENDITURE	361	811	870	59	7	

Notes to Annex B

EXPENDITURE

- 1 Office redecoration not included in original budget.
- 2 Increased spend on external consultants and computer equipment, partially offset by underspends on printing.
- 3 Increased CAMS charges.

INCOME

- 4 Additional income from Warwickshire Police & West Midlands Regional Fire Board, also increased income from external payroll customers.
- 5 Additional contributions from CAMS towards HR Payroll project, plus staff secondment income not originally budgeted (see also underspend on em

Annex C: Budget Management Performance 2005/2006

COUNTY TREASURER'S DEPARTMENT		C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	% Notes
Service Budgets							
(including a full apportionment of management and support charges)							
1	Exchequer Services	Exchequer Services Manager - P McGaffin	0	0	1	1	100
2	Financial Accounting	Group Accountant - Financial Accounting - A Lovegrove	(10)	(9)	4	13	(144)
3	Systems	Systems Manager - G Smith	0	(235)	(431)	(196)	83
4	Treasury Management	Group Manager - Treasury Management & Pensions - P Triggs	0	0	15	15	100
5	Pensions Services	Pensions Services Manager - N Buxton	0	0	0	0	0
6	Budget & Technical	Group Accountant - Budget & Technical - V Rennie	0	0	(17)	(17)	(100)
7	Warwickshire Audit	Audit Services Manager - G Rollason	0	(64)	(79)	(15)	23
8	Payroll Services	Payroll Production Manager - J Semple	75	(12)	(52)	(40)	333
9	Projects	Head of Projects - C Juckes	0	(27)	(46)	(19)	70
10	Payroll Project	Director of Resources - D Clarke	123	808	1,219	411	51
11	Executive & other	Financial Services Manager - N Cumberledge	173	350	256	(94)	(27)
12	TOTAL SERVICE BUDGETS		361	811	870	59	7
Management and Support Budgets							
(whose apportioned cost are included in the above)							
13	Office Services	Financial Services Manager - N Cumberledge	173	298	249	(49)	(16)
14	Executive	Financial Services Manager - N Cumberledge	0	60	78	18	30
15	Staff Development	Departmental Support Manager - M Bradbury	0	(8)	(33)	(25)	313
16	CIPFA Trainees	Group Accountant - G Shaw	0	0	(25)	(25)	(100)
17	Departmental Support	Departmental Support Manager - M Bradbury	0	0	(13)	(13)	(100)
18	TOTAL MANAGEMENT AND SUPPORT BUDGETS		173	350	256	(94)	(27)

Notes

- Majority of systems work concentrated on e-procurement, rechargable to CAMS. Also staff vacancies.
- Staff savings due to unfilled vacancy.
- Additional income from external work undertaken, plus lower than budgeted transport costs.
- Staff savings following implementation of HRMS, printing charges lower than budgeted, additional income from external customers.
- Increased CAMS charges, unbudgeted essential systems upgrade.
- Departmental savings identified mid-year held centrally.
- Staff training budget not fully spent; additional income from staff speaking fees.
- Unanticipated vacancy, consequent savings on training costs.

OTHER SERVICES

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for Other Services was £27,707,000 (including the planned use of balances). Since the original budget was approved there have been budget adjustments of £(2,785,000). Therefore the 2005/2006 budget for the service is now £24,922,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the Service's control is £1,975,000. Details are shown below.

Table 1: Outturn spending 2005/2006		
	£000	£000
Original Budget - Gross		29,246
Original Budget - Net		27,707
Adjusted for:		
Bookstart project – transfer to LHTS	(10)	
Use of PSA reward monies	186	
Capital fund usage	(67)	
ISO14001 (PIF)	(24)	
Vehicles capital financing adjustment	250	
Leased fire appliances transfer	(100)	
ESPO surplus transfer to general reserves	(76)	
Street column advertising contract not let (funding to PTES)	(100)	
Schools reorganisation debt charges	(48)	
Modernisation redundancy costs	(2,766)	
Building (structural) maintenance	(30)	
Total Adjustments		(2,785)
Revised Budget		24,922
Actual Net Spending	22,570	
Add: budgeted contribution to Insurance Fund (interest)	377	
Adjusted net spending		22,947

Over/(Under)spend (against revised budget)		(1,975)
---	--	----------------

2.2 The above underspend is after allocating a budgeted contribution of £377,000 of interest to the Insurance Fund. This means a total net contribution to the Insurance Fund of £687,000 including interest for the year. If the interest paid to the Insurance Fund is excluded this gives a net underspend for Other Services of £2,352,000.

2.3 Detailed analysis of final underspend is shown in Annexes A to C as follows:

- Annex A - shows the analysis by activities and outputs of the Service
- Annex B - shows the analysis by Service inputs (e.g. staff costs)
- Annex C - shows the analysis by cost centre manager

Each annex also includes an explanation of significant variations.

2.4 The principal items which have led to the underspend are summarised in the table below.

Table 2: Major variations	£000
Capital financing charges	(1,721)
Interest on revenue balances	(1,990)
Insurances	(310)
LABGI income	(464)
Funding cost of restructuring resulting from Modernisation	2,766
County Council elections	220
PSA2	(430)
Street lighting income funded from Other Services	100
Other admin expenditure & income	80
Other variations	(226)
Total	(1,975)

3 Spending on specific 2005/2006 budget allocations

3.1 In February 2005, as part of the 2005/2006 budget Other Services was allocated £760,000 to fund specific projects. Spending on these projects in 2005/2006 was £144,000. Further details are given below.

Table 3: Specific budget allocations 2005/2006	Budget £000	Spending £000	Variation £000	Explanation
Liveability Agenda	30	0	(30)	See note 1 below
Modernisation Agenda	230	174	(56)	See note 1 below

Local Public Service Agreement 2	500	70	(430)	See note 1 below
Total	760	244	(516)	

Note 1:

The modernisation and PSA2 underspends will be paid into earmarked reserves to be drawn on in future years. The Liveability Agenda underspend will be paid into general reserves.

4 Spending on 2005/2006 Virtual Bank Loans

- 4.1 In February 2002 members agreed to the setting up of the virtual bank. During the year Other Services was loaned £500,000 to provide pump-priming for PSA2. Spending on this project in 2005/2006 was £70,000, as shown above (Table 3). The remainder of this allocation will be put into an earmarked reserve to be called upon during 2006/2007.

5 Reserves

- 5.1 At the start of the year, there were accumulated reserves of £893,000 relating to Other Services budgets. As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £957,000 in-hand. Other Services' reserves are held for various specific purposes as detailed below.
- 5.2 The Service's overall reserves position can be summarised as follows:

Table 4: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Quadrennial elections	211	0	(220)	(9)
PSA	679	(679)	430	430
Policy Initiative Fund	3	0	13	16
Modernisation Fund	0	0	56	56
LABGI	0	0	464	464
Total	893	(679)	743	957

The LABGI (Local Authority Business Growth Incentive) reserve will be used to support the Authority's 2006/2007 budget, as already agreed by Members.

6 Comparison with the 2005/2006 Provisional Outturn

- 6.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting an underspend of £3,818,000. The actual underspend of £1,975,000 therefore represents a £1,843,000 change in the service's position.

Table 5: Comparison between provisional and final outturn		
	£000	£000
	Provisional Outturn as reported on 2nd February 2006	2005/2006 Final Outturn
Interest on revenue balances	(1,970)	(1,990)
Capital financing charges	(1,834)	(1,721)
Other admin charges	40	70
Members allowances	(30)	(28)
PIF fund	(19)	(14)
LABGI income	0	(464)
Funding of cost of restructuring resulting from modernisation	0	2,766
Insurances	0	(310)
Modernisation	0	(56)
PSA2	0	(430)
Street lighting contract	0	100
County Council elections	0	220
Other budgets	(5)	(118)
Total	(3,818)	(1,975)

- 6.2 The major variation from the provisional outturn is the funding for redundancies resulting from Modernisation. The decision to fund these from Other Services was taken specifically as a result of the large underspend forecast in February. Included in the figure shown above is the creation of a provision to cover redundancy payments to those members of staff leaving on or after 1st April 2006 and therefore all such costs are accounted for in 2005/2006.
- 6.3 Other variations not included in the provisional outturn include LABGI and PSA2, which are discussed in sections 3 and 5. The additional underspend on insurance was due to a variation between premiums collected and claims paid out; this cannot be forecast accurately before year-end due to the nature of the expenditure. Likewise, the expenditure on County Council elections reflects the fact that we are dependant on receiving claims from the district councils for this

expenditure and therefore cannot forecast the outturn position until claims have been received.

Dave Clarke
Strategic Director of Resources
Shire Hall
May 2006

Annex A: Revenue Outturn 2005/06 - Service Analysis

Line Ref.	A.1		OTHER SERVICES		A.2	A.3	A.4	A.5	A.6	A.7
	£000				£000	£000	£000	£000	%	
	2004/2005				2005/2006	2005/2006	2005/2006	Variation from		Notes
	Outturn				Original	Revised	Outturn	Revised Budget		
Exp/Inc				Budget	Budget	Exp/Inc	C-B			
				A	B	C				
Corporate and Democratic Core										
1	65		CAMS	65	65	65	0	0		
2	1,332		Chief Execs.	1,420	1,420	1,420	0	0		
3	137		Property Services (including County Offices)	164	164	164	0	0		
4	757		Treasurers	764	764	764	0	0		
5	84		LGA Subscription	98	98	103	5	5		
6	1		Other	14	14	0	(14)	(100)		
7	206		Banking & Treasury Management	216	216	201	(15)	(7)		
8	2,582			2,741	2,741	2,717	(24)	(1)		
Other Support Services										
9	77		Staff Club	104	74	65	(9)	(12)		
10	18		Control of Substances Hazardous to Health	19	19	17	(2)	(11)		
11	58		Subscriptions	58	58	53	(5)	(9)		
12	66		Reorganisation Pensions	70	70	67	(3)	(4)		
13	(100)		Warwickshire Care Services	(100)	(100)	(100)	0	0		
14	19,302		Capital Financing Charges	23,385	23,420	21,699	(1,721)	(7)		
15	13		Other Administrative Expenses	43	60	119	53	88		
16	19,434			23,579	23,601	21,914	(1,687)	(7)		
Other Apportionable Central Overheads										
17	345		External Audit Fees	284	284	250	(34)	(12)		
18	4		National Fraud Initiative	0	0	0	0	100		
19	(785)		Insurances	0	0	(310)	(310)	(100)		
20	1,300		Avon Valley - insurance	0	0	0	0	100		
21	943		Members Allowances and Expenses	998	998	970	(28)	(3)		
22	1,807			1,282	1,282	910	(372)	(0)		
Central Services to the Public										
23	5		County Council Elections	82	82	302	220	268		
24	1		Donation re Charity Registration	1	1	1	0	0		
25	6			83	83	303	220	265		
Other Operating Income and Expenditure										
26	188		Environment Agency (Flood Defence Levy)	219	202	202	0	0		
27	(2,690)		PSA Reward Grant	0	186	186	0	0		
28	108		Public Service Agreements	500	500	70	(430)	(86)		
29	372		Wedgenock House	300	300	300	0	0		
30	0		Babies Need Books	10	0	0	0	0		
31	(30)		Interest on Car Loans	(40)	(40)	(23)	17	(43)		
32	(2,370)		Interest on Revenue Balances (net)	(1,633)	(1,633)	(3,623)	(1,990)	122		
33	(81)		Other Income	0	(118)	(104)	17	(14)		
34	0		Liveability Agenda	30	30	0	(30)	(100)		
35	0		Street Lighting income	0	(100)	0	100	(100)		
36	0		LABGI Grant	0	0	(464)	(464)	(100)		
37	0		Modernisation Fund	230	230	174	(56)	(24)		
38	0		Modernisation Funding (redundancies)	0	(2,766)	0	2,766	(100)		
39	(4,503)			(384)	(3,209)	(3,279)	(70)	2		
Contributions to / (From) Funds										
40	319		Interest to the Insurance Fund	306	306	377	71	23		

41	61	Quality and Best Value Fund	0	18	5	(13)	100
42	0	Spending to Invest	100	100	0	(100)	(100)
43	380		406	424	382	(42)	(0)
44	19,706	NET DEPARTMENTAL EXPENDITURE	27,707	24,922	22,947	(1,975)	(8)
		CONTRIBUTIONS TO AND FROM RESERVES					
45	0	Transfer to/(from) Education Finance Lease Reserve			7	7	
46	775	Transfer to/(from) General Reserves		(76)	977	953	
47	(288)	Use of Capital Fund	(377)	(310)	(348)	(38)	
48	0	Transfer (from) / to LABGI Reserve			464	464	
49	77	Transfer (from) / to Elections Reserve			(220)	(220)	
50	679	Transfer (from) / to PSA Reserve		(186)	244	430	
51	(61)	Transfer (from) / to Quality & Best Value Fund			13	13	
52		Transfer (from) / to Modernisation Fund			56	56	
53	785	Contribution to the Insurance Fund			310	310	
54	21,673	NET REVENUE REQUIREMENT (Outturn Prices)	27,330	24,350	24,350	0	0

Annex B: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	B.1	OTHER SERVICES	B.2	B.3	B.4	B.5	B.6	B.7
	£000		£000	£000	£000	%	Notes	
	2004/2005		2005/2006	2005/2006	2005/2006	Variation from		
	Outturn		Original	Revised	Outturn	Revised Budget		
	Exp/Inc		Budget	Budget	Exp/Inc			
			A	B	C	C-B		
1	7	Employees	17	17	41	24	141	
2	403	Premises	380	350	322	(28)	(8)	
3	2	Transport	80	80	0	(80)	(100)	
4	3,582	Supplies and Services	3,978	1,555	2,576	1,021	66	
5	188	Third Party Payments	377	186	188	2	1	
6	0	Transfer Payments	90	90	201	111	123	
7	2,291	Support Services	2,440	2,440	2,413	(27)	(1)	
8	0	Notional Asset Rentals	3	3	3	0	0	
9	19,745	Capital Financing Costs	23,691	23,726	21,699	(2,027)	(9)	
10	26,218	TOTAL EXPENDITURE	31,056	28,447	27,443	(1,004)	(4)	
		INCOME						
11	(2,690)	Government Grants	0	0	(464)	(464)	(100)	
12	(19)	Other Grants, Reimbursements and Contributions	(21)	(21)	(18)	3	(14)	
13	(208)	Customer and Client Receipts	(104)	(280)	(282)	113	(40)	
14	(2,400)	Interest	(1,415)	(1,415)	(3,623)	(2,208)	156	
15	(1,195)	Internal Income	(1,809)	(1,809)	(109)	1,700	(94)	
16	(6,512)	TOTAL INCOME	(3,349)	(3,525)	(4,496)	(971)	28	
17	19,706	NET DEPARTMENTAL EXPENDITURE	27,707	24,922	22,947	(1,975)	(8)	

Annex C: Revenue Outturn 2005/2006 - Budget Management Performance

OTHER SERVICES			C.1	C.2	C.3	C.4	C.5	C.6
Line Ref.	Service Description	Responsible Officer	£000	£000	£000	%		Notes
			2005/2006	2005/2006	2005/2006	Variation from		
			Original	Revised	Outturn	Revised Budget		
			Budget	Budget	Exp/Inc	C-B		
Service Budgets			A	B	C			
(Including a full apportionment of management and support charges)								
1	Corporate and Democratic Core (CAMS)	Jeff Reading	65	65	65	0	0	
2	Corporate and Democratic Core (Chief Executives)	David Preece	1,420	1,420	1,420	0	0	
3	Corporate and Democratic Core (Property Services)	Graham Shaw	164	164	164	0	0	
4	Corporate and Democratic Core (Treasurer's)	Nicola Cumberledge	764	764	764	0	0	
5	Corporate and Democratic Core (Other Services)	Nicola Cumberledge	112	112	103	(9)	(8)	
6	Corporate and Democratic Core (Banking & Treasury Management)	Phil Triggs	216	216	201	(15)	(7)	
7	Staff Club	Nicola Cumberledge	113	74	65	(9)	(12)	
8	Control of Substances Hazardous to Health	John Palmer	19	19	17	(2)	(11)	
9	Subscriptions	Nicola Cumberledge	60	58	53	(5)	(9)	
10	Reorganisation Pensions	Nicola Cumberledge	70	70	67	(3)	(4)	
11	Capital Financing Charges	Phil Triggs	23,385	23,420	21,699	(1,721)	(7)	
12	Contributions to the Insurance Fund (interest)	Phil Triggs	306	306	377	71	23	
13	External Audit Fees	Nicola Cumberledge	284	284	250	(34)	(12)	
14	Insurance	David Preece	0	0	(310)	(310)	(100)	
15	Member's Allowances	Janice Semple	998	998	970	(28)	(3)	
16	PSA Reward Grant		0	186	186	0	0	
17	Public Service Agreements	Nicola Cumberledge	500	500	70	(430)	(86)	
18	County Council Elections	David Preece	82	82	302	220	268	
19	Environment Agency Levy	Nicola Cumberledge	209	202	202	0	0	
20	Wedgenock House	Graham Shaw	300	300	300	0	0	
21	Other Income and Expenditure	Nicola Cumberledge	43	(57)	13	70	(123)	
22	Spending to Invest	Nicola Cumberledge	100	100	0	(100)	(100)	
23	Warwickshire Care Services Income	Nicola Cumberledge	(100)	(100)	(100)	0	0	
24	Car Loan Interest	Phil McGaffin	(40)	(40)	(23)	17	(43)	
25	Interest on Revenue Balances	Phil Triggs	(1,633)	(1,633)	(3,623)	(1,990)	122	
26	Policy Initiative Fund	Nicola Cumberledge	0	18	5	(13)	(72)	
27	Livability Agenda	Nicola Cumberledge	30	30	0	(30)	(100)	
28	Babies Need Books	Paul Walsh	10	0	0	0	0	
29	Street Lighting Advertising		0	(100)	0	100	(100)	
30	Modernisation Fund	Jim Graham	230	230	174	(56)	(24)	
31	Modernisation Fund - redundancies	Appointments Committee	0	(2,766)	0	2,766	(100)	
32	LABGI Grant		0	0	(464)	(464)	(100)	
33	TOTAL SERVICE BUDGETS		27,707	24,922	22,947	(1,975)	(8)	

YOUTH OFFENDING SERVICE

FINAL REVENUE OUTTURN 2005/2006

1 2005/2006 Budget

- 1.1 The original budget for Youth Offending service was £1,027,000 (including the planned use of balances.) Since the original budget was approved there have been budget adjustments of £342,000. Therefore the 2005/2006 budget for the service is now £1,369,000.

2 2005/2006 Final Outturn Spending

- 2.1 The total net underspend for the year on items within the Service's control is £1,000. Details are shown below.

Table 1: Outturn spending 2005/2006		£000	£000
Original Budget - Gross			1,874
Original Budget - Net			1,027
Adjusted for:			
Use of Reserves (2004/2005 Carry Forward)	342		
Total Adjustments		342	
Revised Budget			1,369
Actual Net Spending			1,368
Underspend (against revised budget)			(1)

- 2.2 Detailed analysis of final underspend is shown in Annexes A to B as follows:

- Annex A - shows the analysis by Service inputs (e.g. staff costs)
- Annex B - shows the analysis by cost centre manager

Each annex also includes an explanation of significant variation

- 2.3 The principal items which have led to the underspend are summarised in the table below.

Table 2: Major variations	£000
Secure Accommodation	40
Staffing vacancies	(40)
Building maintenance/phones and cleaning costs	6
Telephone/photocopying charges at Criminal Justice Centre	(4)
Cancellation of a training course prior to year end	(3)
Total	(1)

3 Spending on specific 2005/2006 budget allocations

- 3.1 In February 2005, as part of the 2005/2006 budget the Youth Offending service was allocated £22,000 to fund specific projects. Spending on these projects in 2005/2006 was £22,000. £20,000 relates to the element of replacement under the Service Level Agreement with CAMS on IT services and £2,000 to fund staff regradings.

4 Reserves

- 4.1 The service began the year with accumulated reserves of £328,000. As a result of the underspend and reserve movements in the year the reserves position at 31 March 2006 is £158,000 in-hand. The Head of Service is proposing to use the following reserves to support the 2006/2007 revenue budget:

	£000
Information Officer	30
Support existing staffing complement (previously resourced from reserves)	30
Total Use of Reserves 2006/2007	60

Committed reserves beyond 2006/2007 are detailed as follows:

Secure Accommodation (3 years @ £20,000 p.a.)	60
Land Rover running costs	6
Two Wheels project	2
Information Officer	30
Total Committed Reserves	98
 Total Reserves at 31 March 2006	 158

4.2 The Service's overall reserves position can therefore be summarised as follows:

Table 3: Reserves	Reserves In-Hand/ (Overdrawn) at 1 April 2005 £000	Adjustments to Reserves in year £000	Final Outturn £000	Reserves In-Hand/ (Overdrawn) at 31 March 2006 £000
Service Reserves	200	(68)	1	133
IT Replacement	27	(20)		7
Mentoring Scheme	18	(18)		0
Ryogens	63	(45)		18
Implementation				
Basic Skills Tutor	20	(20)		0
Total	328	(171)	1	158

4.3 As a result of the Council's restructuring the above balance of reserves as at 31st March 2006 has been reallocated to the new Children's, Young People & Families Directorate.

4.4 Members are asked to approve the use of £60,000 reserves to support the service's 2006/2007 budget.

5. Comparison with the 2005/2006 Provisional Outturn

5.1 The service last reported the expected outturn position to Cabinet as part of the corporate 2005/2006 Provisional Outturn report on 2 February 2006. At this time the service was predicting a nil variation. The actual underspend of £1,000 therefore represents a change of £1,000 in the service's position.

Table 4: Comparison between provisional and final outturn		
	Provisional Outturn as reported on 2nd February 2006 £000	2005/2006 Final Outturn £000
Youth Offending Team (See note 5.2 below)	0	(1)
Total	0	(1)

5.2 The variation relates to fewer sessional workers needed than predicted on Restorative Justice.

Marion Davis
Strategic Director
Children, Young People
& Families, Shire Hall
Warwick
19 May 2006

Diane Johnson
Head of Youth Offending Service
12 Hamilton Terrace
Leamington

Annex A: Revenue Outturn 2005/2006 - Subjective Analysis

Line Ref.	A.1 £000 2004/2005 Outturn Exp/Inc	YOUTH OFFENDING TEAM	A.2	A.3	A.4	A.5	A.6	A.7
			£000 2005/2006 Original Budget A	£000 2005/2006 Revised Budget B	£000 2005/2006 Outturn Exp/Inc C	£000 Variation from Revised Budget C-B	%	Notes
		EXPENDITURE						
1	1438	Employees	1,194	1,473	1,434	(39)	(3)	1
2	161	Premises	97	155	171	16	10	2
3	138	Transport	113	119	141	22	18	3
4	382	Supplies and Services	296	182	269	87	48	4
5	130	Support Services	189	284	357	73	26	5
	16	Capital Financing Charge	0	0	0	0	0	
6	2265	TOTAL EXPENDITURE	1,889	2,213	2,372	159	7	
		INCOME						
7	0	Government Grants	0	0	0	0	0	
8	(983)	Other Grants, Reimbursements and Contributions	(501)	(808)	(856)	(48)	6	
9	0	Customer and Client Receipts	(346)	0	0	0	0	
10	0	Interest	0	0	0	0	0	
11	(109)	Internal Income	(15)	(36)	(148)	(112)	311	6
12	(1,092)	TOTAL INCOME	(862)	(844)	(1,004)	(160)	19	
13	1,173	NET DEPARTMENTAL EXPENDITURE	1,027	1,369	1,368	(1)	0	
		CONTRIBUTIONS TO/(FROM) RESERVES						
14	(57)	Transfer to/(from) service savings	171	(171)	(171)	0	0	
15	0	Transfer to/(from) Earmarked Reserves	0	0	1	1	0	
16	1,116	NET REVENUE REQUIREMENT (OUTTURN PRICES)	1,198	1,198	1,198	0	0	

Notes

1. A number of posts have been vacant for part of the year, and there have been delays in suitable recruitment.
2. Increased Building Maintenance works funded by additional Prevention grant during 2005/2006.
3. Higher costs on essential user mileage due to more visits to young people.
4. A marked increase in 2005/2006 of young people remanded by the courts and increased demand for secure accommodation.
5. Additional computer maintenance costs during 2005/2006 which was funded by E-Government Ryogens - CAMS.
6. Additional internal income received from CAMS - E-Government Ryogens to fund all expenditure related to this project for 2005/2006 only..

Annex B: Revenue Outturn 2005/2006 - Budget Management Performance

YOUTH OFFENDING TEAM			B.1	B.2	B.3	B.4	B.5	B.6
Line Ref.	Service Description	Responsible Officer	£000	£000	£000	£000	%	Notes
			2005/2006	2005/2006	2005/2006	Variation from		
			Original	Revised	Outturn	Revised Budget		
			Budget	Budget	Exp/Inc			
			A	B	C	C-B		
Service Budgets								
(including a full apportionment of management and support charges)								
1	YOT POOLED BUDGET	Diane Johnson - Head of Service	1,095	1,358	1,361	3	0	
2	YOT LEAMINGTON SPA	Diane Johnson - Head of Service	67	69	64	(5)	(7)	
3	NUMBER 16 HAMILTON TERRACE	Diane Johnson - Head of Service	37	38	36	(2)	(5)	
4	YOT RUGBY	Heather Walton - Team Manager	50	24	30	6	25	1
5	YOT TRAINING	Rachel Faulkner - Team Manager	0	15	12	(3)	(20)	2
6	YOT IT BUDGET	Leslie Celic - Team Manager	40	67	64	(3)	(4)	
7	CRIMINAL JUSTICE CENTRE NUNEATON	Leslie Celic - Team Manager	20	42	38	(4)	(10)	3
8	YJB CORE FUNDING GRANT	Diane Johnson - Head of Service	0	0	6	6	0	
9	YJB SUBSTANCE MISUSE GRANT	Diane Johnson - Head of Service	0	0	0	0	0	
10	YJB REFERRAL ORDERS GRANT	Diane Johnson - Head of Service	0	0	(1)	(1)	0	
11	MENTORING SCHEME	Heather Walton - Team Manager	0	18	18	0	0	
12	TWO WHEELS SCHEME	Heather Walton - Team Manager	0	0	4	4	0	
13	RESTORATIVE JUSTICE	Heather Walton - Team Manager	70	70	67	(3)	(4)	
14	INTENSIVE SUPERVISION & SURVEILLANCE	Heather Walton - Team Manager	0	0	0	0	0	
15	LAND ROVER	Heather Walton - Team Manager	0	0	1	1	0	
16	MOTOR GROUP	Heather Walton - Team Manager	0	5	4	(1)	0	
17	E-GOVERNMENT RYOGENS	Leslie Celic - Team Manager	0	0	0	0	0	
18	DIRECT WORK	Nicky Nicholls - Operations Manager	0	15	14	(1)	0	
19	VICTIM IN PARTNERSHIP	Diane Johnson - Head of Service	0	0	2	2	0	
CONTRIBUTIONS FROM OTHER AGENCIES:-								
19	Warwickshire Probation Board	Diane Johnson - Head of Service	(152)	(152)	(152)	0	0	
20	Warwickshire Police Authority	Diane Johnson - Head of Service	(116)	(116)	(116)	0	0	
21	Health Authority	Diane Johnson - Head of Service	(84)	(84)	(84)	0	0	
22	TOTAL SERVICE BUDGETS		1,027	1,369	1,368	(1)	(0)	

Notes

- Overspend relates to building work; phones and cleaning costs.
- A training course was cancelled prior to year end which was not rescheduled in the 2005/2006 financial year.
- The Nuneaton Criminal Justice Centre main partner - Warwickshire Police Authority did not recharge the Youth Offending Service for telephone and photocopying charges as predicted.

AGENDA MANAGEMENT SHEET

Name of Committee

Cabinet

Date of Committee

27th June 2006

Report Title

Capital Outturn 2005/2006

Summary

This report details our 2005/06 capital spending and how it has been financed. The report shows how capital spending has changed since the third quarter monitoring report to Cabinet on 2 February 2006 and asks Cabinet to agree the carry forward of funding resources into 2006/07.

For further information please contact:

Charles Holden
Corporate Capital Accountant
Tel: 01926 412092
charlesholden@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

Capital Programme Closedown 2005/06 File L.129I
Cabinet 2nd February 2006, Agenda No. 21 – Capital Programme Review

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Tandy, Cllr Roodhouse, Cllr Booth
- Cabinet Member Cllr Farnell, Cllr Cockburn
- Chief Executive
- Legal Barry Jukes – comments incorporated
- Finance David Clarke, Strategic Director, Resources – reporting officer
- Other Chief Officers All Strategic Directors, Financial Services Managers, Staff involved in capital schemes – comments incorporated

- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Agenda No

Cabinet - 27th June 2006

Capital Outturn 2005/2006

Report of the Strategic Director, Resources

Recommendation

That Cabinet:

- notes the 2005/06 outturn capital spending of £64.054 million, detailed in Table 1, and its financing (Table 2), and
- agrees the carry over of surplus funding resources into 2006/07, where necessary, to fund the existing capital programme.

1. Introduction

- 1.1 Capital spending is spending on assets which have a life of more than a year. It includes acquisition of land, construction and improvement of buildings and roads, and the purchase of plant, machinery and equipment.
- 1.2 It is now possible to outline the outturn position on capital spending for 2005/06. This report considers both the overall level of capital spending during the year and the financing of that spending. All figures are still subject to audit at this stage.

2. Variations from February 2006 Forecast

- 2.1 Payments on capital schemes tend to be spread over a number of financial years. This means that there were payments made in 2005/06 not only for schemes started in that year but also for schemes started in earlier years. Also, in some cases preliminary costs have been incurred for schemes due to start in future years.
- 2.2 Therefore, most of the cases where payments fall short of the estimate do not relate to overall underspends but are the effect of schemes not proceeding as timetabled. In these cases payments have slipped from 2005/06 into 2006/07 or later years. Where there is slippage in payments the funding resources need to be carried forward to 2006/07 to enable schemes to be completed.
- 2.3 The estimated payments for capital schemes in 2005/06 were last reviewed by Cabinet in February 2006. Actual spending in 2005/06 was £64.054 million compared with an estimate of £78.370 million in February. Estimated spending for 2006/07 and future years is currently being reviewed to reflect

both the slippage in 2005/06 and other known changes. This review will be reported to Cabinet in September 2006.

2.4 Table 1 compares outturn capital spending in 2005/06 by Department with the payments forecast reported to Cabinet in February. In addition, since February, £0.387 million of structural building work costs have been charged as capital spending financed from revenue.

2.5 Capital payments in 2005/06 have fallen short of the estimate by £14.316 million. This is equivalent to 18.3% of 2005/06 estimated spending. However, a substantial part of this sum relates to a small delay of 2 weeks in the purchase of the Saltisford offices. Taking account of this, the shortfall would equate to 9.2%, marginally below the figure of 10.3% for 2004/05. This continues the improvement in performance seen last year, which resulted from strengthening project management arrangements around schemes. Further significant improvements would only be likely to arise if the approach to programming was changed, such that fewer, more extensively developed schemes were considered for inclusion in the capital programme. This would require a change in approach to budgeting to achieve agreement on a programme at an earlier stage in the budget process. Members have the opportunity to consider this as part of a revised medium term financial planning process.

2.6 A more detailed analysis is provided at paragraph 3 below. The main areas of slippage are Education (£4.379 million), Planning, Transport and Economic Strategy (£3.516 million) and Property Services Department (£6.883 million) – see para 3.5.2.

Table 1: Capital Programme 2005/06 Comparison of Actuals with Estimates

Report Para.	Department	Capital Payments Forecast (Cabinet Feb 06) £000	Actual Capital Payments 2005/06 £000	Variation Feb 06 to Actual £000	%
3.1	Education	36,502	32,123	-4,379	-12.0
3.2	Libraries, Heritage & Trading Standards	669	549	-120	-17.9
3.3	Planning, Transport & Economic Strategy	26,537	23,021	-3,516	-13.2
3.4	Social Services	2,301	2,149	-152	-6.6
3.5	Other	12,361	5,825	-6,536	-52.9
	Total	78,370	63,667	-14,703	-18.8
	Capitalisation of Structural Building Works	0	387	387	N/A
	Total Capital Expenditure	78,370	64,054	-14,316	-18.3

3. Comments on Variations

The main areas of slippage or underspendings in 2005/06 are as follows:

3.1 Education

Capital spending was £4.379 million under estimate. The main variations were:

	£000
a. <u>Capital spending at school level</u> Forecasting the pattern of spending on school level schemes is based on previous years experience. The underspend reflects the fact that the pattern of spending was lower in 2005/06 compared to previous years.	-1,397
b. <u>Avon Valley School Demolition</u> This scheme was originally due to start on site at the beginning of January 2006, subject to approval of the funding package. Delays in obtaining funding to match estimated costs meant the final funding package was only approved by Council on 7 February 2006. The order was placed with Miller Construction two days later, with work commencing on site on 6 March 2006.	-1,099
c. <u>Special Needs Provision – Central and Northern areas</u> Both schemes were the subject of lengthy consultation and planning processes which delayed the start on site resulting in the underspend.	-338
d. <u>Lillington Children’s Centre</u> This scheme was originally due to start on site on 7 November 2005. However, it was delayed due to pre-contract negotiations to reduce the cost of construction. Works actually commenced on site on 12 December 2005. Further delays were then encountered due to adverse ground conditions and discovery of existing mains services, not revealed in the survey, which required construction changes.	-320
e. <u>Nuneaton Camp Hill Community Buildings Scheme</u> The scheme was expected to commence during the first quarter 2006. The actual commencement date of 16 January 2006 was early on in the quarter. As a result spending in 05/06 has been greater than forecast in the quarter 3 review.	490
f. <u>Alcester St Nicholas School</u> Phase 1 of the scheme has required additional works during the refurbishment of the existing building. These related to asbestos found in the original Vic Hallam building (contrary to 2 surveys undertaken before work commenced) and to variable floor levels from ad hoc work in the past. Major problems were also	686

encountered in accommodating the original roof structure into the new design during construction. These additional works and good progress on Phase 2 of the scheme have resulted in spending being in excess of that forecast in the third quarter review. The project overall is still within the total project funding allocation.

g. Other variations under £300,000 -2,401

3.2 Libraries, Heritage & Trading Standards

The underspending of £0.120 million was due to a number of small variations on schemes.

3.3 Planning, Transport and Economic Strategy

Actual spending in 2005/06 was £3.516 million less than estimate. This breaks down to the following areas: -

	£000	Variation (%)
Transport	-2,131	-10.1
Countryside	-184	-40.6
Economic Development	-982	-30.7
Waste Disposal	-544	-77.7
Other	325	+27.5

The variations over £100,000 above are: -

3.3.1 Transport [£2.131 million under estimate]

The transport underspend can be broken down further as follows: -

	£000	Variation (%)
1. Major Schemes	138	+7.0
2. Structural Maintenance of Roads	-142	-2.1
3. Structural Maintenance of Bridges	-754	-33.2
4. Developer Funded Schemes	-1,113	-61.5
5. Integrated Transport	-260	-3.2
Total	-2,131	-10.1

1. The overspend on major schemes is due to increased spending on the Barford Bypass scheme. This scheme progressed well in the latter part of 2005/06 and more payments were made than anticipated. The overall estimate for the scheme remains unchanged.

2. The underspend on the structural maintenance of roads relates mainly to slippage on the Alcester pedestrian and cycleway scheme (a partly grant funded scheme) which started slightly later than expected. This accounts for £99,000 of the underspend and this scheme will now be completed early in 2006/07. Other than this the programme of works was largely spent as expected.

3. The main reason for the underspend is that three schemes were not able to get on site - Princes Drive Concrete Repairs, Harbury Station Rail and Queen Street Rail. The tenders received for Princes Drive Concrete Repairs were significantly higher than the estimate and did not offer value for money. Consultations with the Parish Council and others regarding Harbury Station Rail scheme took much longer than anticipated. And, there is unresolved local opposition to Queen Street Rail scheme. The balance of the underspend is due to a range of mainly external factors. In particular, it is proving difficult to progress some of the road over rail approach safety schemes with Network Rail for technical reasons. All these schemes are now planned for 2006/07.
4. Progress on developer funded schemes is largely determined by developers. In 2005/06, there was a large programme of schemes funded by developers and many of these schemes progressed more slowly than expected. There is no overall impact on the County Council in financial terms as funding is deferred and automatically reimbursed under planning agreements once spending has been incurred.
5. The 3.2% underspend on integrated transport was mainly due to a late start on site with some Casualty Reduction Schemes and less progress than anticipated with the Safer Routes to Schools programme. All schemes will be progressed in 2006/07.

3.3.2 Countryside [£0.184 million underspend]

The underspending of £0.184 million was due to a number of small variations on schemes.

3.3.3 Economic Development [£0.982 million underspend]

The main reasons for the underspending were:

	£000
a. <u>Nuneaton Midland Quarry – Phase 2</u> The retention payment is still outstanding on the scheme and part of the budgeted cost has been paid directly by Advantage west Midlands(AWM).	-289
b. <u>Nuneaton Regeneration Zone</u> Actual spending on the scheme, which is externally funded, was less than expected.	-202
c. <u>Innovative Transport Initiative</u> The contract for this initiative has not yet been let because external revenue funding is required to meet the running costs. Although the application to the Stratford Town Trust was unsuccessful in 2005/06 a further approach has been made that will hopefully lead to revenue being secured.	-200

d. <u>Regeneration Schemes</u>	Budget provision has been reserved pending a formal decision on an application for ERDF funding in respect of the EPIC scheme in Nuneaton.	-148
		£000
e. <u>Centenary Business Centre – Phase 3</u>	Contracts cannot be let until AWM reach a decision on the funding. Planning permission was submitted in April 2006 with a decision due in June 2006.	-127
f. Other smaller variations		-16

3.3.4 Waste Disposal [**£0.544 million underspend**]

The main reasons for the underspending were:

		£000
a. <u>Grendon Waste Recycling Centre – Land</u>	Progress on the purchase of land for the development of a household waste recycling centre is dependent on the release of land at the former Sparrowdale Special School once the construction of Woodlands School at Coleshill is complete.	-325
b. <u>Kerbside Collection – 3 vehicles</u>	The underspend was caused by a delay in the delivery of these vehicles.	-243
c. Other Minor Variations		24

3.3.5 Other [**£0.325 million overspend**]

		£000
a. <u>Furniture Reuse Scheme</u>	The signing of the lease has been delayed by negotiations with the freeholder of the property over the funding of the scheme.	-231
b. <u>Winter Maintenance Gritters</u>	The opportunity arose to purchase good quality vehicles in advance of original plans. It was felt that it was worthwhile to commit this funding now rather than take the risk that necessary vehicles would be unavailable in subsequent years. The revenue impact of the additional borrowing will be met from the road maintenance budget.	212
c. <u>Warwickshire Casualty Reduction Partnership</u>	The overspend has been caused by two main issues, vandalism and police relocation costs which exceeded estimate. A number of items of equipment at traffic locations were completely destroyed and needed to be replaced. DfT guidelines allow this cost to be reclaimed from overall fine receipt levels.	368
d. Other Minor Variations		-24

3.4 Social Services [£0.152 million underspend]

Actual spending in 2005/06 was £0.152 million under estimate as shown below:

	£000
a. <u>Mental Health Provision</u> The Department of Health continues to support some borrowing for mental health capital spending, virtually all of which is commissioned from external providers in partnerships. Our partners can no longer keep pace so that proposals are now a year behind the available funding.	-166
b. <u>Social Services Replacement Vehicles</u> Major vehicle purchasing has been delayed for two years pending a review of requirements as part of day centre modernisation. We have now purchased a range of larger, more efficient vehicles and a number of people carriers in order to be more flexible. Specific revenue reserves were used to help fund the additional costs.	325
c. Other minor variations	-311

3.5 Other [£6.536 million underspend]

Actual spending in 2005/06 was £6.536 million less than estimate. This breaks down to the following areas: -

	£000	Variation (%)
CAMS	-113	-9.5
Chief Executives	5	+20.1
Fire & Rescue Service	455	+87.4
Property Services	-6,883	-64.8
Treasurers	0	0.4

The variations over £100,000 were:

3.5.1 Fire and Rescue [0.455 million overspend]

The reasons for the overspend were: -

	£000
a. <u>Prime Mover Appliances</u> A replacement Prime mover was purchased and financed from borrowing rather than leasing as this was demonstrated to be the most cost effective procurement route.	106
b. <u>Fire Appliances</u> Six replacement fire appliances were purchased and financed from borrowing rather than leasing as this was	555

demonstrated to be the most cost effective procurement route.	
c. Other minor variations	-206

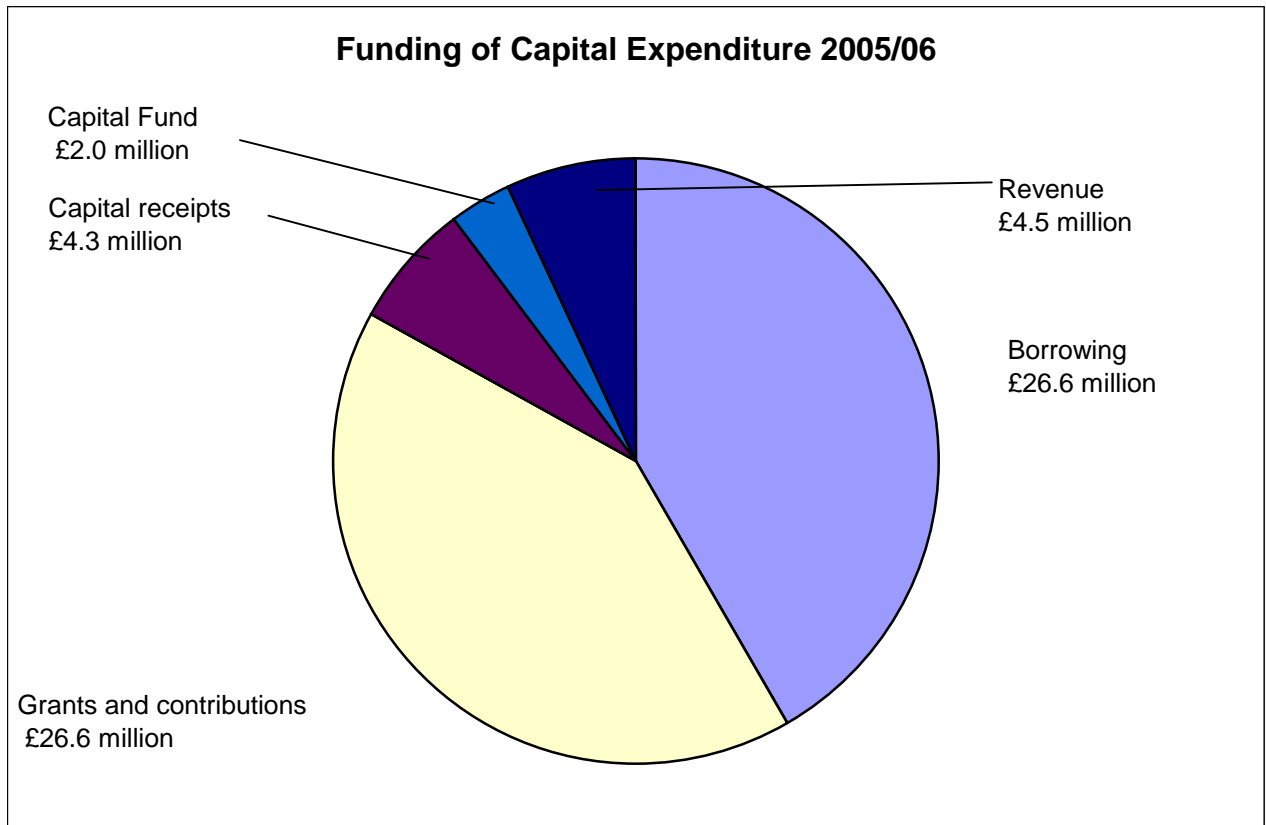
3.5.2 Property Services Department [£6.883 million underspend]

The main variations were:

	£000
a. <u>Warwick Saltisford New Premises</u> The final payment to the Developer was due on the fifth working day after practical completion of the Phase 1 building works. Practical completion was originally expected in 2005/06 - scheduled to take place on 17 March 2006. It was in fact achieved on 31 March 2006 delaying the final payment by five working days, until 2006/07.	-7,075
b. <u>Kings House – Bedworth Office Accommodation</u> A longer than expected consultation process on who was to occupy this building delayed the start of fitting-out works.	-399
c. <u>Disability Discrimination Act Works – Improved Access</u> Design work for these schemes was completed in 2005 with the majority of works taking place early in 2006. However extensive client liaison, listed building consent and planning issues meant some schemes were delayed and will now be completed in 2006/07.	-112
d. <u>Removal and treatment of asbestos</u> Additional asbestos work was carried out for safety reasons. A revenue contribution of £117,000 was made in 2005/06 to fund this with the balance met by reallocating budgets.	150
e. <u>Major building repairs</u> There were two main reasons for the overspend, firstly, £250,000 was spent earlier than forecast, in 2005/06 rather than in 2006/07. Secondly, the sum available to be spent was increased by £199,000 due to contributions from revenue and from Education devolved capital. The balance of £ 27,000 will be charged against the 2006/07 allocation.	476
f. Other minor variations	77

4. Financing of 2005/06 Capital Spending

- 4.1 The graph below shows how the actual 2005/06 capital expenditure of £64.054 million has been financed. The largest item is £26.626 million for grants and contributions from the government and other external developers and organisations. £4.342 million was applied from the sale of land and buildings, £4.469 million from revenue and £2.000 million from the Capital Fund. The balance of funding has been met from prudential borrowing (£26.617 million).



4.2 Table 2 below compares the actual financing of capital expenditure with the forecast in January 2006.

Table 2: Capital Financing 2005/06 – Comparison of Actuals with Estimates			
Funding Source	Capital Financing Forecast (Cabinet Feb 06) £000	Actual Capital Financing 2005/06 £000	Variation Jan 06 to Actual £000
Self financing borrowing	2,391	1,460	(931)
Supported borrowing	25,653	23,907	(1,746)
Unsupported borrowing	1,022	1,250	228
Sub total - borrowing	29,066	26,617	(2,449)
Grants and contributions	30,988	26,626	(4,362)
Capital receipts	13,285	4,342	(8,943)
Capital Fund	1,797	2,000	203
Revenue	3,234	4,469	1,235
Total	78,370	64,054	(14,316)

4.3. The slippage in capital spending has been reflected in a reduced funding requirement from capital receipts, grants and contributions and borrowing compared with the latest estimate from February 2006. Actual capital receipts

from the sale of land and buildings were lower than anticipated in February. In particular the sale of land at Aylesford, Warwick was not completed in 2005/06 because it took longer to secure planning permission than expected. The increase in revenue funding is due to additional funding of capital expenditure in schools and for social services vehicles. The slippage in capital expenditure has mainly been reflected in the reduced requirement to take out new borrowing. Table 2 highlights borrowing supported by the Government and unsupported borrowing where the full revenue cost falls on the Council Tax. Some unsupported borrowing is self-financing, as departments have agreed to find the resources to meet the additional debt charges.

- 4.4 Cabinet is asked to agree the carry forward of these resources into 2006/07 to allow the schemes where spending has slipped to be completed.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick
12 June 2006

AGENDA MANAGEMENT SHEET

Name of Committee

Cabinet

Date of Committee

27th June 2006

Report Title

Statement of Accounts and Statement on Internal Control 2005/2006

Summary

This report presents the Statement of Accounts and Statement on Internal Control for 2005/2006 and provides an explanatory note of the key issues.

For further information please contact:

Oliver Winters Head of Finance – Resources Directorate Tel: 01926 412241 oliverwinters@warwickshire.gov.uk No.	Andrew Lovegrove Group Accountant Tel: 01926 476811 andrewlovegrove@warwickshire.gov.uk
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Would the recommended decision be contrary to the Budget and Policy Framework?

Background papers

Statement of Accounts corporate and departmental records

Audit and Standards Committee 5 June 2006

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members
- Cabinet Member Councillor Farnell, Councillor Cockburn, Councillor Tandy, and Councillor Roodhouse sent for comments
- Chief Executive
- Legal David Carter
- Finance David Clarke, reporting officer
- Other Chief Officers
- District Councils



Health Authority

Police

Other Bodies/Individuals

FINAL DECISION NO

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by this Committee

To Council *27th June 2006*

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Agenda No

Cabinet – 27th June 2006.

Statement of Accounts and Statement on Internal Control 2005/2006

Report of the Strategic Director, Resources

Recommendation

- (1) That Cabinet recommend that Council approve the unaudited Statement of Accounts for 2005/2006.
- (2) That Cabinet recommend that Council approve the Statement on Internal Control for 2005/2006.

1. Introduction

- 1.1 This report presents the Statement of Accounts and Statement on Internal Control for 2005/2006. [Both Statements have been circulated separately to all members of the Council and may be viewed on the Committee Administration System and on the Warwickshire Web].
- 1.2 The Statement of Accounts for Warwickshire County Council comprises
 - An explanatory introduction by the Strategic Director
 - The Statement of Accounting Policies
 - The Consolidated Revenue Account
 - A summary of our main Trading Accounts
 - The Consolidated Balance Sheet
 - A Statement of the Total Movement in Reserves
 - A Cash-flow Statement
 - A summary of our Capital spending
 - A Statement of Responsibilities for the Accounts
- 1.3 The Statement of Accounts also includes the accounts for the Pension Fund.
- 1.4 The final document is a Statement on Internal Control. This is the second year we have been required to publish such a statement alongside our accounts.
- 1.5 As in previous years the introduction by the Strategic Director, Resources (pages 3 to 8) highlights the key issues for the benefit of readers of the statements.
- 1.6 This report presents a brief overview of the two documents and seeks approval to recommend them on to Council.

2. Accounting Policies

- 2.1 The accounting policies used to prepare the accounts are set out on pages 9 to 15 of the Statement of Accounts. There have been no significant changes to the accounting policies this year.
- 2.2 Under FRS17 we are required to show in our balance sheet the excess of our actuarially calculated liability for future pension payments over assets we hold to pay for them. As no fund is held to pay for the firefighters pensions or teachers' discretionary benefits, the amount shown in the balance sheet represents the full, expected liability. For the local government pension scheme the amount shown in the balance sheets represents the excess of the liability over the assets (investments etc) that we hold.
- 2.3 Under FRS17 we are also required to show the cost of the additional liability for future pension payments that the authority has incurred due to the additional service of its employees during the year in the total cost of services within the Consolidated Revenue Account. However an accounting adjustment is then made to the Consolidated Revenue Account so that the bottom line of the Consolidated Revenue Account represents the surplus for the year taking into account the actual pensions and employer pension contributions paid during the year.

3. Consolidated Revenue Account

- 3.1 The Consolidated Revenue Account summarises our spending on services during the year. We originally budgeted to spend £493.4 million. During the year, we increased our budgeted service spending by a further £4.6 million funded from reserves. The final outturn position was an overall transfer of £0.8 million to general reserves after a net transfer of £1.7 million to earmarked revenue reserves.
- 3.2 Full details of the outturn position for each service can be found in the revenue outturn reports which are presented elsewhere on this agenda.
- 3.3 The forward to the accounts (pages 3 to 8) shows the breakdown of revenue expenditure into the different types of expenditure. The biggest proportion of our expenditure (54%) went on staff-related expenditure.

4. Trading Accounts

- 4.1 A summary of the main trading activities of the Authority is shown on page 27. As for the cost of services shown in the Consolidated Revenue Account the surpluses or deficits shown represent the position after applying FRS17 rather than the cash position shown in the revenue outturn reports.

- 4.2 The main change in the Trading Accounts since 2004/2005 is the reduction in turnover caused by the transfer of the work previously undertaken by Warwickshire Contracting (Warco) to Carillion.

5. Consolidated Balance Sheet

- 5.1 The Consolidated Balance Sheet on page 29 shows the assets and liabilities of the authority as at 31st March 2006.
- 5.2 As at the balance sheet date the value of total fixed assets was £1.17 billion.
- 5.3 During the year £64.1 million was spent on a variety of capital schemes. Of this total £12.0 million related to assets not shown on our balance sheet (for example Foundation Schools). The other significant changes were revaluations downward and other reductions in value of £22.9 million and reductions in value for depreciation of £38.6 million. The net effect of all these changes was a fixed asset value £10.6 million lower at 31st March 2006 than as at 31st March 2005.
- 5.4 Net long-term borrowing has increased by £29.1 million. Borrowing financed approximately 40% of the capital programme.
- 5.5 The pension liability assessed by our actuaries under FRS17 at 31st March 2006 was £375.2 million.
- 5.6 The notes to the balance sheet also explain the long-term guarantees, other liabilities and insurance risk of the Authority.

6. Statement of Total Movements in Reserves

- 6.1 The Statement of Total Movements in Reserves on page 43 explains how our reserves have moved between the 31st March 2005 and 31st March 2006.
- 6.2 The key table is the statement of total movement in revenue reserves. This shows the increase in general reserves of £0.8 million. There has also been an increase in earmarked reserves bringing total earmarked reserves to £28.2 million of which £10.7 million relates to reserves held by schools and £8.9 million to the Insurance Fund.

7. Cash-flow Statement

- 7.1 The cash-flow statement on page 46 shows the actual cash movements during the year. There was a net increase of £0.2 million in the year.

8. Capital summary

- 8.1 The Capital Summary on page 49 lists the larger items of capital expenditure for the year.

9. The Local Government Pension Fund

- 9.1 The Authority administers the Local Government Pension Fund on behalf of the county council, the five district and borough councils and 56 other organisations. The Accounts for the Fund show the assets of the Fund valued at £945.2 million, an increase of £201.0 million during the year. The investment performance of the Fund is shown on page 62.

10. The Statement on Internal Control

- 10.1 Under the Accounts and Audit Regulations 2003 the Authority is required to conduct a review at least once a year of the effectiveness of its system of internal control and to publish a statement on internal control with the Authority's financial statements. This is the second year of this requirement.
- 10.2 A review has been carried out in accordance with this requirement and a draft statement was reviewed by SDMT (Strategic Directors Management Team) on 26 April 2006 and then considered by the Audit and Standards Committee on 5th June 2006.
- 10.3 The Statement covers the key controls in operation in the authority to ensure that the organisation's key objectives and statutory obligations are met.

11. Audit status

- 11.1 In the years leading up to 2002/2003 the Authority was required to seek Council's approval to its accounts by the end of September. This date gave the Authority the opportunity not only to produce accounts but also to have them audited by the external auditors prior to submission to Council.
- 11.2 Under the Accounts and Audit Regulations we are obliged to bring the 2005/2006 accounts and each subsequent years accounts to Council before the end of June. The attached statement of accounts are unaudited and there is the possibility that some of the figures may change as a result of the audit process. Should any significant changes be identified through the audit an appropriate report will be brought back to Council.
- 11.3 Once the external auditors, District Audit, have completed their audit work they will formally issue their audit opinion. The Statement of Accounts will then be published in accordance with Regulations by the end of September.

12. Recommendation

- (1) Cabinet recommends that Council approve the unaudited Statement of Accounts for 2005/2006.
- (2) Cabinet recommends that Council approve the Statement on Internal Control for 2005/2006.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick
31 May 2006

A Statement on Internal Control

Warwickshire County Council Statement on internal control

Scope of Responsibility

Warwickshire County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that money is safeguarded and properly accounted for, and used economically, efficiently and effectively. Warwickshire County Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Warwickshire County Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of Warwickshire County Council's functions and which includes arrangements for the management of risk.

The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Warwickshire County Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control outlined below has been in place at Warwickshire County Council for the year ended 31 March 2006 and up to the date of approval of the annual report and accounts.

The Internal Control Environment

The Authority's internal control environment comprises the following elements:

- ***Establishing and monitoring the achievements of the Authority's objectives***

The Council's objectives are developed and reviewed as part of the business planning process, which includes consultation with stakeholders and the public. The objectives are set out clearly in the Corporate Business Plan. Medium term priority outcomes are identified for each objective and headline indicators. They are explicitly reflected in departmental business plans and other specific strategies and plans.

Progress against these objectives is regularly monitored by the Authority via the performance monitoring process. There are formal performance reports to Cabinet and Overview and Scrutiny Committees every 6 months, which include comparisons with national performance indicators.

Scrutiny arrangements are well established. Each Overview and Scrutiny Committee agrees an annual programme of reviews, which has performance improvement at the core of its purpose. The programme of reviews is developed in conjunction with the preparation of the Corporate Business Plan to ensure policy and performance management are integrated. Dedicated resource to carry out reviews has been created.

- ***The facilitation of policy and decision making***

The Constitution sets out how the Council operates, how decisions are made and the procedures followed to ensure that these are efficient, transparent and accountable to local people. Responsibilities for decision-making, the role of individual members, the role of full Council, the Executive, Committees and the process for determining the Authority's Key Decisions are defined in the Constitution. Delegations are detailed so that the functions of full Council, Cabinet, Cabinet Members, Committees and Officers are specified. The Forward Plan of Key Decisions is published on the Council's web site.

The Authority has agreed a Corporate Governance Code of Practice and a programme of governance training for officers. A Corporate Governance Audit takes place biennially and an action plan is agreed by members to address any areas for improvement. The last governance review took place in 2005/2006.

- ***Ensuring compliance with established policies, procedures, laws and regulations including how risk management is embedded in the activity of the Authority***

Key roles in relation to ensuring compliance with policies, procedures, laws and regulations roles are performed by the Authority's Monitoring Officer and the Section 151 Officer.

The Monitoring Officer has put in place arrangements to ensure that all reports to member bodies are checked by qualified lawyers within the Authority to ensure compliance with legislation and corporate policies and procedures. All member bodies are supported by a legal advisor to ensure there is appropriate advice at meetings of the Authority. In addition the Monitoring Officer receives weekly briefings from the senior lawyers of the Authority highlighting if there are any

- cases or potential cases where questions arise as to the Council's power to take action;
- cases or potential case of breaches of law or internal regulations (especially standing orders, contract standing orders or financial regulations);
- departmental proposals to act contrary to corporate policy or legal advice;
- new legislation, statutory instruments or government proposals affecting areas of work carried out by the Authority.

The Monitoring Officer with the Section 151 Officer also commissions the biennial Corporate Governance Audit and annual Contract Standing Orders compliance audits.

The Strategic Director, Resources, as the nominated Section 151 Officer, has delegated responsibility for ensuring there are arrangements in place for the proper administration of financial affairs and that there is an adequate Internal Audit function. A regular programme of work is carried out by Internal Audit reviewing compliance with established procedures. A summary of audit work is reported to the

Audit and Standards Committee, which has responsibility for oversight of probity and audit issues and meets regularly. In addition, External Audit and external inspection agencies such as Ofsted contribute to the review of the Authority's compliance with its policies, procedures, laws and regulations.

A risk management framework has been developed. Strategic risks are reviewed annually and incorporated in the Corporate Business Plan. All departments have risk registers. The Council's insurances are reviewed annually.

- ***Ensuring the economical, effective and efficient use of resources, and securing continuous improvement***

The Authority has a budget and policy framework, which sets out how budget and policy decisions are made. The budget process establishes the resources required to deliver the Authority's services and objectives. It involves a review of the overall use of resources and sets out a medium term financial strategy. Within the medium term financial strategy services are required to deliver improvements in cost effectiveness and on an annual basis members set cash backed efficiency targets for individual services. Relevant prudential indicators are approved by Council as part of the budget resolution.

A structured approach to procurement and contract letting is set out in Financial Standing Orders and Contract Standing Orders. A Procurement Code of Practice provides further guidance to managers to ensure best value is considered in all purchasing activity.

Best value and scrutiny reviews are conducted and the Authority's Performance Plan is produced in compliance with annual Best Value requirements.

The EFQM model is used as a tool to drive continuous improvement across all services.

- ***The financial management of the Authority and the reporting of financial management***

The Strategic Director, Resources, as the nominated Section 151 Officer, is responsible for ensuring that an effective system of internal financial control is developed, maintained and operated over the Authority's resources.

The system of internal financial control is based upon a structure of delegation and accountability set out in the Constitution, Financial Standing Orders and Contract Standing Orders. Budgets and budgetary responsibility are assigned to individual managers. In particular the system includes:

- a budget process integrally linked with the overall planning process within an agreed medium term financial plan;
- targets to measure financial and other performance;
- regular financial reports which show forecast spending against budgets;
- clearly defined cost centre management arrangements; and
- clearly defined capital spending guidelines.

Elected members receive financial information, which is relevant, understandable and consistent with underlying financial records. During 2005/2006 formal quarterly forecasts of revenue spending were presented to members and the capital programme was reviewed and reported three times. Financial reserves are kept

under review and subject to a formal risk assessment as part of the budget process. An anti-fraud and anti-corruption policy and whistle blowing code are in place. A Treasury Management policy has been adopted and approved by Council. The Authority prepares its accounts in accordance with best professional guidance and complies with the statutory timetable for publication.

- ***The performance management of the Authority and the reporting of performance management.***

Warwickshire's approach to performance management is set out in its Performance Management Framework. The Authority has an explicit vision and set of values underpinning its agreed six strategic objectives. The Authority's Corporate Business Plan reflects national and local priorities and contains targets to be met in achieving its objectives, along with associated corporate performance indicators.

The achievement of targets is regularly monitored through a range of methods including reporting of performance against targets on a six-monthly basis to Overview and Scrutiny Committees and the Cabinet.

Review of Effectiveness

Warwickshire County Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the Authority who have responsibility for the development and maintenance of the internal control environment, and also by comments made by the external auditors and other review agencies and inspectorates.

Throughout 2005/2006 the Authority has maintained and reviewed its system of internal control in a number of ways.

- The structure of the organisation has been reviewed and a new structure implemented from April 2006.
- Overview and Scrutiny Committees have carried out a programme of reviews.
- Internal Audit has undertaken planned reviews of internal control procedures across all departments and across a range of functions in the Authority. These reviews included opinions on the internal controls in place a summary of audit work was reported to the Standards Committee. These individual reviews fed into the overall Annual Review by the Audit and Risk Manager of the effectiveness of internal control.
- A further review of internal control was undertaken to support the preparation of this Statement on Internal Control.

Specific reviews and improvements have included a Corporate Governance Audit, a review of the implementation of the approach to project management, the implementation of new absence management procedures and a strategic review of ICT.

Independent external review of the effectiveness of the systems of internal control has included:

- The “Direction of Travel” assessment by the Audit Commission
- The assessment of the Authority’s “Use of Resources” in which the Authority scored 3 out of 4.
- External audit of the accounts for 2004/2005 by PriceWaterhouse Coopers
- The Commission for Social Care Inspection of Adult Social Services.
- The Commission for Social Care/Ofsted annual performance assessment of Education and Children’s Social Care Services.

Confirmation by signatories to the Statement

We have been advised on the implications of the result of the review of the effectiveness of the system of internal control by the Authority and the Audit and Standards Committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Significant Internal Control Issues

As a result of our review of our systems of internal control we have identified improving the system of control around social care for adults, including the work of the Supporting People Programme, as the key area where the authority is seeking significant improvement. A programme of improvements is in place and is being closely monitored.

In addition we have identified five other areas where we wish to strengthen controls and performance although we do not judge any of these to be significant internal control issues.

- The authority is increasingly engaged in partnership working with both the public and private sector. A review of general governance arrangements for partnerships is underway and the performance of specific partnerships will be reviewed during 2006/2007.
- Controls around project management were reviewed during 2005/2006 following an earlier initiative. Although much progress has been made this continues to be an area the Authority wishes to strengthen.
- Information and its management is critical to controls in key areas including HR. Improvements were made in HR information during 2005/2006. The challenge for 2006/2007 is to ensure that this information is now used to improve consistency and effectiveness.
- Business continuity is as a risk for every organisation. The current arrangements in the Authority will be reviewed in 2006/2007.
- Non-academic guidance for schools is a key area for the authority in its role of supporting schools. The Authority will continue its work of reviewing and updating the framework of guidance and controls for schools during 2006/2007.

Chief Executive

Leading member

Date

Date

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27th June 2006

Report Title Best Value Performance Report 2006/07

Summary The Best Value Performance Report 2006/07 is presented to Cabinet for approval, before publication.

For further information please contact: Colin Gordon Sue Littlewood
 Corporate Performance Corporate Planning
 Officer Manager
 Tel: 01926 412559 Tel: 01926 412753
 colingordon@warwickshire.gov.uk susanlittlewood@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No

Background papers Corporate Business Plan 2005/8.
 ODPM Guidance on Best Value Performance Indicators 2005/2006.
 Audit Commission Newsletters on Best Value Performance Indicators 2005/2006.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members
- Cabinet Member
- Chief Executive
- Legal David Carter
- Finance
- Other Strategic Directors To SDMT 7th June 2006

- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Key Officers within the directorates

FINAL DECISION No

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Agenda No

Cabinet - 27th June 2006

Best Value Performance Report 2006-07

Report of the Strategic Director of Performance & Development

Recommendation

That Cabinet approves the attached Best Value Performance Report for 2006-07 for publication on 30th June.

1. Background

The production of an annual Best Value Performance Plan (BVPP), to be published on 30th June 2006, is a statutory requirement. Warwickshire County Council has chosen to structure and integrate this as a report on performance in conjunction with its annual Corporate Business Plan, so that the two documents combined discharge our statutory duty to publish a BVPP.

Cabinet approved the Corporate Business Plan (CBP) 2006/9 on 15th June 2006, which will go to Council on 27th June 2006.

A copy of the Best Value Performance Report (BVPR) 2006-07 is attached for Cabinet Members. [The Report may be viewed on the Committee Administration System and on the Warwickshire Web]. The final BVPR will be designed, printed and published as a companion document to the Corporate Business Plan for distribution. The two documents will be presented in a folder under the title Corporate Business and Performance Plan 2006/07. The Corporate Business Plan will be amended through the year to reflect progress on the Local Area Agreement, New Ways of Working and the development of the Medium Term Financial Strategy.

2. Structure of the Best Value Performance Report

The BVPR sets out the performance results of the Council for the year 2005/06 together with targets for the next three years where applicable and available.

The statutory requirement of the content of the BVPR with respect to reporting performance information relates to reporting on Best Value Performance Indicators only. However, we also report on our Corporate Headline Indicators (CHIs) to provide a more complete picture of our overall performance.

3. Next Steps

Cabinet is asked to approve the Best Value Performance Report for 2006-07 for publication on 30th June.

David Carter
Strategic Director of
Performance & Development

Shire Hall
Warwick

Best Value Performance Report 2006 - 2007



www.warwickshire.gov.uk

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1 INTRODUCTION

This report sets out the performance results of the Council for the year 2005/06 together with targets for the next three years. In Warwickshire we wish to go beyond the selected statutory performance targets set by Government and use this document to report on key Performance Indicators we have developed to measure our success.

Requirement for the Best Value Performance Report

The law requires all councils publish Best Value Performance results each year. There are specific indicators of performance called Best Value Performance Indicators that all councils and authorities report on, which are used as a national comparison of performance. These indicators are listed within their respective performance area, together with other key indicators on our performance.

What's in the Best Value Performance Report?

The document includes information on,

- Performance for each of our six themes.
- Contracts and workforce matters.
- Key contacts and services.

How the Report fits into our Performance Management Cycle

The Corporate Business Plan (CBP) sets out our key medium-term priorities for 2006/09, and the actions and targets we have set for 2006/07. The Corporate Business Plan together with this Best Value Performance Report is published internally and externally to all our stakeholders on 30th June 2006 and meets our statutory requirement to publish a Best Value Performance Plan.

The planning and performance management cycle is currently being reviewed and will be amended to incorporate the Council's progress on its Local Area Agreement, New Ways of Working Programme and the Medium Term Financial Strategy.

Mission Statement:

Making Warwickshire the best place to live and work

Corporate Objectives:

Supporting the mission statement are our six corporate objectives, which identify the long term, ongoing aims of the Organisation as follows,

- **Promote Lifelong Learning and Personal Development**
- **Promote the Health and Social Care of our Citizens**
- **Improve the Environment**
- **Reduce Crime and Improve the Safety of the Community**
- **Develop and Maintain a Vibrant Local Economy which Promotes Employment and Prosperity for all**
- **Ensure Sound Governance of the County Council to provide Accessible, Responsive and Well-Managed Services**

The County Council has selected a set of key indicators, Corporate Headline Indicators (CHIs) that measure the performance of the main areas of each of these corporate objectives.

As the County Council focuses on the emerging agenda for locality based delivery of services, leading the development of Warwickshire's Local Area Agreement (LAA) we will need to revisit these aims. This Best Value Performance Report, looking forward to the work to develop the LAA through the coming year, presents the performance of the Council under the appropriate headings of the LAA. The five blocks that are expected to form the Warwickshire LAA are:



The Corporate Business Plan 2006-2009 also identifies a sixth block, identifying objectives that support the achievement of the five LAA blocks

Development and Resources

Performance Analysis

The next six sections set out a summary of how we have performed over the last year, together with more detailed performance results for each of the six LAA Themes.

The performance of Warwickshire County Council is measured in a variety of ways including the use of performance indicators. A performance indicator is a method of assessing how well an organisation is performing in a particular area. The performance indicators used by Warwickshire County Council cover the majority of services we provide and we are required by law to publish some of these indicators.

The different types of indicators we use are:

Best Value Performance Indicators (BVPI) – these statutory indicators were introduced in conjunction with Best Value legislation (Local Government Act 1999) and are reviewed each year by the Government. They cover the spectrum of our services and enable us to be measured and compared against all councils and authorities.

Corporate Headline Indicators (CHI) – specific indicators selected by the County Council to provide a picture of overall performance. There may be one or more for each Performance Area within the six corporate objectives. CHIs may also be BVPIs or other statutory indicators.

There will be other indicators referenced in the detailed performance results such as Performance Assessment Framework (PAF) indicators. These references are provided for information only and do not form part of the statutory reporting requirements.

Performance Assessment Framework (PAF) – these indicators form the Social Services framework for monitoring performance and are issued by the Department of Health.

Within the next six sections we have a performance summary followed by detailed tables of our performance indicators showing the following,

Performance Area: specific area of performance measured within each corporate objective

Refs: abbreviated reference by which an indicator is known (e.g. CH, BV)

Indicator Detail: provides detailed description of what the indicator is measuring

Actual: final performance for a particular year, e.g. 2004/2005 is April 2004 to March 2005

Target: level of performance that we were aiming for in particular year, e.g. 2005/2006

Planned Targets: anticipated performance for the next 3 years

Aim: High the indicator should be increasing, a higher figure is best, **Low** the indicator should be decreasing, a lower figure is best

Comparison: Performance compared to other councils - **National Average** for all authorities in England and **County Average** for all County Councils in England, **Best Quartile** top 25% of all County Councils (this could be a high or low figure depending on the Aim)

Performance Commentary: explanation of our performance for this indicator, actual performance against target for 2004/05, comparison and trend

Note, anything marked with **na** as an entry means data is not available or not applicable

2 Children and Young People

Performance Analysis for 2005/06

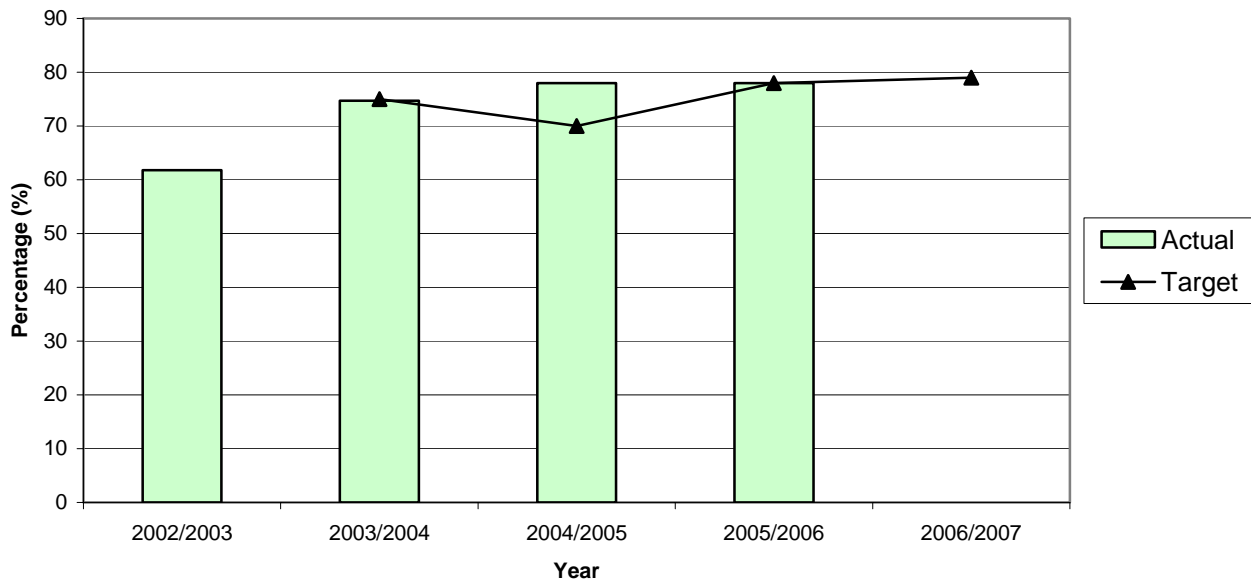
Children and Young People's Plan (CYPP) Project

A first version of the Warwickshire Children and Young People's Plan (CYPP) has been produced, presented to full Council and thereafter to the Children and Young People's Strategic Partnership Board. It is intended to be the single, strategic, overarching plan for all services affecting children and young people aged 0-19 in Warwickshire. It focuses on services available to children and young people throughout their pre-statutory, statutory and post-statutory school days. It also covers services for young people aged 20 and over leaving care, and young people up to the age of 25 with learning difficulties. The objective of the CYPP is to secure long-term benefits to the quality of life and expectations of children, young people and their families, such as better job prospects, an enhanced living environment, and prolonged health. It is hoped that in time multi-agency working, with the CYPP as its basis, will lead to greater efficiencies and higher quality services.

Satisfaction with Education

The satisfaction rating for users of Education Services for 2005/2006 showed stable and consistent performance at 78%. Taking all residents, whether they used the Education Service or not, shows an improvement rate of 2.3% since 2003/2004.

Percentage of citizens who say they use the service, satisfied with Education Services



School Improvement

In Warwickshire schools, standards at Key Stage 2 have improved over last year's figures for all subjects at Level 4 and above. This shows consistent performance above the National and Statistical Neighbour averages.

Children and Young People

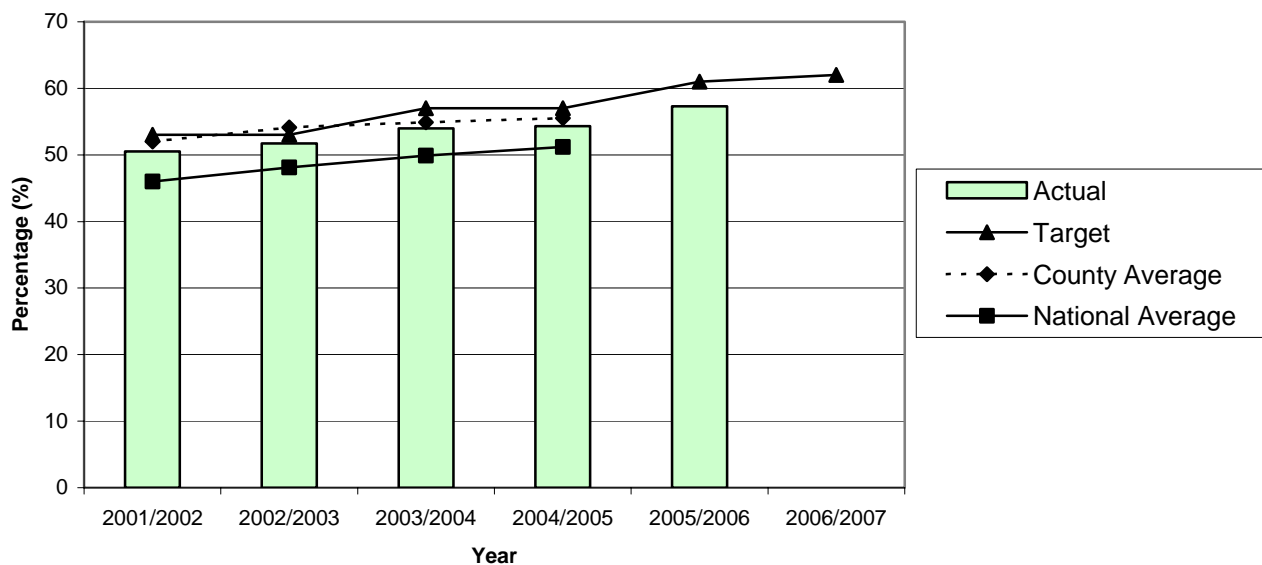
Key Stage 2 English at Level 4 and above is an improvement on the target set for 2005/2006 by 1% and an increase of 2% from the attainment in Warwickshire schools for 2004/2005. Mathematics has had a consistent increase and although is below the target set for 2005/2006 is 1% higher than our Statistical Neighbour average and 3% higher than the National figure.

Increases in attainment at Key Stage 2 can be carried on to Key Stage 3 as Warwickshire continues to perform higher than our Statistical Neighbour averages. For those achieving Level 5 or above in English, Mathematics, Science and ICT, the indicator is consistently 3% above the National attainment.

Level 2 rates at Key Stage 4 have continued at an improvement rate above their Statistical Neighbour average by 1%. Further to this, Warwickshire is consistently performing above National figures for 2005/2006.

Warwickshire has raised their performance at Level 1 above that of the Statistical Neighbour average, which has actually lowered for 2005/2006 and when comparing Warwickshire against the National figure, the Local Authority is now outperforming by 3%.

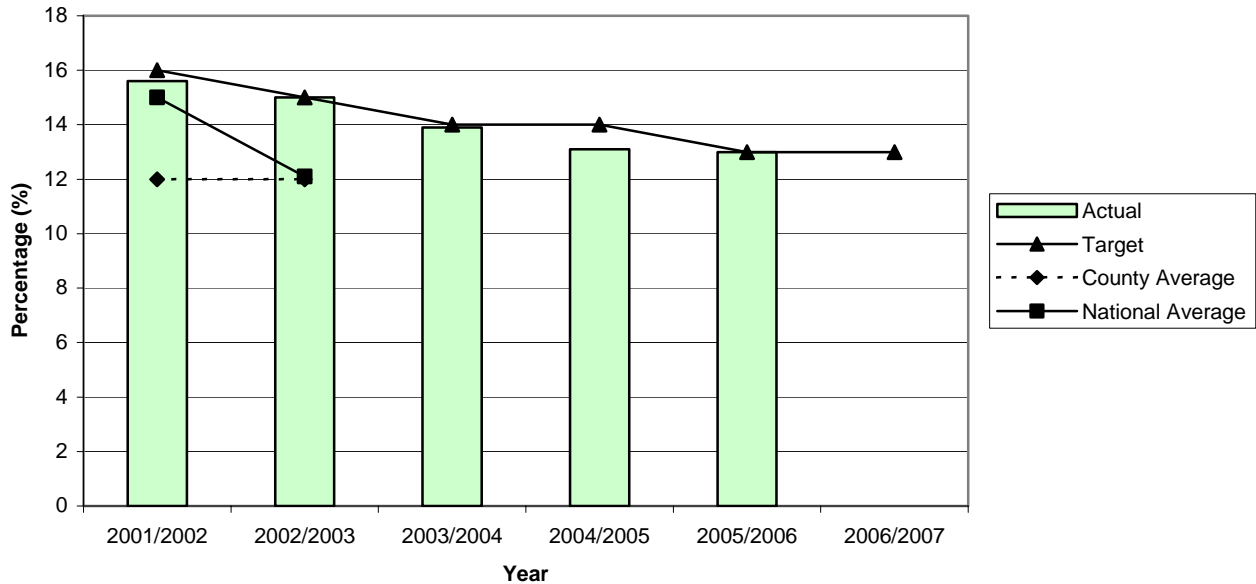
Percentage of pupils in schools maintained by the Authority achieving five or more A*-C grade GCSEs or equivalent (includes special schools and foundation)



Looked After Children

We have shown continuous improvement over the previous five years in both short and long term stability of placements for looked after children and have sustained our performance in this area this year.

Percentage of children looked after on 31st March in any year with three or more placements during the year



Education Access and Inclusion

In terms of the percentage of young people leaving care age 16 and over with at least one GCSE at grade A* - G or GNVQ equivalent qualification, we achieved 65%, a 3% improvement on the 2004/05 figure. We fell short of our target, which was ambitious to reflect the national target. Often we are working with small numbers of pupils who have particular needs and circumstances, which makes target setting difficult and invariably imprecise on a pure performance indicator basis. Although we are still short of the 75% national target, we were well above the national average, county average and county best quartile figures for 2004/05.

Our efficiency at dealing with Special Education Needs Statements represents an excellent achievement with both performance indicators being an improvement on our 2004/05 figures.

Children and Young People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
School Improvement Strategy for 16-19 year olds	CH51	Average points score per student entered	296.8	308.6	309.5	303.2	310.2 310.8 310.8	High	na	na	na	There has been a slight fall in the indicator. However, the average score per student has performed above the National average. The Authority has performed above the National figures for the past three years with the Authority figure being 1.2% above the National figure for 2005/2006.
	CH66	Average point score per exam entry	79.4	81.7	81.9	81.1	82.2 82.4 82.8	High	na	na	na	Although the gap has narrowed for 2005/6 between the Authority and National figures to 1.2%, the Authority consistently performs above the National average.
School Improvement Strategy KS4, 16 yr olds	BV38 CH52	Percentage of 15 year old pupils in schools maintained by the LEA achieving at least five or more GCSEs at grades A*-C or equivalent	54.0%	54.3%	61%	57.3%	62% 64% 63%	High	51.20%	55.50%	58.20%	Targets for Key Stage 3 and 4 were set at a time when they had to be fitted within a narrow range prescribed by the DfES and were accepted as very aspirational targets. However, results improved by 3%.
	BV39	Percentage of 15 year old pupils in schools maintained by the LEA achieving 5 GCSEs or equivalent at grades A*-G including English and Maths	89.4%	90.6%	91%	91.2%	92% 93% 92%	High	87.50%	89.90%	91.20%	
School Improvement Strategy KS3, 14 yr olds	BV181a CH54a	Percentage of 14-year old pupils in schools maintained by the LEA achieving level 5 or above in Key Stage 3 test in English	72.5%	76%	78%	78%	78% 80% 80%	High	69.80%	74.23%	76.00%	English results have continued to improve and we met our target.
	BV181b CH54b	Percentage of 14-year old pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 3 test in Mathematics	73.7%	76%	79%	77%	80% 80% 80%	High	71.88%	76.37%	78.00%	Mathematics results have continued to improve but we narrowly missed our target.
	BV181c CH54c	Percentage of 14-year old pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 3 test in Science	72.9%	72%	76%	74%	79% 79% 79%	High	64.73%	71.04%	72.85%	Science results have improved by 2% but targets were set before changes were made to national tests in 2004, which lowered results nationally.
	BV181d CH54d	Percentage of 14-year old pupils in schools maintained by the local education authority achieving level 5 or above in Key Stage 3 test in ICT	72.1%	72.8%	79%	73.4%	79% 80% 80%	High	65.29%	72.03%	76.00%	There is no national test for ICT and targets were set when there was little information to guide what might be appropriate. Although the target was missed, results are 3% above the National average.

Children and Young People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Schools Improvement Strategy KS2, 11 yr olds	BV40 CH56	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 Mathematics test	75%	77%	82%	78%	83% 82% 76%	High	73.7%	75.1%	77.0%	Mathematics results have continued to improve steadily and although we missed our target, performance remains above the average for statistical neighbours.
	BV41 CH55	Percentage of pupils in schools maintained by the LEA achieving Level 4 or above in the Key Stage 2 English test	77%	80%	81%	82%	82% 82% 81%	High	77.1%	78.8%	80.0%	English results at Level 4 and above rose by 2%. Having risen by this amount or more for each of the last three years, they are now seven percentage points above the 2002 figure. We exceeded our target for English at level 4 and above by 1%.
	BV194a	Percentage of pupils in schools maintained by the LEA achieving level 5 or above in Key Stage 2 English	29%	30%	36%	29%	30% 33% 34%	High	26%	28%	30%	Whilst we missed the very challenging target, our performance is approaching that of "best in class" against our statistical neighbours.
	BV194b	Percentage of pupils in schools maintained by the LEA achieving level 5 or above in Key Stage 2 Maths	31.5%	33%	33%	34%	33% 36% 34%	High	30%	32%	33%	
Community Learning - Early Years	CH59	Number of new childminders on the count day.	186	160	70	126	na na na	High	na	na	na	
	BV222a	Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above	na	na	na	41%	43% 48% 52%	High	na	na	na	
	BV222b	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or post graduate training in teaching or child development	na	na	na	29%	30% 32% 34%	High	na	na	na	
Satisfaction with Education	CH61	Percentage of citizens satisfied with Education Services	46.8%	50.1%	55%	49.3%	56% 58% 59%	High	na	na	na	The response for this question shows a slight fall in satisfaction results. However, dissatisfaction results have also fallen from 4.3 in 2004 to 3.5 in 2005 meaning that the number of people who are neither satisfied nor dissatisfied has increased.

Children and Young People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Satisfaction with Education	CH62	Percentage of citizens who say they use the service, satisfied with Education Services	74.7%	78%	78%	78%	79% 80% 81%	High	na	na	na	The results for citizens who use the Education service show much higher satisfaction with the service, which has maintained the 2004 level. We need to work to maintain these levels as well as trying to improve the perception of those who don't use the service.
	CH63	Schools satisfaction with the Education Service	na	na	na	83.5%	83% 85% 87%	High	na	na	na	This year we have decided to switch to measuring school satisfaction via the WES traded services survey because it is planned to be an annual survey. The methodology we are using is to average out the percentage satisfaction of all schools with the question "the service meets the needs of my school" for 11 of the services traded with schools from the Education department.
Youth Work	BV221a	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people participating in the youth work in the local authority area	na	na	na	30%	30% 30% 30%	N/A	na	na	na	As this is the first year for collecting this indicator the targets initially for the next 3 years are based on maintaining the actual performance for 2005/06.
	BV221b	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area	na	na	na	15%	15% 15% 15%	N/A	na	na	na	As this is the first year for collecting this indicator the targets initially for the next 3 years are based on maintaining the actual performance for 2005/06.
Looked After Children - stability	BV49 CH29 PAF A1	Stability of placements of children looked after on 31st March in any year with three or more placements during the year	13.9%	13.1%	13%	13%	13% 13% 13%	Low	na	na	na	This is currently an estimate. We anticipate achieving our target and maintaining performance this year.
	BV163 CH30 PAF C23	The number of looked after children adopted during the year as a percentage of children looked after at 31st March	6.8%	6.3%	8%	6%	8% 8% 8%	High	7.6%	8.1%	9.8%	This is currently an estimate. We expect another small decrease in adoption activity for 2005/06 but remain in the "acceptable" performance banding. Increasing work around special guardianship orders across the county will help increase this figure in the future.
Effectiveness - Children's Services	BV162 PAF C20	Reviews of child protection cases	94.2%	97.9%	100.0%	98%	100% 100% 100%	High	98%	99%	100%	This is currently an estimate. We anticipate maintaining our performance in the top banding. We always set ourselves a target of 100% but individual circumstances do not necessarily allow this to be achieved.

Children and Young People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Education Access & Inclusion	CH31	Percentage of Year 11 children in public care gaining 1 or more A* -G grades at GCSE/GNVQ	57.1%	64%	75%	73%	90% 90% 90%	High	na	na	na	The actual figures show a year on year improvement as the TELAC team become better established and the profile of looked after children was raised in schools. The target figure, set by national requirements, remains static for the next 3 years as it is both particularly challenging and likely to represent maximum possible achievement.
	BV46 CH32a	Percentage of half days missed due to total absence in primary schools maintained by the local education authority	5.0%	4.95%	4%	4.9%	4.81% 4.73% 4.73%	Low	5.59%	5.15%	4.96%	The actual 2005/06 target agreed with the DfES is 4.89% and the half-year outcome shown here shows that the target has already been met, with further improvements expected.
	BV45 CH32b	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority	7.5%	7.47%	6%	7.4%	7.26% 7.14% 7.14%	Low	8.14%	7.66%	7.40%	The actual 2005/06 target agreed with the DfES is 7.38% and the half-year outcome shown here shows that the target has already been met, with further improvements expected.
	BV161 PAF A4	Employment, education and training for young people leaving care (as a ratio of the population)	0.78	0.77	0.8	0.8	0.8 0.8 0.8	High	2.63	3.67	0.87	This is currently an estimate. We anticipate maintained high performance under this indicator.
	BV50 PAF A2	Educational qualifications of children looked after by reference to the percentage of young people leaving care aged 16 or over with at least 1 GCSE at grades A*-G, or GNVQ	54.8%	61.5%	75%	65%	75% 75% 75%	High	50%	53%	58%	This is currently an estimate. We anticipate improved performance based on the work of the TELAC team. Our ambitious targets are based on those set nationally. We currently compare favourably with the performance of other local authorities.
Special Educational Needs	BV43a CH38	Percentage of statements of special educational need issued by the Authority and prepared within 18 weeks, excluding cases affected by 'exceptions to the rule' under the SEN Code of Practice	96%	95%	96%	96%	96% 96% 96%	High	92.0%	96.1%	98.8%	Year on year we have maintained a high performance in this area.
	BV43b	Percentage of statements of special educational need issued by the Authority and prepared within 18 weeks, including cases affected by 'exceptions to the rule' under the SEN Code of Practice	68%	57%	72%	62%	74% 74% 74%	High	76.4%	78.8%	89.0%	Developing partnership working with Health has allowed marked progress toward our targets. Continued dialogue and a review of strategy should result in further improvements during 2006.

Children and Young People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
School Exclusions	CH39	Number of pupils permanently excluded during the year from all schools maintained by the local education authority per 1000 pupils at all maintained schools	0.84	1.18	1	1.9	0.95 0.90 0.90	Low	na	na	na	This is a disappointing outcome that closely mirrors the national trend. It is hoped that the proposals for managed transfers between schools will have a significant impact on these figures.
Healthy Schools - School Improvement Strategy	CH35	Number of Healthy Schools involved in the Warwickshire Health Schools Programme accredited to Level 3	68	84	100	77	121 160 215	High	na	na	na	Warwickshire is not likely to achieve the targets for 2007 given national changes. The targets for 2008 and 2009 are more realistic and achievable.
Teenage Pregnancies	BV197	Change in the number of conceptions to females aged under 18, resident in the area, per thousand females aged 15 -17 resident in the area, compared with the baseline year 1998	-4.7%	-4.6%	-20.0%	-10.3%	-25% -35% -50%	Low	-9.2%	-1.1%	-11.5%	Our under 18 conception rate continues to decrease and sits below national average. Our ambitious targets for reduction are based on those set nationally.

3 Safer and Stronger Communities

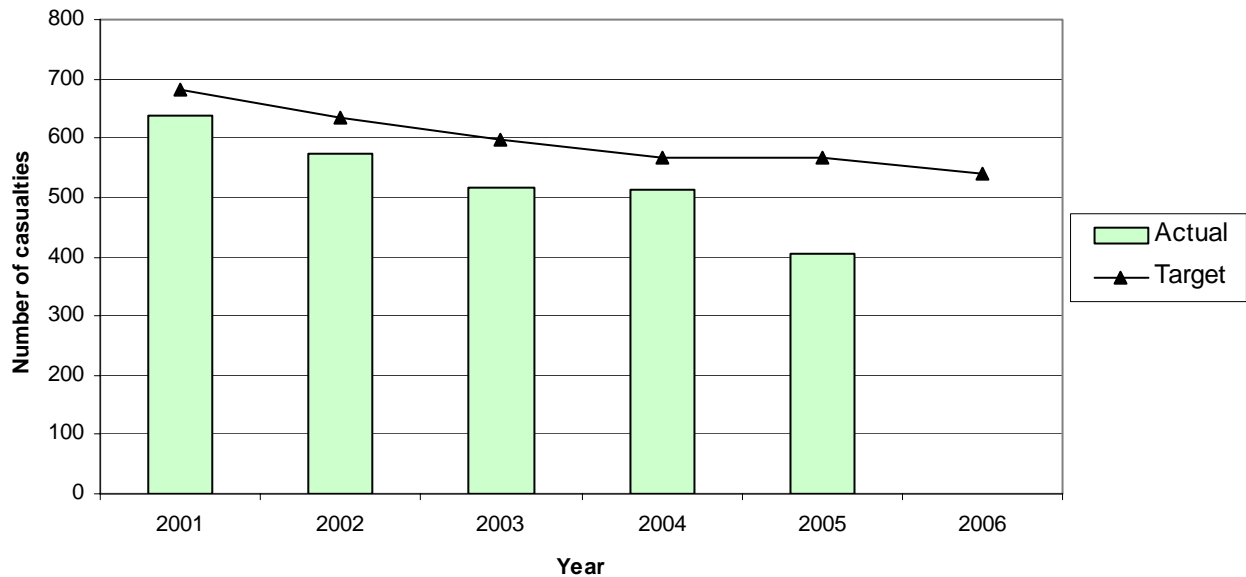
Performance Analysis for 2005/06

Road Safety

This year the work of the Warwickshire Casualty Reduction Partnership has delivered both speed and casualty reductions at camera sites.

In 2005, there were 74% fewer people killed or seriously injured at the cameras compared to the pre-camera baseline (1994-98 annual average) and 39% fewer than 2004. In real terms this means 60 people avoided serious injury or death last year as a direct result of the introduction of safety cameras. It brings the total reduction in the number of people injured at camera sites since Warwickshire Casualty Reduction Partnership was set up 4 years ago to 459.

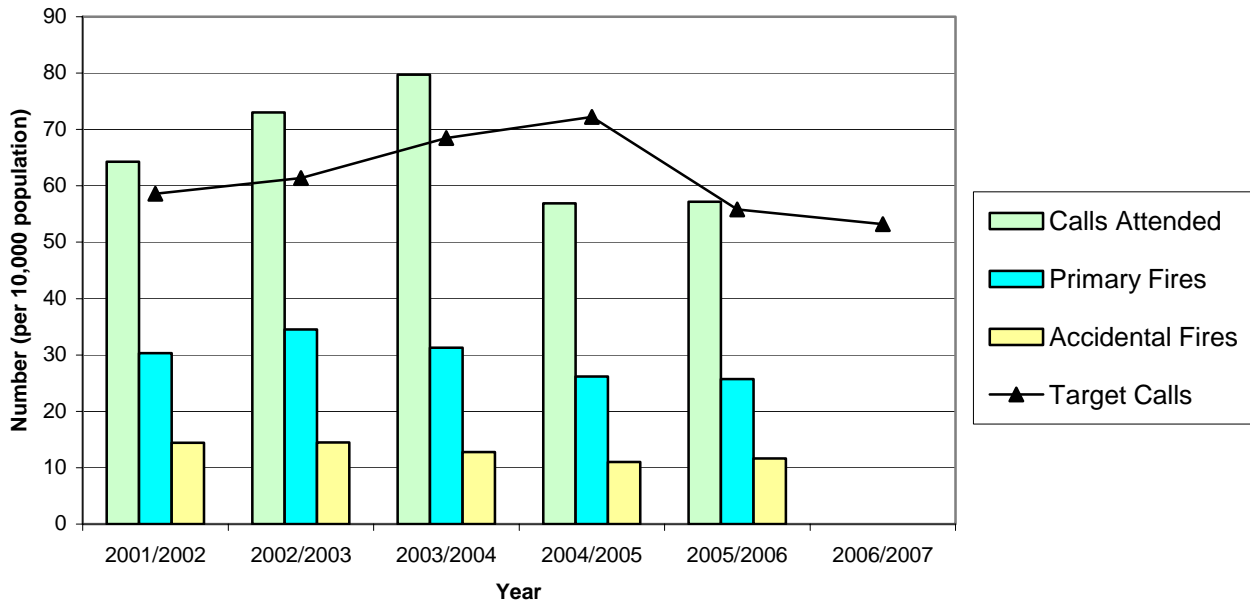
Number of road accident casualties killed or seriously injured



Fire

The incidence of fires in the County rose slightly during 2005/06, 50 fires or 1.6%. The rise in fires is mainly due to an increase in small fires across the County.

Number of calls to fires attended (excluding false alarms) per 10,000 population



The incidence in the number of fires in property and vehicles has declined in 2005/06. The continuation of the successful Car Clear Scheme has had a significant effect on reducing the occurrence of deliberate vehicle fires across the County for a second year. This scheme, which provides a Hotline for abandoned vehicles to be reported, incorporates the Vehicle Recovery Process. Vehicles abandoned in a designated “hotspot” or “community safety risk” area will be removed within 2 hours of the report. If the abandoned vehicle is not in a risk area then the 24-Hour Legislation process will be followed where the vehicle is assessed then removed and destroyed after 24 hours.

The number of deliberate primary fires has reduced this year. Area Risk Teams have worked in partnership with other agencies to help reduce the occurrence of deliberate primary fires. The number of accidental dwelling fires has reduced in two areas this year, continuing fire safety campaigns will target identified high risk areas throughout the forthcoming year. During 2005/06 the Service achieved its target to complete 2,450 Home Fire Safety Checks in at-risk groups across the County.

Unfortunately, there have been 2 deaths in the County this year. The strategy of fitting smoke detectors in houses for at risk groups is continuing in order to minimise fatalities in accidental dwelling fires. There were a total of 28 injuries across the County during 2005/06. This is an increase from the figure of 21 for 2004/05. Targeted fire safety activity will continue to help reduce the incidence of injuries within the County.

Crime Rates

There has been an overall reduction in volume crime across the county in 2005/6 compared to the baseline of 2003/4. There is a reduction of over 2,000 crimes from 45,714 to 43,459. The target for 2007/8 is for a reduction to 38,856, requiring a further reduction of 10.6% over the coming two years.

Although there has been a reduction in total recorded crime across the county, there are areas where there has been less of a reduction than expected. The area with overall reductions is North Warwickshire. Rugby has seen an overall rise in crime, with an unprecedented number of serious and major incidents that have affected the statistics. However, there was an improvement in the last quarter of the year.

Only North Warwickshire has seen a significant reduction in violent crime. Rugby and Warwick have seen increases in recorded violent crime, but these are now being addressed. A number of initiatives in Warwick are tackling alcohol related crime and disorder, resulting in exclusions from licensed premises. Stratford has seen violent detections going up, with fixed penalties seen as a deterrent, which is also being used in Nuneaton.

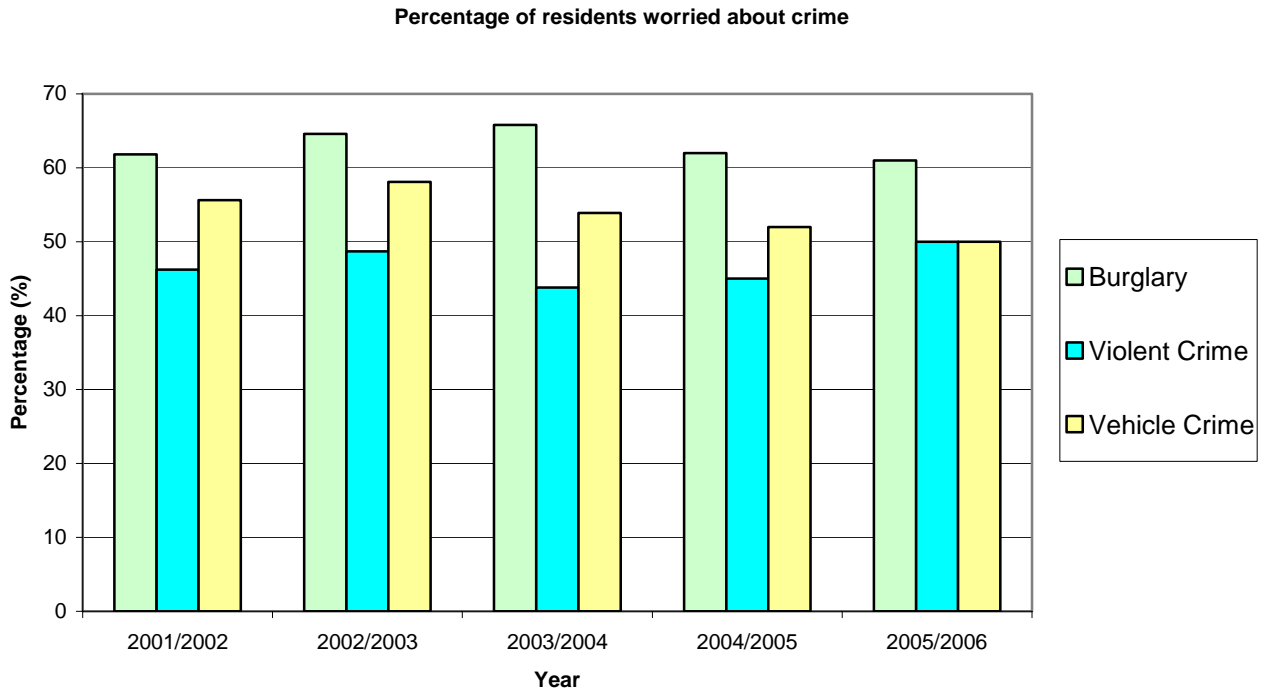
Domestic burglary has had a mixture of performance with figures in Rugby and Stratford having seen a rise over the previous year, which is being addressed. However, in Warwick there has been a significant decrease in burglary.

Criminal damage is a problem across all of Warwickshire. A Government Office funded research project, designed to highlight best practice, will assist in reducing the number of incidents across the County. Stratford has been working with partners successfully to tackle graffiti and to liaise with schools.

A lot of work to tackle anti-social behaviour has been taking place across the County with school holiday schemes to divert young people into positive activities, Acceptable Behaviour Contracts to change behaviour and ultimately Anti-Social Behaviour Orders where the other alternatives have not worked. There has been work with parents to help them with the behavioural problems of their children.

Fear of Crime

The annual Citizens Panel survey across the County has again shown a reduction in the number of residents worried about burglary and vehicle crime, against a continuing reduction in crime. However, there is still an increase in the number of residents worried about violent crime, year on year, which is considered in part, to be connected to media stories about violent crime. More work is required to turn this figure around.



Drug Action Team

The number of people in treatment for drug misuse per 1,000 head of population was 9.9, which is close to our target level of 9.7 for 2005/06.

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Reduction in Road Accident Casualties	BV99ai	Number of road casualties killed or seriously injured	521	514	568	406	540 511 453	Low	216	495	350	
	BV99aai	Percentage change in casualties over the previous year, for all killed or seriously injured	-9%	-1.3%	-3.4%	-21%	-4% -4% -4%	Low	-2.54%	-5.11%	-10.88%	
	BV99aiii CH71	Average percentage change in casualties between 1994-1998, for all killed or seriously injured	-27%	-27.6%	-30.1%	-42.8%	-24% -28% -32%	Low	-8.93%	-21.36%	-28.35%	
	BV99bi	Number of children killed or seriously injured in road traffic accidents	41	50	52	30	48 45 41	Low	24	42	23	
	BV99bii	Percentage change in casualties over the previous year, for children killed or seriously injured	-10.9%	21.95%	-6%	-40%	-5% -5% -5%	Low	2.07%	-6.76%	-21.10%	
	BV99biii CH72	Average percentage change in casualties between 1994-1998, for children killed or seriously injured	-41%	-27.5%	-31.9%	-56.5%	-30% -35% -40%	Low	-35.39%	-40.68%	-49.93%	
	BV99ci	Number of people slightly injured in road traffic accidents	2444	2485	2784	2410	2819 2854 2889	Low	1514	3057	2125	
	BV99cii	Percentage change in casualties over the previous year, for all slight injuries	2%	1.70%	1.3%	3%	1.34% 1.34% 1.34%	Low	-2.77%	-2.48%	-4.65%	
	BV99ciii CH73	Average percentage change in casualties between 1994-1998, for all slight injuries	-6.3%	-4.75%	3.4%	-7.6%	-8.05% -9.39% -10.73	Low	-7.03%	-3.61%	-10.38%	

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Number of Fires	BV142i CH74a	Total number of calls to fire attended (excluding false alarms) per 10,000 population	79.7	56.9	55.8	57.2	53.2 52.6 57.76	Low	na	na	na	There has been a small increase of 1.6% in the number of calls to fire in the year 2005/06.
	BV142ii	Number of calls to fire attended: Primary fires per 10,000 population	31.3	26.2	26	25.71	25.5 25 24.8	Low	na	na	na	
	BV142iii	Number of calls to fire attended: Accidental fires in dwellings per 10,000 dwellings	12.8	11.02	10.8	11.65	11.06 11 10.9	Low	na	na	na	The number of accidental dwelling fires has risen this year and the target was missed by 6%. One district in particular had a large rise, this is being investigated and targeted community education programmes will be completed.
	BV144	Percentage of accidental fires in dwellings confined to room of origin	na	88.6%	92%	87%	92% 93% 94%	High	na	na	na	The Service has not achieved its target for confining fires to the room of origin. Further analysis work will be done this year to try and assess what the problem is and identify a solution.
	BV206 CH74b	Number of deliberate fires per 10,000 population	na	13.7	37.8	37.57	34.99 34.12 33.24	Low	na	na	na	The Service will continue with its extensive community education programmes to ensure arson across the County is minimised. The Arson Reduction and Area Risk Teams work in close partnership with other agencies across the County to reduce the incidence of arson. Targets for the next 3 years have been reviewed in line with LPSA2.
	BV206i	Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population	na	na	na	3.16	3.10 3.04 2.98	Low	na	na	na	
	BV206ii	Number of deliberate primary fires in vehicles per 10,000 population	na	na	na	8.98	8.8 8.75 8.71	Low	na	na	na	
	BV206iii	Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population	na	na	na	24.68	22.28 21.61 20.9	Low	na	na	na	

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Number of Fires	BV206iv	Number of deliberate secondary fires in vehicles per 10,000 population	na	na	na	0.86	0.72 0.66 0.6	Low	na	na	na	
	BV207	Number of fires in non-domestic premises per 1,000 non-domestic premises	na	na	na	20.64	18.5 18 17.8	Low	na	na	na	
	BV208	The percentage of people in accidental dwelling fires who escape unharmed without FRA assistance at the fire	na	na	na	84%	98% 98% 98%	High	na	na	na	The Service will continue with its extensive community education programmes to ensure properties have escape plans in the event of a fire to minimise injuries.
	BV209i	The percentage of fires attended in dwellings where a smoke alarm had activated	na	na	na	41%	45% 50% 52%	High	na	na	na	Targets for forthcoming years have been set based on the first years monitoring of the smoke alarm activation and the reasons for non-activation. The Service will continue with its extensive Home Fire Safety Check, smoke detector fitting and community education programmes to ensure homes are fitted with working smoke detectors.
	BV209ii	The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate	na	na	na	17%	16% 14% 13%	Low	na	na	na	
	BV209iii	The percentage of fires attended in dwellings in which no smoke alarm was fitted	na	na	na	42%	39% 36% 35%	Low	na	na	na	
Deaths & Injuries from Fires	BV143i CH75a	Number of deaths from accidental fires in dwellings per 100,000 pop	0.40	0.39	0	0.38	0 0 0	Low	na	na	na	There have been 2 deaths across the County during 2005/06, both in unfortunate circumstances. The Service will continue with its extensive Community Education Programme to minimise deaths.
	BV143ii CH75b	Number of injuries(excluding precautionary checks) arising from accidental fires in dwellings per 100,000 population	7.41	4.04	4.04	5.32	3.43 3.3 3.2	Low	na	na	na	There were 28 injuries in accidental dwelling fires this year, the target was 21. The Area Risk Teams have completed follow-up work on all incidents of injuries within their areas and Community Education Programmes will continue to minimise injuries.

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Fire Related Incidents	BV146i	Number of calls to malicious false alarms not attended per 1,000 population	na	na	na	0.34	0.37 0.36 0.35	High	na	na	na	The BVPI for calls to Malicious False Alarms was split in 2005/06 into attended and non-attended incidents. The incidence of FAM's has remained consistently low although we actually filtered a large proportion of malicious calls so no unnecessary attendance by the Service was made.
	BV146ii	Number of calls to malicious false alarms attended per 1,000 population	na	na	na	0.21	0.18 0.18 0.17	Low	na	na	na	
	BV149i	Percentage of false alarms caused by automatic fire detection per 1,000 non-domestic properties	na	na	na	154.7	142.5 138 134	Low	na	na	na	The BVPI for calls to Automatic Fire Alarms has been extended this year to highlight repeat attendances to properties. This information has helped develop a new process for attending properties with a history of false alarm activations, this will be introduced in September 2006.
	BV149ii	The number of those properties as recorded in BV149i with more than 1 attendance by the FRS	na	na	na	381	340 292 251	Low	na	na	na	
	BV149iii	Percentage of false alarm calls caused by automatic fire detection which are to a non-domestic property with more than 1 attendance	na	na	na	75.7%	70% 65% 60%	Low	na	na	na	
Fire Equality	BV210	The percentage of women fire-fighters	na	na	na	4.9%	5% 5% 5%	High	na	na	na	
Fire Expenditure	BV150	Expenditure per head of population	£36.54	£38.61	£40.99		£42.94 £43.37 na	N/A	na	na	na	
Crime Rates	CH76a	Percentage risk of being a victim of a) household crime in 12 month period	19%	18%	18.0%	na	17.5% 17% 17%	Low	na	na	na	Figures published by Home Office in July 2006.
	CH76b	Percentage risk of being a victim of b) personal crime in 12 month period	5%	4%	4.0%	na	3.5% 3% 3%	Low	na	na	na	Figures published by Home Office in July 2006.

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Crime Rates	BV126a CH77	Domestic burglaries per 1,000 households	14.9	12.2	13.7	11.5	13 12.4 12.4	Low	11.54	9.35	6.52	Strong performance in 2005/06, with a 6% reduction in burglaries on the previous year.
	BV127a CH79	Violent crime per 1,000 population	13.7	12.3	12.4	11.7	11.6 11.1 11.1	Low	7.12	5.32	3.07	A 2% increase on last year.
	BV127b	Robberies per 1,000 population	0.63	0.63	0.8	0.8	0.67 0.62 0.62	Low	na	na	na	A 22% increase on last year, although still relatively small numbers (429).
	BV128 CH78	Vehicle crimes per 1,000 population	14.2	12.8	13	11.8	12.4 11.8 11.8	Low	11.99	9.75	8.13	A 6% reduction on last year and the lowest levels for several years.
Fear of Crime	CH80a	Percentage residents worried about burglary	65.8%	62%	60%	61%	58% 56% 56%	Low	na	na	na	
	CH80b	Percentage residents worried about violent crime	43.8%	45%	43%	50%	41% 39% 39%	Low	na	na	na	
	CH80c	Percentage residents worried vehicle crime	53.9%	52%	50%	50%	48% 46% 36%	Low	na	na	na	
Young Offenders	CH81	Percentage of the 10-17 year old population in Warwickshire who are known to have offended	1.7%	1.7%	1.5%	1.7%	1.5% 1.5% 1.5%	Low	na	na	na	Compared with 2004/05, numbers of young people in the criminal justice system have remained static.
Access	BV165	The percentage of pedestrian crossings with facilities for disabled people	91.0%	95%	96%	96%	97% 98% 98%	High	87.0%	87.3%	98.2%	
Racial Incidents	BV174	The number of racial incidents involving the Authority per 100,000 population	10.34	4	8	2	7 7 7	Low	na	na	na	

Safer and Stronger Communities

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Racial Incidents	BV175	The percentage of racial incidents involving the Authority that resulted in further action	83.02%	50%	90%	100%	95% 95% 95%	High	na	na	na	
Drug Programme	BV198	The number of drug users in treatment per 1,000 population aged 15-44	7.4	8.6	9.7	9.9	10.9 12.6 na	N/A	44.0	47.7	57.7	

4 Healthier Communities and Older People

Performance Analysis for 2005/06

Satisfaction with Social Services

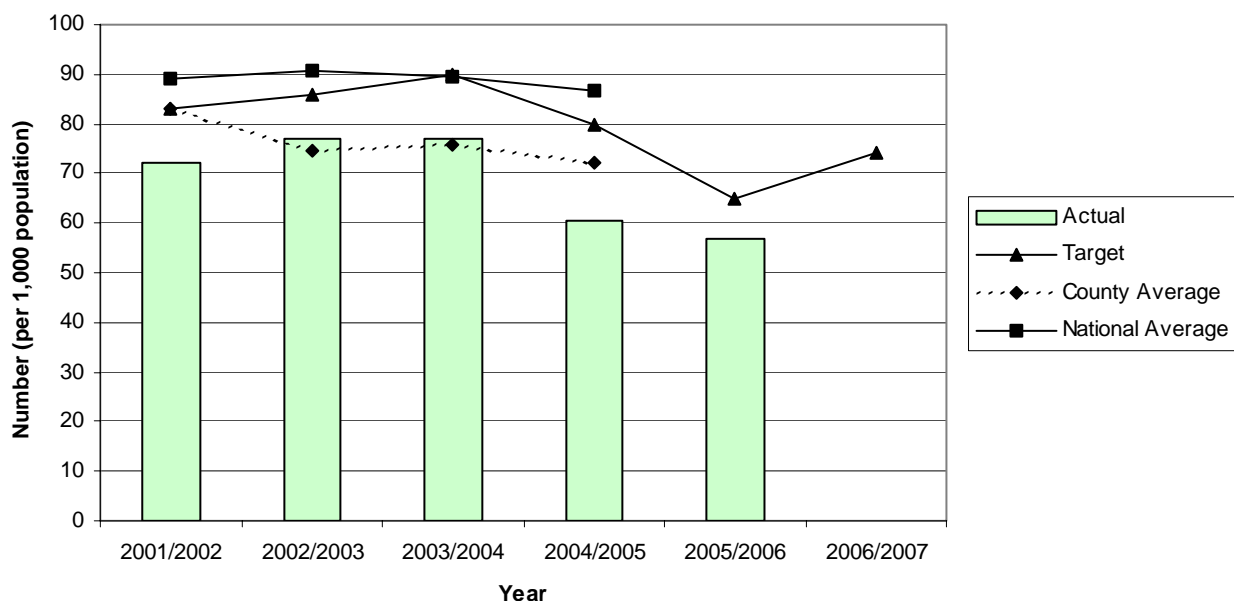
The satisfaction rating for users of Social Services was 67.5% in 2005/06, down on the 2004/05 figure. Taking all residents, whether they used Social Services or not, the percentage 'satisfied' remained the same as 2004/05 at 36%. Towards the end of the financial year, Adult Health and Community Services have begun working more closely with the Press Office to share more widely the positive aspects of the work that is being undertaken within the directorate. This work will continue in future and it is hoped that this proactive stance will enable us to display a more balanced picture than has perhaps been displayed previously in the local press.

The percentage of users satisfied with the Home Care Service was 62%, maintaining the previous years result and slightly below our target for 2005/06. The modernisation programme will enable us to build on the improvement in the Home Care Service satisfaction. There has been significant upheaval in relation to home care as a result of the implementation of the new block contracts. It is believed that once these new providers have bedded in, there will be increased satisfaction among users. Increased contract monitoring activity in relation to home care providers will provide an early warning of potential issues.

Adults Services

Significant improvements have been made to the quality of data used to generate the figure for Older People Helped to Live at Home. The unfortunate result of this has been a reduction in the figure for 2005/06. The Reviewing Team have continued their work, revisiting cases that have been open for sometime, re-assessing the service users needs in accordance with the FACS criteria and, where necessary, signposting service users to alternative services where their need no longer meets the definition of Critical or Substantial.

Older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.



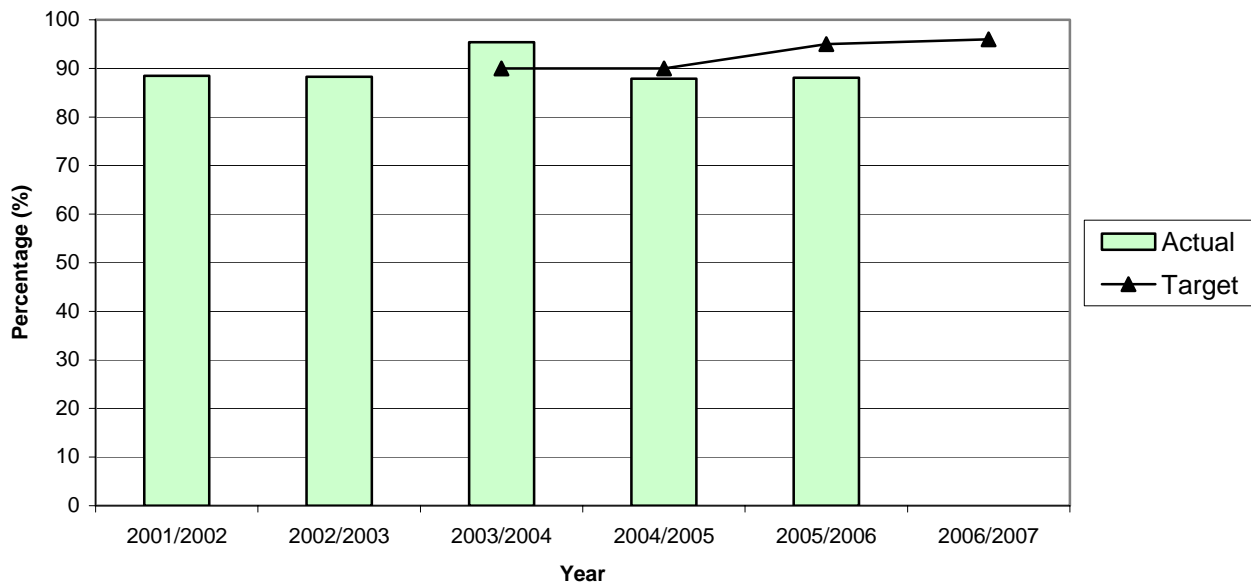
Healthier Communities and Older People

The number of households in receipt of intensive home care has continued to rise over the last year as a result of Warwickshire's active policy of providing care to service users in their home rather than in a residential setting. It is envisaged that this trend will continue at a steady pace over the next three years.

Satisfaction with Libraries

Satisfaction of users of Libraries is 88% for 2005/06, sustaining our performance of 2004/05 but below our target of 95%. Overall public satisfaction is similar to previous years at 71%.

Percentage of citizens who say they use the service, satisfied with Library Services



Museum Services

The number of pupils visiting museums and galleries this year in organised school groups is above our target set, reversing the downward trend of the last two years. Our result is more than twice that of last years County Average figure and National Average figure and puts us in the top quartile for County Councils.

Overall the number of visits and usage of museums in total is up on last year and above our target continuing a positive trend over the last five years. The number of visits that were in person is slightly down on our target and last years figure. However, this is mainly due to the fact that communications and information technology is enabling remote and virtual access to information and the facilities of museums via websites through the Internet.

Healthier Communities and Older People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Satisfaction with Social Services	CH21	Percentage citizens satisfied with Social Services	29.4%	36.0%	37%	36.1%	37% 38% 39%	High	na	na	na	Adult Health and Community Services have begun working more closely with the Press Office to share more widely the positive aspects of the work that is being undertaken within the directorate and this work will continue. This proactive stance will enable us to display a more balanced picture than has perhaps been displayed previously in the local press.
	CH22	Percentage citizens who say they use the service, satisfied with Social Services	69.9%	75.8%	77%	67.5%	77% 78% 79%	High	na	na	na	
	CH23 PAF D52	Percentage users satisfied with Social Services (Home Care Service)	na	61.8%	63%	62%	63% 65% 67.5%	High	na	na	na	There has been significant upheaval in relation to home care as a result of the implementation of the new block contracts. It is believed that once these new providers have bedded in, there will be increased satisfaction among users. Increased contract monitoring activity in relation to home care providers should give early warning of potential issues.
Older people helped to live at home	BV53 CH25 PAF C28	Intensive home care per 1,000 population aged 65 or over	8.7	7.3	8.5	8.1	9 10 11	N/A	13.09	9.52	10.97	The number of households in receipt of intensive home care has continued to rise over the last year as a result of Warwickshire's active policy of providing care to service users in their home rather than in a residential setting.
	BV54 CH24 PAF C32	Older people helped to live at home per 1,000 population aged 65 or over	77	60.6	65	57	74 75 76	High	86.73	72.06	83.42	Significant improvements have been made to the quality of data used to generate the figure for Older People Helped to Live at Home.
	BV195 PAF D55	Acceptable waiting time for assessment	82.5%	78.7%	83%	85.5%	90% 91% 92%	High	70.4%	73.4%	80.5%	Despite this tightening of the guidance on this indicator for 2005/06, Warwickshire has continued to improve in this area, improving on last year and beating the target set. This indicator has been an area of focus for many of the teams and their hard work is reflected in this outturn.

Healthier Communities and Older People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Older people helped to live at home	BV196 CH27 PAF D56	Acceptable waiting time for care packages	94.2%	86.7%	89%	85%	88% 89% 90%	High	83.0%	84.0%	89.7%	There are two main areas that have caused difficulty over the last 12 months for availability of provision. Firstly, availability of home care hours has been reduced during the modernisation of internal services. The establishment of the new block contracts is expected to significantly help with this. Secondly, issues around the provision of some specialist day care are currently being addressed through a comprehensive Day Care Review.
	BV201	Number of adults and older people receiving direct payments per 100,000	29	45	64	64	na na na	N/A	65	58	70	
	CH26 PAF C26	Admission of people aged 65 or over to supported and permanent residential / nursing care per 10,000 head of the population aged 65 or over	77	80.6	79	73	71 70 69	Low	na	na	na	In line with the drive to provide services to people in their own homes, this figure continues to decrease. It is projected that admissions will continue to fall over the coming years.
Delayed Discharge from Hospital	CH28 PAF D41	Number of delayed transfers of care per 100,000 population aged 65 or over	49.1	43.35	37.1	na	na na na	Low	na	na	na	
Quality of Service - Adults Services	BV56 PAF D54	Percentage of items of equipment delivered within 7 days	78.2%	83.0%	84%	85%	87% 88% 89%	High	81%	79%	85%	Performance in this area has exceeded the target set for 2005/06. The continued consolidation of the Integrated Community Equipment Store is expected to further improve our ability to deliver items within 7 days.
Smoking Cessation	CH37a	Number of smokers quitting smoking after 4 weeks	2700	3336	3323	2726	3700 4250 na	High	na	na	na	

Healthier Communities and Older People

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Library Services Satisfaction	BV119b CH64	Percentage of citizens satisfied with Library Services	71.8%	72.8%	75.0%	71.2%	75% 75% 75%	High	na	na	na	
	BV118c CH65	Percentage of citizens who say they use the service, satisfied with Library Services	95.4%	87.9%	95%	88.1%	96% 97%	High	na	na	na	
Library - Standards	BV220	Compliance against the Public Library Service Standards (PLSS) checklist	na	na	na			High	na	na	na	
Museum Services Satisfaction	BV170a	The number of visits to / usage of museums per 1,000 population	480.7	748.3	775.9	787.7	799.5 811.5 823.7	High	807	232	316	
	BV170b	The number of those visits that were in person per 1,000 population	167.1	168.4	155.3	150.9	151.5 152 152.5	High	432	113	223	
	BV170c	The number of pupils visiting museums and galleries in organised school groups	13,443	12,891	14,000	16,242	16,000 16,500 16,500	High	6,527	7,072	12,891	
Trading Standards - Best Practice	BV166b	Score against a checklist of enforcement best practice for trading standards	90.0%	90%	na	90%	95% 95% 95%	High	92.8%	93.1%	100.0%	No consultation was carried out during 2005/06 due to staff shortages, this has now been re-scheduled for 2006/07.

5 Economic Development and Enterprise

Performance Analysis for 2005/06

Vocational Training

There has been continued funding for the Regeneration Zone Opportunities Centre. Funding was also secured from external parties such as Coalfield Regeneration Trust. Expansion of the sites facilities was also funded through external parties (e.g. Advantage West Midlands and North Warwickshire College). 148 new learners started courses last year, of whom, 118 will obtain units towards a vocational qualification. The new Rugby Opportunity Centre was formally opened in March 2006, funded from a variety of sources including Rugby Borough Council, WCC, Rugby Benevolent Fund and the Rugby Well-being Fund.

Regeneration

With regards to the Building Sustainable Neighbourhoods (BSN) Project in Nuneaton & Bedworth, 6.5 new community based jobs were created during 2005/06 as a direct result of BSN intervention and a further 1.7 jobs were safeguarded. A total of 42 Community Enterprise Assists / Business Assists / Community Projects Supported were achieved over the Financial Year.

Phase 3 of the Bedworth Heath Community Centre Refurbishment was fully handed over at the end of April 2006. Staff are operating out of the new Children's Centre premises (the major part of Phase 3).

Phase 1 of the Pride in Camp Hill Project is complete, which included the completion of 50 more dwellings on the Phase 1 housing development and environmental improvements to the Dingle open space and completion of Phase 2 of the Midland Quarry Access road.

Inward Investment

During 2005/06 Warwickshire Investment Partnership (WIP) received 1009 enquiries, this exceeded our target of 1,000. The team have helped to secure 67 new investments for Warwickshire, which exceeded our target of 57. These investments have created 131 new jobs and safeguarded / relocated a total of 263.

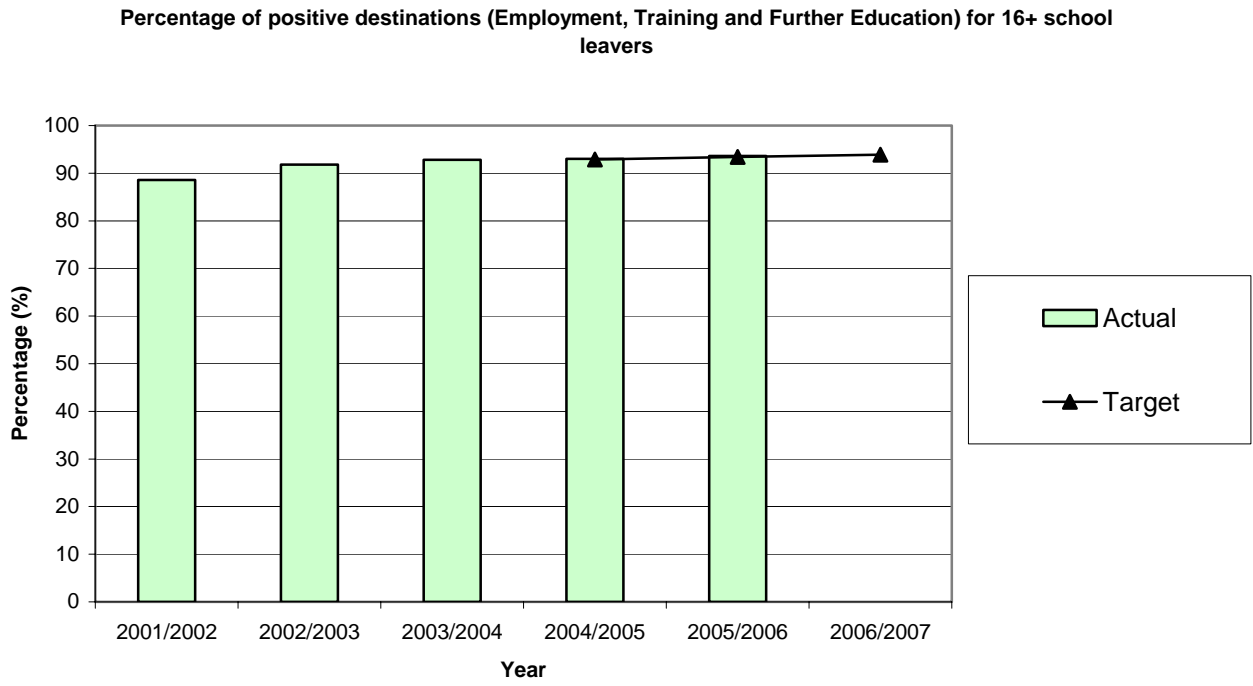
Business Improvement District (BID)

BID secured a 'Yes' vote in Rugby Town Centre, the announcement was made 1st October 2005. This has set a precedent nationally as this is the highest BID levy in the UK in order to deliver quality projects. This will generate £3m over a 5-year period. The first BID Company services (Town Centre Rangers and top-up cleansing) is now up and running. Rugby is the eleventh Business Improvement District in the country to be established and has set the framework for future County BIDs. Added value projects in the form of improved signage and street lighting are now complete.

A forward programme of further Town Centre BIDs development has been discussed with Town Centre Partnerships and District / Borough representatives. It seems likely that Bedworth, Kenilworth, Leamington, Nuneaton, Stratford and Warwick will be included. WCC organised a successful BIDs awareness seminar in February 2006 and is currently developing a toolkit and further training to aid BIDs development across Warwickshire. Leamington and Stratford have now begun the BIDs feasibility process.

School Leavers

With regards to our young people aged 16+, a total of 93.6% entered 'positive destinations' (including employment, training and further education), a slight improvement on 2004/05 and continuing a positive trend over the last five years.



Economic Development and Enterprise

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Employment in Warwickshire	CH11	Percentage of people of working age in employment	80.0%	79.0%	80.0%	na	80% 80% 80%	High	na	na	na	Results for 2005/06 available Autumn 2006.
	CH12	Increase or decrease in the number of local jobs over the financial year	0.5%	0.50%	0.2% increase	na	0.2% increase 0.2% increase 0.2% increase	High	na	na	na	Results for 2005/06 available Autumn 2006.
Employer Satisfaction	CH13	Percentage employers rating Warwickshire as a good location	67.2%	68.0%	67.7%	na	68.2% 68.7% 69.2%	High	na	na	na	Results for 2005/06 available Summer 2006.
Disposable Income	CH14	Ratio of average household income in the best district to the worst district	1.23	1.23	na	1.26	1.19 1.17 na	N/A	na	na	na	
School Leaver Destination	CH15	Percentage positive destinations (Employment, Training and Further Education) for 16+ school leavers	92.8%	93.0%	93.4%	93.6%	93.9% 94.2% 95%	High	na	na	na	
Developing Confident Consumers	CH16	Percentage of population who are confident consumers	69.0%	49.0%	68.0%	44.6%	70% 72% na	High	na	na	na	

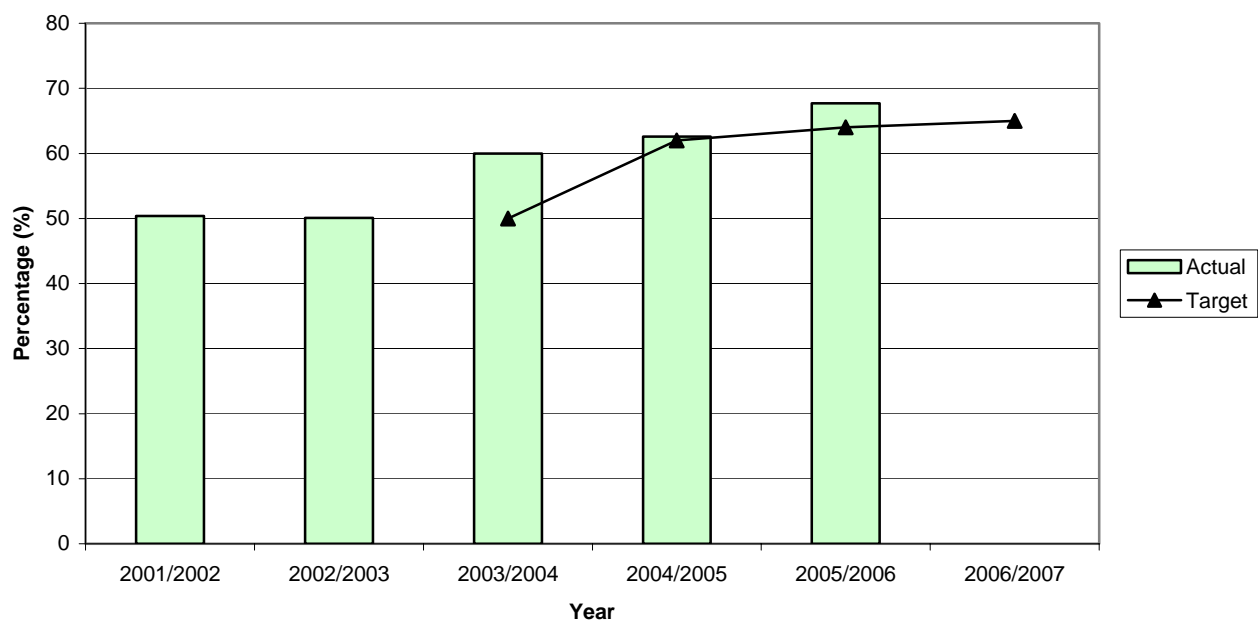
6 Environment

Performance Analysis for 2005/06

Transport

The percentage of citizens who used the service that were satisfied with Transport Services increased to nearly 68%, 4% better than our target and a 5% improvement on last years result. Satisfaction of all citizens with Transport Services of 48.5% showed an improvement of 1.5% on our target for the year and an increase of 3% in the level of satisfaction from last year.

Percentage of citizens who use the service, satisfied with Transport Services



Acquisition of four new low-floor easy access buses for operation on key inter urban networks in North Warwickshire was delayed due to financial pressures elsewhere in the Local Transport Plan (LTP) programme. The estimated delivery date is now December 2006. However, on a positive note, ten buses as opposed to four will be purchased, having a greater impact upon the residents of North Warwickshire.

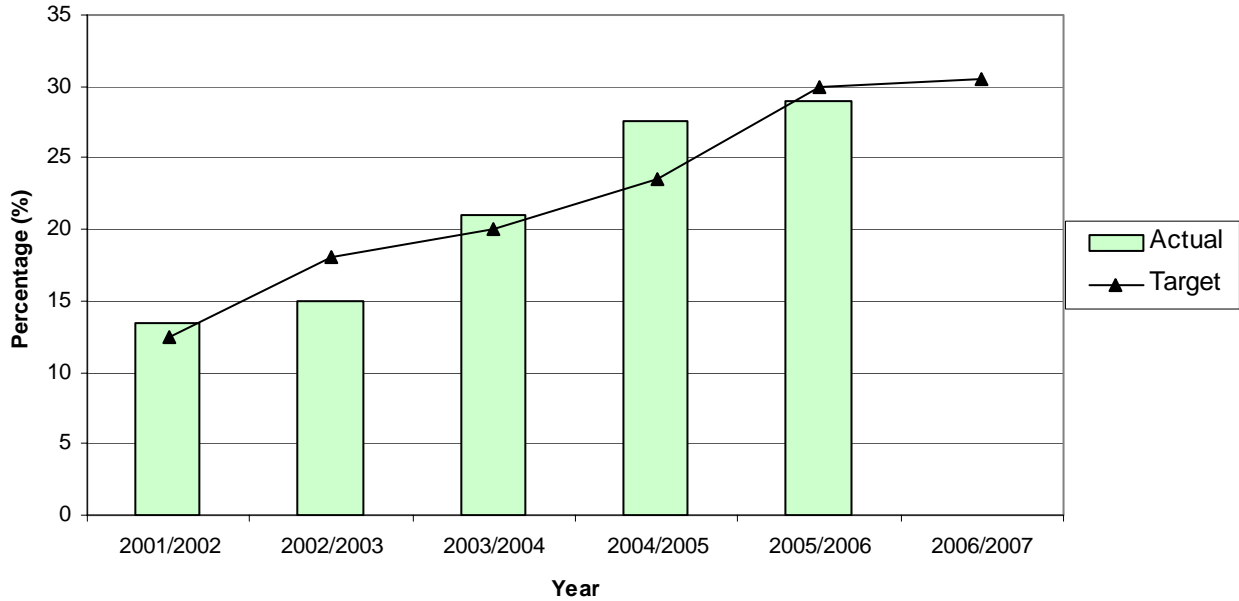
There is continued implementation of the programme for taking parking enforcement into local authority control. The decriminalised parking enforcement implementation in Nuneaton has been put on hold by a decision of Nuneaton & Bedworth Area Committee in January 2006, following a negative response to public consultation about introducing new resident parking zones and on-street pay-and-display. The implementation in Rugby is planned for October 2006 and in Warwick for October 2007.

Household Waste & Recycling

Recycling and composting of household waste increased to an estimated 29% for 2005/06, slightly improving on our figure of 28% last year, although slightly below our target of 30%. We have continually improved on the percentage of both recycled and composted household waste year on year, with an estimated figure of 14.4% for 2005/06 for recycled and an estimated figure of 14.6% for composted for 2005/06.

The amount of waste to landfill is forecast to fall again this year to 66.3% from 68.6% in 2004/05.

Percentage of total household waste recycled or composted County Wide



With regards to waste minimisation, one of the projects developed was to support the set up of a white goods refurbishment scheme at Onley Prison with all our local furniture re-use groups. The trial period for the project started in September 2005. The project has been very successful in the initial 6 months with 21.37 tonnes of waste goods (406 items) collected and 6.14 tonnes (308 items) delivered to charitable institutions

New kerbside green waste collection schemes have been implemented in 2005/06 with green garden waste services starting in two boroughs. One vehicle has been delivered to Rugby Borough Council and two vehicles to North Warwickshire Borough Council.

Road Maintenance and Conditions

One of our objectives for 2005/06 was to invest in maintenance to improve the condition and ease of use of Warwickshire highways (including public rights of way and footways) and increase public satisfaction. The results from the satisfaction survey show an increase of 9% regarding footways and pavements and 11% regarding rural roads.

The County Council have joined with an East Midlands partnership of Authorities, who have established a regional web based database that details a register of events and activities that affect the road network. This can be viewed from the Warwickshire web site.

Environment

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Satisfaction with Transport Services	BV104a CH42	Percentage of citizens satisfied with Transport Services	42%	45.5%	47%	48.5%	48% 49% na	High	na	na	na	
	BV104b CH43	Percentage of citizens who used the service satisfied with Transport Services	60%	62.6%	64%	67.7%	65% 66% na	High	na	na	na	
Mode of travel to school	CH45a	Percentage of children travelling to and from school by car for primary schools	50%	49%	46%	49%	na na na	Low	na	na	na	This indicator has been changed for inclusion within the LTP (Local Transport Plan).
	CH45b	Percentage of children travelling to and from school by car for secondary schools	21%	21%	17%	23%	na na na	Low	na	na	na	This indicator has been changed for inclusion within the LTP (Local Transport Plan).
Local Transport	BV102	Local bus services (passenger journeys per year)	14.5m	11.16m	11.3m	11.2m	11.35m 11.45m 11.54m	High	15,004,745	20,315,012	26,325,500	
Satisfaction with Road Maintenance	CH44a	Percentage people satisfied with Road Maintenance: a. Footways & Pavements	40%	40%	na	49%	na na na	High	na	na	na	The overall national target is to achieve 57% by 2010.
	CH44b	Percentage people satisfied with Road Maintenance: b. Rural Road Surfaces	38%	38%	na	49%	na na na	High	na	na	na	The overall national target is to achieve 54% by 2010.
Road Maintenance	BV100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by road works per km of traffic sensitive road	0.052	0.085	0.38	0.1069	0.38 0.38 0.38	Low	1.3	1.4	0.3	
Rights of Way	BV178	The percentage of total length of footpaths and other rights way easy to use by members of the public	59.0%	61.5%	65.0%	50.9%	63% 65% 67%	High	66.8%	66.4%	72.5%	We always recognised that a 5% sample could give a result outside of the +/- 5% confidence interval. Whilst we had our best Autumn survey (2.5% sample gave 63%), the Spring survey was poor. The inconsistency in results can be attributed to the BVPI methodology for data collection. It does not measure the extent to which it is possible to enjoy a walk or ride. The Local Ramblers Association disagree with the survey and believe we compare well with others.

Environment

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Road Conditions	BV187	Percentage of footways where structural maintenance should be considered	76.0%	34.8%	33.0%	34.36%	na na na	Low	25%	28%	19%	
	BV223 CH48a	Percentage of principal roads where structural maintenance should be considered	na	27.8%	27.9%	5%	5% 5% 5%	Low	38.19%	33.45%	28.74%	The methodology for how the data is collected on this indicator has been changed and therefore cannot be used as comparable data.
	BV224a CH48b	Percentage of non-principal roads where structural maintenance should be considered	18.2%	17.7%	na	9%	9% 9% 9%	Low	16.34%	18.93%	13.46%	The methodology for how the data is collected on this indicator has been changed and therefore cannot be used as comparable data.
	BV224b CH48c	Percentage of unclassified roads where structural maintenance should be considered	18.5%	10.8%	14.5%	14.6%	14.6% 14.6% 14.6%	Low	16.81%	17.91%	13.32%	
Street Lights	BV215a	The average number of days taken to repair a street lighting fault, which is under the control of the LA	na	na	5 days	6.97		Low	na	na	na	
	BV215b	The average time taken to repair a street lighting fault, where response time is under the control of a DNO	na	na	28 days	67.46		Low	na	na	na	
Household Waste	CH46	Percentage of total tonnage of household waste arising which has been recycled or composted	21.5%	27.6%	30%	29%	30.55% 30.76% 31.43%	High	21.66%	27.97%	32.25%	
	BV82ai CH46a	Percentage of total tonnage of household waste arising which has been recycled	13.3%	13.8%	14.4%	14.4%	14.38% 14.57% 14.92%	High	15.22%	17.06%	19.83%	
	BV82aii	Total tonnage of household waste arising which has been recycled	na	na	na	42,200	43,600 45,000 47,000	High	na	na	na	
	BV82bi CH46b	Percentage of total tonnage of household waste arising which has been composted or treated by anaerobic digestion	8.3%	13.8%	15.6%	14.6%	16.17% 16.19% 16.51%	High	6.44%	10.91%	12.42%	

Environment

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Household Waste	BV82bii	Total tonnage of household waste arising which has been composted or treated by anaerobic digestion	na	na	na	43,000	49,900 50,000 52,000	High	na	na	na	
	BV82ci	Percentage of total tonnage of household waste arising which has been used to recover heat, power and other energy sources	2.8%	3.75%	7.1%	4.7%	5% 4.9% 6.35%	High	11.55%	2.29%	0.59%	
	BV82cii	Total tonnage of household waste arising which has been used to recover heat, power and other energy sources	na	na	na	13,900	15,000 15,000 20,000	High	na	na	na	
	BV82di	Percentage of total tonnage of household waste arising which has been landfilled	75.8%	68.6%	62.9%	66.29%	64.5% 64.4% 62.23%	Low	67.19%	69.81%	67.70%	
	BV82dii	Total tonnage of household waste arising which has been landfilled	na	na	na	194,900	195,300 198,900 196,100	Low	na	na	na	
	BV84a CH47	Number of kilograms of household waste collected per head of the population	519	556	544	544	544 544 544	Low	444.9	545.3	524.3	
	BV84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	na	na	na	0%	0% 0% 0%	Low	na	na	na	
Cost Effectiveness - Waste	BV87	Cost of waste disposal per tonne municipal waste	£31.13	£30.81	£34.05	£36.05	£36.05 na na	Low	£42.12	£43.35	£39.91	Targets are based on budgets and are set annually.
Community well-being	CH49	Percentage of residents satisfied with their neighbourhood as a place to live	81%	82.7%	82%	83.5%	83% 83% na	High	na	na	na	

Environment

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Planning	BV109a	The percentage of major planning applications determined within 13 weeks	82.1%	78.1%	70%		70% 70% 70%	High	57.64%	na	na	
Development Plans	BV200a	Local Development Scheme (LDS) submitted by 28/3/05 and 3-year rolling programme maintained	na	na	Yes	Yes	Yes na na	N/A	47%	42%	na	
	BV200b	Has the authority met the milestones which the current LDS sets out	na	na	na	Yes	na na na	N/A	41%	48%	na	
	BV200c	Did the authority publish an annual report by 31st December of each year	na	na	na	Yes	Yes Yes na	N/A	na	na	na	
New Homes Built on Brownfield Sites	BV106 CH41	Percentage of new homes built on previously developed land	55.0%	60.8%	60.0%	64.4%	60% 60% na	High	73.69%	na	na	

7 Development and Resources

Performance Analysis for 2005/06

This theme addresses the way in which the County Council manages the organisation, its resources and infrastructure to deliver the aims embodied in the other five themes. It focuses on the ways in which services are managed for delivery and made more easily accessible and responsive to the people of Warwickshire

Public Satisfaction

Overall satisfaction with the Council for 2005/06 was 58%, which is slightly below our performance on the previous year and our target. This is a key indicator as the opinion that the public of Warwickshire have of the Council is important to us. Having reversed the result of 2003/04 with our 60% figure last year, it is important that we do everything we can to understand what the members of the public are wanting from the County Council so that we can continue to improve.

Staff Satisfaction

The result of our second staff survey in 2005 showed that 80% of our employees are satisfied with WCC as a place to work. This is extremely encouraging and the result was 14% better than our target for the year. The survey also gives us an insight into what some employees think makes the public dissatisfied and what we could do to improve their perception of us. The employee's views are important both as people who have contact with the public in their daily work and as customers of the County Council themselves.

Public Consultation and Communication

Consultation and communication with the public has been a priority area for the County Council and this continued in 2005/06. Our public consultation survey reports, news and analysis are published and communicated via our Website and the **Warwickshire View**, distributed to all our residents and available throughout the County at convenient pick-up points. We have developed our website to include our Committee Administration System, pages on Area Committees and on how the Council operates, giving access to reports and papers.

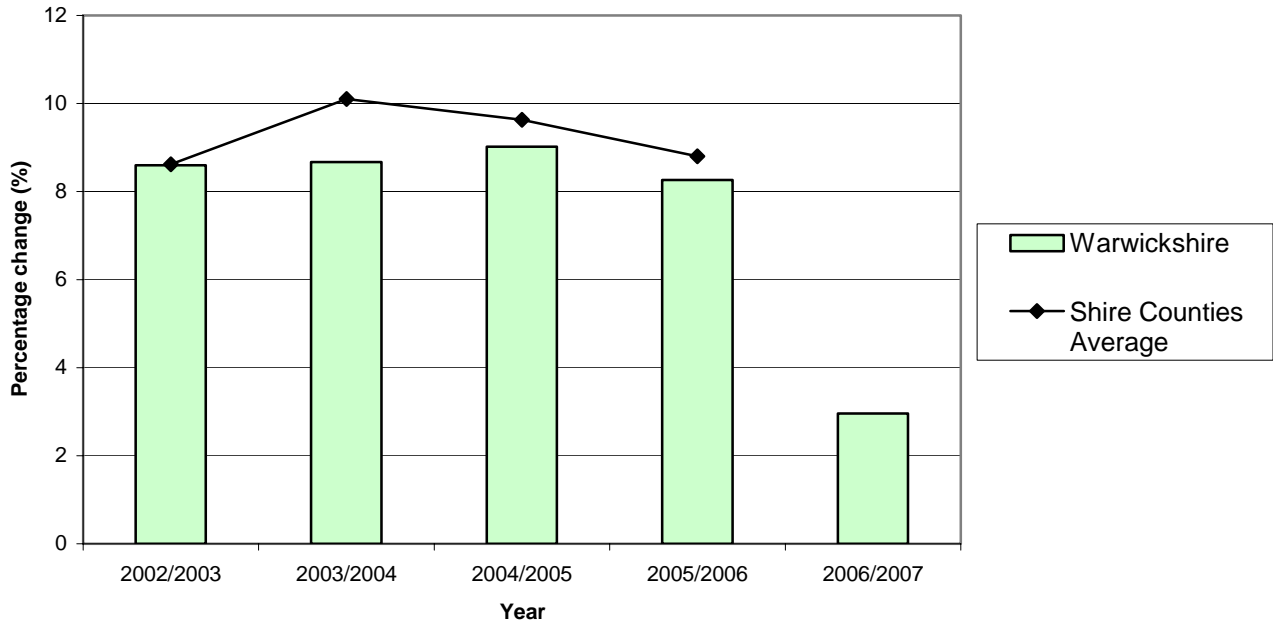
Equality

This year we maintained our performance of being at Level 2 of the new Equality Standard for Local Government, which covers a much wider agenda than the Race Equality Scheme it replaced. The overall aim is to reach the top Level 5 ("The authority is seen as exemplary for its equality programme") in 2008/09. We continue to provide support to promote and ensure equality within our communities, as well as within Warwickshire County Council.

Cost Effectiveness and Efficiency

The Council Tax increase for 2006/07 is 4.9% over 2005/06. In terms of the percentage Council Tax change based on a 4-year moving average, Warwickshire is consistently below the average for all Shire Counties in the country.

Percentage change in Council Tax, based on a 4 year moving average



Organisational Improvement

Our major external review of our performance was through the Audit Commission's Comprehensive Performance Assessment (CPA) conducted in 2005, giving Warwickshire County Council a **'3 Star'** rating overall.

How our services scored (as of December 2005)

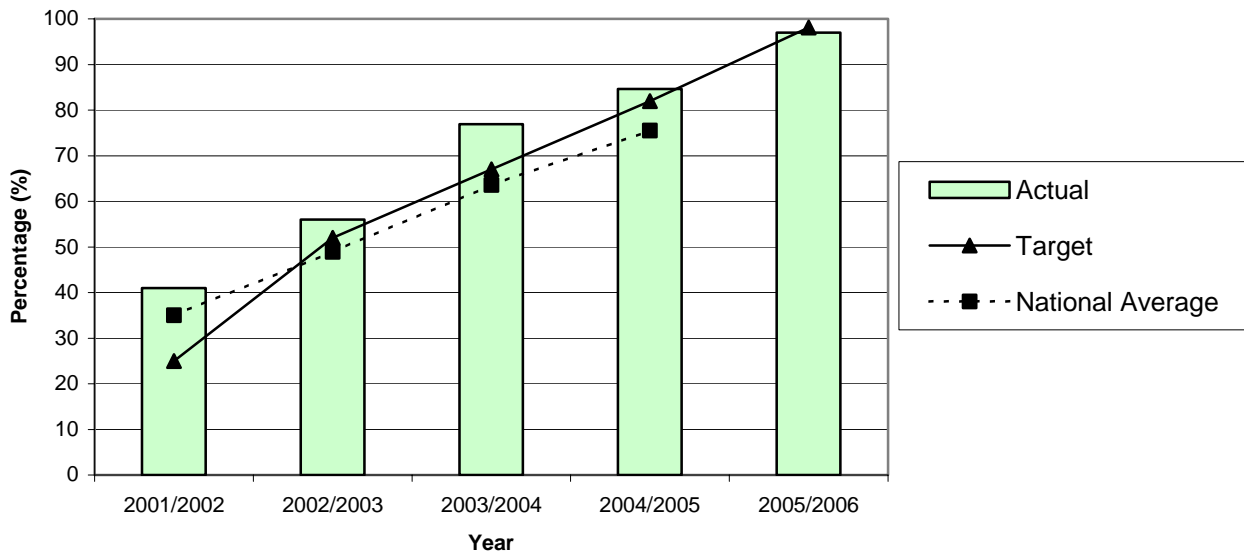
Children & Young People	3 out of 4
Social Care – Adults	2 out of 4
Environment	3 out of 4
Culture	3 out of 4
Use of Resources	3 out of 4
Council Ability	3 out of 4
<hr/>	
Overall Performance	3 out of 4

In addition, our Fire & Rescue Service performance was also reviewed through the Audit Commission's Comprehensive Performance Assessment (CPA) in 2005, giving Warwickshire Fire & Rescue Service a **'Good'** rating.

E-Government

Our e-government programme has continued to make good progress in terms of the delivery of the 2005/06 target and as at the 31st March 2006 we were 97% enabled. More importantly, in terms of electronic delivery of services to the citizens and businesses of Warwickshire, our website not only offers a wide range of services but is one of the most heavily used Local Authority sites. We are the 12th most visited Council web site nationally, the second most visited in the West Midlands and one of only 13% of Councils to have been awarded the top category "transactional" status in the 2006 SOCITM "Better Connected" survey.

Number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions



Access to services via the County's Customer Service Centre is a key dimension of our e-Government Strategy and a vital contribution to the achievement of the 98% e-enablement target. The centre was successfully piloted in Libraries, Trading Standards and Social Services throughout 2004/05 and has continued to be rolled out corporately in 2005/06, with additional services being added.

Development and Resources

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Residents Satisfaction	BV3 CH01	The percentage of citizens satisfied with overall service provided	55.0%	60.3%	60.0%	57.6%	58% 60% 62%	High	na	na	na	
Staff Satisfaction	CH05	Percentage staff satisfied overall with WCC as a place to work	na	84%	66%	80%	70% 75%	High	na	na	na	
Staff Welfare	BV12	The number of working days/shifts lost due to sickness absence	11.3	10.18	9	10.08	8 7	Low	9.71	8.45	7.52	
	BV12F	The number of working days/shifts lost due to sickness absence - Fire and Rescue	8.5	8	7	8.7	7 6 6	Low	na	na	na	
	BV14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.22%	0.25%	0.2%	0.23%	0.2% 0.2% 0.2%	Low	0.65%	0.59%	0.29%	
	BV15	The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce	0.2%	0.23%	0.2%	0.2%	0.2% 0.2% 0.2%	Low	0.32%	0.24%	0.16%	
	BV15F	The percentage of employees retiring on grounds of ill-health as a percentage of the total workforce - Fire and Rescue	2.3%	0.5%	2%	1%	2% 1.5% 1%	Low	na	na	na	
Disability	BV16a	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area	0.9%	0.8%	2%	0.71%	2.5% 2.75%	High	2.91%	1.98%	2.28%	

Development and Resources

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Disability	BV16aF	The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area - Fire & Rescue	na	na	na	0.3%	0.5% 0.6% 0.6%	High	na	na	na	
	BV16b	The percentage of economically active disabled people in the authority area	12.6%	12.6%	na	12.6%	na na na	N/A	28.15%	16.37%	16.83%	
	BV156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	2.0%	28.0%	40.0%		50% 60%	High	na	na	na	
Equality	BV2a	The level (if any) of the Equality Standard for Local Government to which authority conforms	1	2	3	2	3 4 5	High	na	na	na	
	BV2b	The duty to promote race equality	54%	74%	85%	74%	100% 100% 100%	High	55%	67%	79%	
	BV11a	The percentage of top 5% of earners that are women	34.8%	38.75%	34.5%	44.9%	35.5% 36%	High	29.48%	41.98%	45.02%	
	BV11aF	The percentage of top 5% of earners that are women - Fire and Rescue	0.0%	5.5%	11%	5.5%	11% 11% 11%	High	na	na	na	
	BV11b	The percentage of top 5% of earners from ethnic communities	3.1%	2.9%	3.7%	3.04%	4% 4.1%	High	2.87%	1.58%	2.18%	
	BV11bF	The percentage of top 5% of earners from ethnic communities - Fire and Rescue	5.3%	5.5%	11%	5.5%	5.5% 5.5% 5.5%	High	na	na	na	

Development and Resources

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Equality	BV11c	The percentage of top 5% of earners who have a disability	na	na	na	0.8%		High	na	na	na	
	BV11cF	The percentage of top 5% of earners who have a disability - Fire and Rescue	na	na	na	0%	0% 0% 0%	High	na	na	na	
	BV17a	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	3.5%	4.25%	3.5%	4.39%	4% 4.1%	High	4.7%	2.1%	3.2%	
	BV17b	The percentage of the economically active minority ethnic community population in the authority area	4.5%	4.5%	na	4.5%	na na na	N/A	80.2%	76.0%	86.1%	
	BV17aF	The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area - Fire and Rescue	3.1%	4%	4.6%	3.5%	4.6% 4.6% na	High	na	na	na	There has been little recruitment over the last 12 months. One ethnic minority firefighter transferred to another Service and one ethnic minority firefighter left the Service.
Council Tax Levels	CH02	Percentage Council Tax change, based on a 4 year moving average. (for 2004/5 the four years are 2001/02, 2002/03, 2003/04 and 2004/05)	9%	8.3%	na	2.96%	na na na	N/A	na	na	na	
External Assessment	CH03	EFQM scores: Corporate Departmental average	351-400 380-430	na	401-450 401-450	na 401-450	No assessment 451-500 451-500	High	na	na	na	
	CH04	CPA rating	Good	Excellent	4 Star	3 Star	3 Star 4 Star 4 Star	High	na	na	na	

Development and Resources

Performance Area	Refs	Indicator Detail	Actual 2003/2004	Actual 2004/2005	Target 2005/2006	Actual 2005/2006	Planned Targets 2006/07 2007/08 2008/09	Aim	Nat Avg 2004/2005	County Avg 2004/2005	County Best Quartile 2004/2005	Performance Commentary 2005/06
Cost Effectiveness	CH06	Cost effectiveness - Gershon Efficiency Savings	na	na	2.5%		2.5% 2.5% 2.5%	High	na	na	na	
Budget Management	CH07	Budget variance: Percentage year end variance from budget	-0.8%	-1.5%	0 to -1%	-1.05%	0 to -1% 0 to -1%	N/A	na	na	na	
Efficiency	BV8	The percentage of invoices for commercial goods and services that were paid by the authority	92.4%	92.9%	100%	88.9%	100% 100% 100%	High	90.89%	89.72%	93.10%	
E-Government	BV157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions	76.9%	84.6%	98.1%	96.95%	na na na	High	75.52%	78.83%	89.75%	

8 Contracts and Workforce Matters

The Authority is committed to the workforce requirements as set out in the *Code of Practice on Workforce Matters in Local Authority Service Contracts (the Code)*. During the financial year 2005/06, the Authority complied with the requirements in the Code in each applicable contract to which the Code would apply. Where relevant, the Authority referred to the Code in EU advertisements and tender documentation issued to prospective tenderers. Contracts entered into with successful service providers contain specific clauses on the Code and its application to new employees.

The Authority has applied the principles of the Code to its staff in respect of contracts that were already underway as at the date of publication of the Code. For these contracts, the Authority has made clear to all bidders its requirements in relation to the Code. Appropriate contract clauses have also been incorporated into contracts that have been awarded.

The Council has publicised its approach to the Code both internally and externally in the following ways,

1. The Council's Contract Standing Orders and Contract Standing Orders for Schools both make reference to the Code of Practice on Workforce Matters.
2. The Council's Procurement Code of Practice contains a section on workforce considerations in contracting.
3. Standard contract clauses that aim to meet the requirements of the Code have been drafted. These are accessible to officers via the Council's corporate document library.
4. Guidance on the background and application of the Code to service contracts has been drafted to ensure that the Code forms part of the service specification and contract conditions for all service contracts covered by the Code. This is also available to officers on the Council's corporate document library.
5. The Council's procurement web page contains a brief summary of the operation of the Code and informs tenderers of the Council's approach to the requirements of the Code, including standard contract clauses.

9 Contacts and Services

Contacts

This publication was produced by the Policy and Performance Division within the Chief Executive's Department. Copies are available on request and via our website.

If you would like to know more about anything in this publication, or about any of the services listed below, please contact

call	01926 410410 (minicom 01926 412277)
web	www.warwickshire.gov.uk
email	vieweditor@warwickshire.gov.uk
write	View Editor Communications Division Chief Executive's Department Warwickshire County Council P.O. Box 9, Shire Hall Warwick CV34 4RR

Our normal office hours are **9am – 5.30pm Monday to Thursday & 9am – 5pm on Friday**. However by calling the above telephone number you can obtain advice, help or signposting to any of our services from **8am – 8pm weekdays & 9am – 4pm on Saturdays**.

Services

Warwickshire County Council provides the following services:

Adult Education & ICT Learning Centres	Fire and Rescue
Archaeology	Foster Care
Archives & Records	Grants
Arts	Heritage Education
Births, Marriages and Deaths Registration	Homecare
Business Support	Libraries
Childcare Information Services	Museums
Community Safety	Nature Conservation
Construction	Parents' Centres
Consumer & Business Advice	Planning
Country Parks and Recreation	Quality & Environmental Support Systems
County Council Property Maintenance	Regeneration Projects
County Highways	Residential Homes
County Record Office	Roads, Footpaths and Rights of Way
Disability Services	Road Safety
Early Years' Centres	School Meals
Ecology	Social Care & Policy
Economic Development	Trading Standards
Education	Transport & Local Bus Services
Emergency Planning	Tree Work
Employment	Warwickshire Calibration Services
Environmental Design	Waste Management
Farms and Forestry	Youth Services

Publication Date: June 2006

Division: Change Management

Directorate: Performance & Development

Contact: Colin Gordon

Tel: 01926 412559

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27 June 2006

Report Title Developing Adult, Health & Community Services

Summary This report sets out the proposed strategic direction for the Adult Health and Community Services Directorate. It makes proposals for the development of the structure, systems and culture of the organisation.

To agree the proposals in the report for the structure of the new Directorate

For further information please contact: Graeme Betts
Strategic Director
Tel: 01926-412083
graemebetts@warwickshire.gov.uk

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] Yes

Background papers WHITE PAPER: Our Health, Our Care, Our Say (Cabinet 4 May 2006)

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr McCarney, Cllr Compton, Cllr Dodd
- Cabinet Member Cllr Colin Hayfield, Adult and Community Services
- Chief Executive Jim Graham, Chief Executive
- Legal Alison Hallworth, Adult & Community Team Leader, Corporate Legal Services
- Finance Philip Lumley Holmes, Financial Services Manager

- Other Chief Officers Mark Ryder, Head of Trading Standards & Healthier Communities
Edwina Cordwell, Head of Libraries, Learning and Culture
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION Yes

SUGGESTED NEXT STEPS: Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation



Cabinet - 27 June 2006

Developing Adult, Health & Community Services

Report of the Strategic Director, Adult, Health & Community Services

Recommendation

That Cabinet agree the proposals in the report for the structure of the new Directorate.

1. Introduction

- 1.1 Over the past few years, there have been significant developments across the public services which have major implications for adults. As well as specific legislation, there has been a shift in ethos and a shift in public perceptions about expectations of services. In addition, within local government there has been an ongoing impetus to modernise services, improve quality and improve value for money.
- 1.2 This report seeks to highlight the impact of these major changes and to outline the proposed response to them within Adult, Health and Community Services. The report describes the vision for these services that is emerging within the Directorate and describes the outcomes which it believes need to be delivered.
- 1.3 The report describes the services that will be required to deliver these outcomes and the strategies, structure and culture that needs to be put in place to develop a sustainable Directorate which can deliver the broad national agenda and the local modernisation agenda of the County Council.
- 1.4 There is a major challenge that underpins the approach that is outlined in this report and that is the serious performance issues facing adult social care services and the Supporting People Programme. These have been reported to Cabinet and to Adult and Community Services Overview and Scrutiny Committee. These performance issues form an important backdrop to the development both of the new Adult, Health and Community Services Directorate (AHCS) and to services for adults across Warwickshire

2. Context

2.1. This section describes some of the major themes which have emerged over the past few years which are significant in the development of services for adults.

2.2. Redistributing power

2.2.1 The Government has indicated a determination to see power redistributed from central government to local government and from local government to communities. This approach has major implications for AHCS as it requires new approaches to developing individualised/personalised services, choice and community engagement and development.

2.2.2 Essentially, services for adults need to be transformed from services which are designed by professionals and delivered to people with little if any input from users about them to services which are designed by or with users and delivered with them. Services need to change so that as far as possible they can be ordered or requested directly in recognition that most adults know what they want.

2.2.3 Further, there needs to be a fundamental shift in the power relationship over who controls services for individuals. Across health and social care there is a movement to people taking control of their own care as far as possible. For example, in social care there has been the growth in the number of people on direct payments and in health, long-term conditions such as diabetes are increasingly managed by patients themselves with little input from clinicians.

2.3 Choice

2.3.1 This has become a major issue and underscores the move towards a more consumerist approach to the delivery of public services. The view that everyone should have choice has been particularly important within the health service. The Government's aim is that everyone should have choice over the time and location of treatment within a range of options and that this should be delivered from the family practitioner.

2.3.2 Indeed choice is being extended across all public services and in a myriad of ways. For example, the use of broadband has led to a range of ways in which the public can access information or services directly – people can even pay their tax bill over the internet. There is a move towards self-service in areas such as libraries and indeed social care.

2.3.3 There has also been a trend to strengthen the voice of the consumer with changes in the organisations that represent the public, use of the public in the governance arrangements eg for Foundation Hospitals and more robust arrangements for consulting the public.

2.4 Community governance and engagement

2.4.1 The Government has been clear that it envisages a key role for local government as community leadership. It believes that local government should engage with communities and support their development. While there are many reasons that the Government sees this as the key role for the future, what is important is that it is measuring the performance of local government against its engagement with and development of local communities.

2.4.2 One of the ways in which local government will undertake this role is through Local Area Agreements. It is through these that local government is expected to bring partners to the table to develop and enhance local services which meet a broad range of needs through partnership working. And of course central to them should be the effective engagement of local communities.

2.5 Independence, well-being and choice

2.5.1 While more specific to adult social care services, the Green Paper of this name reinforced the broad themes outlined above such as choice and control. It emphasised that there needed to be a shift towards the quality of life rather than simply intensive social care services, enjoying physical and mental health rather than the absence of illness. It also required everyone to have the opportunity to enjoy engagement in the wider aspects of life such as making a contribution in local activities, having sufficient resources for a good diet etc. And, it emphasised the importance of everyone – as far as possible - being able to lead an independent life with dignity, free from discrimination and harassment.

2.6 Our Health, Our Care, Our Say

2.6.1 These themes have been developed further within the White Paper on health and social care and have taken services further in the areas of prevention. This White Paper has emphasised the importance of enabling people to remain healthy and independent in their own homes or within their local communities. The importance of individualised services and choice are reaffirmed in this White Paper.

2.6.2 In the future, there is to be a shift to better prevention services and earlier intervention which will require a significant change both in the way services are organised and the approach staff take to providing services. Linked to this, it is recognised that people with long-term needs require more integrated support and that this should be rooted in local services.

2.6.3 Also, there is a clear requirement for health services and local government to do more to tackle inequalities and improve access to community services. There is increasing recognition that inequalities undermine cohesion within and between communities and that only successful partnership working can address them.

2.7 Partnership

- 2.7.1 A consistent theme running through all of this is the importance of working in partnership. The Government has introduced a range of measures to improve partnership working and measures the performance of local government in general on its partnership working. Within adult social care services, there is an expectation that partnership agreements will be formalised with health services.
- 2.7.2 Partnerships are expected to be developed across the full range of partners and are expected to be developed both at a strategic level and on the ground so as to ensure local communities can maximise the benefit from partnership working. It is expected that partnerships will improve the quality of services and lead to more effective use of resources.

2.8 Local context

- 2.8.1 Having outlined the major developments at a national level, it is essential to bring the focus down to a local level in Warwickshire. Last year, Warwickshire County Council embarked upon a process of modernisation and sought to bring greater synergy to its services by creating six new Directorates to replace the nine old ones. This approach enabled the Council to implement the split between adult and children's social services in line with the Government's approach and enabled it to bring services together which should enable it to achieve its key goals of integrating services to achieve improvements in quality, greater access and more effective use of resources.
- 2.8.2 The County Council is committed to partnership working and has emphasised its commitment to working in partnership with the Districts and Boroughs and the health services in the county. It has an excellent record of working with other local authorities and establishing effective partnership arrangements which have benefited local people. Further, it has a strong track record of working in partnership with the private and voluntary sectors.
- 2.8.3 While the Council enjoys a good reputation for managing resources effectively, demonstrating a commitment to performance management and investing in information systems, there are underlying challenges within adult social care services. There will be major pressures on the budget over the coming years, there have been specific concerns raised about areas of service delivery and joint working with health services is regarded by CSCI as underdeveloped.
- 2.8.4 In many ways, services for adults are at a watershed. The thrust of government policy, the modernisation agenda within the County Council and the growth of expectations amongst the public and users of services as well as partners requires services within the new AHCS Directorate to integrate more effectively, to work in partnership more effectively and to find ways of engaging with users and the public to ensure that their aspirations for independence, well-being, individualised, local services and choice can be met. The challenge is to meet these expectations.

- 2.8.5 Having outlined the major developments at a national level, it is essential to bring the focus down to a local level in Warwickshire. Last year, Warwickshire County Council embarked upon a process of modernisation and sought to bring greater synergy to its services by creating six new Directorates to replace the nine old ones. This approach enabled the Council to implement the split between adult and children's social services in line with the Government's approach and enabled it to bring services together which should enable it to achieve its key goals of integrating services to achieve improvements in quality, greater access and more effective use of resources.
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3. A vision for adults in Warwickshire

- 3.1 In addressing the challenges facing the new AHCS Directorate, it is essential to understand the broader picture of services that adults require. In reality, it is impossible to separate off the needs that adults have from those of their children, older relatives, friends, neighbours and communities. Further, the vast majority of adults are perfectly capable for managing their own lives, organising services they might need and finding the information they need to do so.
- 3.2 Within AHCS, there are some services such as Trading Standards which are universal services in that they are available to everyone and are there to protect the public. Other universal services such as libraries are available to everyone though people exercise choice about whether or not they access them. Other services such as Libraries, Museums and Adult and Community Learning provide a wide range of services to children and families. Thus, within the Directorate, there are a range of services which are available to all adults and there are others which are only available following assessment for

need. Further, some services are free while for many others there are charges.

- 3.3 For people in Warwickshire then, AHCS provides a range of services which they can choose to use if they want, such as to visit a library or the Record Office. Further, they can use these services to access information they may need, whether that be for community resources or more dedicated services for a family member.
- 3.4 It is only when they themselves or a member of their family or a neighbour or friend requires additional input arising from ill health, growing frailty or disability that they are likely to seek to access care services. In the first instance, this is most likely to be if they need information. This might readily be met through a leaflet or a contact number. However, if the need is more complex then what may be needed is signposting so that appropriate advice can be given. Beyond this, a specific, one-off service may be required which may be available through self-service or following a simple assessment. Beyond this, a more complex assessment involving more than one agency and an on-going service may be required. At the extreme, what may be needed is protection, especially for those that are vulnerable in our society.
- 3.5 Thus, in order to develop a vision for adult services in Warwickshire, it is essential to start from the perspective that AHCS provides services to a wide range of communities and that for most people they will be able to access services independently and with little need for help or support. However, this vision must encompass the provision of preventive services, high intensity support services and protection as well. The vision must recognise the importance of enabling people to maintain their independence and reducing inequalities. Also, it must emphasise the determination to work in partnership to achieve more effective use of resources and more integrated services.
- 3.6 Bearing this in mind, the following **vision** has been developed:

“To maximise the quality of life of all communities in Warwickshire by working in partnership to reduce inequalities, improve well-being, promote individual independence and enrich people’s lives through learning and culture”.

- 3.7 It can be seen that this vision seeks to unite all the services within AHCS behind a vision which emphasises the broader approach to health and well-being of communities while recognising the importance of enabling individuals to lead meaningful lives. Further, it emphasises the importance of working in partnership and reducing inequalities. This vision grasps the national agenda and the agenda that has been set within the modernisation programme of the Council.
- 3.8 This vision has been shared with some users, carers, staff, partners and members. The feedback has been very positive and it is seen as encapsulating what the new Directorate is about and giving a clear message for what it stands for and what its ambition is. This vision has been used to guide the outcomes that AHCS should aim to achieve and these are described in the next section.

4. Outcomes

- 4.1 The outcomes that are described below represent tangible ways in which the vision would be delivered. They are not a comprehensive list and they would require to be turned into targets which would have their own delivery plans.
- 4.2 *High quality information* – if choice and independence are to be achievable, it is essential that information is easily accessible in a wide variety of formats. This is the starting point for AHCS and there is a recognition that a knowledge management strategy needs to be developed. Such a strategy will encompass not only the development of high quality information and information systems for the public but also the development of high quality information and information systems for commissioners and providers to ensure services are managed on the basis of fact.
- 4.3 *High quality advice* – for most people, high quality information will provide sufficient basis for living independently and leading meaningful lives. However, for some there will be a need to provide advice and this should be easily accessible in wide variety of formats. The telephone is the obvious way in which advice should be available but it is also important to develop other means especially electronic ones so that people can maintain their independence as far as possible.
- 4.4 *Customers empowered through training and development* – it is increasingly recognised that users and carers should be given additional support and training to enable them to take on a wider range of caring tasks safely. This approach is being adopted in the health service with the development of the expert patient programme which is empowering people with long-term conditions to take more effective control of their own conditions shifting the power to them away from clinicians.
- 4.5 A similar approach is proposed across care services. This approach will support users and carers to take greater control over their lives and to improve the choices they can take. Further, this approach is essential to increase the number of people taking on direct payments. In seeking this goal as an outcome, it is essential to stress that this is not about dumping responsibility on users and carers rather it is about ensuring that where feasible they can take greater control while putting in support in other ways such as respite care where appropriate.
- 4.6 *Customers at the heart of services through individualised plans and delivery* - it is essential that all customers receive a service that is tailored to meet their needs. This will require all services to ensure they are accessible to everyone, that they put in place a range of services to maximise choice, that they take account of customers' requirements and that they ensure that "one size doesn't fit all". For services which are delivered after an assessment, this will require that care plans take account of individuals' needs. The assessment must see the person as an individual within a family and /or community. Their whole needs need to be assessed and services must respond to what people are saying they want.

- 4.7 *Customer feedback that services are responsive and flexible* – for all services, it is essential that they develop the systems and culture which enable them to respond flexibly to customers' needs and are responsive to needs and wants. This does not mean that services can meet every need or want but it is essential that the goal is to meet them and a can-do attitude permeates all services. Even where it is not possible to give people what they want, if the service has demonstrated a willingness to seek to achieve what it can in a reasonable way then customers are likely to give positive feedback.
- 4.8 *Customers and communities actively engaged in contributing to and providing services themselves* – all services can contribute positively to this outcome of developing individuals and communities that are empowered to take more control of their lives and the services that are delivered to meet their needs. As well as enhancing independence, this approach will help people to feel they are making a contribution to the communities in which they live and make them less dependent on services. This approach will contribute to well-being and stronger communities. Further, the more that individuals and communities that are capable of taking more control of their services do so then this releases resources for those that are less able.
- 4.9 *More people accessing Direct Payments* – this is a key outcome for adult social care services and follows on from enabling people to be more actively engaged and to take more control of their services.
- 4.10 *Greater use of technology to empower staff and customers* – it is essential that new technology is exploited to improve the lives of customers through better information, better access and more flexible and responsive services. Further, new technology should be used to liberate staff from tasks which customers can do or which do not contribute to delivering a more effective service. There is potential to make savings in resources through more effective use of new technology.
- 4.11 *Wider range of local preventive services that are easily accessible* – too often in the area of adult social care, little if anything has been done to prevent people reaching a crisis before services become available. The emphasis on prevention is a welcome step forward that should help people manage more effectively without requiring large inputs of care. Preventive services need to be very flexible because people's needs are very wide and what may prevent one person requiring significant inputs of care may be very different from other people. Accessible information is the key to making preventive services more widely used.
- 4.12 *Effective partnerships on the ground* – developing effective partnerships at a local level between the County Council and the District and Borough Councils, health services, private and voluntary groups and local community groups is a key outcome. This will ensure that a network of services is available to both enable people to take greater control of their lives and to support them if that is what they require. These partnerships should enable sustainable communities to develop which will improve the quality of life for people living in them.

- 4.13 *Effective partnerships at strategic level across Coventry and Warwickshire* – while it is essential to develop effective local partnerships to deliver local services that meet local needs, it is also essential to develop effective strategic partnerships across Coventry and Warwickshire as a range of health and care services are configured at this level. It is essential that effective joint commissioning strategies are delivered to ensure acute services and mental health services are delivered in ways which meet local needs.
- 4.14 *Reduced inequalities* – it is equally important to reduce inequalities in health and well-being as well as in access to information and access to services. One aspect to achieving this goal is to develop services which empower people to take greater control and this can only be achieved by ensuring that services are flexible and responsive to the needs and requirements of different individuals and different communities.
- 4.15 *More effective protection* – while it is essential to develop more preventive services, it is essential to recognise that there are groups of people who are vulnerable and who require a greater degree of protection than others within society. All services can support these groups while others have a specific role to ensure that while protecting the interests of communities at large, more vulnerable members within it are identified and protected.
- 4.16 *More people accessing learning and culture services* - Libraries, Learning & Culture Services seek to promote enjoyment and inspiration to improve quality of life for our citizens. Our services offer safe and welcoming buildings and staff with flexible and creative services for all ages, together with a host of outreach and mobile services across Warwickshire.

Through these activities, the young and ‘young at heart’ can be inspired to learn and develop a sense of place and purpose within our society.

- 4.17 All of these outcomes need to be developed and plans put around them to ensure they are achieved. They will be achieved to a greater or lesser extent by the different services within AHCS as the services have different aims and purposes. Some of the outcomes will run through all services and others are more specific. However, what is critical is that AHCS as a whole works effectively together to support the Directorate in achieving these outcomes.
- 4.18 In order for these outcomes to be delivered, it is essential to ensure that a range of strategies are developed and plans made to deliver these strategies. In themselves, strategies do not deliver services but they provide the framework within which staff can deliver their services more effectively. Further, while structures don’t deliver services, a structure that is fit for purpose will enable staff to deliver services more effectively. And it is essential to ensure that while having appropriate systems and structures in place, the culture is appropriate and supports the delivery of services.

5. Strategic frameworks

5.1 Service delivery plans

5.1.1 In line with corporate requirements, the Directorate is producing a Business Plan which incorporates the service delivery plans of all services within the Directorate. High level goals for the Directorate are underpinned by detailed plans which run through the organisation and include individual performance and training plans.

5.1.2 Underpinning the service plans are a range of strategies which are described below. The implementation of these strategies will ensure that services will be sustainable and will meet their targets more effectively. These strategies are not arranged in a hierarchical order of importance as they all need to be implemented to enable the Directorate to succeed in achieving its goals.

5.2 Customer focus

5.2.1 A strategic approach is needed to bringing the customer to the heart of everything the Directorate does. The strategy needs to cover a range of areas which will cut across other areas such as access and information. The importance of the strategy is that it will set out the framework within which all services will address how customers' needs can be met more effectively and describe how customers can be comprehensively engaged in the planning, development and management of services. The strategy will ensure that the focus on customers is consistent across the Directorate covering all areas such as involvement in recruitment, consultation and advocacy.

5.3 Access

5.3.1 Improving access is a key aspect of improving the customer focus but requires a strategy in its own right given it is fundamental to enabling people to engage with services. Access is a broad concept covering buildings, equipment, information, communication and staff attitudes. The access strategy will create a framework within which all services can ensure they are making their services accessible to all adults.

5.4 Knowledge management

5.4.1 There is a need to develop a series of interlinked strategies covering management information systems, systems for information management, information for users, development of new technologies to support users and staff. Accurate and timely information is fundamental to building a successful organisation and improvements will not be sustainable unless they are built on the firm foundations of robust strategies in these areas.

5.4.2 Across the Directorate, there are a number of important plans being developed but there is no overarching strategy guiding them. There are a range of successful systems in place but they are not integrated. While these initiatives should continue to be delivered, they must become part of a

coherent whole and they should be focused on ensuring they support the Directorate achieve its goals.

- 5.4.3 There are many positive developments taking place in the delivery of new hardware and new software systems. However, it is essential that these systems are developed within a strategic framework to ensure that they support the business needs of the Directorate. There is a risk of developing systems which do not meet needs or which are not effective and it is essential that new developments take place within a strategic framework.

5.5 Partnerships

- 5.5.1 Across the Directorate, effective partnerships have been developed in some areas and some have been more successful than others. The importance of developing a more strategic approach is to maximise the gain from them. What is needed is a systematic approach which establishes a framework within which partners can be engaged effectively, goals can be identified from working in partnership, areas in which partnership working will not take place can be identified, working with partners can be co-ordinated to avoid duplication and gaps and processes agreed to maximise the added value gained from working in partnership.

5.6 Joint commissioning

- 5.6.1 A key area for working in partnership is between adult social care services and the PCT. A governance framework will be established within which joint commissioning will take place. Joint commissioning strategies for the key adult care groups will be agreed and these will set out the direction of travel, the service models, the financial framework and targets to be achieved,
- 5.6.2 There will be ongoing meetings to performance manage the implementation and delivery of the strategies and there will be mechanisms to enable input from users and carers and providers. These service strategies will be regularly reviewed and will form the basis for the development of pooled budgets and more integrated service agreements.

5.7 Performance management

- 5.7.1 Effective performance management is critical to the success of all organisations and it is essential that there is a strategic approach that is adopted across the Directorate. This approach must establish the systems that are used, a toolkit of methods, a system for regular reporting and it should establish a performance management culture.
- 5.7.2 The Directorate uses EFQM and regularly reports on the results of audits. In addition, work is underway with the Audit Commission on utilising the Performance Breakthrough approach. A regular series of performance meetings within the Directorate is being put in place and it has been agreed to report performance on a monthly basis to Adult and Community Services Overview and Scrutiny Committee. Thus, the basis for a systematic approach is being put in place within the Directorate.

5.8 Finance

- 5.8.1 A medium term financial plan will be developed for the Directorate to bring it into line with the proposed corporate approach and to ensure that service plans are grounded in financial reality. There is an urgent need to bring activity and budgets into alignment and work is underway on this and will be reported to Overview and Scrutiny Committee.
- 5.8.2 There are major risks facing Adult Social Care Services from ongoing demographic pressures, from requirements to meet new legislation such as the White Paper, from growing customer expectations and from the difficult financial position with the NHS. Also, there are pressures with the Libraries & Cultural services and the Learning service is introducing charges for its services.
- 5.8.3 Given these pressures, risks and uncertainties, it is essential that the Directorate develops a medium term financial strategy to ensure that it maximises its resources and provides a stable environment within which managers can deliver services.

5.9 Facilities

- 5.9.1 As service needs change, the requirements for facilities will change. For example, with the growing use of the telephone and internet, there is no need for reception desks in assessment and care management services. Similarly, as services for people with learning disabilities utilise mainstream services, there is less need for day centres and transport to take people to them.
- 5.9.2 Based on service developments, greater use of technology and home working or mobile working, a facilities strategy needs to be developed to ensure the Directorate maximises the buildings and facilities it has and maximises the opportunities for working with partners in this area.

5.10 Organisational Development

- 5.10.1 This is a broad area which encompasses HR, training and development. A number of strategic frameworks will need to be established and co-ordinated under this broad umbrella to ensure there is a consistent approach across the Directorate.
- 5.10.2 One of these frameworks will cover the management of the wide range of HR areas such as sickness absence management, appraisal and disciplinaries. This will sit within the broader corporate framework. Another framework will cover areas such as training and development and again this will reflect corporate approaches.
- 5.10.3 However, it is essential that these frameworks reflect the specific needs of the Directorate. Therefore, specific programmes will be developed which will form the basis of the strategic approach. A key area is the development of effective leadership across the Directorate at all levels. An evaluation of the skills needs and gaps will inform a strategic approach to engaging with education providers

to ensure that staff are provided with the training they need to deliver better services more effectively.

5.11 Communications

5.11.1 There is a need to develop an effective communications strategy covering internal and external communications. Work is underway to improve communication within the Directorate and this will be pulled together as a strategy in the near future. However, given that this is a period of enormous change, the most pressing need has been to work quickly to improve communications with staff. A range of approaches are being implemented and these will be reviewed later in the year. Further, they will form part of the coherent strategy which is currently being developed.

5.11.2 While internal communications are vital – especially as our own staff are our most effective ambassadors – there is a need to develop a strategy for how the Directorate communicates with customers, the wider public, partners and colleagues at a national level. There is considerable communication at present but this needs to be brought within a strategic framework which has clear priorities and ensures that external messages reinforce the key messages the Directorate wants to send out.

5.12 The strategies that have been outlined above are fundamental to ensuring that the Directorate develops in a sustainable way and is clear about the direction of travel. These strategies will guide managers and ensure that the work they do is focused on the priorities of the Directorate. The aim is not to collect a lot of lengthy documents which gather dust but to pull together a series of strategies which ensure that the Directorate is underpinned by a series of coherent guides to action.

5.13 It is essential that the Directorate develops these and it is also essential that it has in place a structure which reflects the new approaches and ways of working required from a modern Adult, Health and Community Services Directorate. In itself, the structure delivers nothing but if it is fit for purpose then it should assist managers in delivering their services more effectively.

6. Structures within Adult, Health and Community Services

6.1 Adult Social Care Services

6.1.1 The context within which Adult Social Care Services will be delivered over the coming years has been described in a previous report to Cabinet. It reflects the thrust of the White Paper which has been described earlier in this report. The challenges facing this area of service have been described in detail in a report to Adult and Community Services Overview and Scrutiny Committee and are summarised below.

6.2. Current Performance

6.2.1 CSCI's judgement produced in September 2005 is that Adult Social Care Services are serving some people well but have "uncertain prospects" for improvement and are "coasting". This comes on the back of three consecutive years where the judgement has been "serving some people well with promising prospects"

6.2.2 The reason for the fall from "promising" to "uncertain" was that:

- there is no firm trajectory for improvement
- there is a decline in position relative to other councils
- there had been limited progress in PAF indicators and in some a decline in position
- there had been limited progress in modernising services and structures in line with the Green Paper
- there is underdeveloped partnership working to deliver an improved range and quality of services and better outcomes.

6.2.3 This drop in performance in absolute and relative terms has major implications. Most importantly, it suggests that people in Warwickshire are not receiving the level and quality of services that people elsewhere in the country are. This raises issues about value for money given that these are publicly funded services.

6.2.4 Further, there is an impact upon the overall rating of social services, which is currently two stars, and the rating of the Council as a whole. This brings with it implications for the reputation of the Council, potential loss of funding and a tighter inspection regime.

6.3. Underlying issues

6.3.1 While the current performance as measured by the PAF indicators and the performance against the Standards is a source of grave concern, what is of greater concern is the capacity within the organisation to move forward and to address the challenges. It appears to be the case that some of the basic building blocks are not robust within Adult Social Care Services.

6.3.2 Financial position: there has been a growing problem within disability services with the overspend exceeding £4 million. This comes at the same time that there is increasing evidence from across the country of cost-shunting from the NHS to social care and severe pressure on NHS budgets.

6.3.3 Service delivery: customers do not appear to be consistently at the heart of the organisation's services and this message has been reinforced by users, carers and partners. Some of the services appear to be very traditional and there appears to be a lack of ambition for those people whom we serve.

- 6.3.4 Performance: performance is stagnant in many areas and falling in some. Further, the perception that Warwickshire is not moving forward is heightened by poor inspection results in the area of Supporting People. While it is hoped that the recent inspection will have improved the Council's rating, there are concerns that the judgement may be that while progress has been made, it is insufficient.
- 6.3.5 There are two main factors impacting upon performance: management information and a performance culture. A data cleansing exercise has been undertaken to ensure returns are robust and in the short term, this may have an adverse impact upon performance indicators. With regard to the culture, the importance of performance and performance management and ownership of performance does not appear to be as strong as is required for the organisation to move forward.
- 6.3.6 Management structures: there is a need to restructure adult social care services to ensure that it is fit for purpose in the new world of the Green Paper. Excessive layers, the lack of separation and clarity between commissioning and provision and a lack of focus on outcomes has meant that the structure has not delivered in key areas.
- 6.3.7 Strategic frameworks: there is a serious gap in the organisation in that it lacks the strategic direction needed to guide action. While there are some impressive initiatives and services, the lack of strategic frameworks undermines their impact. Thus, rather than services moving forward as a whole, some areas make progress and others do not. There is no coherent sense of where the organisation wants to get to or what its goals are, nor are there strategies in place to guide it in achieving its goals.
- 6.3.8 Partnerships: partnership working is the responsibility of all partners and there is a decided lack of partnership working in Warwickshire. It is not universally poor but it is sadly lacking in many areas. There is a basic lack of communication on which it would be possible to build more fruitful partnership working. An example of this is the way in which Warwickshire Hospital recently decided to continue to fine the Council for delayed transfers of care without discussion between chief officers to establish whether there might be a more productive approach.
- 6.3.9 Leadership: there is a lack of clear leadership across the organisation. Existing management structures have made this more difficult to achieve and while leadership may have been demonstrated at the most senior levels, this may not have been delivered systematically at operational and front-line levels. Instead, there may have been a loss of impact and a loss of focus on outcomes.
- 6.3.10 Culture: overall, there is a lack of customer-focus and services appear to be inflexible, unresponsive and bureaucratic. There is a sense that everything is too difficult, everyone else is to blame, no-one understands our services and inspectors are measuring the wrong things. There is a lack of aspiration, ambition and pace.

6.3.11 The proposed structure of Adult Social Care Services must address both the requirements of a modern service meeting the requirements of the White Paper while also addressing the challenges that face it in the here and now. It is proposed that there should be three Heads of Service posts covering Locality Commissioning, Locality Provision and Strategic Commissioning and Performance.

6.4. Strategic Commissioning and Performance

6.4.1 It is proposed that there should be a joint post to head up strategic commissioning and performance. The PCTs have agreed to this approach but the proposal requires further work and discussion. This approach fits well with the White Paper and *Commissioning a Patient-led NHS* which are based on the view that commissioning needs to be strengthened. It is likely that this Division will comprise the following areas but this is subject to agreement with the PCTs.

6.4.2 The role of this Division is to lead on the development of commissioning strategies for all adults across Warwickshire. These commissioning strategies will include plans for all health and care services. They will include plans for contracting from in-house, private and voluntary providers.

6.4.3 In order to develop these commissioning strategies, the Division will require high quality information on needs drawn from public health and the information teams across the Council and the PCT. An information team should be established which draws together the information teams from across care and health. If this is untenable then a senior information manager and an assistant should be established to lead on pulling together the information streams so that they can meet the needs of the strategic commissioners.

6.4.4 This Division will include the Supporting People Team which is responsible for commissioning support for a wide range of groups including children and families. By bringing the Supporting People Team into this Division, there will be opportunities to work more closely with commissioners in adult services and the PCT. This will result in a more integrated approach to commissioning across the County, less duplication of effort (eg identifying needs) and better processes and systems (eg procurement).

6.4.5 The Team will require highly skilled Joint Commissioners who can directly engage with senior managers at the highest levels in care and health services. These managers need to be supported by a team of assistant commissioners/service development managers.

6.4.6 In order to contract for services the Division will require a contracts team which will prepare the contracts and SLAs with all providers.

6.4.7 In order to performance manage services and contracts and SLAs, the Division will require a team which can analyse performance and address issues of raising quality.

6.4.8 The Division will require high quality financial planning to ensure that commissioning plans are affordable.

6.4.9 The Division should be at the cutting edge of developments and therefore should include a small development team leading areas such as the development of the preventive agenda. This will require a flexible team able to pick up a range of issues such as inclusion, access and community development.

6.4.10 The Division should lead on the development of customer engagement and therefore services such as Customer First and perhaps the PCT's PALs could be included within the Team (see Appendix A).

6.5. Joint Director of Public Health Post

6.5.1 While there is agreement for a joint post to head up strategic commissioning and performance, there is no agreement as yet about a Joint Director of Public Health post. Discussions are being pursued with partners including a workshop involving members to consider how "Choosing Health" should be delivered, how inequalities in health can be addressed and the LAA. A further report will be brought to Cabinet as soon as possible.

6.6. Locality Commissioning

6.6.1 It is proposed that a Head of Local Commissioning is established to provide leadership for the assessment and care management services. These services are critical to ensuring that people are assessed properly, that their needs are understood and that care plans are developed which reflect these needs and put in place a range of services to meet them. Bearing in mind the comments of users and carers, there is a challenge to ensure that these services put users and carers at the heart of the assessment and plan and that they reflect the whole person and their place in their wider family and communities.

6.6.2 Further, these services must meet the challenge of the White Paper to develop packages which include prevention and rehabilitation and link effectively with health services. The White Paper represents a major shift away from the way services have developed over the past few years and there is a major leadership challenge to ensure that the culture within these services changes to reflect the requirements of the service in the context of the White Paper.

6.6.3 In considering the structure for these services, there are issues about the volume of users with older people far outweighing the other groups. There are issues to consider about the most appropriate way of addressing older people who have mental health needs. There are issues concerning services for people with physical disability and where they are best placed. In Warwickshire, services for people with physical disabilities are currently placed with services for people with learning disabilities. The sheer size of Warwickshire is another factor which requires consideration and in the past, services have been based on a locality model.

6.6.4 Also, there is the future to consider with the potential to develop joint teams with the PCT and primary care. Closer working with Practice Based

Commissioning is an area of huge potential. Also, the area of direct payments, greater use of technology to access services, the development of the Single Assessment Process (SAP) etc are all areas that will have a major impact in this area. Further, assessment and care management services do need to modernise themselves and there needs to be further development of the front office/back office model.

- 6.6.5 Taking these issues into consideration, there are a number of principles that the restructuring should seek to achieve. Where possible teams should have a local focus. Policy, commissioning and provision should be clearly separated so there is clarity about leadership for any particular area of service, project or issue. The structure should be as flat as possible to ensure there are clear lines of accountability. Older people with mental ill health should be managed as part of the Mental Health of Older People service based with the Mental Health Trust. There are stronger links between physical disability and older people's services than between learning disability and physical disability,
- 6.6.6 On this basis, it is proposed that there is a post at Service Manager level to manage five teams based on the District and Borough boundaries. These teams will meet the assessment and care management needs of older people and people with physical disabilities. In time, they will become integrated with GP practices and in some cases co-located. They will work alongside practice Based Commissioning to develop the local commissioning of a wide range of health and care services.
- 6.6.7 It is proposed that there is a post at Service Manager level for the Hospital assessment and care management team, ICES, and the County Review Team. The Senior OT will report to this Service Manager. By bringing together the hospital based services under one team, there will be greater consistency in the way services work in hospitals and stronger and more robust management arrangements to interface with hospital managers. The aim of bringing ICES into this area is to ensure that it interfaces more closely with the local assessment and care management services. The County Review Team is a dedicated service and will sit well with these other specialist services which link with the area-based teams.
- 6.6.8 It is proposed that there will be a Service Manager post for Learning Disability assessment and care management services. There will be a team for the north of the county and one for the south. It is intended that this will become an integrated service with health workers. As far as possible, workers in these teams will cover patches to give a local focus to their work but the teams are too small to split into five.
- 6.6.9 It is proposed that the Head of Service for Locality Commissioning will hold responsibility for mental health services. There will not be a Service Manager post for mental health services. In the current arrangements, adult mental health teams in the north and south of the county are part of an integrated service with health and the older people's mental health team in the north is integrated with health. It is proposed that the older people's mental health team in the south integrates with health as well. The mental health of older people is an area that requires specific training and development and a degree of expertise that is not readily available with all staff. Further, the links

with psychologists and psychiatrists, therapists and community psychiatric nurses must be developed so that an integrated multi-disciplinary approach can flourish.

6.6.10 Within assessment and care management services, there are a large number of areas which need to be addressed. As well as the modernisation agenda, there is the implementation of SAP, there is the development of integrated teams with health, the development of Practice Based Commissioning, improvements in the way vulnerable adults are managed and the development of Direct Payments. It is proposed that a Service Manager post lead on these areas.

6.6.11 This Service Development post will manage existing teams such as the FOCUS team which has been very successful in enabling teams to manage more effectively. It will take on such resources as exist for the development of SAP, Direct Payments etc. While this is a broad brief, one of the key areas that it will address and one of the themes that runs through the work is the development of integrated teams with health. This post will work closely with the Head of Service to develop more integrated mental health teams for adults and older people and people with learning disabilities. The other key area will be the collocation of services for older people and people with physical disabilities with GP practices and the development of local commissioning with Practice Based Commissioning.

6.6.12 These proposals enable a focus on local areas to be developed and clarify the muddles that exist between policy and project leads and operational management. They are intended to strengthen the development side of the assessment and care management service while creating clearer operational areas for Service Managers to focus upon (see Appendix B).

6.7 **Locality Provision**

6.7.1. The Council currently delivers directly a significant level of services for adults including residential, day and home care. The position is complex with different levels and type of provision being provided directly for different adult groups. It is unclear how this position has developed and in the future, there is a need for a strategic review of directly provided services to ensure that the Council is delivering services based on a strategic approach to commissioning and delivering services.

6.7.2. The Council's modernisation programme and the White Paper offer challenges and opportunities for directly provided services. There will be an expansion of low-level support services and some of this work may be picked up by in-house services though given the nature of the support, it is probably more likely to be picked up by voluntary and community groups. The Government has made clear that it wishes to see a mixed economy of provision across health and social care which requires a review of the level of directly provided services.

6.7.3. Nevertheless, there is an expectation that more services will be provided in communities, close to people's homes as part of mainstream provision. This approach fits well with some of the developments in directly provided services

such as the modernisation of day services for people with learning disabilities. Further, the Council's approach is to develop more integrated services and the new Directorate offers opportunities to bring together local services such as libraries and adult learning with adult social care services in ways which will add value to people's lives.

- 6.7.4. Also, it is important to consider the provider services within PCTs. Given the requirements of *Commissioning a Patient-led NHS* there will be consideration given to how these services can best be delivered locally. From the current agreement to establish a single PCT for Warwickshire, there was a commitment to deliver services on the basis of existing localities. Therefore, at a minimum there is an opportunity to develop more integrated services at this level. However, there is the potential to fully integrate nursing and therapy services with homecare, day services, residential care, libraries, heritage services and adult and community learning at a local level under the Head of Locality Provider Services. This would be completely dependent upon the direction of travel of the new PCT but it is a potential option along with more integrated services.
- 6.7.5. One of the clearest messages that arises from consultation with customers of adult health and care services is that people want local, accessible services. One of the key roles for local provider services is their ability to add to the sense of place and belonging which is fundamental to the development and sustainability of communities. Further, the development of a network of integrated services providing information, advice and local health and care services would support people to remain in their communities longer, more safely and more happily.
- 6.7.6. Therefore, in considering the structure of local provider services, the key principle is that they should fit with the local District and Borough boundaries to enhance the opportunities to work with other local services such as housing and leisure services and with health and private and voluntary and community organisations. The development of local links with other services is critical to maintaining adults in the community and to developing a network of support which will increase the availability of preventive services.
- 6.7.7. On this basis, it is proposed that five local teams are established which match the District and Borough boundaries to provide the greatest opportunity for bringing together the wide range of services which are necessary to provide a network of preventive services and holistic care and support for vulnerable adults. These teams will inevitably consist of a range of different in-house services depending on what is provided in a particular area.
- 6.7.8. However, every area will have a homecare services and each will have responsibility for managing a mix of day and residential services. But the key opportunity is to identify other local services and establish effective ways of working with them to improve local services overall. To support these developments, the Head of Service will require a small support team to work with local areas on initiatives to improve cross-service working and to spread the good practice that arises from the different areas.

- 6.7.9. On this basis, it can be envisaged that local provider services would engage with other service providers in a local area with the support of the Service Development Team and the Head of Service. This would ensure that there will be high level support and additional input to support operational managers develop more integrated services.
- 6.7.10. Further, this local area focus will enable the provider services to engage with the local assessment and care management teams for older people and people with physical disabilities to deliver more effective local care packages in partnership with other local providers. This approach would also fit well with the arrangement County Councillors have put in place for ensuring a local area focus and would facilitate engagement with health services and District and Borough services (see Appendix C).

6.8. Resources

- 6.8.1 The Head of Services, Resources, carries responsibility across the Directorate for finance, buildings and facilities, organisational development and information. The latter service is a shared service between Adult and Children's services and at this time there are no plans to change this arrangement. However, there is a need to formalise this relationship and to ensure that there is a line of accountability between the shared service and Adult services.
- 6.8.2 By bringing together these support services, the aim is to ensure that they work effectively together to provide co-ordinated support to services across the Directorate. It is sometimes the case that these services are seen as reactive and risk averse, in the views of managers holding back change. The determination is to establish a Division which is looking to the future and supporting managers in delivering change and improvement. Indeed, the Division should be a key driver in modernisation, challenging existing practices and ways of working and bringing in resources to support managers modernise their services and improve them for customers.
- 6.8.3 There is potential for some resource services to be delivered in different ways in the future, eg there may be opportunities for shared services with organisations such as the PCT. At a minimum, support services need to be working more closely with their colleagues in partner organisations so that opportunities to integrate buildings and facilities, terms and conditions, budgets and processes are taken.
- 6.8.4 One of the major challenges facing the new Directorate is to develop a culture which helps in the process of uniting the diverse range of services that come within it. The Resources Division will play a key role in helping to develop the culture and to ensure that it is embedded across the Directorate. Another key role for the Resources Division will be to support the development of partnerships and it can achieve this through its leading role across finance, Organisational Development and buildings and facilities. All of these are areas in which partnerships can be developed which in themselves are valuable and which will also help managers to deliver their services in a more integrated way for the benefit of customers.

- 6.8.5 On this basis, the principles which underpin the Resources Directorate are that it should be seeking to develop partnerships with internal and external organisations and that it faces a major challenge in bringing in new ways of working across the Directorate.
- 6.8.6 Therefore it is proposed that there should be strong support for operational managers but with a section which can be reaching out and seeking to bring in new ideas to the Directorate. This section would cut across traditional boundaries and work with a wide range of internal and external managers and partners to develop the new ways of working. It is envisaged that this section would become the core of a “modernisation network” which would bring in the roles that are located in the other divisions which play a key role in modernising services eg the Service Development post in Locality commissioning. This would lead to the structure containing the Head of Finance, the Head of HR and the Head of Modernisation which would include the existing workforce development service but also the broader partnerships and modernisation role described above.
- 6.8.7 In this way, the Resource Services Division can support managers across the Directorate but also add value by bringing in new ideas and supporting managers who wish to work in new ways and who want to increase the pace of change. This Division will also play a fundamental role in welding the Directorate together while also challenging it to achieve more (see Appendix D).

6.9 Libraries, Learning and Culture

In addition to the general challenges and opportunities described earlier in this report, there are specific ones which relate to Libraries, Learning and Culture.

6.9.1 Finance

- I. The Head of this service believes that the library service has managed its finances in a hand to mouth way. Underspends/overspends have been carried forward from year to year, with no service strategy for resolution other than at local level where actions are marginal. No collective financial management knowledge exists within the current Library Management Team.
- II. The library service has not resolved sustainability consequences for a number of its initiatives / projects and in other areas there are pressure such as the loss of grant in adult and community learning. Consequently, significant financial pressures face the service this year.
- III. Library service management lacks cohesive operational and financial control. It operates at local not strategic level. No strategies are in place nor indeed any real recognition (knowledge) of the scale of the issue. This is being addressed but it is clear it is an ingrained organisational-wide issue.
- IV. Heritage (and Adult Learning) managers are ‘on the ball’, balancing service plans with financial reality and have suffered as a consequence.

The historic budget process within LHTS has been to allocate all pressures e.g. procurement, ICT, overheads etc pro-rata and with no recognition of the differing abilities of services to respond. For example, a budget cut of £5,000 in Heritage will mean the loss of a specialist post. Within libraries (if appropriately managed) it would more easily be achievable through County-wide staff turnover.

- V. CIPFA statistics show Heritage costs to be in line with their 'family group'. However, Library service staffing costs are amongst the highest in the country. An initial instinct says the service spends an enormous amount of staff time on new ideas and new things without funding to do this and thus staff costs increase to deal with this uncoordinated, unplanned work. Warwickshire's library staff costs broadly the same as Leicestershire's yet it has 54 libraries compared to 32 in Warwickshire.

6.9.2 Structure

- I. It is proposed to review the management structure of the new Division to achieve a re-alignment of existing posts to create and maintain a performance, quality and strategic planning remit and bring coherence to the new Division's planning and organisation. It is proposed to widen the brief of the Project Development Manager to be Divisional not just Heritage, to bring some coherence and shape to One Stop Shops, funding and partner activities, possibly for 1-2 years, and then to review the situation (see Appendix E).

6.9.3 Property Challenges

- I. There are over 40 locations including listed, tenanted and covenanted buildings. Many are in a state of 'poor' external repair and the public's impression of WCC services is adversely affected by the external appearance of the buildings.

6.9.4 Heritage Issues

- I. There is a tendency to assume that museums should operate out of historic buildings. As a consequence there are wonderful buildings at St Johns and the Market Hall but they are not flexible for office based staff, nor for innovative displays and flexible exhibitions.
- II. The project to 'relocate' to a re-designed and extended St John's site is well received, an excellent candidate for lottery funding, would reduce / contain costs but Members have not committed to the funding aspect.
- III. Collections – ecological, archaeological, social, geological, archival etc require specialist storage, preservation, conservation and space. It is essential this is recognised when the County seeks to reduce its property portfolio.

6.9.5 Libraries

- I. Libraries are not always in the best location. Further, the poor state of repair in part time libraries can reinforce the 'lack of use'. Linkage to community bases initiatives and development is critical and the strategy for access / neighbourhoods etc needs to be very sensitive to local arrangements and relationships.

6.9.6 Adult & Community Learning

- I. In some cases this service occupies WCC premises rent-free. If WCC were to relinquish interest in such premises there is concern as to who will fund alternative accommodation – one-off and rental.

6.9.7 Other Challenges

- I. Record Management commenced 10 or so years ago when Legal Services asked the Record office to establish an efficient storage and retrieval mechanism for their vast amount of files. It worked well and a corporate decision was taken to widen the service to all WCC departments. However, this decision was not wholly unanimous and the service is not well developed..

6.10 Trading Standards Service

In addition to the general challenges and opportunities identified for the whole Directorate, there are specific ones for Trading Standards Services.

6.10.1 Budget

- I. The Trading Standards Service has a good record of financial planning with outturns that are close to budget. This will continue with the same level of planning across the service areas with managers in order to maintain good budgetary control.
- II. The Service currently benefits from centralised support for HR, IT and Finance. This budget is not actually held within TS. As a single site, relatively small service this support should be relatively easy to provide. Some on-site presence is desirable for all of these functions.

6.10.2 Performance

- I. The Trading Standards Service operates under a performance framework set by the DTI known as the "National Performance Framework" which consists of four complex performance measures. They include customer satisfaction with the service, business compliance and training undertaken by staff. Similar arrangements are in place for other stakeholders, namely the Food Standards Agency and DEFRA. Several CPA indicators are reported that come under the environment block of CPA. Furthermore, in 2005/2006 the service was assessed under the national "peer review" process, based on the EFQM model and consequently a three-year improvement plan has been put in place. Also, information is reported to the Chartered Institute of Public Finance

(CIPFA) in terms of budget, staff levels, population and number of premises liable to inspection etc.

- II. The biggest challenge in meeting these performance criteria is having enough trained, qualified and experienced staff to deliver the service to a satisfactory level. There is currently a national recruitment crisis within Trading Standards and this situation is more difficult in Warwickshire as a result of a number of other factors such as the lack of a competence based career structure. A new national qualification for Trading Standards professionals has just been launched (DCATS & HDCATS) which provides greater opportunities for employers to train and develop their own staff through to competence based qualifications and the service will utilise the opportunity that this offers.
- III. Another challenge for the TS service is that it is accountable to a number of different central government bodies, DTI, OFT, DEFRA and soon the LBRO. This dislocation in central Government in delivering a TS service means that it is often faced with conflicting national pressures that may not always match local priorities. Balancing competing demands in this regard is an ongoing challenge.
- IV. In terms of the profile of the service and the excellent results achieved for local residents and businesses (e.g. the work on doorstep crime, nutrition, animal health & welfare, expert legal advice) the service punches significantly above its weight.
- V. A modernised, locally engaged, flexible, high profile Trading Standards Service is a major asset for the Directorate and Warwickshire County Council.

6.10.3 Partnerships

- I. The CEnTSA regional partnership for Trading Standards is just a year old but is proving to be effective in many areas e.g. co-ordinated national consultation; access to funding streams (recent award for Scambusters is £500,000 p/a) and training (22 professional courses p/a). Warwickshire TSS will continue to play an active part in this successful partnership with the objective of doing more for less for consumers and businesses in Warwickshire.
- II. The TSS is involved with a myriad of local partnerships with objectives ranging from improved community access, access to funding, product safety, health etc. The challenge is to rationalise these partnerships to those that have real benefit and to begin to apply better tactics to partnership engagement.

6.10.4 Delivering the Vision

Within TSS, the ambition is to show very clearly by March 2007 how it can make a significant contribution to this vision, particularly in relation to reducing inequalities, improving well being and promoting individual independence. Two approaches will be utilised in the furtherance of this aim.

- I. Build on existing good practice e.g. consumer education projects; enforcement activity in areas of product safety & food standards; media liaison and publicity; animal health & welfare etc.
- II. Increase activity and develop skills in order to contribute significantly to our role within the new directorate e.g. financial literacy and consumer credit; enhanced and new partnership arrangements; taking a leading role in the Healthier Communities agenda; using intelligence to act in areas of consumer detriment and target our resources at those most in need.

6.10.5 Structure

- I. The existing structure of the service is attached at Appendix F. No changes are proposed in terms of the Assistant Head of TS and the four Divisional Officers. The changes that are likely to take place will be arrangement of the individual teams within this structure to ensure the greatest flexibility and use of management strengths. One focus will be on modernising and developing leadership within the service in line with the recommendations of the recent peer review.
- II. Having described the challenges facing the different Divisions within the new Directorate and outlined proposals for structural changes, the report will now consider the culture which will underpin the directorate and the process of engagement on this report.

7. Culture

- 7.1. This report has described the strategies that will need to be put in place across the Directorate and the structural changes that will be required. This is the responsibility of the Directorate Management Team for this represents the framework within which services will be delivered. However, it is essential to create a culture within which staff can deliver services effectively and this will be developed over the next six months.
- 7.2. The culture of the organisation is “how” people work together - the behaviours and attitudes they act upon when they are at work. It is likely that key elements of this will include team working, having a customer focus, supportive, propensity to action and so on. Further work with staff across the organisation will take place to develop a set of values that everyone will be expected to adhere to when they are at work.
- 7.3. It is intended that early next year when the new Management Team has begun to bed down that the values will be launched with a series of events involving all staff. The values will be the basis for working effectively together and will be fundamental to delivering services more effectively.

8. Engagement

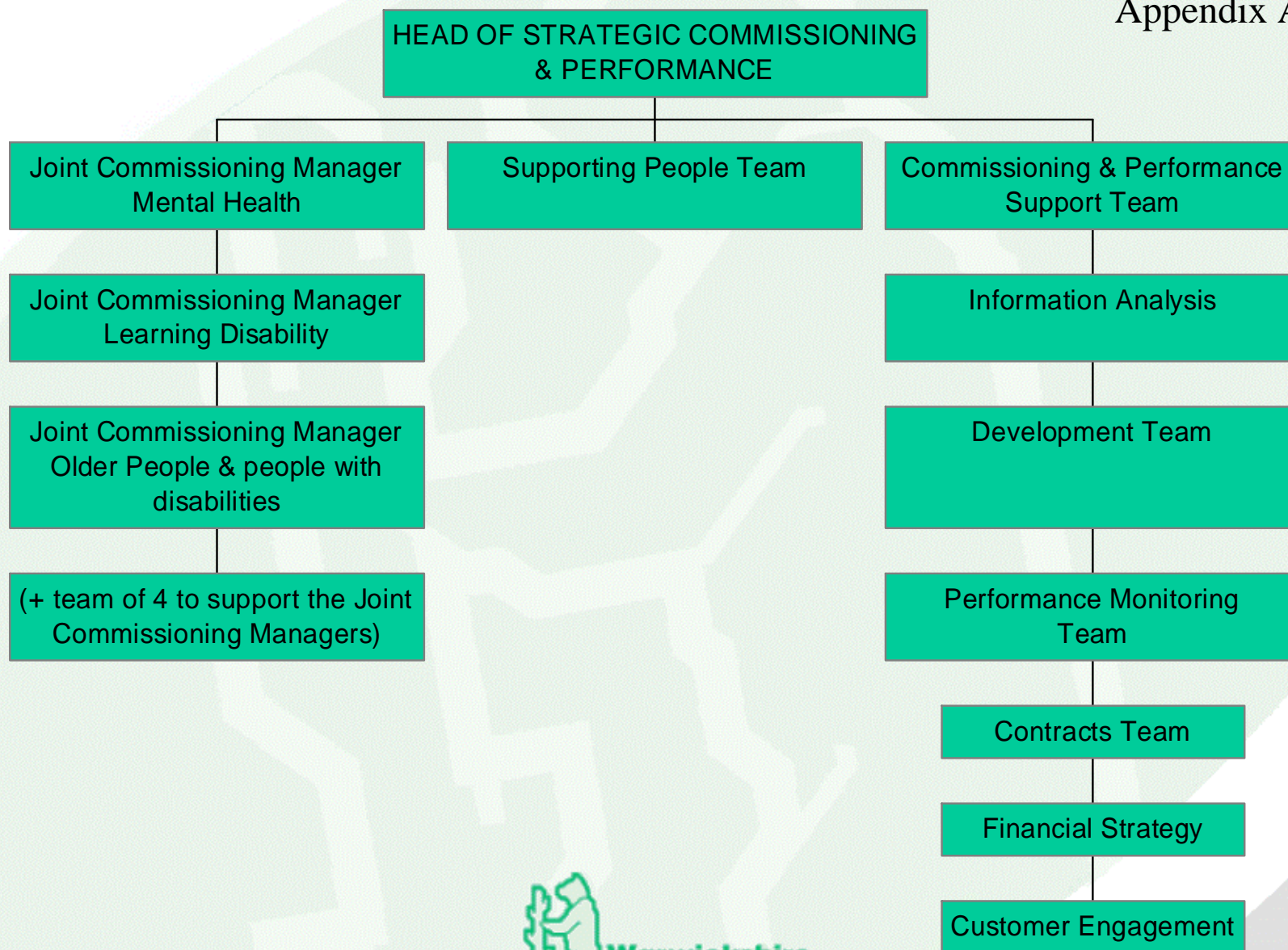
- 8.1 The approach that is being taken in Adult, Health and Community Services is to begin by thinking about the national and local context and the challenges that these raise for this new Directorate. Having understood what these are and their implications, the Directorate has then described its ambition for the people it serves and the goals it aims to deliver. Then it has described the strategies and structures it will need to put in place to deliver the goals it aims to achieve.
- 8.2 The new Strategic Director for Adult, Health and Community Services has taken the opportunity to share the thinking that underpins this report with managers and staff across the organisation, users and carers, voluntary and community groups, partners, Trade Union colleagues and Members. The proposals have been developed in response to discussions with this range of stakeholders.
- 8.3 Following discussion at Cabinet and assuming approval to the proposals as outlined, there will be consultation with those managers and staff specifically affected by the proposals. Managers have been briefed and meetings will be arranged for staff in Adult Social Care Services. A process will be put in place to allow for a consultation exercise and then proposals will be developed taking account of HR agreements to implement the proposals. It is likely that the initial proposals will be developed and improved in consultation with managers and staff. Any substantial amendments to the proposals will be reported back to Cabinet.

GRAEME BETTS
Strategic Director of Adult, Health &
Community Services
Shire Hall
Warwick

June 2006

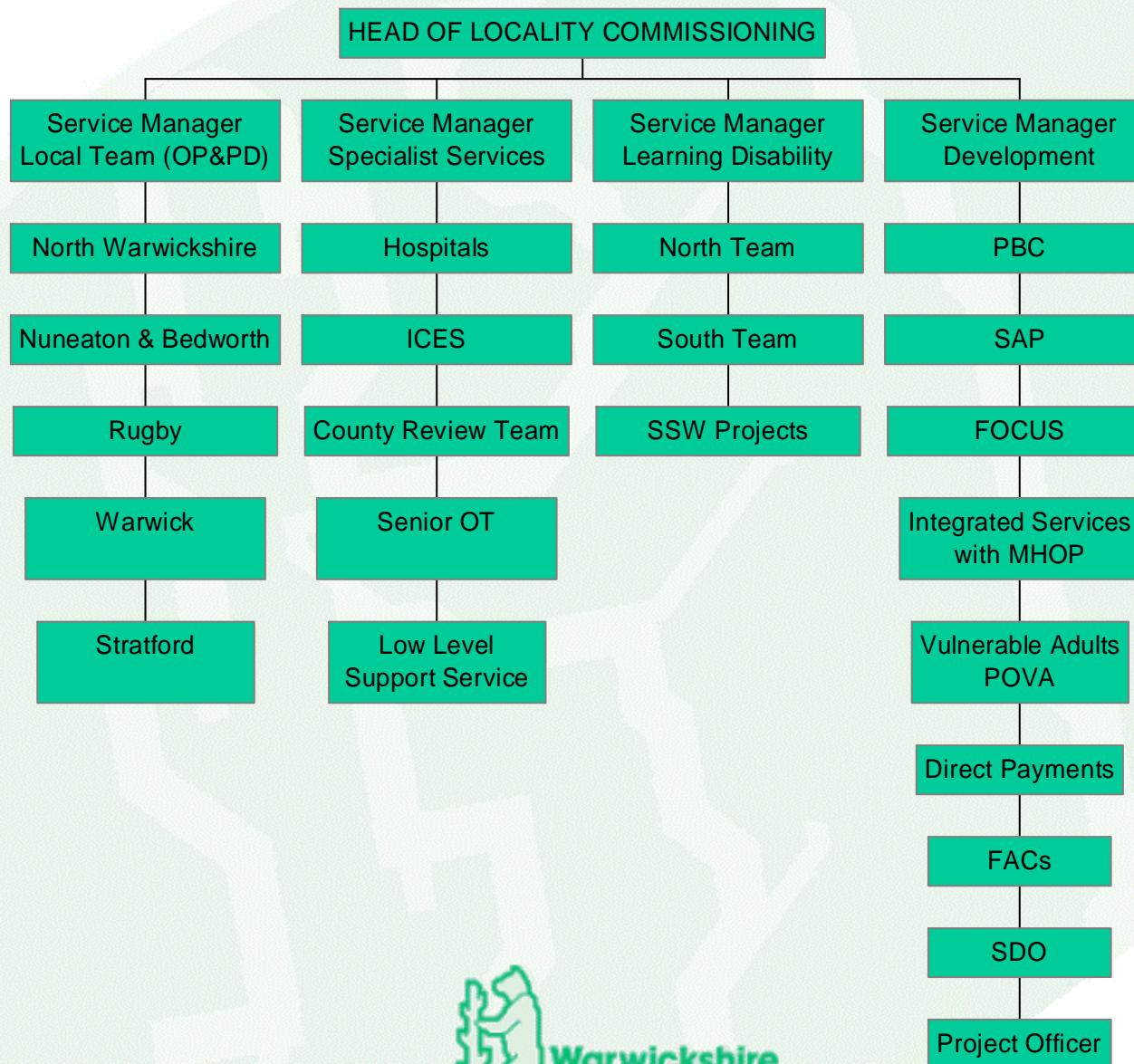
Adult, Health & Community Services

Appendix A



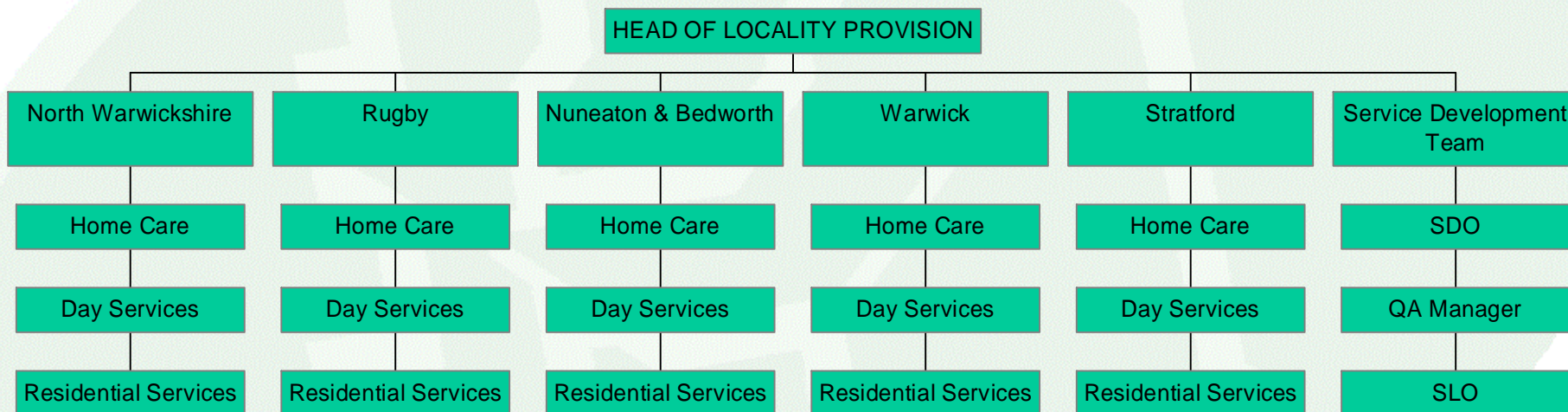
Adult, Health & Community Services

Appendix B



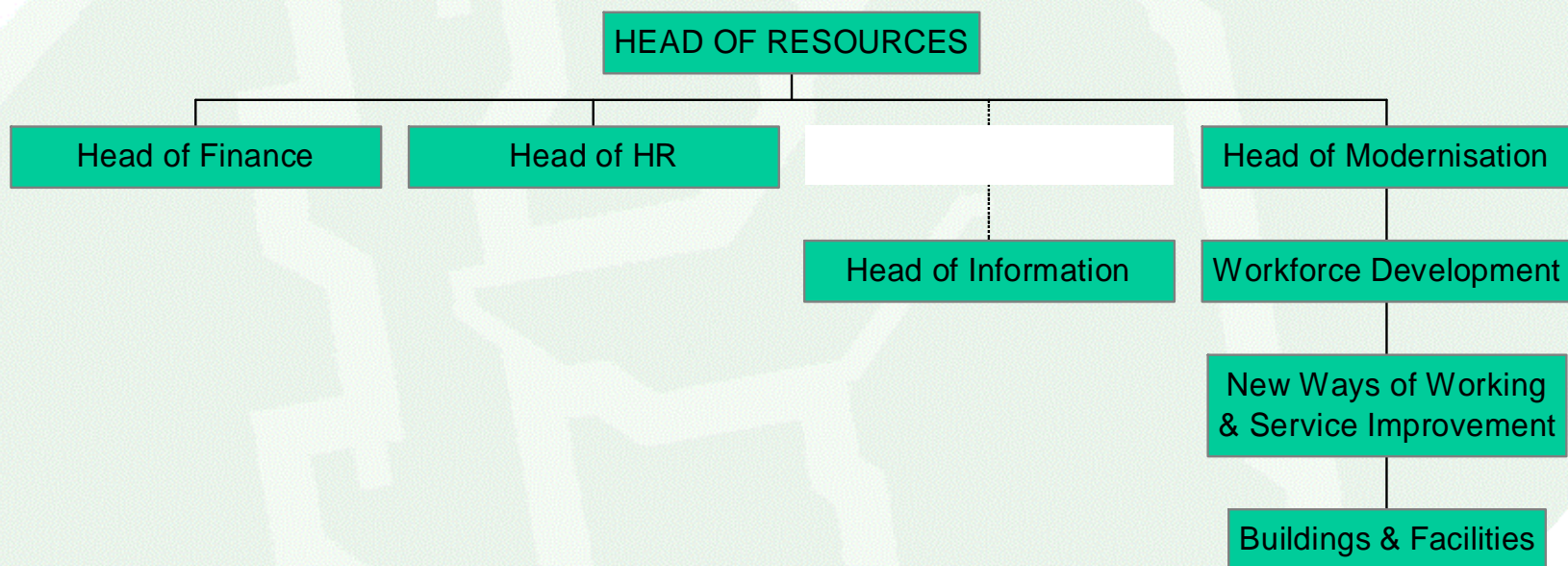
Adult, Health & Community Services

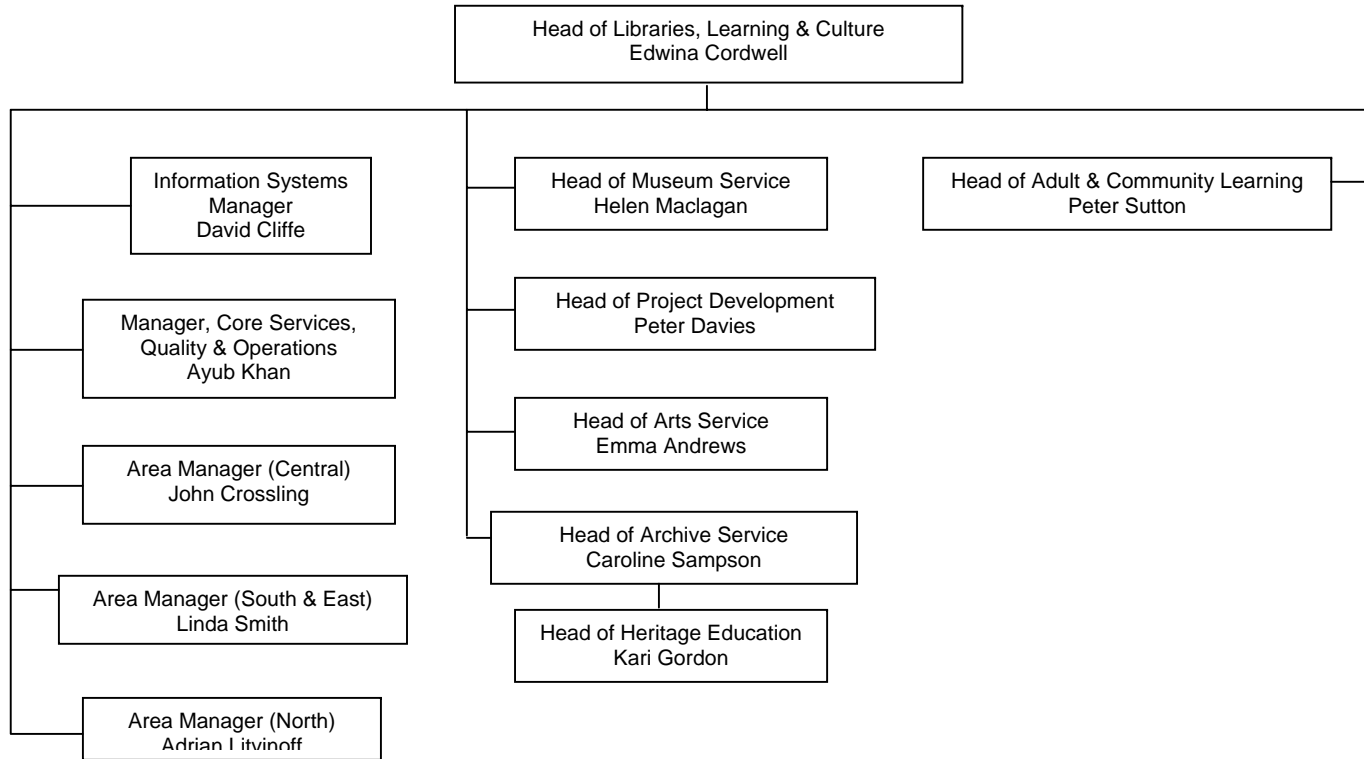
Appendix C



Adult, Health & Community Services

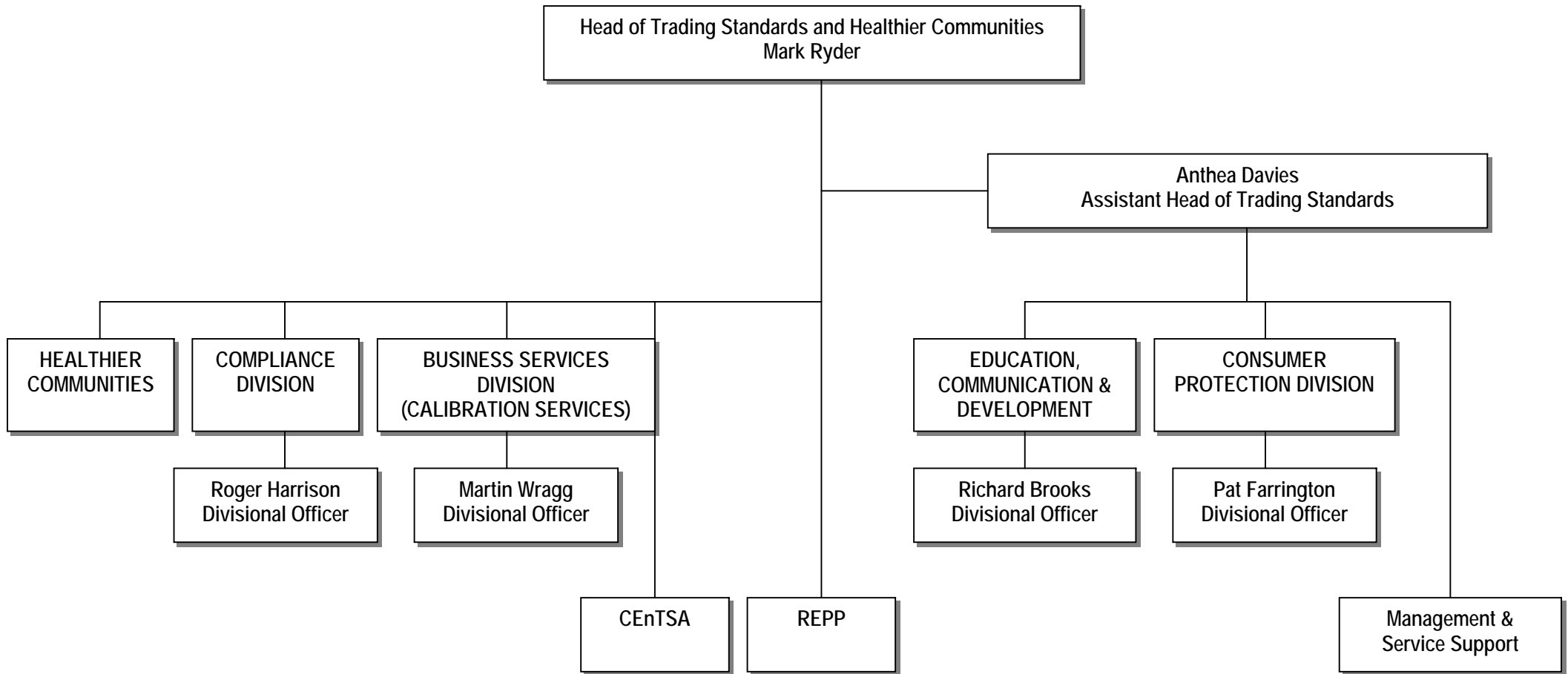
Appendix D





Trading Standards and Healthier Communities Services and Management Structure at 1st April 2006

Appendix F



N.B. CEnTSA – Central England Trading Standards Authorities (Co-ordination)
REPP – Retail Enforcement Pilot Project

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27 June 2006

Report Title Role of Director of Adult Services

Summary To report receipt of Statutory Guidance on the role of the Director of Adult Social Services; the related strategic, political and operational expectations; and, to outline local arrangements for securing consistency.

For further information please contact: Graeme Betts
Strategic Director
Adults, Health & Community Services

Tel: 01926 - 412189

Would the recommendation decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers Best Practice Guidance – for consultation – DH, March 2005.

Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services, DH, May 2006.

Best Practice Guidance, DH, [2006]

Green Paper, Independence, well being and Choice, DH, March 2005 – Reported to Cabinet July 2005.

White Paper, Our Health, Our Care, Our Say, January 2006 – Reported to Cabinet May 2006.

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members

- | | | |
|--------------------------|-------------------------------------|---|
| Cabinet Member | <input checked="" type="checkbox"/> | Cllr Colin Hayfield, Adult and Community Services |
| Chief Executive | <input type="checkbox"/> | |
| Legal | <input checked="" type="checkbox"/> | Alison Hallworth, Adult & Community Team Leader, Corporate Legal Services |
| Finance | <input checked="" type="checkbox"/> | Philip Lumley Holmes, Financial Services Manager |
| Other Chief Officers | <input type="checkbox"/> | |
| District Councils | <input type="checkbox"/> | |
| Health Authority | <input type="checkbox"/> | |
| Police | <input type="checkbox"/> | |
| Other Bodies/Individuals | <input type="checkbox"/> | |

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- | | |
|---|--------------------------|
| Further consideration by this Committee | <input type="checkbox"/> |
| To Council | <input type="checkbox"/> |
| To Cabinet | <input type="checkbox"/> |
| To an O & S Committee | <input type="checkbox"/> |
| To an Area Committee | <input type="checkbox"/> |
| Further Consultation | <input type="checkbox"/> |

Cabinet – 27 June 2006

Role of the Director of Adult Social Services

Report of the Strategic Director - Adult, Health & Community Services

Recommendation

Cabinet is asked to:

- [a] Receive and note the Department of Health guidance issued under Section 7[1] of the Local Authority Social Services Act 1970 on the Statutory Chief Officer Post of the Director of Adult Social Services and related best practice guidance.
- [b] Note the assessment of local consistency with these requirements and the provisions in relation to political focus on adult social services.
- [c] Endorse the approach outlined in this report for taking forward the agenda outlined by Government in the context of the Council's process of modernisation and the design and delivery of operational and partnership arrangements through the new directorate.

1. Background

- 1.1 In March 2005 the Government published a Green Paper on adult social care. This was followed by consultation on best practice guidance on the new role of the Director of Adult Social Services consequent upon the passing of the Children Act 2004 and the creation of the role of Director of Children's Services.
- 1.2 During 2005 the County Council reviewed its senior structure and commenced a process of cultural and organisational change designed to achieve its vision. This change process includes:
 - ❖ Delivery of the requirements of the Children Act 2004;
 - ❖ Fundamental reconsideration of the way services are delivered across the council;
 - ❖ A much wider emphasis on change and "whole organisation" solutions for the people of Warwickshire;
 - ❖ Adding capacity by working in partnership with others.
- 1.3 This approach aligns well with the change agenda set by Government. It offers real opportunities to take forward the agenda for social care set out in the recent White Paper and reported to Cabinet in May 2006. It is consistent

with the approach set out in the recent statutory guidance and provides a robust framework for its local delivery.

2. The Statutory Guidance

- 2.1 The Strategic Director for Adults, Health and Community Services is the County Council's Statutory Director of Adult Social Services. He is directly accountable to the Chief Executive and is of comparable seniority with the Director of Children's Services within the corporate management team. In line with the guidance the post holder is required to work closely with both the executive and with scrutiny. A Lead Member is also in place, Cllr Colin Hayfield, Portfolio Holder for Adult, Health & Community Services, and holds a remit generally consistent with the guidance.
- 2.2 The guidance on the "Statutory Chief Officer Post of the Director of Adult Social Services" has been issued under Section 7[1] of the Local Authority Social Services Act 1970. It is accompanied by best practice guidance on the role. The County Council is required to have regard to this guidance in making arrangements for the discharge of responsibilities covered by it. This includes interim guidance on arrangements for the appointment of a Lead Member for Adult Social Services pending legislation to require such appointments in future.
- 2.3 The role of Director of Adult Social Services [DASS] is integral to the Government's strategy for adult social care. Where a local authority has appointed a Director of Adult Social Services in advance of the guidance, as is the case in Warwickshire, the authority should consider the content of the guidance in the development of this role.
- 2.4 The Government envisages a key leadership role to deliver the local authority's part in:
- ❖ Improving preventative services and delivering earlier intervention;
 - ❖ Managing the necessary cultural change to give people greater choice and control over services;
 - ❖ Tackling inequalities and improving access to services; and,
 - ❖ Increasing support for people with the highest levels of need.
- 2.5 The DASS will be required to deliver outcomes and influence partners beyond the traditional boundaries of local government departments through the local strategic partnership and as part of local area agreements. There are seven key aspects of the role and remit of the post that provide the focus for this report. They are:
- ❖ Accountability for assessing local needs and ensuring availability and delivery of a full range of local authority services;
 - ❖ Professional leadership, including workforce planning
 - ❖ Leading the implementation of standards and safeguarding vulnerable adults;
 - ❖ Managing cultural change to deliver service coherence, individual choice and control and shared outcomes

- ❖ Promoting local access and ownership and driving partnership working and support for inclusive joint planning, monitoring and delivery of services;
- ❖ Delivering an integrated whole systems approach to supporting communities; and,
- ❖ Promoting social inclusion and well-being.

2.6 Until such time as the Government issues further guidance about political management arrangements for adult social services, local authorities are expected to ensure that:

- ❖ Clear political accountability for the effectiveness, availability and value for money of all local authority adult social services [and preventing unnecessary use of healthcare resources];
- ❖ The necessary political leadership to engage with local communities and ensure adult social services are effective in meeting the needs of adults with social care needs, their families and carers; and,
- ❖ A political focus on safeguarding vulnerable adults and promoting a high standard of services for adults with social care needs across all agencies.
- ❖ Effective relationships between the DASS and the political leadership; including non-executive Elected Members;
- ❖ Scrutiny of the effectiveness of adult social services
- ❖ Partnership between adult and children's social services and an holistic approach to meeting the needs of communities.

3. Delivering the Guidance Locally

3.1 The role of the DASS, as outlined in the guidance, represents a positive step to the support of vulnerable and socially excluded adults within a systems wide and joint approach. The local role and remit of the Strategic Director, framed as it is within the context of integrated corporate working and a strong focus on partnership and well being, is consistent with the guidance that has been issued. The County Council is, therefore, well placed to move forward on the deliverables the guidance sets out. Key elements in this respect will be:

- ❖ Finalisation of the operational structure of the new directorate;
- ❖ Developing and delivering more person centred services; including direct payments for users and carers;
- ❖ Developing proposed new low intensity support services;
- ❖ Building on current workforce development and extending it so as to embrace all sectors of provision with a strong focus on joined-up, high quality services;
- ❖ Progression of partnership working with the new Warwickshire PCT;
- ❖ Strengthening joint strategic needs assessments to underpin reviews of current strategies and to frame joint planning on service development and partnership working with health, districts and local communities;
- ❖ Demonstrating more clearly how what the Directorate does builds upon the views, experience and expectations of users, carers and patients;
- ❖ Promoting accountability of services to local communities through improved consultation and engagement with local people and in particular service users, carers and patients;

- ❖ Improving strategic commissioning and securing continuous performance improvement.
- 3.3 There are some real challenges here and not everything can be done at once. Priorities have to be established although some areas are already being put in place. Cabinet and Scrutiny have received reports in recent months on a number of these issues: well being services, performance improvement, partnership with health and safeguarding vulnerable adults.
- 3.4 A separate report on the Cabinet's agenda outlines proposals for the development of Adult, Health & Community Services Directorate. It outlines the approach to deliver :
- ❖ Joint strategic needs analysis and commissioning
 - ❖ Joint working with health
 - ❖ User and carer led services
 - ❖ Modernisation of services and Workforce development
 - ❖ Local services
 - ❖ Well being services and healthier communities
- 3.5 The statutory guidance will be used to inform directorate business planning and performance improvement work will be shared with partners.

4. Conclusion

- 4.1 The guidance flows from the recent White Paper. It is statutory guidance with a tendency towards prescription about local organisational and political arrangements that should really be a matter for local determination. At the same time it does not really constrain in any way what the Council is doing. The approach of the County Council is consistent with its provisions. Whilst, the Council will be expected, in due course, to comply with new legislation on the role of a Lead Member for adult social services its present arrangements would again appear to be broadly consistent with the likely requirements for promoting well being, preventing social exclusion and protecting vulnerable adults.
- 4.2 Further work and investment is needed in a number of key areas if the responsibilities falling to the DASS are to be discharged in a way consistent with the overall change process the Council has embarked upon. In this context the guidance recognises the need to take decisions about priorities within available resources so that both high and low intensity services are available within a co-ordinated approach to the promotion of well being, tackling social exclusion and reduction in inequalities.

GRAEME BETTS
Strategic Director, Adult Health & Community Services
Shire Hall
Warwick
9 June 2006

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27 June 2006

Report Title Delivering the Customer Service & Access Strategy

Summary This reports sets out recommendations for the Cabinet to consider for the delivery of the Customer Service & Access Strategy.

For further information please contact:

David Carter Strategic Director Performance & Development Tel 01926 412564 davidcarter@warwickshire.gov.uk	Kushal Birla Head of Customer Service & Access Tel: 01926 736362 kushalbirla@warwickshire.gov.uk
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Would the recommended decision be contrary to the Budget and Policy Framework? No

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees Modernisation Group (Cllrs Alan Farnell, Bob Stevens, June Tandy, Tim Naylor and Jerry Roodhouse)
- Local Member(s) N/A
- Other Elected Members Cllr David Booth
Cllr George Atkinson
Cllr Bob Hicks
Cllr June Tandy
Cllr Jerry Roodhouse
Cllr Sarah Boad
Cllr Tim Naylor
- Cabinet Member Cllr Peter Fowler
- Chief Executive Jim Graham.....
- Legal David Carter

- Finance David Clarke – Strategic Director, Resources
- Other Chief Officers Discussed @ the Strategic Directors Management Team meeting on 7th June 2006
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS: Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Agenda No

Cabinet - 27 June 2006

Delivering the Customer Service & Access Strategy

Joint Report of the Chief Executive and the Strategic Director of Performance and Development

Recommendations

- 1 Approves the Customer Service and Access Strategy 2006-2009.
- 2 Supports the roll out of the next phase of development of the Customer Service Centre as outlined in this report.
- 3 Supports the development of a business case for an integrated Customer Service Centre and Joint One Stop Shops with Warwick District Council and recognises that one element of this aim can be delivered within existing capital and revenue resources through the development of a One Stop Shop at Shire Hall.
- 4 Recognises that the potential of the existing One Stop Shop at Kenilworth Library can be developed further.
- 5 Supports the development of a One Stop Shop at King's House Bedworth funded from within existing capital resources and the next phase of Customer Service Centre resources as per recommendation 2 above.
- 6 Supports a multi-site pilot of kiosks.
- 7 Supports the development of business cases for at least two more One Stop Shops, at least one of which will be located in an extended school.
- 8 That the funding for the programme be as follows:-
 - Funding from the modernisation fund of £350k (£250k for Kings House and the Customer Service Centre and £100k for e-Access Points) in 2006/2007 and £250k in 2007/08 for Kings House and the Customer Service Centre
 - Future year costs should be funded from either:
 - Efficiency savings delivered within Directorates achieved through re-engineering processes/back office in conjunction with the Customer Service Centre; or
 - Specific budget allocations where Members have approved the provision of enhanced services.
- 9 That all services which are capable of delivery through the Customer Service Centre, e-access and other forms of integrated customer service access points are reviewed from end to end by business process re-engineering to ensure that the benefits to customers and efficient service delivery are maximised.

1 Introduction

1.1 The County Council has the strapline 'Working for Warwickshire'. If we really mean this then we need to work together as one Council to be a customer-facing organisation. This means putting citizens, customers and clients at the very core of our business thinking and service delivery, both as an organisation and as individuals. We need to do business in locations in ways and at times that reflect what Warwickshire wants, rather than what suits us. This means going well beyond how people contact the Council – it will require a fundamental rethink of how we work together collectively and individually, and with others, to deliver services. In short, a much more integrated and personalised approach to doing business. This will involve a radical transformation of our end to end working practices, enabled and facilitated by investments in staff and our ICT systems and infrastructure. These investments will in time pay dividends in terms of consistent, high quality, responsive services at lower transaction costs.

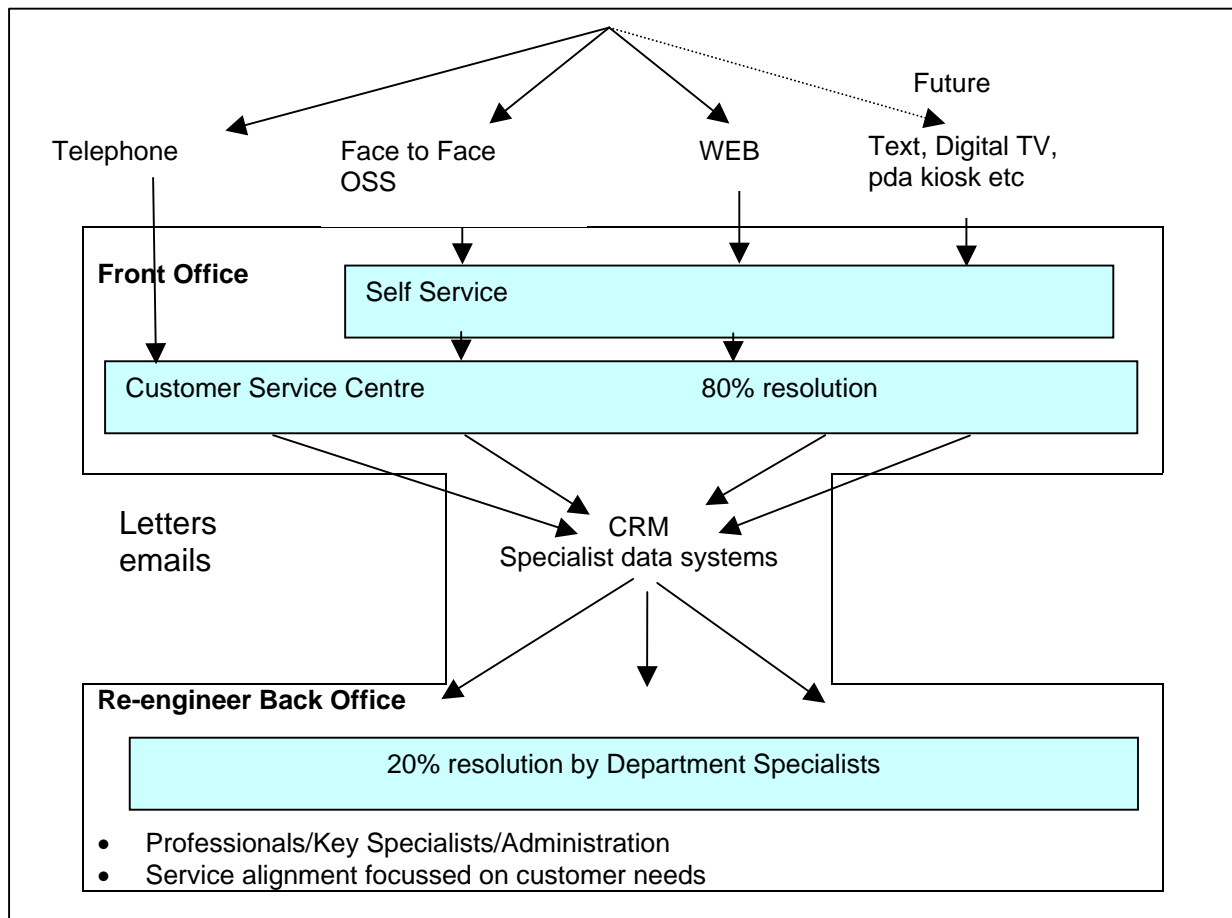
1.2 The above approach is based on five key principles:

- Re-engineering our front facing and back office processes, from end to end to ensure that we deliver value for money and improved customer service
- Developing 'front doors' ie. Customer Service Centre, One Stop Shops which are recognised as seamless parts of each service
- Satisfying a least 80% of routine enquiries/service requests at the first point of contact with the Council
- Responding to the more complex service enquiries and requests via specialist support teams who inform and direct the work of the field staff as necessary
- Training and equipping these specialist field staff to provide in addition more generalised assistance and support across the County and partners services when and where appropriate

1.3 Routine enquiries/service requests would be dealt with through four principal channels:

- | | |
|--|---|
| • Council website | - For contacts via the internet |
| • Customer Service Centre | - For phone based contacts |
| • One Stop Shops/
neighbourhood pilots/e-access
points | - For visits to Council premises,
community venues etc |
| • Field staff | - For home/local support contacts |

Customer Access Choices



- 1.4 All staff and managers engaged in service delivery would have access to the information, systems and services they need 'anytime, anywhere' via broadband and a variety of mobile communications devices. Field staff would also have the technology to collect and forward local data whilst on the move. Staff would be empowered and involved in the shaping of improved services.
- 1.5 The attached (Appendix 1) draft Customer Service and Access Strategy sets out the vision for customer service over the next years 3 years and key elements to realising the vision. It is written as a high level, internal document with the intention of building staff and Member awareness and engagement in the first instance, before developing a Customer Charter which will establish the standards and services our customers can expect. The Customer Service and Access Strategy and a draft of this paper have been discussed in detail by Strategic Directors Management Team, which is supportive of these developments. The Strategy and a draft of the report have also been considered and supported by the Modernisation Group.
- 1.6 Appendix 2 summarises the results of public consultation which has informed the above Strategy.

2 Towards Delivering the Vision

2.1 Elected Members have, over the last few years, made a number of decisions to improve access to Council services for citizens and customers.

2.2 In 2004, Cabinet approved a five year programme to develop the Customer Service Centre (CSC). The overall objectives of the five year programme were:

- Over the next five years, we should develop the pilot centre into a fully blown CSC, which handles not only telephone access to the County Council but also acts as the first-line provider of services.
- For people who want to visit Council Offices or designated One Stop Shops, the reception desks would link up with the CSC and would allow the same 'one stop' service to be offered in a consistent manner. Services provided would be relevant ie tailored to meet specific needs.
- The overall approach would compliment the self service facilities available via the County's website and would draw on the same underlying information and databases.

2.2.1 In response to customer research the Customer Service Centre was set up in September 2002 to test the idea that people could telephone the County Council with queries, complaints or requests for service, and at least 80% of the time would have their problem dealt with by the one person answering their telephone call.

The Centre was implemented to meet four key objectives:

- To make it easier for people to contact the County Council
- To improve the quality, reliability and consistency of services
- To free up professional expertise to focus on specialist tasks
- To improve efficiency in ways that helped offset the costs of running the Centre.

2.2.2 The Centre is located in Shire Hall, it embraces the Switchboard. It opens 6 days a week from 8.00 am – 8.00 pm on weekdays and 9.00 am – 4.00 pm on Saturdays.

There are plans to expand the centre so it operates as one centre but using two physical sites – at Shire Hall and at King's House, Bedworth. The latter site was chosen for two reasons – meeting our own economic development objectives and the likelihood that staff recruitment would be easier.

This year the Centre will deliver the following services:

Enquiry Type	Enquiry Description	Estimated Annual Call Volume
Switchboard	All incoming calls to 410410 and those sites where all calls are initially	660,000

Enquiry Type	Enquiry Description	Estimated Annual Call Volume
	channelled through the central facility	
Car Clear	Abandoned vehicle scheme to support the reduction in arson related crime. Liaising with Districts, Boroughs and the Police.	1200
Library Enquiries for 13 Libraries	General advice line providing information and services to library customers.	113,000
Social Care	Information requests, signposting and contact assessments to determine eligibility. Working with the DWP to make benefit referrals.	35,000
Disabled Parking Badges (Calls)	Providing information and support regarding the application process and eligibility	11,500
Disabled Parking Badges (Processing)	Receipting and processing applications for Disabled Parking Badges to determine eligibility and produce the badge. Liaising with GPs to confirm Health related issues affecting eligibility.	10,000
Vintage	General advice on any service (not just WCC provided) for anyone over the age of 50.	600
Street Lighting	Recording reports of faulty street lighting and illuminated signs.	9,500
Web Enquiries	Acting as a filtering point for web enquiries generated the Web Feedback and routing requests etc. to the appropriate services for response.	4,200
Highways Management	Customer service centre development and integration of systems	37,000 Approximate
Change of Address process	Initially supporting limited services with a view to expanding to all areas	Being developed
Skills for Life	National Pilot in conjunction with the DfES signposting and supporting learners into basic skills learning	Being developed
Racist Incidents	Reporting of racially motivated incidents	To be developed
PC Bookings in Libraries	Booking of library based PCs	To be developed
Registrations	Answering frequently asked questions and booking of appointments	To be developed

2.2.3 The results achieved by the Centre to date are encouraging.

a) Easier Contact

There has been an increase in both the amount of people contacting the County Council. For example, library calls have more than doubled and there has been an increase in people requesting assessments for adult social care.

There is also evidence of the previously hidden demand for contacting the Council when it is 'closed'. About 4% of the calls are out of hours. Most calls routed through the Centre have been solved through just the one telephone call. Customer Satisfaction surveys have given positive results. The latest survey indicated 98% of the customers were either very satisfied or satisfied with the service.

b) Better Service

There is evidence that the Centre has achieved both more reliable, consistent and better service. Probably the best example is with the issue of Disabled Peoples badges – the standardised process has cut out variability in provision and enabled badges to be issued routinely in days when previously it could take weeks.

c) Freeing up Professional Time

The Centre has demonstrated successfully that non professionals can undertake successfully some of the routine jobs that take up professional's time. That has been the case in undertaking first line assessments for adult care services.

There is also evidence that the Centre has screened out inappropriate assessment referrals and are passing on only those which are likely to result in community care service being provided. As a greater percentage of assessments result in a care plan, this supports the fact that resources are being targeted towards the most vulnerable.

d) Increased Efficiency

Comparing call handling costs post and pre Customer Service Centre is unsurprisingly not easy because there were no records kept of the amount of time and resources which call handling took in individual departments. There is evidence that pressure on front line staff has been reduced. However, there is difficulty in realising these staff savings in the short term because we are freeing up only parts of individuals' jobs. However this would come with the rollout of the Centre across all appropriate services and across the County, creating the critical mass that would deliver real economies of scale.

The Centre took part in a benchmarking exercise commissioned by Advantage West Midlands and undertaken by KPMG. The Centre was

one of 30 centres to take part across a number of difference industries. Whilst highlighting areas for improvement, the final report was in the main very positive.

Copies of this report are available from Kushal Birla 01926 (73)6362

- 2.3 In November 2003, the Cabinet approved the proposal made by the Warwickshire Online Partnership (WOLP), that the six Warwickshire authorities jointly procure and share the hardware and software needed to support the development of local contact centres. The Joint Contact Centre concept had the backing of £1.3 m grant from the ODPM. By engaging with and supporting the WOLP, the County Council has obtained and operated the technology it needs for the longer term and position itself to collaborate fully with District/Borough partners in the future as opportunity permits, all at a lower cost than by taking an independent stance.

The technology ie the Customer Relationship Management System (CRM) has enabled the County Council and Warwick District Council to operate a One Stop Shop at Kenilworth Library. The CRM is capable of providing clear 'trackable' data on all customers and on all service activity. This information is capable of analysis to provide information which will inform a more proactive approach to customer priorities and engagement.

- 2.3.1 In September 2004, the Cabinet approved the County and Warwick District Council piloting One Stop Shops. In October last year, the joint One Stop Shop in partnership with Warwick District Council opened to the public.

Warwickshire Direct – Kenilworth enables the public to access information and advice from a single integrated point of contact using the same CRM system. The service is delivered by a joint staff team – the District Council staff are seconded to Warwickshire County Council and managed operationally by the County Council.

- 2.3.2 Services available to the public include registering for Council tax, claiming council tax and housing benefit, viewing planning applications for Kenilworth, applying for a County wide Bus Pass etc. There are also regular surgeries held by the local MP, Councillors, Department of Works and Pension advisers, Housing Needs officers and Community Beat (Police) Officers.

As part of the continual programme of development, it is planned to offer first line assessments for adults, disabled parking badges and the Car Clear service in the next few months. Discussions are continuing with other Services on the possibility of providing further services.

2.3.3 The benefits to date include:

- Pooling resources to improve services to customers
- Joined up service delivery for both authorities through a common front door, seamless and transparent
- Removal of customer confusion on 'which Council does what'
- An improved refurbished library for the public
- Improved library opening hours at no extra cost for the County
- Increased career opportunity for staff within the County
- Sharing of skills and knowledge in the development of One Stop Shop processes, removing service, geographical and professional barriers
- Closer integration with and between the Customer Service Centres of both authorities with the integration of the ICT/CRM system and shared training programmes

2.3.4 The first Customer Satisfaction Survey undertaken in April this year shows high satisfaction rates for the services currently being provided (100% satisfied and 86% very satisfied). The visitors were asked how likely they would use the following services if these were provided:

	Likely to Use %
Local 'What's On' and other Tourist Information	80
Leisure Activities, Museums and Parks	78
Trading Standards	75
Fire Safety	61
Social Care Information	54
Births, Deaths & Marriage Registration	53
Disability Services	40
Home Help, Care Homes	36
Information on Children's Services	15
Information to Schools	10
Information on Pre School	7
Adoption, Fostering	5

The above feedback is valuable in assessing what future services will be rolled out into the One Stop Shop.

2.4 To date the following has been achieved:

- There is common infrastructure in place shared between our current partners.
- The website is continually being developed to enable the public to benefit from self service.
- A One Stop Shop was piloted in Kenilworth to test location, types of service, hours of access, partnership working.

3 The Next Phase

The vision will take time to accomplish. Getting better access coupled with better services is going to be a complex challenge and therefore there needs to be a phased approach. The improved Customer Service and Access and Efficiency Savings which the Council wishes to achieve, can only be delivered if the Customer Service Centre/One Stop Shop's are recognised as a seamless part of each service. This can only be done if the whole of the service is re-engineered from end to end.

If the Customer Service Centre is simply a different front end for services which otherwise continue to operate in exactly the same way, we will not achieve the Council's objectives.

In order to maximise the benefits to customers and efficient service delivery it is essential that all services capable of being delivered through the Customer Service Centre, e-access and other forms of integrated customer access points are reviewed from end to end by business process re-engineering.

Having achieved the above and to enable the authority to maximise its anticipated outcomes/benefits (see 4 below), we now need to move to the next phase of delivery.

The next phase of development is the:

- Implementation of King's House
- Development of additional services into the CSC
- Development of web-enabled services
- Further pilots including One Stop Shops, kiosks, working with other partners eg Health/Police

3.1 Kings House and the Customer Service Centre

The estimated cost of implementing the CSC at Kings House, developing the planned additional services as detailed below to be rolled into the CSC during the current year and providing a One Stop Shop is £500,000

Service/Provision
Member information - answering frequently asked questions regarding cabinet meetings and member details
Emergency planning - implementing a Countywide approach to information management during periods of emergency.
Waste Management - all enquiries relating to waste and recycling issues
Inclusion of the 19 remaining libraries
Implementation of voice recognition for the switchboard function to reduce the number of calls answered in the centre and increase self serve call resolution (not a push button IVR solution, it recognises verbal requests)
Education transport-frequently asked questions and advice on application
Free School Meals-frequently asked questions and advice on application

Service/Provision
Education frequently asked questions
Anti Bullying-frequently asked questions
HRMS systems support-frequently asked questions and signposting
F+R Fire - Safety Helpline-frequently asked questions
F+R Help on call -frequently asked questions
F+R Home call -frequently asked questions
F+R Industrial + commercial unit -frequently asked questions
F+R Working with Young People- frequently asked questions
Traffic -frequently asked questions
Recruitment -frequently asked questions
Services for the Deaf Team-frequently asked questions
Complaints -frequently asked questions
Customer satisfaction - technology to automate satisfaction-testing activity. Initially trialled in CSC with a view to roll out for other services
Integration of Street Lighting systems - to remove duplication of effort between front and back office.
Roll out of Change of Address-incorporate other services in change of address approach where applicable.
Introduce a performance management framework-IT work to pull together relevant statistical information across all access channels
Introduce a technology-based mechanism that is capable of automatically generating letter, scripts and making telephone connection to support the survey process.

3.2 Further Partnership Working with Warwick District Council

- 3.2.1 Face to face contact remains a popular choice for some service users who choose not to use web or telephone based services.
- 3.2.2 We have identified a potential package of integrated services with Warwick District Council which would involve an integrated Customer Service Centre and One Stop Shops in Kenilworth (existing), Whitnash (already approved), Leamington Spa and Warwick. The Joint One Stop Shop Members Steering Group has asked officers to prepare a business case for each authority to consider. The County Council could deliver a major part of its contribution by funding a One Stop Shop at Shire Hall within existing budgets.

3.3 E-Access Points

- 3.3.1 A number of authorities have implemented kiosk facilities as part of their overall integrated customer service and access strategy. Kiosks can provide local council, transport, Crimestoppers, community information, free e-mail and job finding services. The kiosks provide an outdoor controlled broadband service.
- 3.3.2 To assess the benefits of such facilities we would need to pilot the kiosks in particular communities working in partnership with local town and parish councils and at for example, transport interchanges.

Location is a critical issue and will need to follow researched public preferences. One community would be targeted to provide the critical mass to enable us to evaluate the full benefits of such a facility. Therefore, it is proposed that we provide 5 kiosks in an area to be confirmed at an estimated cost of £100,000 set up costs and £40,000 annual running costs.

3.3.3 Discussions are taking place with the Warwickshire On Line Partnership on the possibility of sharing the costs.

3.4 Partnership working with Schools, Police, Health, Supermarkets

3.4.1 The Authority could consider other potential pilots. These currently include:

- Extended schools
- Southam Town Centre Development
- Mobile One Stop Shop
- Rugby Business Improvement District
- Police & Health

All these are at an early stage of development and reports will be submitted to a future Cabinet.

4 Key Outcomes and Critical Success Factors

The anticipated key outcomes are:

Customers

- High quality, reliable, flexible and responsive services
- Expanded range of 'self-serve' services available through a variety of electronic channels
- A choice of access channels tailored to meet specific service needs
- Seamless and transparent services
- Accessibility in locations, at time and in ways which ensure social inclusion.

Staff

- Part of a modern progressive customer focussed organisation
- Greater empowerment and involvement in the shaping of improved services
- Greater investment in front line services
- Increased job satisfaction
- Availability of better and more up to date management information

Organisation

- Higher customer satisfaction rates
- Reduced cost delivery and better value for money
- Greater investment in front line services
- Joined up services with partners enabling access to services through a common front door
- Improved relationship with key stakeholders and other service providers
- Availability of better and more up to date management information
- Consistent technological infrastructure and business architecture that supports the multiple customer access channels

We will judge our success by:

- A high recognition of the County Council and its access points
- Equality of access demonstrated by user profile
- Significantly reduced level of access difficulties/complaints and increased public satisfaction levels
- An 80% resolution of service enquiries/requests, first time at point of contact
- A shared approach to access across directorates and with partners to reduce referrals
- Access extended outside normal office hours
- Cost and performance in the upper quartile of public sector performance (with an assumption of cost neutral)
- Increased access volumes and lower response times
- A customer friendly culture, passion for customer service embedded within the Authority

5 Funding

5.1 Currently the following main options are available for funding this phase of the development of the Customer Service Centre:

- From efficiency savings generated in Directorates which transfer services to the Customer Service Centre
- From the general efficiency savings target used to fund developments within the budget
- A mixture of the two

5.2 The option chosen will depend on whether the benefit of delivering services through the Customer Service Centre are to deliver efficiencies or to deliver enhanced services.

5.3 Kings House and the Customer Service Centre

It is proposed that the first year costs should be funded:

- From the Modernisation Fund (£250k 2006/07 and £250k 2007/08)

Future year costs should be funded:

- From efficiency savings delivered within Directorates achieved through re-engineering processes/back-office in conjunction with the Customer Service Centre
- From specific budget allocations where Members have approved the provision of enhanced services

The means of ensuring that budget allocations are made in a timely manner will be discussed with all groups as part of the 2007/08 Budget Process.

5.4 E-Access Points

It is proposed that this pilot should be funded as follows:

- Estimated £100k one-off set up costs from the Modernisation Fund
- Ongoing annual running costs from general efficiency savings within Directorates

5.5 Potential Other Pilots

It is proposed that the funding of other pilots is included within the business case for such pilots and a report submitted to a future Cabinet.

6 Recommendations

6.1 That the Cabinet:

- 1 Approves the Customer Service and Access Strategy 2006-2009.
- 2 Supports the roll out of the next phase of development of the Customer Service Centre as outlined in this report.
- 3 Supports the development of a business case for an integrated Customer Service Centre and Joint One Stop Shops with Warwick District Council and recognises that one element of this aim can be delivered within existing capital and revenue resources through the development of a One Stop Shop at Shire Hall.
- 4 Recognises that the potential of the existing One Stop Shop at Kenilworth Library can be developed further.
- 5 Supports the development of a One Stop Shop at King's House Bedworth funded from within existing capital resources and the next phase of Customer Service Centre resources as per recommendation 2 above.
- 6 Supports a multi-site pilot of kiosks.
- 7 Supports the development of business cases for at least two more One Stop Shops, at least one of which will be located in an extended school.
- 8 That the funding for the programme be as follows:-
 - Funding from the modernisation fund of £350k (£250k for Kings House and the Customer Service Centre and £100k for e-Access Points) in 2006/2007 and £250k in 2007/08 for Kings House and the Customer Service Centre
 - Future year costs should be funded from either:
 - Efficiency savings delivered within Directorates achieved through re-engineering processes/back office in conjunction with the Customer Service Centre; or
 - Specific budget allocations where Members have approved the provision of enhanced services.
- 9 That all services which are capable of delivery through the Customer Service Centre, e-access and other forms of integrated customer service access points are reviewed from end to end by business process re-engineering to ensure that the benefits to customers and efficient service delivery are maximised.

Jim Graham
Chief Executive

Shire Hall
Warwick
5 June 2006

DAVID CARTER
Strategic Director,
Performance &
Development

Results of Public Consultation 2003-2006

1 Public Consultation Summary

A summary of the Warwickshire Citizens' Panel consultation is set out below and is taken from Wave 10 (2003), Wave 16 (2005) and Wave 18 (2005) of the Citizen's Panel and the Public Satisfaction Survey 2005/06, full details of which are available on the Consultation database:

1.1 Future methods of contacting the County Council

- In 2003 there was clear evidence that internet/email access to the County Council is set to increase in all areas and in some instances to almost double current levels.
- By 2005 78% of respondents to the Citizens Panel said that they would definitely use the Internet in the future.

1.2 Contacting the Council – Public Satisfaction Survey 2005/06

- Within the last year, the most popular forms of contacting the County Council have been telephone (48% of respondents had phoned) and by visiting the County Council offices (23%). A further 20% had written to the County Council and 8% had e-mailed the County Council.
- Of those respondents who had telephoned the County Council, 68% were satisfied with the overall way their call was dealt with, whilst 15% were dissatisfied.
- More than one in five respondents, 21%, had visited the County Councils website in the last year, compared to 18% last year. Of these respondents, 78% were satisfied with the website, whilst 4% were dissatisfied. These results compare favourably to last year, when 70% of users were satisfied and 8% were dissatisfied.

1.3 Problems when contacting the Council

- In 2005
 - 25% did not know who to contact.
 - 24% did not know the telephone number/address/email
 - 16% felt that the existing County/District/Borough Council offices were too far to travel to
 - 11% felt that it would be too difficult for them to travel to existing council offices
 - 10% felt that opening hours are inconvenient.
 - 10% said staff were unhelpful

1.4 One-Stop-Shops or separate offices for different services

- In 2003 One-Stop-shops were the preference of all demographic groups with 52% of respondents preferring them compared with 16% who prefer separate offices.
- In 2005 88% of respondents felt that One Stop Shops would be a good place to access Council services
- 71% of respondents also felt that as One Stop Shops would be a local service they would not need to travel anywhere else to find out about any council service
- 91% felt that they should be able to obtain information about a range of services from both County and District/Borough Councils

1.5 Convenient locations for One-Stop-Shops:

- In 2005 44% of respondents would travel 1-2 miles, 30% would travel 3-4 miles to visit a One Stop Shop
- In 2005 81% of respondents preferred libraries, 54% community centres, 42% post offices, 29% supermarkets, 31% Job centres, 29% Leisure Centres

1.6 Convenient times for visiting One-Stop-Shops

- In 2003 there was clear preference for an out of office hours service.
- 69% prefer a weekday with 40% preference for after 5.00 pm. 50% say the weekend would be convenient with a slight preference for Saturdays.

1.7 Internet and email access:

- In 2003 61% of respondents had used Internet; 52% at home, 31% at work, 5% at a library and 4% at school or college. 50% were comfortable using email.
- In 2005 use of the Internet had increased to 69% at home, 43% at work, 11% at the library, and 6% at school. Overall 73% of respondents were comfortable using the Internet.

Customer Service & Access Strategy 2006-09

Draft

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1.0 Foreword

This document outlines Warwickshire County Council's vision for customer service over the next three years.

It has been written as a high level, internal document with the intention of building staff and Member awareness and engagement in the first instance, before developing a Customer Charter towards the end of 2006/07, which will establish the standards and services our customers can expect.

The Council is a complex organisation with a large number of front-facing services, each with a significant number of units offering specialist services, advice and support to customers. This Strategy aims to put the customer at the heart of everything the Council does. It recognises the importance of the customers' needs and attempts to ensure that our services are driven and shaped by all those who live, work and visit Warwickshire by embedding a passion for customer focus across the organisation.

The Strategy will capitalise on the opportunity to deliver existing and new services cost effectively, by understanding and re-engineering our back and front office processes from end to end. We will apply a rigorous and systematic performance and evaluation framework and we will identify the efficiency savings which arise.

We recognise that the structure and organisation of the Council is not as important to our customers as their experience when accessing Council services. It is the ease of accessibility, quality and speed of response that counts and this Strategy and its associated projects and initiatives aim to improve significantly the quality of customer experience in Warwickshire.

This Strategy is not just about transforming access to our services. We will need to develop joint access approaches with our partners, including District and Borough Councils, Police, PCTs etc to develop the gateway to enhance the experience of, public services in Warwickshire.

The undersigned are fully committed to the successful achievement of the Vision and Strategic objectives as set out in this Strategy:

Cllr Alan Farnell _____ (Leader of the Council)

Cllr June Tandy _____ (Leader of the Labour Party)

Cllr Jerry Roodhouse _____ (Leader of the Liberal Democrats Party)

Jim Graham _____ (Chief Executive, Warwickshire County Council)

Graeme Betts _____ (Strategic Director, Adult, Health & Community Services)

William Brown _____ (Strategic Director, Community Protection)

David Carter _____ (Strategic Director, Performance & Development)

David Clarke _____ (Strategic Director, Resources)

Marion Davis _____ (Strategic Director, Children, Young People & Families)

John Deegan _____ (Strategic Director, Environment & Economy)

2.0 Our Vision

Our Vision for public services in Warwickshire is set out below:

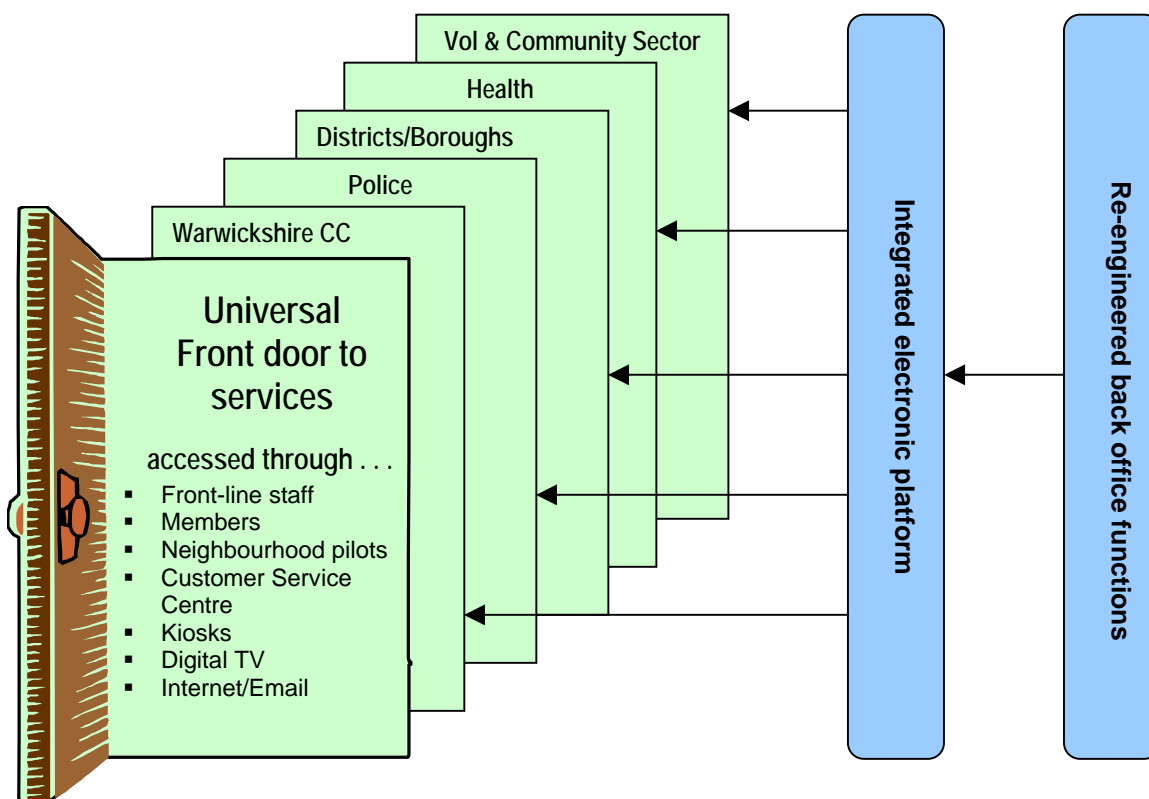
**Putting our Customers First;
Improving Services; and Leading our Communities**

We are changing the way we work to ensure that our customers receive the best possible service through a medium that is most appropriate and convenient for them. The Customer Service & Access Strategy has implications for both ‘front facing’ and ‘back office’ services and the aims and targets within this document are shared across the whole Authority.

We have developed a ‘New Ways of Working Programme’ which draws together the key elements and resources (ICT, Property, HR, Finance etc) within our organisation which will be needed to realise the Vision and outlines how, through re-engineering of these processes, we can improve the experience received by our customers by delivering more efficient and effective services.

We recognise that this work will lead to significant changes to the way we deliver services to our customers and therefore in how our directorates operate. To reflect this we have also developed a significant and challenging workstream dedicated to addressing the issues and challenges arising from a change in our organisational culture. This will ensure that a passion for customer focus becomes embedded within Warwickshire County Council and is exemplified in our behaviour and daily interactions with our customers.

The inter-relationship of these work areas is outlined in the diagram below, which introduces the concept of a ‘Universal front-door’, providing consistent and integrated access to public services, across a broad spectrum of access channels. The potential impact of this approach on the experience of our customers is set out in **Appendix 1**.



3.0 Why do we need a Customer Service and Access Strategy?

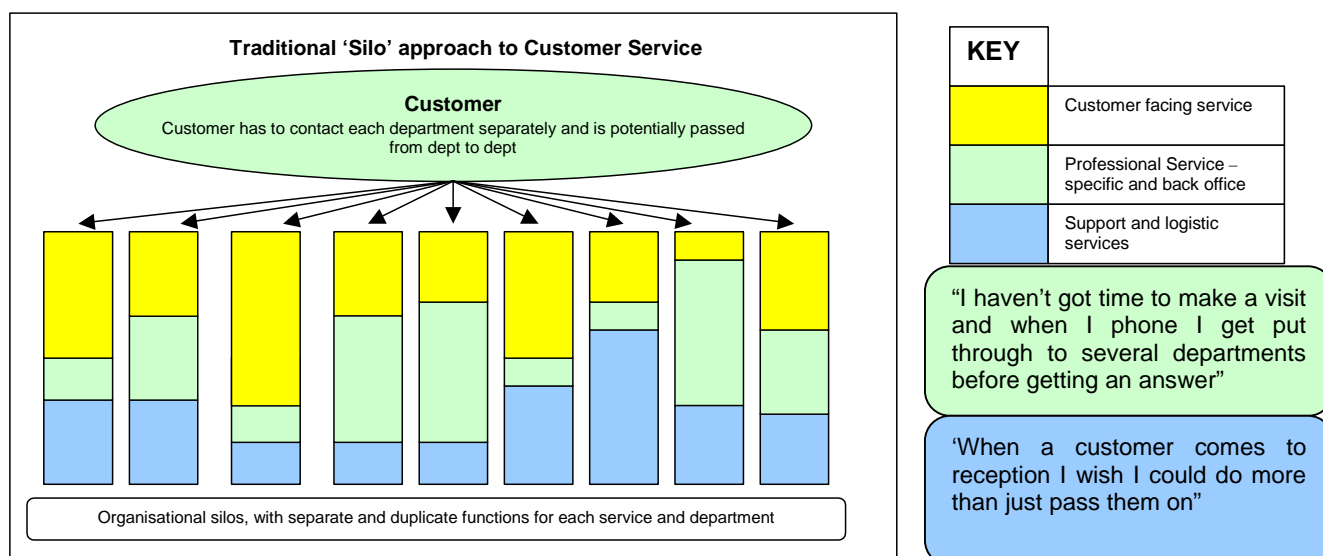
This strategy recognises that there are many possible contact mechanisms available and that our customers should be offered access to services using the method of their choice, at a time and place to suit them.

Analysis of customer feedback has highlighted the difficulties some of our customers face when trying to contact us and access our services and it is recognised that a customer who struggles to identify and/or contact any service provider is likely to retain a poor image of the Council and convey that dissatisfaction to others.

We want to improve the way our customers access our services, but also develop and shape the service they receive. For Warwickshire County Council this is about more than just bricks and mortar and providing the physical access points. It is about the whole Service experience and the conduct and behaviour of the staff who provide it.

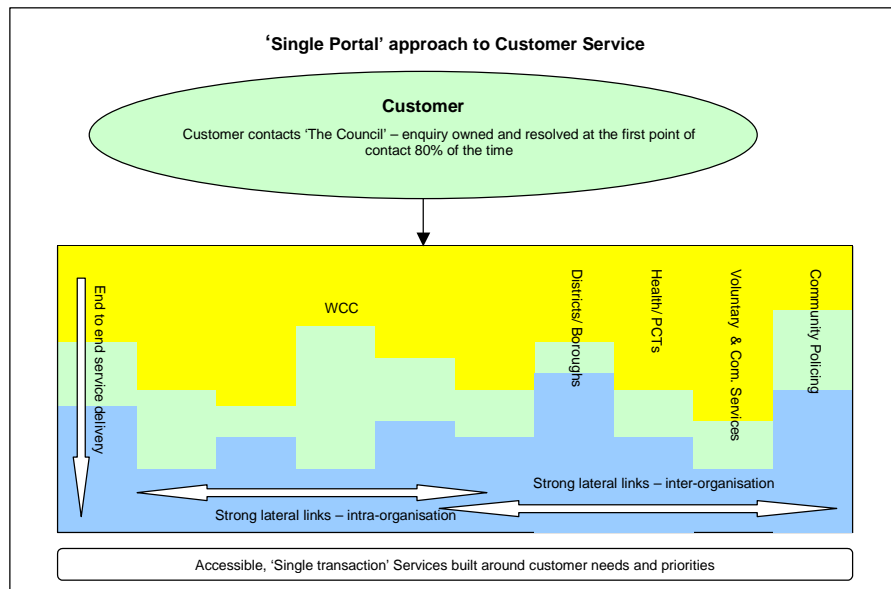
4.0 Where have we come from?

Like many large organisations and in particular, local authorities, Warwickshire County Council has, until recently delivered its services through a range of service-specific access points as illustrated in the Model below:



5.0 Where do we want to be?

Across the County there are pockets of strong partnership working and we want to develop these relationships both on an intra and inter-organisational basis. In future we will provide one point of contact for the accurate and consistent resolution of the vast majority of services and related enquiries. Value for Money services will be available at convenient times, through a wider choice of access channels. This is illustrated in the model below:



KEY	
	Customer facing service
	Professional Service – specific and back office
	Support and logistic services

“I used the website to find out opening hours and then popped into the GP surgery on Saturday morning to pick up the permit”

“When customers pop into our One Stop Shop I can now advise customers on district, county, health and police services.”

6.0 How do we get there?

To support the achievement of our Vision five Themes have been identified which set out the key areas which we will address in redesigning the customer experience. It is through these themes that the detailed action plans, objectives and targets for of the Customer Service & Access Strategy will sit.

**Putting our Customers First;
Improving Services; and Leading our Communities**

through:

1. **Efficient, effective and customer-focused processes**
2. **Customer driven technology**
3. **Localised services and solutions**
4. **Empowered, committed and customer-focused staff**
5. **Working in partnership with all public service providers in Warwickshire**

These themes have been developed following detailed consideration by all Strategic Directors and Heads of Service of the issues surrounding customer service, based upon an analysis of recognised best practice and public consultation feedback.

The following section highlights the strategic issues and drivers for each of the five key themes.

It is envisaged that the high level issues set out below will inform the project work which leads to the delivery of the associated Theme. Detail of this is provided in **Appendix 2**.

6.1 Theme 1 – Efficient, effective and customer-focused processes

Changing current work processes will be the single biggest and far reaching project of this Strategy and we are currently developing clear plans to address this. Gaining a detailed understanding of our front-facing and back-office processes from end to end will take a significant effort, but will allow us ultimately to deliver services in a cost effective and efficient way.

A key element of the Strategy is the implementation of a Customer Relationship Management (CRM) solution. CRM can help to optimise service delivery mechanisms; enable better understanding of the customer and provide a more joined up service. CRM can support a front/back office split that allows employees with the best customer interfacing skills to spend more time using those skills.

CRM will provide clear 'trackable' data on all customers and for the first time detailed data of all service activity. It will be capable of analysis to provide information, which will enable a more proactive approach to customer priorities and engagement.

The Council's services will be presented to the customer through 'One Universal Front Door', behind which partner services are seamlessly integrated. As many services as possible should be capable of delivery through any contact point ie. Front line staff, Members, the Customer Service Centre, the Internet, neighbourhood pilots, kiosks, text, email and digital TV.

The improved Customer Service and Access and Efficiency Savings which the Council wishes to achieve, can only be delivered if the Customer Service Centre / One Stop Shop's are recognised as a seamless part of each service. This can only be done if the whole of the service is re-engineered from end to end.

If the Customer Service Centre is simply a different front end for services which otherwise continue to operate in exactly the same way, we will not achieve the Council's objectives.

We need to establish a medium term financial planning structure to facilitate longer-term service improvement and delivery. In addition to this other, funding streams over and above the efficiency gains made through re-engineering our processes need to be established and delivered.

We will need to align the cross-cutting strategies of Property, ICT, Finance, Human Resources, Organisational Development, Communication, Planning, Community Governance to our Vision for Customer Services.

6.2 Theme 2 – Customer driven technology

Technology is key to the implementation of the improvement plan and strategy. The BPR outlined above must take place first before some of the technological solutions that underpin our ‘new way of working’ can be implemented.

CRM will be used by all staff to improve the quality and consistency of the customer experience. To do this, the Council will aim to answer as many of the customer service requests as possible from the first point of contact. The Council’s knowledge and systems need to be available to customers through all relevant delivery channels, including front line staff, customer service centres, one stop shops, the Internet, neighbourhood pilots, kiosks, text and digital TV.

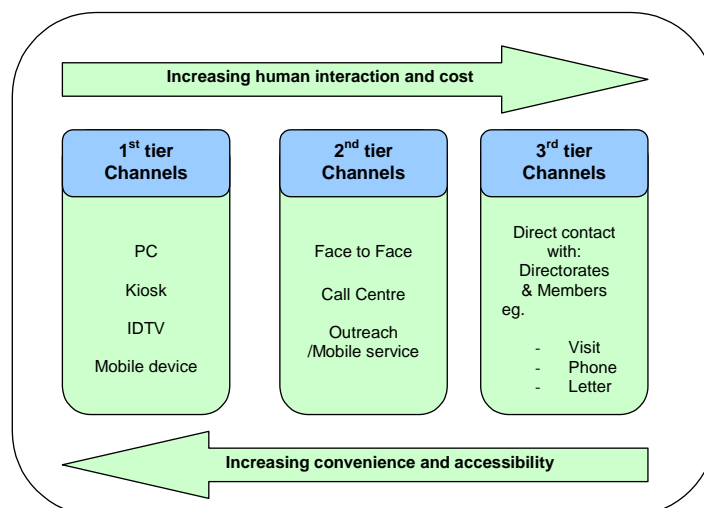
Excellent customer service can only be delivered where employees have been provided with excellent and accessible information. An early requirement will be to rationalise our customer data approach and manage it at a single point so that the customer will be able to view and interact with the Council as a single entity.

6.3 Theme 3 - Localised services and solutions

We will provide services that are accessible to all sections of the community and work to ensure that we engage groups or individuals who have previously been excluded or are most in need of help. Our actions should contribute to the creation of a fair, inclusive and cohesive community.

Telephone contact is the preferred medium for a significant majority of our customers. However, as outlined in the diagram below, other channels are used and these need to be improved and maintained to cater for those customers wishing to use them. We will seek to achieve the appropriate balance between access channels which increase human interaction and cost and those which increase convenience and accessibility.

This Strategy will address the need to provide and maintain consistency across all the Access Channels to ensure equality of service and experience for our customers, through the application of enabling technology and re-alignment of existing delivery processes.



In developing the opportunity for face to face interaction the Council will work in partnership with District/Borough Councils, Health, Police, Community agencies and Commercial businesses to identify opportunities to provide physical access to public services across Warwickshire.

6.4 Theme 4 – Empowered, committed and customer-focused staff

Implementation of this strategy is dependent on bringing new beliefs, attitudes and ways of working into the Council.

This will be achieved through a systematic programme that sets out explicit expectations of all staff and senior managers, which embed and reinforce a passion for customer focus. All employees need to be able to make the connection between our vision, the work they do and the tools they're given to perform their role.

A customer care training and development programme initially for frontline employees is key to the successful implementation of this Strategy. Customer services training will be developed and rolled out across the organisation. All new employees will receive customer services training as part of their corporate induction to the Council.

We will need to align current approaches to management/staff development programmes and competency frameworks to ensure that they reflect 'customer first' principles and standards. It is important that the development programmes build on our ability to assess and manage risks and support the delivery of change at pace.

Staff and Member Training and development is key to the successful implementation of this Strategy and all new employees will receive customer care training as part of their corporate induction to the Council.

We will need to integrate the 'customer first' principles and standards within the Corporate Organisational Development and Human Resource strategies to emphasise the importance of shared customer care standards.

6.5 Theme 5 – Working in partnership with all public service providers in Warwickshire

A partnership approach will be required with other public service providers to simplify and clarify public access and understanding.

There are many opportunities to work in partnership with others both within Warwickshire as well as neighbouring authorities, voluntary and private providers. The benefits that such solutions can bring should not be underestimated and, as this Strategy develops, we will work with others to find solutions that enable services provided by the Council and partner agencies to be seamlessly integrated.

This will be achieved through a systematic programme that sets out how Warwickshire's partnership capacity is to be increased and citizen/customer outcomes achieved. Our role may be as much about enabling self starting and supporting as well as leading on service delivery.

We will need to integrate the 'customer first' principles and standards within the developing Local Area Agreement.

Councils performing their community leadership roles will have good local intelligence about their areas and communities. The critical success factors required to support Elected Members as customer/community champions will be explored and developed as part of the implementation programme.

7.0 Contact & Feedback channels

For more information please contact . . .

Kushal Birla
Head of Customer Service & Access
(01926) 416362

Appendix 1 – The future of public service provision in Warwickshire . . .

Janice started using the **Internet** to help her son Jake find pictures and information for a project on frogs that he did at primary school. The turning point was when the teacher suggested that she might like to use the **computers (PCs) in the mobile library** by St Peter's Church or the community centre on the high street. The library service has trained staff to provide personal assistance for new or tentative users and helped Janice to print off the images from the **Internet**. Janice still pops in to see them when she has problems.

John and Barbara have noticed how readily you can access a PC these days. They use the ones in both the local **supermarkets** to access community information and council services and recently discovered the same service in the **Doctor's waiting room**.

Pat suffers from restricted mobility and prefers to telephone the council's **Customer Service Centre** in the evening or on weekends when she has time to look at her other bills etc. This digitally supported service with trained advisors resolve customer problems through the first contact in 80 percent of cases and queries can be passed on in a consistent manner.

Steve prefers to deal with people **face to face** and has the time to visit the **One-Stop-Shop** over the road from his office in his lunch hour. He receives a similar service to that offered by the Customer Service Centre, but gets to know the staff and customers who he now meets regularly with after work.

Jim Mason goes to record the birth of his first son Jonathan. He is amazed to find that the registration process will, if he agrees, ensure that he receives Child Benefit, an increase in Housing and Council Tax Benefit, update the family's GP patient list, and inform school records. He will also receive information on who to contact for guidance on choosing and the availability of childcare (should he require it) as well as information on funding/tax credits that may be available to help him pay for childcare. Each of these systems will in turn recognise the new data and process it in appropriate ways, perhaps by awarding additional benefit or triggering, in a few years' time, a call from the Children's Information Service, to Jim, reminding him that he will be able to secure free early education for Jonathan and offering to guide him through the process either by phone or by meeting face-to-face in his local Children's Centre.

After much encouragement from the children the Thomson family now have **interactive digital television** (with a feedback loop) and enjoy the additional channels on offer. Mr Thompson could never remember whether street lighting was the responsibility of the District or County Council and so when lights on their street went out, didn't bother to report it. However the next time it happened his wife remembered an advert she had seen in the information pack which was sent with the Council tax letter and was able to report the fault directly through the television.

Bill has lived all his life in a rural community to the south of the county and has recently retired. On a recent trip to London his daughter used a **self-service kiosk** to find directions to the hotel she was staying in. When visiting Bill she noticed that a similar kiosk had been set up in his village shop. With encouragement from his daughter, Bill started to use the kiosk to confirm bus times and has recently used it to apply for his free bus pass.

Sheila finds it a struggle to cope with her Mum's personal care because the only bathroom facilities are upstairs and a stroke has left Constance unable to get upstairs unaided. After work one evening Sheila realises she cannot cope any longer without help and decides to phone Adult, Health and Community Services. The Customer Services Centre is able to confirm that Constance is eligible for help with her personal care. The Advisor takes all necessary details and passes them onto a Social Work Team for further action. Sheila is reassured by the Advisor's sensitive handling of the situation that a Social Worker would provide the help and advice necessary to improve the situation.

Appendix 2 - Headlines for action

NB. Please note that this table is intended as a high level summary which will be supported by detailed project plans for each workstream, to be developed once budget and resources have been agreed **so at this stage the content is indicative rather than definitive at this stage.**

Theme	We will . . .	So our Customers will . . .	We will know we have got there when . . .
Theme 1 - Efficient, effective and customer-focused processes	<ul style="list-style-type: none"> Re-engineer our Business Processes from end to end Adopt a longer term, business and financial planning structure Develop and operate a robust performance and evaluation framework to measure and evidence service improvements and value for money 	<ul style="list-style-type: none"> Receive value for money services Benefit from seamless service provision Receive services that are responsive to their needs 	
Theme 2 - Customer driven technology	<ul style="list-style-type: none"> Use Customer Relationship Management (CRM) technology Rationalise customer data 	<ul style="list-style-type: none"> Have 80% of all enquiries/service requests dealt with at the first point of contact Benefit from improved quality and consistency of their chosen delivery method 	
Theme 3 - Localised services and solutions	<ul style="list-style-type: none"> Ensure access points are convenient Review and match opening hours to need Develop shared customer care standards Recognise that people have different needs and requirements 	<ul style="list-style-type: none"> Be able to access a range of services through generically trained staff Receive generic services within a localised context Receive services where they want them when they want them Have equal access to the services provided by the Council 	<ul style="list-style-type: none"> 80% overall customer satisfaction with services 80% of enquires to the council are dealt with at the first point of contact 95% answer rate for telephone calls
Theme 4 - Empowered, committed and customer-focused staff	<ul style="list-style-type: none"> Deliver a customer focused culture across the Council Listen to our customers using consultation and mystery shopping techniques Deliver management/staff development programmes to reflect 'customer first' business principles and standards 	<ul style="list-style-type: none"> Benefit from a consistent, reliable and responsive service Inform future service delivery and priorities Benefit from confident staff who make decisions and resolve problems 	<ul style="list-style-type: none"> Evidence of efficiency savings
Theme 5 - Working in partnership with all public service providers in Warwickshire	<ul style="list-style-type: none"> Commit to partnership working where it makes sense for the customer Integrate 'customer first' principles and standards to the developing Local Area Agreement Provide appropriate support to elected members in developing their community leadership role 	<ul style="list-style-type: none"> Benefit from simplified and a responsive service proposition Benefit from improved services that are relevant to a local context 	

AGENDA MANAGEMENT SHEET

Name of Committee Cabinet

Date of Committee 27 June 2006

Report Title 2005/06 Backward-Looking Annual Efficiency Statement and Quality Crosscheck

Summary The report seeks members' approval to submit the 2005/06 Annual Efficiency Statements for the Council and Fire Authority to the DCLG

For further information please contact: Michael Furness Principal Accountant
Tel: 01926 412666
michaelfurness@warwickshire.gov.uk

Helen Murphy Financial Services Manager
Tel: 01926 753218
helenmurphy@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers Measuring and Reporting Efficiency Gains - A Guide to Completing Annual Efficiency Statements, issued May 2006

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Tandy, Cllr Roodhouse - for information
- Cabinet Member Cllr Farnell, Cllr Cockburn - "Noted for consideration"
- Chief Executive Jim Graham - for information
- Legal David Carter - for information
- Finance Dave Clarke - reporting officer
- Other Chief Officers William Brown - reporting officer
- District Councils

- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Agenda No

Cabinet - 27 June 2006

2005/06 Backward-Looking Annual Efficiency Statement and Quality Cross Check

Report of the Strategic Director, Resources and Strategic Director, Community Protection

Recommendation

Cabinet are asked to:

- Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the County Council attached at Appendix A.
- Authorise the Strategic Director, Resources in consultation with the Leaders and Chief Executive, to make any changes necessary to the County Council 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.
- Approve the draft 2005/06 Backward Looking Annual Efficiency Statement for the Warwickshire Fire and Rescue Authority attached at Appendix B.
- Authorise the Strategic Director, Resources and the Strategic Director, Community Protection in consultation with the Head of the Fire and Rescue Authority (Cllr Hobbs acting in this capacity), Cllr Shilton and Cllr Chattaway to make any changes necessary to the Fire and Rescue Authority 2005/06 Backward-Looking Annual Efficiency Statement prior to its submission to the Government on 6 July 2006.

1 Introduction

- 1.1 As part of the Government's efficiency planning agenda the County Council is required to deliver efficiency gains of 2.5%, half of which must be cashable, each year from 2005/06 to 2007/08, covering all services except fire and rescue and schools. Over the three-year period the total level of efficiency gains the County Council is expected to deliver is £19.566million of which £9.783million must be cashable.
- 1.2 In addition the Department for Communities and Local Government set a combined target of £105million of efficiency gains over three years for all English Fire Authorities, all of which must be cashable. This equates to a target for Warwickshire's Fire and Rescue Authority of £1.042million over three years, about 5% of their 2004/05 net outturn.

- 1.3 Reporting to the Government on efficiency is required three times a year via the forward plan in April, a mid-year update in November and the end of year position in June/July. This report forms the third element of this reporting process. The deadline for the submission is 6 July 2006.
- 1.4 The submission of the end of year 2005/06 Backward-Looking Annual Efficiency Statement (AES) will fulfil three purposes:
- It will confirm that the total level of efficiency gains claimed in 2004/05 are ongoing;
 - It will detail the additional ongoing efficiency gains identified in 2005/06; and
 - It will confirm whether we have made the efficiency gains without reducing the quality of the service provided. Meeting the quality threshold is a prerequisite for claiming efficiency gains in a particular service area unless mitigating factors are provided.

2 County Council Efficiency Gains

2.1 2004/05 County Council Efficiency Gains

- 2.1.1 The level of efficiency gains claimed in the original 2004/05 Backward-Looking AES was £6.393million, of which £3.077million was cashable. This has increased to £6.529million and £3.143million because the gains are automatically uprated from a 2004/05 to a 2005/06 price base. This can be seen in Table 1 below.

	Cashable (£000)	Non-Cashable (£000)	Total (£000)
2004/05 AES	3,077	3,316	6,393
2005/06 AES for 2004/05	3,143	3,386	6,529
Variation	66	70	136

- 2.1.2 All of the efficiency gains claimed in the 2004/05 Backward-Looking AES are still on-going and can still be counted towards meeting our overall efficiency target of £19.566million by 2007/08.

2.2 2005/06 County Council Efficiency Gains

- 2.2.1 The County Council's target is to achieve £6.749million efficiency gains in 2005/06 of which at least £3.375million must be cashable. In November 2005 a mid-year update AES was submitted to the ODPM predicting that we would achieve £4.951million of efficiency gains of which £3.481million would be cashable. The actual efficiencies achieved for 2005/06 are £8.780million of which £5.847million are cashable. The movement in 2005/06 efficiency gains from the 2005/06 Mid-Year Update AES can be seen in Table 2 below.

Table 2: Variation in predicted to actual 2005/06 efficiency gains						
Service Area	2005/06 Mid-Year Update AES		2005/06 Backward-Looking AES		Variation	
	Total £000	Cashable £000	Total £000	Cashable £000	Total £000	Cashable £000
Adult Social Services	51	44	2,664	2,664	2,613	2,620
Children's Services	352	351	1,049	1,048	697	697
Culture and Sport	0	0	0	0	0	0
Environmental Services	820	820	581	66	(239)	(754)
Local Transport (Highways)	351	321	263	263	(88)	(58)
Local Transport (Non-Highways)	0	0	0	0	0	0
Non-School Education	356	310	397	397	41	87
Supporting People	1,037	1,037	546	546	(491)	(491)
Corporate Services	218	211	525	525	307	314
Procurement	118	118	191	191	73	73
Productive Time	1,232	15	996	0	(236)	(15)
Transactions	163	1	1,469	48	1,306	47
Miscellaneous	253	253	99	99	(154)	(154)
Total	4,951	3,481	8,780	5,847	3,829	2,366

2.2.2 The reasons for the changes in levels of forecast efficiency gains for 2005/06 are as follows:

2.2.3 Adult Social Services – increase of £2,613,000

Adult Social Services has seen a dramatic increase in the ratio of internal to more cost effective external homecare resulting in a gain of £1,525,000 that was not expected to occur at September 2005. This is as a result of increasing the ratio of intensive home care from being provided internally to externally as the unit costs are lower. A further £1,068,000 came from improved performance in intensive homecare. These gains have arisen from increasing the ratio of older people looked after from being supported in residential homes to receiving intensive home care. These gains had previously been identified as a potential source of efficiency gains but were not able to be quantified until the end of the financial year.

2.2.4 Children's Services – increase of £697,000

The ratio of foster care to residential placements has improved resulting in gains increasing by £697,000, as foster care placements are believed to provide a better care option for the majority of looked-after children as well as being more cost effective.

2.2.5 Environmental Services – decrease of £239,000

The end year figure for savings relating to increased recycling and avoidance of landfill has fallen by £239,000. This is due to changes in the assumed cost of landfill tax credits from our estimate of £50.00 per ton to £20.20 per ton, the figure we are required to use by CIPFA in the Statement of Accounts. In reviewing this, the gains have been reassessed as being non-cash as it relates to the avoidance of future costs rather than cash we can redirect to priority services now.

- 2.2.6 Local Transport (Highways) – decrease of £88,000**
Savings generated through the Carillion contract are lower than those predicted at the time of the 2005/06 Mid-Year Update by £58,000. However, this figure has still to be finalised between Carillion, the external auditors and ourselves. The remaining £30,000 efficiency gain expected from joining with other authorities to commission consultants to help develop our asset management plan was subsequently found to be a one-off saving and cannot therefore count towards our 2007/08 target.
- 2.2.7 Non-School Education – increase of £41,000**
The increase in non-school education efficiencies came mainly from tighter monitoring of capital budgets meaning that less revenue was required to fund shortfalls. The non-cash elements have subsequently been identified as being cash savings.
- 2.2.8 Supporting People – decrease of £491,000**
The decrease of £491,000 is due to removing some double counting of efficiency gains in the mid-year forecast.
- 2.2.9 Corporate Services – increase of £307,000**
£222,000 of additional efficiency gains arose from bringing work in-house within Property Services by appointing two graduate surveyors and requiring fewer building surveys to be carried out externally.
£32,000 of efficiencies have been generated through restructuring services upon staff leaving the organisation. This was carried out separately from the corporate restructuring.
£52,000 of efficiencies have been generated through further improvements in technical support for IT modernisation through changes to the IT infrastructure, the way it is delivered and the way it is supported.
- 2.2.10 Procurement – increase of £73,000**
£59,000 of efficiencies have been generated by entering into a national contract for mobile phones through reduced line rental charges.
A further £10,000 were generated as a result of ESPO (our partner purchasing organisation) prices increasing at a slower rate than general inflation.
- 2.2.11 Productive Time – decrease of £236,000**
The decrease in productive time is because staff absence has reduced less than originally expected in 2005/06 resulting in slightly lower than forecast gains being achieved in 2005/06. This is due to better than expected performance in 2004/05 in reducing the average number of sick days taken by staff. The overall level of efficiencies generated across 2004/05 and 2005/06 from reducing sickness absence is higher than originally anticipated.
- 2.2.12 Transactions – increase of £1,306,000**
Use of the internet by the public to answer queries that would normally have required contact either by telephone, email, letter or a personal visit with staff has increased significantly since the 2005/06 Mid-Year Update. We had previously forecast an increase in website visits of 45%, but the actual increase was 58%.

2.2.13 **Miscellaneous – decrease of £154,000**

Efficiency gains generated under the miscellaneous category relate to the cashflow benefit from the disposal of our surplus assets. The reduction relates to slippage in selling some assets.

2.2.14 The information summarised in paragraphs 2.2.3 to 2.2.13 has been translated into the format of the 2005/06 Backward-Looking AES submission required by the Government. A draft of this is attached at Appendix A. Members are asked to approve the submission of the draft 2005/06 Backward-Looking AES to the Government and authorise the Strategic Director of Resources, in conjunction with the Leaders and Chief Executive to make any amendments necessary to the 2005/06 Backward-Looking AES prior to its submission to the Government on 6 July 2006.

2.3 **Progress Towards Meeting Our County Council Targets**

2.3.1 The information in the statement demonstrates that we have reached our overall target for 2005/06. This however should be looked at in the context of where we are compared to meeting our overall target of 7.5% of on-going efficiency gains by 2007/08.

2.3.2 The efficiency gains made in 2004/05 are allowed to count towards our overall efficiency target. Taken together with the 2005/06 gains the authority is ahead of its overall target for the end of 2005/06 by £8.560million. In April 2006 we submitted a 2006/07 Forward-Looking AES forecasting we would achieve £7.009million of efficiencies. If these gains are achieved in 2006/07 then we will have exceeded our overall target of £19.566million a year ahead of schedule. The overall progress to date against the target is shown in more detail in Table 3 below.

Year	Cumulative Total Efficiency Gains			Cumulative Cash Efficiency Gains		
	Government Target £m	Achieved/ Forecast To Date £m	Over Target £m	Government Target £m	Achieved/ Forecast To Date £m	Over Target £m
2004/05	-	6.529	6.529	-	3.143	3.143
2005/06	6.749	15.309	8.560	3.375	8.990	5.615
2006/07	13.044	22.318	9.274	6.522	14.695	8.173
2007/08	19.566	24.224	4.658	9.783	15.620	5.837

2.4 **County Council Quality Crosschecks**

2.4.1 The second part of the 2005/06 Backward-Looking AES for the County Council is the quality crosscheck (QCC). In order for local authorities to be able to claim efficiency gains they must be able to demonstrate that the quality of the service has been maintained. The QCC is a very high level method for the government to be able to measure that this has been achieved. Appendix A shows the QCCs that apply to each service and

performance against these in 2004/05 and 2005/06. Table 4 shows a summary of which services have met their QCCs in 2005/06.

Service	QCC Met
Adult Social Services	No
Children's Services	Yes
Culture and Sport	Awaiting Information
Environmental Services	Yes
Local Transport (Highways)	Yes
Local Transport (Non-Highways)	N/A
Non-School Education	Yes
Supporting People	Yes
Corporate Services	Yes
Procurement	Yes
Productive Time	Yes
Transactions	Yes
Miscellaneous	No

2.4.2 The Adult Social Services QCC is the percentage of older people helped to live at home (PAF C32) and is achieved if the figure increases. Between 2004/05 and 2005/06 the percentage has decreased from 6.1% to 5.8%. The indicator however does not link strongly to the areas in which our efficiency gains are being claimed within Adult Social Services. The gains being claimed link much more strongly to intensive homecare, with the corresponding QCC being Intensive home care as a percentage of intensive home and residential care (PAF B11) with the QCC being met if the percentage has increased. In 2004/05 the performance was 22.3% and in 2005/06 has increased to 25.0%. As this QCC has increased the benefits being claimed should still be allowable.

2.4.3 The Miscellaneous QCC is the overall CPA score for the authority and is met if the score stays the same or increases. Between 2004/05 and 2005/06 the score has decreased from excellent (four stars) to good (three stars). The efficiency gains claimed under the Miscellaneous heading relate to the sale of surplus assets and the associated cash benefits achieved through having to undertake less borrowing, and hence make lower interest payments. A more appropriate QCC for this type of efficiency gain is to assess whether we are at least maintaining or improving the management of our assets. Our 2005/06 Asset Management Plan scored a Level 4 under CPA, the highest achievable. As this indicator is as high as possible the benefits being claimed should still be allowable.

3. Fire and Rescue Authority Efficiency Gains

3.1 2004/05 Fire and Rescue Efficiency Gains

3.1.1 The level of efficiency gains claimed in the original 2004/05 Backward-Looking AES for Fire and Rescue was £266,000, all of which were cashable. The level of gains being claimed has decreased because the levels of sickness absence within the Fire and Rescue Authority have increased above the levels in 2003/04. As a result the efficiencies can no longer be

claimed unless levels of sickness absence fall to below their original level. This can be seen in Table 5 below.

	Cashable (£000)	Non-Cashable (£000)	Total (£000)
2004/05 AES	266	0	266
2005/06 AES for 2004/05	255	0	255
Variation	(11)	0	(11)

- 3.1.2 The remainder of the efficiency gains claimed in the 2004/05 Backward-Looking AES are still on-going and can be counted towards meeting our overall efficiency target of £1.042million by 2007/08.

3.2 2005/06 Fire and Rescue Efficiency Gains

- 3.2.1 The Fire and Rescue Service forecast to make £110,000 of cashable savings in 2005/06 when it made its first forward looking efficiency submission in November 2005. The actual efficiencies achieved for 2005/06 are £111,000 all of which are cashable. The movement in 2005/06 efficiency gains from the November 2005/06 Forward Looking AES can be seen in Table 6 below.

Service Area	2005/06 Forward Looking AES		2005/06 Backward-Looking AES		Variation	
	Total £000	Cashable £000	Total £000	Cashable £000	Total £000	Cashable £000
Civilianisation of Uniformed Posts	14	14	14	14	0	0
Strategic Appliance Review	5	5	0	0	(5)	(5)
Procurement Savings	65	65	92	92	27	27
Enforcement of Pool Car Policy	11	11	0	0	(11)	(11)
Absence Management	10	10	0	0	(10)	(10)
Printing Savings	5	5	5	5	0	0
Arson Reduction Strategy	0	0	?	0	?	0
Total	110	110	111	111	1	1

- 3.2.2 The reasons for the changes in levels of forecast efficiency gains for 2005/06 have occurred for the following reasons:

3.2.3 **Strategic Appliance Review – not achieved (£5,000)**

There was a delay in implementing the results of the review, resulting in the savings being achieved in 2006/07 rather than 2005/06.

3.2.4 **Procurement Savings - increase of £27,000**

Savings realised from the renegotiation of the transport maintenance contract were higher than originally forecast.

3.2.5 **Enforcement of Pool Car Policy – not achieved (£11,000)**

We are still collating figures on pool car usage to verify this saving. There is a possibility that this saving has not been achieved, since expenditure on mileage claims increased between 2004/2005 and 2005/2006. The final figures will be included in the return before it is sent to DCLG.

3.2.6 **Absence Management (£10k)**

Despite a significant decrease in shifts lost to sickness amongst support staff there was an increase in operational personnel absence. This was primarily due to two cases of long term sick where there was a delay in decision making around ill health retirements.

3.2.7 **Arson Reduction Strategy – (non-cashable savings to be calculated)**

Not included in our forward looking statement were saving associated with the large reduction in incidents connected to Arson which have come about through the implementation of arson reduction initiatives, the most significant of which has been the Car Clear scheme which has greatly reduced call outs. There is a non cashable saving associated with this which is currently being quantified for inclusion in the final backward looking return to DCLG. Although non-cashable savings do not count towards the FRA's efficiency target, DCLG have given the option for them to be included in efficiency returns to provide additional information.

3.2.8 A draft of the Fire and Rescue AES is attached at Appendix B. Members are asked to approve the submission of the draft 2005/06 Backward-Looking AES to the Government and authorise the Strategic Director, Community Protection and the Strategic Director, Resources, in consultation with the Head of the Fire and Rescue Authority (Cllr Hobbs acting in this capacity), Cllr Shilton and Cllr Chattaway to make any amendments necessary to the 2005/06 Backward-Looking AES prior to its submission to the Government on 6 July 2006.

3.3 **Progress to Meeting Our Fire and Rescue Targets**

3.3.1 The information in the statement indicates that we are making good progress to achieving our final target of £1.042million of cashable savings by 2007/08.

3.3.2 The efficiency gains made in 2004/05 are allowed to count towards our overall efficiency target. Taken together with the 2005/06 gains the Service will have achieved cumulative cashable gains of £366,000. In April 2006 we submitted a 2006/07 Forward-Looking AES forecasting that the Service would achieve £174,000 of cashable efficiencies. If these gains are achieved in 2006/07 then we will have cumulative cashable gains of £540,000, leaving £502,000 to achieve in 2007/08. The target for 2007/08 is larger than the Service has achieved in any single year so far. The Service's ability to achieve the required level of savings will be largely dependent on the outcome of the discussions that are currently taking place with Members regarding our medium term efficiency savings plans.

3.4 Fire and Rescue Quality Crosschecks

3.4.1 The second part of the 2005/06 Backward-Looking AES for the Fire Authority is the quality crosscheck (QCC). These are used in the same way as for the other County Council savings. In order for the Fire Authority to be able to claim efficiency gains they must be able to demonstrate that the quality of the service they provide has been maintained. The QCC is a very high level method for the government to be able to measure that this has been achieved. Appendix C shows the QCCs that apply to each service and their performance against these in recent years. All quality indicators have been met, although BVPI 12, uniformed sickness levels has risen slightly in 2005/06. However, since the sickness levels from 2003/04 to present are still significantly lower than previous sickness levels (by around an average of over 2 days per uniformed employee), the Fire Authority can still demonstrate a continued reduction in average sickness levels, therefore the savings can still be counted.

4. Next Steps

4.1 The AES process is a self-assessment approach in order to minimise the burden on councils. However the figures included in the AES will be scrutinised by Government departments. In addition the Backward-Looking AES will be reviewed as part of the CPA Value for Money assessment.

4.2 If the figures are challenged the Council will be invited to amend its statement where the Audit Commission has highlighted any concerns relating to the processes the council has adopted in producing the AES.

4.3 Following the submission of the 2005/06 Backward-Looking AES to the government the next deadlines for both the County Council and separately for the Fire and Rescue Service are:

- to submit the 2006/07 mid-year update to AES to the government on 17 November 2006;
- to submit the 2007/08 forward-looking AES to the government on 12 April 2007; and
- to submit the 2006/07 backward-looking AES to the government on 5 July 2007.

DAVE CLARKE
Strategic Director, Resources

WILLIAM BROWN
Strategic Director,
Community Protection

Shire Hall
Warwick
9 June 2006

Title	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Adult social services	921,000	921,000	2,664,000	2,664,000	2,664,000	2,664,000	3,585,000	3,585,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Older people helped to live at home (PAF C32)					6.1%	5.8%	No	
2005/06 Secondary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Intensive home care as a percentage of intensive home and residential care (PAF B11)					22.3%	25.0%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Increasing the proportion of home care delivered by the external market at lower cost whilst maintaining our specialist internal home care service. Gain £1,525,000. Improving the levels of intensive home care given whilst also reducing the numbers requiring intensive home care through preventative measures. Gain £1,068,000. Restructuring of vehicle routes. Gain £34,000. Increasing productivity in the County's sheltered workshop to reduce their deficit. Gain £19,000. Full year effects from services provided by the external market using our surplus property and receiving rent from its use. Gain £18,000. 								
Overarching quality cross check information:								
The gains being claimed link much more strongly to intensive home care, with the corresponding QCC being Intensive home care as a percentage of intensive home and residential care (PAF B11) with the QCC being met if the percentage has increased. In 2004/05 the performance was 22.3% and in 2005/06 has increased to 25.0%. As this QCC has increased the benefits being claimed should still be allowable.								
Children's Services	928,000	928,000	1,049,000	1,048,000	1,049,000	1,048,000	1,977,000	1,976,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percent of initial assessments completed in timescale					66.3	88.0	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Increasing the ratio of foster carer to residential placements. Gain £1,047,000 Restructuring of vehicle routes and travel time following the relocation of the Youth Offending Team. Gain £2,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Culture and Sport	34,710	0	0	0	0	0	34,710	0
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Uptake of service by participants/ visitors					104.7%	Awaiting Information	Unknown	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. 								
Overarching quality cross check information:								
Information on the uptake of service by participants/visitors is still outstanding.								
Environmental Services	182,741	178,657	581,000	66,000	581,000	66,000	763,741	244,657
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percentage sum of household waste arisings that have been: (a) sent by the Authority for recycling (BV82a i); (b) sent by the Authority for composting or treatment by anaerobic digestion (BV82b i); and (c) used to recover heat, power and other energy sources (BV82c i)					31.7%	37.1%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All efficiency gains achieved in 2004/05 are ongoing. Further expansion of green composting resulting in the diversion of waste from more expensive landfill. Gain £66,000. Increased recycling, composting and incineration of biometric waste has resulted in the authority holding Landfill Credits in reserve to offset against future requirements to avoid the purchase of landfill credits. Gain £515,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Local transport (highways)	0	0	263,000	263,000	263,000	263,000	263,000	263,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percentage of unclassified roads where structural maintenance should be considered (BV224b)					14.9%	14.6%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> • Entering into a collaborative road maintenance contract with a private sector partner where efficiencies generated are shared equally. Gain £250,000. • Transbus contract – A new procurement contract has allowed us to purchase new buses at a lower cost than previously. Gain £13,000. 								
Non-school educational services	832,000	723,000	397,000	397,000	397,000	397,000	1,229,000	1,120,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Percentage of pupils achieving five or more GCSEs at grades A* to C (BV38)					54.3%	57.3%	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> • All 2004/05 efficiencies are ongoing. Some have increased due to a movement in the latest 2004/05 GDP deflator from 1.98% to 2.19%. • Introducing new working arrangements enabling service levels to be maintained using fewer resources. Gain £310,000. • Reorganisation of the County Music Service to ensure that levels of service were maintained with frozen cash levels. Gain £21,000. • DFES Standards Fund Grant for School Development has seen its levels frozen. Evidence shows services have either remained unchanged or expanded for lower funding in real terms. Gain £18,000. • A restructuring resulted in reduced employee numbers due to improvements in the use of new technology to provide financial information to budget holders and the provision of returns to government and other County Council departments. Gain £48,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Supporting People	0	0	546,000	546,000	546,000	546,000	546,000	546,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Average performance level for all local Supporting People services using the six Core Objectives (or four in 2003) in the Quality Assessment Framework (mode grade letter)					3	3	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> Negotiating a standstill on contract prices. Gain £136,000. Negotiating a reduction in the cost of a contract. Gain £410,000. 								
Corporate Services	207,242	207,242	525,000	525,000	525,000	525,000	732,242	732,242
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Investors in People accreditation achieved (0=Not achieved, 1=Achieved)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Technical support for ICT modernisation. A programme of changes relating to the desk-top ICT infrastructure, the way it is delivered and the way it is supported. Gain ££52,000. Through our membership of the Warwickshire Online Partnership we obtained reduced costs for the managed service for each authority through a joint contract and jointly funded resources to co-ordinate and manage the implementation of these facilities to both increase overall capacity and reduce individual authorities costs. Gain £8,000. Staff savings have resulted by restructuring services through the redistribution of work and regarding staff when senior staff have left the authority instead of immediately replacing the post. Gain £32,000. By bringing in-house building surveying work that had previously been done external and appointing two graduate surveyors, the same level of work has been completed to the same standards for a reduced cost. Gain £222,000. Introducing new working arrangements enabling service levels to be maintained using fewer resources. Gain £211,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Procurement	137,000	137,000	191,000	191,000	191,000	191,000	328,000	328,000
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Corporate procurement strategy in place and/or updated in the last year (0=No, 1=Yes)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Full-year effects from the corporate contract for procuring furniture. Gain £73,000. A tendering exercise was undertaken to reduce the costs associated with landline telephone calls. Gain £26,000. Full-year effects of the discount agreed as part of the contracting price for broadband. Gain £18,000. Contract rate negotiated as part of the Office of Government Commerce contract for mobile phones from 1 May 2005. Gain £59,000. Working proactively as part of the Eastern Shires Purchasing Organisation (ESPO) has resulted in below inflationary increases in prices. Gain £10,000. The corporate approach to the procurement and installation of PCs was introduced in 2003/04. This has been built on and improved in 2004/05 and 2005/06 with additional efficiency gains generated in 2005/06. Gain £5,000. 								
Productive Time	2,511,414	0	996,000	0	996,000	0	3,507,414	0
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Investors in People or other appropriate quality management independent accreditation (0=None, 1=Achieved)					1	1	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. The authority's HR Programme Board has sanctioned an absence management project looking at ways of reducing the number of days absent. The number of sick days has been reduced further in 2005/06 in addition to the gains achieved in 2004/05. Gain £996,000. 								

	Ongoing gains sustained from 2004/05 (£)		Further gains achieved in 2005/06 (£)		...of which expected to be ongoing (£)		Cumulative gains as at end of 2005/06 (£)	
Title	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)	Total gains	...of which cashable (£)
Transactions	760,570	33,689	1,469,000	48,000	1,469,000	48,000	2,229,570	81,689
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Number of visitors to the County Council website is increasing.					3,230,395	5,091,037	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> All 2004/05 efficiencies are ongoing. Further encourage the use of self-service facilities via the Warwickshire website for a range of services, as an alternative option to traditional channels. We promoted these services via general website promotion and, for some services, via targeted press releases and website homepage campaign. Gain £1,458,000. Further efficiencies from the electronic submission of the authority's monthly VAT claim. Gain £11,000. 								
Miscellaneous	14,292	14,292	99,000	99,000	99,000	99,000	113,292	113,292
2005/06 Primary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Overall CPA Score (0=Poor, 1=Weak, 2=Fair, 3=Good, 4=Excellent)					4	3	No	
2005/06 Secondary Quality Cross Check								
Quality Cross Check					2004/05	2005/06	QCC met?	
Asset Management Plan score under CPA (1=Level 1, 2=Level 2, 3=Level 3, 4=Level 4)					Previously rated as good by Government Office West Midlands	4	Yes	
Overarching key actions taken:								
<ul style="list-style-type: none"> Sale of surplus properties resulting in cashflow benefits to the authority. Gain £99,000. 								
Overarching quality cross check information:								
The efficiency gains claimed under the Miscellaneous heading relate to the sale of surplus assets and the associated cash benefits achieved through having to undertake less borrowing, and hence make lower interest payments. A more appropriate QCC for this type of efficiency gain is to assess whether we are at least maintaining or improving the management our assets. Our 2005/06 Asset Management Plan scored a Level 4 under CPA, the highest achievable. As this indicator is as high as possible the benefits being claimed should still be allowable.								
Total	6,528,969	3,142,880	8,780,000	5,847,000	8,780,000	5,847,000	15,308,969	8,989,880

WARWICKSHIRE FIRE AND RESCUE SERVICE						
ANNUAL EFFICIENCY STATEMENT						
Efficiency Savings Achieved in 2005/06						
Summary						
Category	Quality Cross-Check	One off or recurring?	Annual Cashable Efficiency Gain	Cumulative Cashable Efficiency Gain	Annual Non-Cashable Efficiency Gain	Cumulative Non-Cashable Efficiency Gain
			£K	£K	£K	£K
2004/05 Recurrent Gains Carried Forward				255,225		
Civilianisation of Uniformed Posts	BVPI's 142 & 206	Recurring	13,868	269,093		
Strategic Appliance Review	BVPI's 142 & 206	Recurring	0	269,093		
Procurement Savings	BVPI's 142 & 206	Recurring		269,093		
* Renegotiation of Transport Maintenance Contract	BVPI 145 c	Recurring	80,885	349,978		
* Renegotiation of Onyx Contract (to provide specialist information and advice at incidents with regard to chemical hazards)	HMFSI Statistic: HRF80, Injuries During Operational Incidents	Recurring	10,000	359,978		
* Refocusing of internal arrangements for staff welfare support	BVPI's 142 & 206	Recurring	1,361	361,339		
Enforcement of Pool Car Policy	BVPI's 142 & 206	Recurring	0	361,339		
Absence Management	BVPI 12f	Recurring	0	361,339		
Printing Savings (produce electronically)	BVPI's 142 & 206	Recurring	5,000	366,339		
Arson Reduction Strategy (non cashable)	BVPI 206	Recurring			To be calculated	
Total			111,114	366,339	0	0

Fire and Rescue Quality Crosscheck Data

BVPI	Definition	Actuals				
		2001/02	2002/03	2003/04	2004/05	2005/06
12	Number of uniform shifts lost to sickness per employee	11.15	11.1	8.3	7.6	8.7
142	Number of calls to fire attended					
(i)	Total calls (excluding false alarms)	3257	3693	4084	2956	3006
	per 10,000 population	64.3	73	79.7	56.92	57.2
(ii)	Primary fires	1534	1746	1605	1359	1351
	per 10,000 population	30.3	34.5	31.3	26.17	25.71
(iii)	Accidental fires in dwellings	306	309	279	246	256
	per 10,000 dwellings	14.4	14.5	13	11.02	11.65
145	Percentage of calls to fire at which national standards for attendance were met					
(a)	Number of Appliances	100%	100%	100%	100%	100%
(b)	Number of Riders	72.40%	78.50%	81.00%	65.80%	74.50%
(c)	Attendance Times	98.20%	98.60%	97.40%	96.40%	97.30%
206	Number of deliberate fires				2036	1974
	per 100,000 population				39.21	37.57

- Chief Executive Jim Graham
- Legal Victoria Gould – *“fine”*
- Finance David Clarke, Strategic Director of Resources
- Other Strategic Directors
- District Councils
- Health Authority Anne Heckels, North Warwickshire PCT
- Police Assistant Chief Constable Andy Parker
- Other Bodies/Individuals
 - Cllr Katherine King, Warwickshire Police Authority representative on the Warwickshire Youth Justice Management Board – *“noted”*
 - Liz Stafford, Chief Officer, Warwickshire Probation
 - Steve Stewart, Connexions
 - Learning & Skills Council

FINAL DECISION

NO

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council 18th July 2006
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

The Cabinet – 27th June 2006

Warwickshire Youth Justice Plan

**Report of the Strategic Director for Children,
Young People and Families**

Recommendation:

That Cabinet is asked to endorse Warwickshire's Youth Justice Plan 2006/07.

1. Introduction

Warwickshire's Youth Justice Plan (attached as **Appendix A**) covers the period April 2006 to March 2007.

2. Background

2.1 Youth Justice Plan

2.1.1 The Youth Justice Board requires the annual submission of the Youth Justice Plan, detailing performance in 2005/06, partnership funding and performance improvement plans.

2.1.2 The improvement plan, incorporating all aspects of the national performance framework, is now only available in electronic format.

2.2 Youth Justice Board (YJB)

The YJB is an inter-departmental body which advises the Home Office on youth justice reforms, monitors national performance and contributes £698,646 to Warwickshire's Youth Offending Service.

2.3 The Youth Offending Team (YOT)

2.3.1 Warwickshire YOT comprises 65 full-time staff from seven employing agencies. In addition we deploy 28 sessional staff and rely on up to 40 volunteers to undertake the specific role of Volunteer Panel Member.

- 2.3.2 Staff are based in three locations – Leamington Spa, Rugby and the Justice Centre, Nuneaton.
- 2.3.3 The Team provides services to Warwickshire's three Youth Courts and Warwick Crown Court, managing 100% of community and custodial sentences. In 2005/06 this represented 480 sentences.
- 2.3.4 Services to victims and to parents represent separate provision by the Team.

3. Data summary

3.1 Offending Behaviour

- 3.1.1 During 2005, 975 young people aged 10-17 years who live in Warwickshire were notified to the Youth Offending Team in relation to 1,868 crimes. This represents 1.8% of the 10-17 year old population of Warwickshire.
- 3.1.2 33% of offences were criminal damage and theft. Other offence types included violent offences (23%), road traffic offences (16%), vehicle theft (4%) and drugs offences (3%).

3.2 Performance summary 2005/06

- 3.2.1 A summary of performance in 2005 can be found in pages 6 and 7 of the Youth Justice Plan.
- 3.2.2 We report a further 6% decline in the numbers of young people *entering* the youth justice system for the first time.
- 3.2.3 The total number of young people in the criminal justice system remains fairly constant, with a slight rise to 975. However, the indicative re-offending rate (based on a random cohort identified by the YJB in October-December 2003 and tracked for 24 months) shows a 24% reduction. It is particularly pleasing that there has been a significant reduction in re-offending in pre-court and community penalties, where YOT is most influential. This is excellent news but should be read with caution due to the relatively small numbers in the cohort.
- 3.2.4 Other performance measures have been met within 5%, with the exception of education, training and employment (ETE) and the provision of a formal bail supervision programme.
- 3.2.5 We have been successful in securing YJB consultancy time to explore why ETE performance is poor, whilst we achieved the highest score in the Region for the quality assurance audit. We expect an analysis of our performance to commence in July 2006, with the full support of Connexions and the County Council.
- 3.2.6 A performance improvement plan for the bail supervision Key Performance Indicator (KPI) was taken to the Youth Justice Management Board in 2005.

This required investment of £30,000, which the Board supported in principle, but partnership funding was not realised.

- 3.2.7 We are able to report good performance in ensuring young people gain access to mental health and substance misuse services within YOT and we continue to see very positive outcomes for individuals as a result.

4. Priorities 2006/07

- 4.1 YOT will contribute to Warwickshire's LPSA2 targets in reducing re-offending, engaging victims in restorative processes and providing support to parents and carers of young people in the criminal justice system.
- 4.2 A new service to parents and carers will be developed, funded by the YJB.
- 4.3 Also funded by the YJB, YOT will contribute to multi-agency plans to tackle anti-social behaviour by commissioning Positive about Young People to target work with 50 young people aged 14-17 years in the Nuneaton and Bedworth District. In addition we are strengthening YOT's capacity to contribute to the Persistent and Other Priority Offenders (PPO) and anti-social behaviour multi-agency strategies by the appointment of a new post.
- 4.4 Working within the Children, Young People and Families Directorate and Connexions, we will continue to seek improvement in the ETE performance measure.

5. Conclusion

- 5.1 YOT continues to be challenged by a continued increase in workloads and the growing complexity of its casework.
- 5.2 Since 2002 there has been a steady increase in the number of court disposals, from 523 to 689 in 2005. Those requiring supervision by YOT increased by 122 in 2005.
- 5.3 We have seen a significant increase in the requirement for arrangement and supervision of reparation. In 2005 we have seen an increase from around 2,000 hours to over 3,000 hours being required by the courts and delivered by YOT.
- 5.4 A trend in the increase of custodial sentences by 50% in 2005 and an increase in the use of remands with a secure requirement creating additional burdens on YOT resources.
- 5.5 Achievement of our restorative justice KPI and our work with victims has been met entirely within original resources, with no investment in this area by the YOT partnership or the YJB.

- 5.6 All these requirements and others have continued to be absorbed by YOT without additional partnership funding and without compromise to the quality of service as evidenced in our quality audit outcomes and Intensive Supervision and Surveillance Programme (ISSP) inspection.
- 5.7 This achievement reflects the skills and commitment of managers, practitioners and administrators all of whom strive for continuous improvement in our services.

MARION DAVIS
Strategic Director for Children,
Young People and Families

22 Northgate Street
Warwick

13th June 2006

Warwickshire Youth Justice Plan

April 2006 - March 2007

Warwickshire Youth Offending Team Unique Identifier Code: 105404

Participating agencies:

- ❖ Warwickshire County Council, Children, Young People & Families
- ❖ Warwickshire Police
- ❖ Warwickshire Primary Care Trust
- ❖ National Probation Service : Warwickshire Area
- ❖ Coventry & Warwickshire Connexions

Youth Offending Team Contact Details:

Youth Offending Team
Sterling House
12 Hamilton Terrace
Holly Walk
Leamington Spa
Warwickshire
CV32 4LY

Tel: 01926 736200
Fax: 01926 736201

Operations Manager – Case Management: Nicky Nicholls
e-mail: nickynicholls@warwickshre.gov.uk

Youth Offending Team
Newton Hall
Lower Hillmorton Road
Rugby
CV21 3TU

Tel: 01788 331256
Fax: 01926 476900

Operations Manager Interventions: Heather Walton
e-mail: heatherwalton@warwickshire.gov.uk

Youth Offending Team
Warwickshire Justice Centre
PO Box 3946
Vicarage Street
Nuneaton
CV11 9AB

Tel: 02476 482900
Fax: 02476 482921

Operations Manager – Business Development & Change Management: Lesley Celic
e-mail: lesleycelic@warwickshire.gov.uk

If you have any questions or comments relating to information contained within the Youth Justice Plan, please contact:

Diane Johnson
Head of Youth Offending Service
Sterling House
12 Hamilton Terrace
Holly Walk
Leamington Spa
CV32 4LY

Telephone: 01926-736205 e-mail: dianejohnson@warwickshire.gov.uk

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PURPOSE OF PLAN

This Youth Justice Plan is required by section 40 of the Crime and Disorder Act 1998 and is submitted to the Youth Justice Board (YJB) for England and Wales. The Youth Justice Plan is the primary document for Youth Offending Services to set out their plans for service delivery against the YJB's Performance Management Framework for YOTs.

The YJB will use the information provided within the plans in a number of ways, including:

- Comparative analysis between YOTs – e.g. in relation to resourcing levels
- An overview of the delivery challenges facing YOTs across England and Wales
- As a basis for the YJB's Regional Managers and Performance Monitors to engage with YOTs on a performance improvement agenda.

SECTION A - SUMMARY OF PERFORMANCE JAN-DEC 2005

- Re-offending *reduced* by over 20%*
- Number of young people entering the youth justice system – *reduced* by 6%
- Youth crime as a percentage of all detected crime – *reduced* by 1%

975 young people are known to have committed 1868 criminal offences in 2005. This reflects a similar picture to the previous year, sustaining a **5% reduction** in young people involved in the criminal justice system compared with 2001. Offences committed by young people during 2005 represent 18% of the total sanctioned police detections in the year – **1% less** than in 2004.

Indicative figures show a **24% reduction** in re-offending rates, significantly exceeding the 5% target*.

* Based on a random cohort identified annually by the YJB – not necessarily representative of all young people known to YOT.

Measure 1 – Prevention

Target: Reduce first time entrants into the youth justice system by 5% to no more than 625.

Achieved: 6% reduction from 657 to 619 as first time entrants into the youth justice system.

	2001	2004	2005
New entrants into the youth justice system reprimands, final warnings first time direct to court total	N/k N/k	562 85 657	532 87 619
Total number of young people in the youth justice system (pre-court + court)	1028	961	975
Offences committed - excluding breach of court order	2169	1842	1868

Of the 975 young people involved for the first time in the youth justice system in 2005, 619 were subject either to a reprimand, final warning and 83 were charged straight to court.

Measure 2 – Recidivism

Target: “by December 2005 achieve a reduction of 5% re-offending within 24 months based on the 2002 cohort compared with the 2003 cohort after 24 months.”

	Outturn 2003	Outturn 2004	Target 2005	Outturn 2005
	2001 cohort % re-offending within 24months	2002 cohort % re-offending within 24m		2003 cohort % re-offending within 24m
Pre-court	25.9	32.4		26.7
Community penalties	78.0	75.0		65.9
Custody	77.7	75.0		75.0
Overall	48.0	53.0	50.4	40.5

A summary of performance in the remaining measures shows:

Measure	Target	2004 outturn	2005 outturn	Status
Final Warnings supported by a YOT intervention	80%	82%	65%	RED – due to Police vacancy
Use of custody – remand sentences	30% or less 6% or less	56% 4.7%	49% 5.6%	RED GREEN
Victims offered a restorative process	75%	96%	90%	GREEN
Satisfaction of victims in YOT process	90%	96%	96%	GREEN
Parents given individual support	10%	3%	14%	GREEN
assessments completed within timescales	100%	94%	98%	GREEN
PSRs submitted within timescales	90%	86%	100%	GREEN
DTO plans agreed within timescale	100%	89%	82%	AMBER
Young people in full-time education, training or employment	90%	62%	50%	RED
Young people in suitable accommodation	100%	93%	96%	GREEN
Young people accessing appropriate mental health services within timescales	100%	100%	100%	GREEN
Young people screened for substance misuse and treated within timescales	100%	96%	100%	GREEN

Red – off track, significant corrective action required to deliver on target

Amber – off track by less than 10%; minimal corrective action required to deliver on target

Green – on track within 5%

Assessment of Risk Factors

Aggregated assessment information during 2005 tells us that the two most prevalent risk factors at all stages of the youth justice system were "Thinking and Behaviour" and "Lifestyle". This indicates a continued need to provide offending behaviour programmes to address the apparent lack of thought young people give to the consequences of their behaviour, and the relative chaos of their day to day living.

"Family and personal relationships" featured in all stages, but ranked highest in the Final Warning stage of the system. We aim, through our new parenting service to address this risk factor at this early stage of the system.

Interventions continue to be developed with partner agencies to tackle all risk factors. A comprehensive Resource Directory is available electronically to all staff, and we continue to develop accredited modules for many YOT interventions to enable young people to demonstrate what they have learnt during the course of their intervention. These are all accredited through the AQA and ASDAN qualification boards. Examples include a citizenship module for use in reparation, a substance misuse module and a safe driving module. To date over 300 young people have, between them, achieved over 700 AQA unit award scheme modules.

Effective Practice Quality Assurance Audit (EPQA)

During 2005 we achieved a final score of "3" (on a scale of 0-3) within the Youth Justice Board's effective practice framework in three areas of practice. These were "Final Warnings", "Education, Training, Employment", and "Assessment, Planning, Interventions and Supervision". In the field of "Parenting" we scored "2".

During 2005 we also submitted our self-assessment in two new areas of practice – Mental Health and Resettlement. A score of "2" was achieved in Mental Health and "2" in Resettlement with areas for improvement agreed.

Key achievements 2005

- Following the move to Nuneaton Justice Centre In January 2005, we have seen further improvements and efficiencies gained through combined business processes, and continuous improvement is a key objective of all criminal justice partners.
- We have continued to develop our restorative justice strategy –
 - YOT is integrated into Warwickshire's multi-agency Victim and Witness Information Partnership (VIP), achieving contact with all victims of youth crime and offering them the opportunity to participate in a restorative process.
 - Panel Member volunteers are increasingly experienced in facilitating meetings between victims and offenders.
 - We have developed a wide range of reparation opportunities for young people, delivering over 3000 hours of supervised community reparation during 2005.
- Further development of the Intensive Supervision and Surveillance Programme (ISSP) has allowed us to exceed the target of 19 ISSP starts with a 50% successful completion rate, in line with national trends. The quality assurance review of ISSP carried out by the YJB in May 2005 commended our Intensive Supervision and Surveillance Programme.

Key Objectives 2006/07

- YOT will contribute to Warwickshire's LPSA2 targets in reducing re-offending, engaging victims in restorative processes and providing support to parents and carers of young people in the criminal justice system.
- A new service to parents and carers will be developed, funded by the YJB prevention grant.
- Funded by the YJB, YOT will contribute to multi-agency plans to tackle anti-social behaviour by commissioning Positive about Young People to target their work with 50 young people aged 14-17 years in the Nuneaton and Bedworth District. In addition we plan to strengthen YOT's capacity to contribute to the PPO and anti-social behaviour multi-agency strategies.

Youth Justice Management Board Summary

"The YOT Partnership has continued to work effectively with full support from partner agencies. During 2005 we have seen the positive results of preventive services and a leveling of youth crime, despite an overall increase in police detections and offences taken successfully through the courts.

If we are to further reduce youth crime and the numbers of young people entering the criminal justice system, we need to expand preventive services, more coherently tackle anti-social behaviour and neighborhood concerns and ensure that the long-term needs of young offenders are met through mainstream service provision.

Several developments in 2006/07 will help us achieve these aims, one of which is the YJB's contribution to prevention and tackling anti-social behavior through its prevention grant.

In addition, YOT will be integrated into the new Directorate for Children, Young People and Families, joining with other services for young people. This will enable a more strategic approach in tackling these issues, ensuring effective use of resources to meet common targets. YOT will take to the Department its own experience of delivering multi-agency services to some of Warwickshire's most vulnerable young people.

Combining with full participation in the Community Safety/DAAT Partnership, and the Local Criminal Justice Board, YOT has a unique responsibility in joining all these agendas to ensure that the needs of young people, their families, neighbourhoods, and victims are represented and met. These responsibilities will be a significant contribution to both the Children and Young People, and Safer and Stronger Communities blocks of the Warwickshire LAA, currently being developed for implementation next year.

Within an unprecedented period of change for each one of the YOT partners, it will be important for the partnership to maintain its support for sustained good performance within YOT and to use new opportunities to promote further improvement.

Jim Graham
Chief Executive Warwickshire County Council

SECTION B - LOCAL PLANNING ENVIRONMENT

Warwickshire YOT benefits from being part of a Criminal Justice Area, which is co-terminus with other criminal justice partners. This has enabled strong and effective links to be made in the criminal justice field, with full and active membership of the **Local Criminal Justice Board**. Joint performance measures, such as reducing delays and improving confidence, are clearly understood, and where some of our respective targets are *apparently* contradictory we are able to work together to understand their relationship and ensure that reporting of our respective or joint targets is complementary. The development of the Justice Centre, Nuneaton and the co-location of YOT with other criminal justice agencies is a tangible example of effective joint working.

Equally, the service will be fully integrated into Warwickshire County Council's new **Children, Young People and Families Directorate**, taking an active role in the county's response to the Children Act 2004 and development of the Children and Young People's Plan. Experience of delivering a multi-agency service and knowledge of the needs of vulnerable young people will be valuable contributions to the development of integrated services.

Within the framework of the Persistent and Other Priority Offenders strategy we are able to define our joint priorities with the 5 **Crime and Disorder Reduction Partnerships** across the county and through these developments aim to improve the local responses to the long-term needs of young offenders.

In addition to this formal partnership with CDRPs, YOT is also a member of Warwickshire's **Community Safety and DAAT Partnership**, bringing an awareness of the children, young people and families Departmental aims and objectives.

YOT is a full member of the **Multi-Agency Public Protection Arrangements (MAPPA)** and has recently joined **Warwickshire Safeguarding Children Board**.

Planning opportunities to enable YOT to meet its responsibilities within children's services, community safety and crime reduction are well balanced in Warwickshire, but sustaining this requires attention to detail in a constantly changing working environment. Balancing the urgent needs of neighbourhoods with the need to deliver services strategically and consistently is critical if all dimensions of our agenda are to be met.

SECTION C - DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

The YOT is accountable to the Youth Justice Management Board, membership of which is detailed in Table A below. The Board meets quarterly, Chaired by the Chief Executive of the County Council. The Board regularly receives performance and budget reports.

From April 2006 the Head of the Youth Offending Service will report to the Head of Services for Young People within the new County Council Directorate for Children, Young People and Families.

YOT is also subject to Warwickshire County Council's Performance Management Framework, which sets out the Council's standards in relation to both the integration of plans, and also the requirements for performance reporting to Overview and Scrutiny Committees and Cabinet. This is the means by which YOT is held accountable to the County Council for performance.

YOT's objective of reducing offending contributes to the Council's Corporate Objective "to reduce crime and improve the safety of the community," and targets relating to reducing youth crime and re-offending are referenced in the County Council's Corporate Business Plan.

YOT's contribution to the Local Criminal Justice Board's targets of reducing delays and improving confidence in the criminal justice system are managed through the Board's accountability to the National Criminal Justice Board.

YOT's targets also contribute to a number of local strategic plans, such as the Children and Young Person's Plan, Young Person's Substance Misuse Plan, the Policing Plan, CAMHS strategy, CDRP strategies, County Council Corporate Plan, etc and these all require reporting links between YOT and partners.

Warwickshire County Council and partners are currently developing plans for the Local Area Agreement, to be implemented in April 2007. This will require YOT to contribute to the Children and Young People and Stronger and Safer Communities blocks for which reporting mechanisms will be developed.

The integration of children's services, a reduction in the number of Warwickshire County Council Departments, the LAA developments and other predicted changes has led to proposals by the Chief Executive for the merging of some governance arrangements that will potentially change YOT's current arrangements. This would essentially mean that YOT would report variously to the Children's Strategic Partnership Board, Warwickshire Community Safety/DAAT Partnership, and the Local Criminal Justice Board.

Table A: Composition of Management Board

Name	Agency Representing	Post in Agency	Ethnicity	Gender
Phillip Blundell	Police Authority	Chair	White	Male
John Buckley	Combined Courts Service	Director of Legal Services	White	Male
Elizabeth Featherstone	Children, Young People & Families	Head of Service – Family & Community	White	Female
Cllr. Peter Fowler	County Council	Portfolio Holder for Family Services	White	Male
Jim Graham	County Council	Chief Executive	White	Male
Chris Hallett	Children, Young People & Families	Head of Service Children in Need	White	Male
Anne Heckels	North Warwickshire Primary Care Trust	Chief Executive	White	Female
Cllr. Richard Hobbs	County Council	Portfolio Holder for Community Protection	White	Male
Diane Johnson	Youth Offending Team	Head of Youth Offending Service	White	Female
Andrew Lovegrove	County Council Resources Directorate	Group Accountant	White	Male
Angela O'Boyle	Probation Board	Chair	White	Female
Andy Parker	Warwickshire Police	Assistant Chief Constable	White	Male
Ruby Sarkaria	County Council Treasurers	YOT Financial Manager	British Asian	Female
Brian Smith	Children, Young People & Families	Finance Manager	White	Male
Liz Stafford	Probation Services Warwickshire	Chief Officer	White	Female
Steve Stewart	Connexions	Executive Director	White	Male

C.2 PERFORMANCE AND QUALITY SYSTEMS

There is a strong performance management culture within YOT and its organisational structure is designed to support the management of continuous improvement. A complex set of reporting requirements are brought together by all managers each quarter to ensure a systematic review of performance and agreement to improvement plans. Responsibilities for key performance targets are clearly delegated to managers, who work with relevant staff groups to meet their targets.

The Effective Practice Quality Assurance framework is applied as required by the YJB to key areas of practice and has become a well-understood and useful quality assurance tool. As part of the quarterly performance monitoring process improvement plans are reviewed for progress.

YOT performance is reported regularly to the Youth Justice Management Board by the Head of Service. YOT performance is also reported against LCJB and other delivery plans.

Data Validation

Validation of data is achieved in a number of ways. For example, validation of information supplied by young people is undertaken by practitioners, using information from other agencies and IT systems. This information is then further validated by managers through gatekeeping processes. Information from other agencies will also be checked for accuracy, using the different IT systems available to us.

Data cleansing

This is an essential task to ensure that data is accurately and speedily recorded. This is undertaken on a regular basis by the Information Officer; where inaccuracies are identified those responsible are notified.

Monitoring

A number of quality assurance monitoring processes are undertaken regularly, these include line management scrutiny of YOIS inputting, case management supervision arrangements such as "dip sampling" and quality assurance of pre-sentence and panel reports.

Supervision & appraisal

As well as an aid to practice development, supervision is also used to monitor quality of practice and recording. Where recurring inaccuracies are identified which are attributed to an individual, this is discussed and planning for improvement is undertaken. If necessary, further training is arranged and regular monitoring of improvement undertaken. Where no further training is required an action plan is created with timescales for completion and this may form part of a person's objective setting in appraisal. As achievers of Investor in People an individual's appraisal objectives are closely linked with the Team's aim of providing a high quality service.

C.3 RESOURCES

C3 a FINANCIAL RESOURCES

Financial resources available to YOT are as set out in table A2 below. Warwickshire YOT is heavily dependant on partnership and YJB funding as it rarely meets the criteria for external funding bids.

The service has expanded and developed a range of multi-agency interventions for children, carers and victims, with several of these being entirely dependant on YJB grants.

As a demand led service and one that is required to deliver its services to exacting national standards, YOT is vulnerable to fluctuations in demand. For example, a recent increase in the use of secure remands for under 15 year olds and an increase in the use of reparation in court orders, have had a considerable impact on our budget.

The Management Board has agreed in principle a 3-year budget plan with the aim of maintaining current levels of performance and service provision.

Tables below do not reflect the Service Level Agreement between the County Council and Barnardos for the provision of remand fostering placements.

Table A1: Services planned for the financial year 2006 - 2007

Core Activity	Budget expenditure (£)
Prevention services	179,537
PACE Services	45,000
Pre-court services	110,000
Court-based services	110,000
Remand services	95,500
Community-based services	1,804,178
Through care/after care (including RAP)	55,500
Other orders	11,000
Total:	2,410,715

Table A2: Youth Offending Team Budget Financial Year 2006-2007 – Sources

Agency	Staffing Costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	86,890		30,522	117,412
Probation	60,794		92,206	153,000
Connexions	15,000			15,000
Social Services				
Education **	864,605		435,541	1,300,146
Health (from Table A2b)*	74,372		12,139	86,511
Local Authority Chief Executive				
Additional Funding (from Table A2a)	669,977		68,669	738,646
Total	1,771,638		639,077	2,410,715

* Health are unable to confirm their contribution for 2006/07 until the end of April 06.

** Reflects total contribution from Children, Young People and Families Department – recorded as required by YJB.

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	698,646
Other – Local Public Service Agreement	40,000
Total (for inclusion in Table A2)	738,646

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: North Warwickshire PCT	30,867
Source 2: South Warwickshire PCT	40,764
Source 3: Rugby PCT	14,880
Total (for inclusion in Table A2)	86,511

Health are unable to confirm their contribution to the YOT partnership until the end of April 06

C3 b PROGRAMME RESOURCES

Programme resources to tackle identified risk factors continue to be developed both within YOT and with partner agencies.

Restorative Justice

Through our work with criminal justice partners we have formed the Warwickshire Victim and Witness Information Partnership and have 2 YOT practitioners based in this multi-agency unit carrying out a countywide role with victims of crime.

We have an excellent Referral Order service with a dedicated group of panel members serving Youth Panels in the community.

Reparation and community payback is given high priority in Warwickshire and has led to the following organisations supporting us with reparation projects across the county.

- District Councils
- Rugby Art Gallery and Museum
- British Waterways
- Churches
- Age Concern
- Residential Units for learning disabled people
- Sporting Clubs
- Conservation Projects
- Charities
- Fire and Rescue Service

Education

Our ETE practitioners are working with partners to deliver:

- The Warwickshire Education Partnership – an ‘umbrella organisation’ with partners meeting to develop resources and promote the use of current resources e.g. the Plus materials and AQA accreditation.
- Motor projects with the help of sessional workers, Connexions, Police, Schools and the local Army Barracks
- Education about fire safety in collaboration with the Fire & Rescue Service
- Education Projects aimed at hard to reach young people with Bradby Youth Club, Pupil Reintegration Units and Positive Futures

Parenting

Together with partners from the statutory and voluntary sector we are developing parenting support services. Targeted support to parents and carers, provided by staff working within YOT, will contribute to a countywide strategy aimed at meeting the needs of a wide range of parents and carers.

Mental Health

Contributing to the county CAMHS strategy, mental health specialists within YOT contribute to multi-agency planning for young people assessed as having a mental health need. This can take the form of individual or family based work.

Substance Misuse

As part of the multi-agency Young People's Substance Service, YOT's substance misuse practitioners provide targeted interventions for young people in the criminal justice system and they will contribute to the development of services for parents.

Sexually Inappropriate Behaviour

This specialised CYP&F service contributes to our response to young people who have been convicted of sexual offences.

Remand Fostering/Accommodation

A service level agreement with Barnardo's, funded by the County Council, provides 5 foster placements, used predominantly to support remand placements but occasionally can also be used to support multi-agency case plans.

YOT is represented on a multi-agency Supporting People sub-group, representing the accommodation needs of vulnerable young people across the county. Working together, we plan to commission an analysis of need to feed into Supporting People planning processes.

Diversionsary Developments

YOT is represented on Positive Futures Steering Group, and also works in partnership with

- Leisure Trusts attached to District Councils
- Local charities supporting the development of Art and Music Projects
- Equal Project using Art and Music and Drama to divert young people away from crime
- YOT works closely with Positive about Young People who provide:
 - A wide range of diversionary activities for young people
 - A mentoring service
 - Warwickshire's YISP (CHARM)
- The Arts Council to promote Art within the Youth Justice System
- The Fire and Rescue Service and Connexions in meeting LPSA2 targets to reduce the numbers of young people not in education, training or employment.

Offending Behaviour Programmes

A wide range of offending behaviour programmes are categorised in an electronic resource directory available to all practitioners. Work undertaken within some of these programmes can be put forward for accreditation by AQA or ASDAN accrediting bodies.

C3 c INFORMATION TECHNOLOGY

Warwickshire Youth Offending Team utilises a number of information technology and communication methods to aid service delivery and work with young people.

Case management systems

YOT uses a number of case management systems, which we are currently looking to integrate, to ease information sharing and service delivery.

YOIS - This is YOT's primary case management system storing information on all young people entering and progressing through the criminal justice system within Warwickshire. YOIS is used to provide management information to the YJB, partners and our local management team to aid performance monitoring and quality assurance (see Section C.2 for further information).

RYOGENS - This is used to identify those young people at risk of anti-social behaviour and crime. It is also currently being used to pilot the use of the Common Assessment Framework in Warwickshire. By comparisons between this and YOIS we can identify those young people receiving preventative support who have moved into the criminal justice system.

Carefirst - This is the system used by Children, Young People and Families staff. YOT use this system to identify when we are involved with a young person and to identify if social services are also involved.

Secure/e-mail

Communication systems are delivered through e-mail both within YOT and to external partners. Warwickshire YOT is a CJIT pilot site for secure e-mail developments so where information being transferred is of a 'restricted' nature this is transmitted using secure e-mail. Agencies to which YOT send secure e-mail include the secure estate, YJB, courts services, crown prosecution service, police, probation and our local LCJB business unit.

With the introduction of the country's first multi-agency Justice Centre, Warwickshire is currently developing a secure intranet service within the Centre to aid multi-agency communication. Once developed this will also be used by the Southern Warwickshire Justice Centre when opened.

XHIBIT

Court listings, resulting and copies of criminal orders are now accessed directly from the XHIBIT system used within the Crown Courts, speeding up the communication between Crown Court and YOT.

Secure portal

YOT staff within the multi-agency Victim and Witness Information Partnership (VIP) receive tracking information regarding victims and witnesses via the 'secure portal'; again developed with CJIT as a precursor to the 'secure exchange'. This is shortly to be closed when VIP move to using the new Witness Case management system. This speeds up the delivery of victim information to YOT staff aiding our delivery restorative processes to victims of youth crime.

Internet

This is used by all staff and is also available for use with young people, aiding education sessions and work with Connexions in particular.

IT use by young people

In addition to the internet, often used to help young people gain Accredited Qualification Awards (AQA), YOT also uses IT to aid work with young people, using specific offending behaviour packages. However, we also use 'skill enablers' such as 'Touch Type, Read and Spell.

Orange Box

This is an interactive tool to educate young people regarding substance misuse issues.

Video conferencing

This has recently been adopted in an attempt to provide access to young people detained in custody. We are also exploring its potential to aid communication across the Team, reducing time and expense spent of travelling between locations. Video conferencing is also a consideration in restorative processes, providing victims and young offenders with an opportunity to communicate in a way which can be less threatening than meeting within the same room.

Mobile working

New methods of recording whilst not in the office are shortly to be available to staff through the use of tablets and wireless technology.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

Recruitment of sessional staff, and volunteer Panel Members continues to be a feature in our flexible deployment of staff. (See Table A3 for a detailed breakdown).

The YJB prevention grant has enabled us to create parenting support posts and others to support our contribution to tackling anti social behaviour. YOT's contribution to Warwickshire's LPSA2 targets also supports the recruitment of YOT practitioners to undertake the work to reduce re-offending and engage victims.

Integrated children's service developments are providing opportunity for us to engage in national developments driven by the Every Child Matters, Workforce Development Strategy e.g The Common Core Skills and Knowledge, and the Common Induction Standards for Children's Services

We continue to improve our recruitment campaigns and work with partner agencies to attract people from those areas of the community that are currently under represented. We are developing a menu of advertising and publicity formats, making use of the media e.g. Coventry and Warwickshire Local Television Pilot, where YOT has already been involved in a mini production series. TV and radio has enabled us to reach a greater number of people countywide, and to recruit from a wider pool of people reflecting the cultural diversity of Warwickshire.

Table A3: Staff in the Youth Offending Team (by headcount)

	Managers Strategic	Managers Operational	Senior Practitioners (FT)	Senior Practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	9			21	1	14	28		32	106
Fixed Term					1						1
Seconded Social Services											0
Seconded Probation					2						2
Seconded Police					2						2
Seconded Health						4					4
Seconded Education											0
Seconded Connexions						1					1
Seconded Other											0
Outsourced											0
Temporary									3		3
Vacant		1.6	2		2		1.6				7.2
TOTAL	1	10.6	2		28	5	15.6	28	3	32	126.2
Gender/Ethnicity											
White Male		1			9	3	1	13	1	8	36
Black Male								1			1
Asian Male											0
Mixed Race Male											0
Chinese/Other Male											0
White Female	1	7			17	2	13	14	2	23	79
Black Female											0
Asian Female		1								1	2
Mixed Race Female											0
Chinese/Other Female											0
TOTAL											118
Welsh Speakers											0

C4 b WORKFORCE DEVELOPMENT

The role of the Organisational Development Officer continues to grow with the changing needs of the organisation. Links with the parent agencies continue to be robust for all HR and Learning and Development needs during this time of significant change, for all partner agencies.

Partnership

Partnership working is a key driver in the Children's arena with the emerging developments of the WCC Children, Young People and Families Directorate which aims to bring agencies together within one directorate and YOT is flagged up as being a model of good practice.

YOT staff provide and receive development opportunities, which are common to one or more partners, with specifically targeted workshops and seminars for Magistrates and Panel Members. Programmes and events are made available to other identified agencies as and when possible.

The YOT continues to develop new posts and initiatives with the allocation of new funding, such as the YJB prevention funding. The organisational structure is regularly reviewed to ensure it supports the most effective delivery of services, with systems and processes which underpin the workforce development of the YOT being continuously improved.

YJB Learning and Development Strategy

We now have a total of 9 practitioners who have gained the PCEP and 4 who will achieve this in 2006. We currently have one member of staff undertaking the first year of the Foundation Degree, funded by YJB and provided by Nottingham Trent University.

A challenge for YOT in the future is if we will be able to provide candidates for the YJB programmes with the changes to the funding available.

The ODO continues to attend the Regional Steering Group and a number of joint working and integrated service groups countywide.

Learning and Development Plan 2006 –2007

The Learning and Development Plan is in the process of being drawn up, based on outcomes of appraisal and external drivers

Investors in People

YOT gained ongoing recognition as "Investors in People" on 23rd November 2006 for a period not exceeding three years. The interviews, assessed against the new standards, included sessional staff and panel members.

YOT STAFF ROLES AND RESPONSIBILITIES 2006/07

RECOMMENDED KEY TASKS	ETE	MENTAL HEALTH	POLICE	PROBATION	SOCIAL WORKERS	SWIT second year and above	YOT PRACTITIONERS and SWIT first year	SUBSTANCE MISUSE
Action Plan Orders	/	/	/	X	X	X	X	/
Appropriate Adult	•	•	•	X	X	X	X	/
AQA/ASDAN	X	/	/	/	/	/	/	/
ASBO/ISO	/	/	/	X	X	X	X	/
ASSET 1	/	/	X	X	X	X	X	/
ASSET 2 Assess of Risk	/	/	X	X	X	X	X	/
ASSET 2 Mgt. Of risk	/	/	/	X	X	/	/	/
Bail Supervision	/	/	/	X	X	X	X	/
Breach Proceedings	/	•	/	X	X	X	X	/
Community Punishment & Rehabilitation Orders	/	/	•	X	X	/	/	/
Community Rehabilitation Orders	/	/	•	X	X	/	/	/
Court Duty	•	•	•	X	X	X	/	•
Court Reports	/	/	•	X	X	X	X	/
DTO/Licence	/	/	/	X	X	X	/	/
Final Warnings	/	/	X	•	•	X	X	/
Group Work	X	X	X	X	X	X	X	X
ISSP	/	/	/	X	X	/	/	/
LAC/Remand To LAA	/	/	•	•	X	/	/	/
Office Duty	/	•	/	X	X	X	X	/
Other Reports	X	X	X	X	X	X	X	X
Parenting Assessment	/	/	/	/	X	X	X	/
Parenting Groups	/	/	/	/	/	X	X	/
Parenting Orders	/	/	/	/	/	X	X	/
PPO	/	/	/	X	X	X	/	/
Referral Orders	/	/	X	X	X	X	X	/
Rehab/detox assessment	/	/	/	/	/	/	/	X
Reparation Orders	/	•	•	X	X	/	X	/
Reparation Community Placement – Identification and Placement	•	•	•	•	•	•	X	•
Remand into Custody (YOI)	/	/	/	X	X	/	/	/
SQIFA	/	/	X	X	X	X	X	/
SIFA	•	X	•	•	•	•	•	•
Supervision Orders	/	/	/	X	X	X	/	/
Supervision of Sessional Workers	•	•	•	•	•	•	X	•
Third-Party Contact	X	X	X	X	X	X	X	X
Training Delivery	X	X	X	X	X	X	X	X
Victim Assessment	•	•	/	•	•	•	X	•

• No involvement / Contribution X Full responsibility

Whilst these key tasks are agreed as core tasks of the relevant agency they are open to variation subject to evidence of relevant competencies and Training.

Performance Summary January - December 2005

and

Delivery Action Plan April - March 2006/07 (Available Electronically)

PREVENT OFFENDING

Overview

Performance has exceeded this target, with a 6% reduction of young people entering the youth justice system compared with 2004. Reduction in the number of new entrants amongst the younger age group (10-13) looks particularly positive with a fall of more than 50% since 2001. This information fits well in tackling the onset of early criminal behaviour in the light of evidence, which suggests that early criminal behaviour is likely to be long lasting.

Warwickshire’s model of a Youth Inclusion and Support Panel (CHARM), managed by Positive about Young People, is funded by the Children’s Fund and therefore only targets young people up to and including 13 years. Unless the work of CHARM is funded to include young people over the age of 13 we cannot anticipate seeing further significant reductions in the numbers of young people entering the criminal justice system.

RYOGENS information sharing and referral system continues to be used by a range of agencies to alert CHARM to young people at risk and its use is being extended to support integrated children’s service developments in Warwickshire.

Partners have not prioritised any expansion of CHARM for 2006/07 and the only available contribution to this aim is the YJB prevention funding. YOT has commissioned CHARM to work with 50 young people aged 14-17, in one of Warwickshire’s five Districts. The target group will be young people identified as being on the margins of anti-social or criminal behaviour and at risk of legal action being taken against them.

In addition to extending the role of CHARM the YJB prevention funding will be used to develop a parenting service for parents of young people known to YOT. This is being achieved in conjunction with a range of other providers as part of a countywide parenting strategy.

YOT’s contribution to tackling anti-social behaviour will be enhanced by a new post, funded by the YJB prevention grant, which as well as directly working with young people, will provide consistent and regular communication between YOT and the 5 CDRPs, PPO groups and anti-social behaviour groups.

The remainder of the grant will be used to develop multi-agency interventions using new facilities at our Rugby site.

Data:

KPI: 05/06 Jan – December actual and % against target	619 against target of 625
KPI: 06/07 target	Less than 619 young people entering the youth justice system

INTERVENE EARLY

Overview

YOT has not been able to recruit to a police vacancy for the majority of this reporting year. The remaining police practitioner has not been able to provide a service to all the young people identified in this intervention group and our ability to achieve this target was hampered.

This position has now been successfully filled and we anticipate performing well against this target in 2006/07.

Data: Final Warnings

<p>KPI: 05/06 Jan – December actual and % against target 64.6% of final warnings were supported by interventions, against an 80% target.</p>	<p>EPQA: 2003 rating</p>	<p>2</p>
<p>KPI: 06/07 target (new KPI) Ensure that 100% of young people on final warnings are supported by an intervention if:-</p> <ul style="list-style-type: none"> ➤ Asset score is greater than or equal to 12, or ➤ There are any concerns or risk of serious harm to others, or ➤ Their score is less than 12 but any sections score 4 	<p>EPQA:20 05 result</p>	<p>3</p>

PROVIDE INTENSIVE COMMUNITY SUPERVISION

Overview

The ISSP Quality Assurance Review carried out in May 2005 by the Youth Justice Board resulted in commended status for Warwickshire. We scored maximum points for:

- Training
- Management
- Service development
- Monitoring and evaluation

Whilst we scored satisfactorily on all other areas the main areas for improvement were identified as follows:

- Recording by practitioners to evidence action taken
- Involving young people, parents and carers in developing and improving programmes
- Exit strategies for young people completing ISSP's

Warwickshire Youth Offending Service is funded by the YJB for 19 places per year. However since April 2005 to mid end March 2006 there have been 26 'starts' on ISSP. These have been programmes as a condition of court sentences, post-custody licence and bail programmes. The successful completion rate of these 26 programmes was 58%, slightly higher than the national average.

The target for starts as required by the Youth Justice Board has been achieved (50% community sentences; 30% attached to licence period of custodial sentence; 20% condition of bail). The most successful ISSP's have been those where young people have been fully committed to the intensive nature of the programme and well supported in their home or accommodation. The least successful have been Bail ISSP's where the level of assessment has been limited because of time constraints linked to Court appearances.

A fortnightly multi-agency ISSP Panel has been successful and well attended by partners including Barnardo's, Health, Connexions, Serco, Police and YOT practitioners.

The intensive nature of the interventions on ISSP has proved to be beneficial to young people, with positive reports by them concerning the work done on reparation and education, training or employment. The lack of suitable places available in further training and employment is problematic.

A Crown Court Judge sentenced two Warwickshire young people to a non-custodial sentence on the understanding that they were subject to a 12 month ISS programme, instead of the usual maximum of 6 months. Arising out of this, negotiations have been initiated between Warwickshire YOT, the Youth Justice Board and Coventry Youth Offending Service to extend the use of this type of ISSP. We hope to implement this in 2006-7 if appropriate.

REDUCE RE-OFFENDING

Overview

	Outturn 2003	Outturn 2004	Target 2005	Outturn 2005
	2001 cohort % re-offending within 24months	2002 cohort % re-offending within 24m		2003 cohort % re-offending within 24m
Pre-court	25.9	32.4		23.7
Community penalties	78.0	75.0		61.6
Custody	77.7	75.0		75.0
Overall	48.0	53.0	50.4	40.0

We have achieved this target of reducing re-offending by young people based on the random cohort selected by the YJB in October 2003 and tracked for 24 months.

The risk factors contributing to the likelihood of re-offending during 2005 were identified as two main points "Thinking and Behaviour" along with "Lifestyles" and "Family and Personal Relationships"

A reduction in offending in relation to "Thinking and Behaviour" and "Lifestyles" will be achieved through the continuous development of assessment and planning skills amongst YOT staff who undertake thorough assessments leading to planned and purposeful interventions. The interventions will be supported by a varied and comprehensive library of offending behaviour programmes, which has been categorised and listed electronically for easy access for all practitioners.

In addition, through the Local PSA grant we will appoint a senior case manager, who will hold a caseload of young people with complex and high risk behaviours.

A reduction in offending in relation to "Family and Personal Relationships" will be achieved by the appointment of two YOT Practitioners to specialise in parenting and family work where this is identified as a risk factor in the likelihood of further offending by young people.

Data:

KPI: 05/06 actual (Oct-Dec cohort) and % against target*	40% against 50.4% target
KPI: 06/07 target	48%

Through Warwickshire's LPSA2 agreement we aim to improve the rate of "re-offending within 12 months" over the next three years. Without Local PSA funding we forecast that we will achieve 38% of young offenders re-offending during 2006. However, with Local PSA we aim to achieve 37% of young offenders identified in the 2005 cohort re-offending during 2006.

REDUCE THE USE OF CUSTODY

Overview

This KPI has been achieved in the use of custody in **court sentencing**. This has been achieved through rigorous gate-keeping of all Pre-Sentence Reports, robust proposals to the Court with realistic options, including a proposal of custody if it is necessary. We enjoy a strong relationship with the Combined Courts Service and sentencers for whom we facilitate joint seminars twice a year. The Courts are confident that court orders and the interventions offered will be enforced with young people returned to Court on breach proceedings if necessary.

34 young people received custodial sentences during 2005, representing a 50% increase compared with 2004. All were white and a majority of 32 were male. Most were aged between 16 -18 years. Since 2003 the figures represent a 100% increase.

The target in relation to the **use of custody for periods of remand** has not been achieved, due partly to lack of resources to provide a robust bail supervision programme. A remand strategy to meet the requirements of National Standards, with plans to improve performance in this KPI was presented to and agreed by the YOT partnership in 2005 but resources have not been provided to support these improvements.

There has been a notable increase in serious offences committed by a few young people in Warwickshire and analysis of the remands in custody during 2005 indicates that they were appropriate in terms of public protection and YOT risk assessments. Where a viable alternative to remand in custody can be put forward to the court this is always done and may involve the use of our remand fostering facility provided by Barnardos, or an intensive supervision programme with the young person placed at home.

Where we fail, is in our capacity to provide formal bail supervision as required by YJB National Standards for other young people at risk of re-offending on bail or not attending subsequent court hearings.

There has been a marked increase in the use of secure remands to Local Authority Accommodation or Secure Training Centres, costing YOT a total of £120,000. In 2005 there were 5 young people remanded in secure units and 17 remanded in custody (Young Offenders Institute).

Data:

KPI: 05/06 Jan-December actual and % against target (remand)	49% against target of 30% or less	KPI: 05/06 Jan-December actual and % against target (custody)	5.6% against target of 6% or less	EPQA: 05 rating (where applicable)	2
KPI: 06/07 target	30%	KPI: 06/07 target	5%	EPQA: 07 target	3

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

Overview

This KPI requiring the timely preparation of pre-sentence reports for the courts has been consistently achieved. We have worked with the courts to ensure that Pre-Sentence Reports (PSR) are only requested when necessary. The Court will always consider whether other methods of gaining the information they require to enable sentencing are appropriate, for example stand down reports or sentence specific reports which can be delivered on the same day.

Warwickshire YOT benefits from strong collaboration amongst criminal justice agencies, enabling good performance in our shared targets. The Persistent Young Offenders (PYO) multi agency group is a good example of this. The group ensures not only that the PYO pledge is met (71 days from arrest to sentence), but that other targets such as the PSR target are also met.

We expect to maintain our excellent standards in this target.

Data:

KPI: 05/06 Jan-December actual and % against target	100% of PSR's were completed in line with PYO (10 working days) and Non PYO (15 working days) standards
KPI: 06/07 target	90% of PSR's to be completed in line with PYO (10 working days) and Non PYO (15 working days) standards

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Overview:

ASSET

We have seen a marked improvement in the quality and consistency of assessments at each of the 5 required stages of case planning, achieving an overall performance of 98% in the timeliness of assessments. This has in part been achieved through successful in-house training and an emphasis during 2005 on the requirement to accurately identify need in order to refer to and secure for young people YOT services such as mental health, substance misuse and education.

We have achieved improvements identified in the EPQA action plan and improved our rating from 2 to 3 (0-3) during 2005.

DTO Planning

Improvements in staffing capacity at Brinsford YOI, where the majority of young people from Warwickshire are placed, have enabled a performance in this target of 82%. However, where young people are placed in other establishments, they are not always able to accommodate planning meetings within prescribed timescales even though YOT is.

We are confident that we will be able to continue to offer to attend and Chair DTO planning meetings as required.

Risk assessment and management

Warwickshire Youth Offending Team is moving towards a risk led approach to targeting resources. All specified offences will be the subject of a Risk of Serious Harm assessment and those that present a high risk of harm or a very high risk of harm will be subject to a multi-agency risk meeting in line with our policies. Such cases will be closely monitored with intensive interventions and referred to MAPPA. Other referrals if appropriate will be to the local 'Prolific and other Priority Offender Groups' therefore involving other agencies such as the police and district council in the management of these cases.

Those considered to be a low risk of harm will have less intensive intervention and could be managed through either a Supervision and Support Session or a group programme such as 'Two Wheels'.

The risk of harm policy will be reviewed and training for all practitioners undertaken in 2006/07.

KPI: 05/06 Jan-Dec actual and % against target (ASSET)	98% against 100% target	KPI: 05/06 Jan-Dec actual and % against target (DTO)	82% against 100% target	EPQA: 2003 rating	2
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 2005 result	3

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT (ETE)

Overview

In 2005 our Effective Practice Quality Assurance submission for ETE was validated with the highest rating of 3. This was the highest score in the West Midlands reflecting the quality of our partnerships and individual work with young people. However, we have consistently underperformed in achieving the ETE target of 90% of young people being in *full-time* education, training or employment. From our own analysis of the situation in Warwickshire we believe that a small percentage of the young people known to YOT have ETE needs which are extremely difficult to meet. We are working in partnership with other agencies and with schools to identify the barriers to achieving ETE for this group and solutions to these. Coventry and Warwickshire Connexions has achieved the highest performance nationally in reducing the number of young people not in education, training and employment (NEET), but despite this success young people known to YOT remain vulnerable to a lack of appropriate ETE opportunities.

In 2005, training was provided for practitioners and managers in a concerted effort to improve case recording. Systems have been set up to improve the accuracy of data and regular multi-agency meetings are held to share information about young people out of full-time education, enabling concerns to be raised and progress checked.

Education practitioners within YOT continue to offer outreach support to young people and have helped many improve literacy and numeracy skills, achieve AQAs and ASDAN awards and in some cases they have supported young people with work for GCSE examinations taken despite being excluded from school.

The Warwickshire Education Partnership continues to offer a forum for countywide initiatives to be developed and to promote the use of PLUS teaching materials. The possibility of extending the partnership to become the Coventry and Warwickshire Education Partnership is under consideration currently. Two of Warwickshire YOT's projects have been submitted for inclusion on the YJB's 'emerging good practice' website.

The protocol between YOT/Connexions and the LSC has been reviewed and widened to include the Education Social Work Departments of Warwickshire and Coventry, their Youth Services and Children's Services. Ellie Roy, Chief Executive of the YJB, will launch the new protocol for Coventry and Warwickshire agencies on May 4th 2006.

In 2006 YOT, WCC and Connexions will work with a YJB funded internal consultant to explore obstacles to improvement in this KPI. Recommendations for achieving improvement will be made to the YJMB.

Data:

KPI: 05/06 April-December actual and % against target	50% against 90% target	EPQA: 2003 rating	2
KPI: 06/07 target	90%	EPQA:2005 result	3

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Overview

The near achievement of this target reflects a relatively low level of need for supported or independent accommodation for young people known to Warwickshire YOT. However, where this is required, the lack of suitable accommodation for young people aged 16 and 17 creates significant difficulties for them. Warwickshire is a rural area with five market towns and at times young people need to move on a temporary basis into a neighbouring City with little or no time for preparation. This is costly and not suitable for young people who would prefer to live in their own communities with their own network of support.

Housing Benefits claims can take up to 6 months to be approved and this creates difficulties in funding emergency accommodation. YOT is not funded to meet this need but in order to support young people and tackle a significant risk factor this has at times been necessary.

The Persistent and other Priority Offenders (PPO) strategy creates opportunities to more systematically work with District housing authorities to identify the needs of individuals and work with the PPO group to help meet these. However, a lack of suitable accommodation hinders the capability to achieve positive outcomes in all cases.

YOT contributes to a recently formed Supporting People sub-group representing the needs of young people known to a number of agencies, and we have strong links with a number of voluntary sector accommodation advice and support services.

With young people under 16 years and others who are assessed as vulnerable or "in need" we work closely with the Children, Young People and Families Department in assessing their needs and planning to meet these. Where necessary the Barnardos fostering facilities are used as an interim placement, pending the identification of suitable, longer-term accommodation. Where young people are eligible for leaving care support, YOT and leaving care teams work together to ensure that plans are put in place.

Data:

KPI: 05/06 - named officer	Brian Weatherall Tara Moore	KPI: 05/06 Jan-December actual	96% in satisfactory accommodation
KPI: 05/06 target	100% to be in Satisfactory accommodation	KPI: 06/07 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICE

Overview

In 2005 Warwickshire YOT submitted a mental health Effective Practice Quality Assurance (EPQA) assessment to the YJB and achieved a rating of 2 (range of 0-3) with an action plan agreed to improve this during 2006.

We consistently achieve 100% against the KPI for Mental Health services and YOT health practitioners are highly regarded for the service they provide to young people. It is recognised that, when at full strength, the health provision within the team is exemplary due to the diverse skills of the practitioners. A health performance review was undertaken in August 2005 and a snapshot was taken of the health practitioners' caseloads. This evidenced their high workload and the efficiency of the processes in place for referring young people with identified needs to them.

The systems set in place for recording interventions, collecting data and monitoring caseloads are gaining acceptance and whilst we still have improvements to make in these areas, progress is being made.

Consultation with health practitioners for other YOT practitioners continue to be valued and have proved to be beneficial as a forum for case discussion and as a training opportunity, developing awareness and new skills in working with young people and families where there are mental health needs.

There has been an improvement in the use of assessment tools (SqiFA and SIFA) and prioritising interventions according to risk assessment, is ensuring that resources are appropriately targeted and urgent cases dealt with expediently.

PCTs are not able to confirm their financial contribution to the YOT partnership until the end of April 2006. Without the current level of health resources it is unlikely that this KPI will continue to be met.

Data:

KPI: 05/06 Jan - December (Acute)	100%	KPI: 05/06 Jan - December (non-acute)	100%	EPQA: 2005 rating (where applicable)	2
KPI: 06/07 target	100%	KPI: 06/07 target		EPQA: 2007 target	3

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Overview

We have achieved 96% against a target of 100% in the screening of young people for substance misuse and accessing their treatment within prescribed timescales.

YOT substance misuse staff are part of the Warwickshire Young People's Substance Misuse Service, located within YOT and funded by the YJB. YOT is represented at the strategic joint commissioning group and the DAAT partnership Board.

During 2005 one of two substance misuse staff left YOT. Since that time, and until the recent appointment of another full-time worker, sessional staff have worked with young people identified as having substance misuse problems, with the remaining Substance Misuse practitioner focusing on the screening and delivery of Tier 3 services.

We have worked closely with partners to disseminate consistent information to young people and parents including initiating and participating in a multi-agency 'keep yourself safe' event in Rugby, designed to provide information and details of how to access services. This involved the Fire and Rescue Service, Police, Age Concern and YOT and was broadcast by a local radio. YOT also initiated the production of resources for use in school in conjunction with Warwickshire Police, and Positive About Young People. This will be distributed by April 2006 for use in secondary schools throughout the county.

Diversions activities have taken place through the use of sport, art and music.

In September 2006 we will submit an Effective Practice Quality Assurance self-assessment to the YJB.

Data:

KPI: 05/06 Jan-December actual and % against target (Assessment)	96% - target 100%	KPI: 05/06 Jan-December actual and % against target (specialist assessment)	96% - target 100%	KPI: 05/06 Jan-December actual and % against target (early access to intervention)	96%
KPI: 06/07 target	100%	KPI: 06/07 target	100%	KPI: 06/07 target	100%

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Overview

Resettlement should enable young people leaving custody, whatever their background or circumstances, to be given the support they need to reduce the risks of re-offending.

In 2005 an Effective Practice Quality Assurance self-assessment of YOT's resettlement services was undertaken with a YJB rating of 2 (0-3) achieved. The attached action plan sets out our agreed areas for improvement.

34 young people were sentenced to custody in 2005, a 50% increase since 2004. All were white and a majority of 32 were male. Most were aged between 16 -17 years at the point of sentence.

There are no local young offenders institutions. Nuneaton Court is in the Brinsford (Wolverhampton) catchment area and Leamington, with Warwick Crown Court being in the Ashfield (Bristol) area. Young people from Warwickshire are placed in other locations that are not easily accessible and the inconsistency of location makes the development of working partnerships and networks difficult.

Resettlement provision for young people assessed as posing a serious risk of harm is comprehensive, with referral to multi-agency public protection arrangements (MAPPA) when necessary. A range of specialist services and partner agencies are used throughout the sentence, and links with victims maintained through our staff in Warwickshire's Victim and Witness Information Partnership.

Where appropriate, young people being released from custody on licence will be considered for a place on the Intensive Supervision and Surveillance Programme. This part of the Youth Offending Service was audited by the YJB in May 2005 and was commended as a comprehensive and successful programme.

The recently published document "Youth Resettlement – a framework for action" sets out what needs to be done to develop resettlement capability nationally, and the approaches to be taken regionally and locally. We look forward to regional developments, such as protocols between YOTs in the West Midlands with YOIs and to working with key partners at a local level to improve opportunities for young people to be resettled into their communities.

Data: Resettlement

EPQA: 2005 rating	2	EPQA: 2007 target	3
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

Overview

The target for 2005 was “to ensure that 75% of victims of all youth crime referred to YOT are offered the opportunity to participate in restorative process and ensure that 75% of victims participating are satisfied with the process.” We have exceeded this target during 2005 and, benefiting from having practitioners working in the multi-agency Victim and Witness Information Partnership, have achieved 90% and 96% respectively.

YOT has developed its assessment tool, ASSET, to incorporate the victim's wishes to participate in a restorative process and practitioners have received training to represent the victim's perspective within their work with young people.

We have increased the use of restorative justice with most Court Orders. However, there are still some orders that need further exploration, such as Detention and Training Orders. The plans to overcome these barriers are explained in the action plan.

Victims are given a choice of different methods of participation in the restorative justice process including face-to-face apologies, receipt of a letter of apology, restorative conferencing, video conferencing, direct reparation by the young person or “community payback” reparation. They also have the opportunity to attend Referral Order Panels where mediation between the victim and offender is facilitated.

Practitioners have received training in the use of video conferencing equipment for use in facilitating communication between victims and offenders. This is available in YOT offices in Nuneaton, Rugby and the Victim and Witness Information Partnership office in Leamington.

During 2005 the Local Criminal Justice Board (LCJB) received guidance about the implementation of restorative justice in the adult criminal justice system. The Head of the Youth Offending Service has Chaired a multi-agency group which considered the implications of the guidance and set out an action plan identifying how we can locally build on current practices.

Data:

KPI: 05/06 Jan-December actual against 75% target (intervention)	90%	KPI: 0405/06 Jan-December actual against 75% target (satisfaction)	96%
KPI: 06/07 target	75%	KPI: 06/07 target	75%

SUPPORT PARENTING INTERVENTIONS

Overview

In 2005 we achieved an EPQA rating of 2 out of a scale 0-3. This was satisfactory given the resources available but there was an acknowledgement that with extra resources a substantial improvement could be made on our good, but limited services for parents/carers and families.

Performance relating to parenting support showed a significant improvement during 2005 and a total of 14% of parents of young people subject to a YOT intervention received their own programme of support. This was against a target of 10%.

99% of parents receiving those interventions said they were satisfied with the service provided.

From April 2006 – March 2008 YJB prevention funding will support the recruitment of specialist staff to provide services to parents. YOT parenting staff will work closely with other parenting specialists in the county, developing joint initiatives and contributing to a countywide, multi-agency parenting strategy with partners including the local authority, Children’s Fund and voluntary sector providers.

Data:

KPI: 05/06 Jan-Dec actual and % against 10% target (Interventions)	14%	KPI: 05/06 Jan-Dec actual and % against 75% target (Satisfaction)	99%	EPQA: 2004 rating	1
KPI: 06/07 target	10%	KPI: 06/07 target	75%	EPQA: 2005 result	2

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Overview

Review of offending behaviour programmes is complete and all new programmes will be assessed for appropriateness and relevancy to BME groups as for gender etc.

Targets for offences committed by BME groups have been achieved with the exception of public order offences committed by young people of mixed parentage, which has increased to 10% against a target of 7%.

Continued analysis of offences will be undertaken during 2006/07.




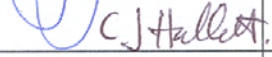
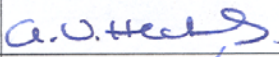

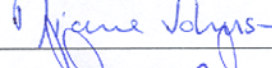

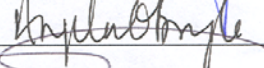

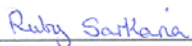

SECTION E - REVIEW AND APPROVAL

Table B: Schedule for review of plan:

Review date	Reviewer
<p><u>Performance Review</u></p> <p>26th May 2006 24th August 2006 23rd November 2006 February 2007</p>	<p><u>Head of Service</u></p>
<p><u>Youth Justice Management Board</u></p> <p>24th July 2006 24th October 2006 January 2007 April 2007</p>	<p><u>Youth Justice Management Board</u></p>

WARWICKSHIRE YOUTH JUSTICE PLAN 2006 - 2007

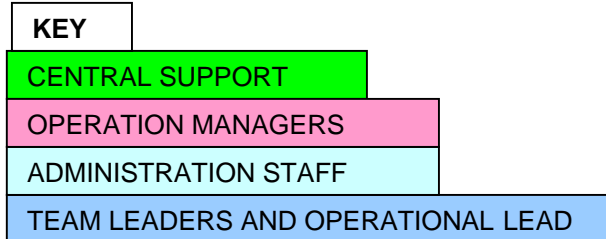
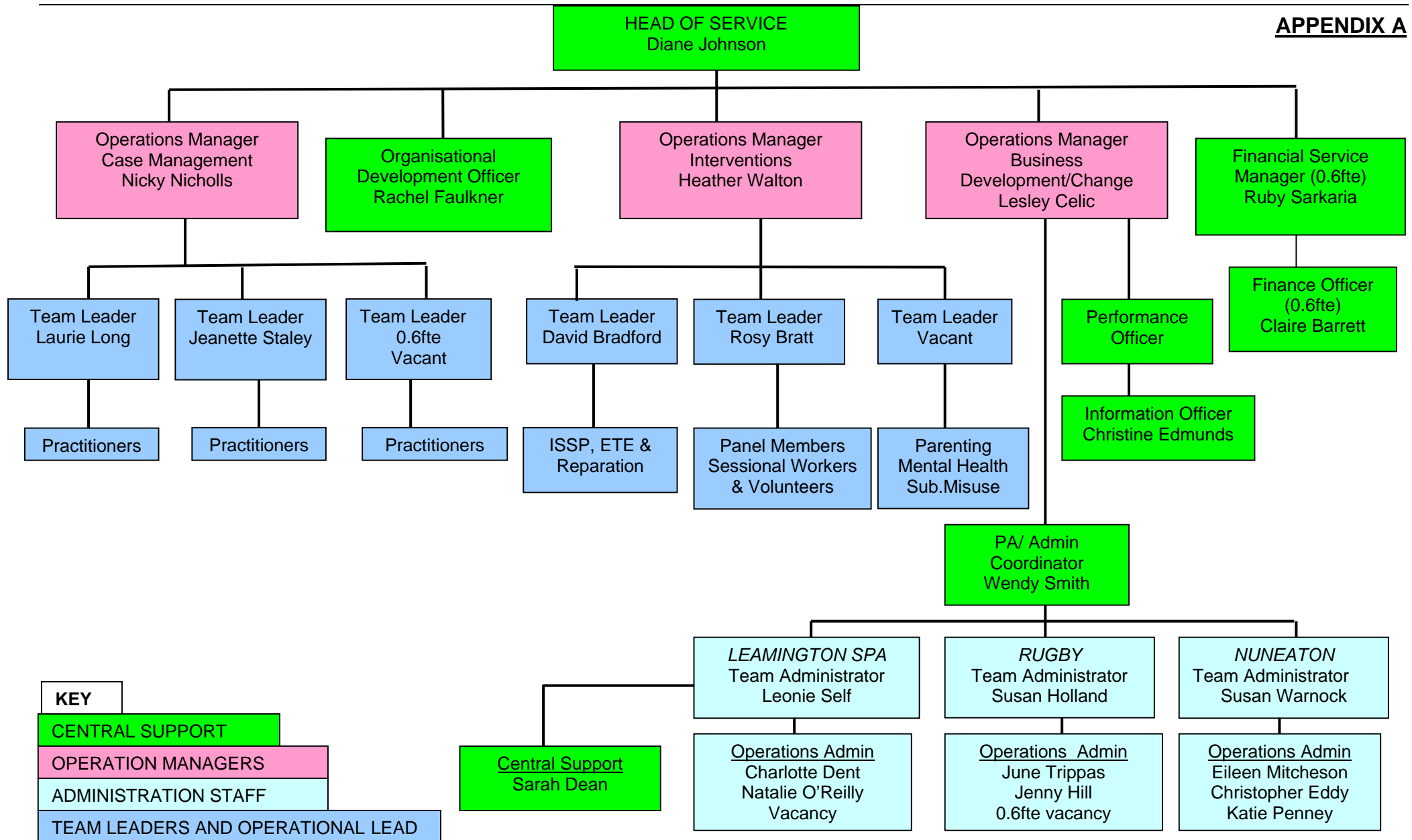
Table C: Signature of approval

	Name of Chief Officer	Signature	Date
Police Authority	Phillip Blundell		
Combined Courts Service	John Buckley		
Children, Young People & Families Directorate	Elizabeth Featherstone		
County Council	Cllr. Peter Fowler		
Chief Executive of the Local Authority	Jim Graham		
Children, Young People & Families Directorate	Chris Hallett		
Primary Care Trust	Anne Heckels		
County Council	Cllr. Richard Hobbs		26/4/06
Head of Service (YOT)	Diane Johnson		26/4/06
County Council Treasurers	Andrew Lovegrove		
National Probation Service Warwickshire	Angela O'Boyle		26/4/06
Warwickshire Police	Andy Parker		26/4/06
Youth Offending Team	Ruby Sarkaria		26/4/06.
Children Young People & Families	Brian Smith		
National Probation Service Warwickshire	Liz Stafford		26/4/06.
ConneXions	Steve Stewart		

SECTION F - APPENDICES

APPENDIX A: Warwickshire Youth Offending Service Structure Chart

APPENDIX B: Performance Measures



APPENDIX B: PERFORMANCE MEASURES

KPIs

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06): Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>	657	619	585
<p>Prevent Offending (old target): At least 200 young people are identified and targeted for support each year</p>		NEW TARGET	
<p>Intervene early (new target): Ensure that 100% of young people on a final warning are supported by an intervention if: - their Asset score is greater or equal to 12, or - there are any concerns or risk of serious harm to others, or - their score is less than 12 but any sections score 4</p>			100
<p>Intervene early (old target): Ensure that 80% of all final warnings are supported by an intervention programme</p>	82%		64.6%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
Reduce re-offending: Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:	2002 cohort % reoffending after 24 months: (Cohort 3)	2003 cohort % reoffending after 24 months (if available): (Cohort 4)	2004/05 cohort % reoffending after 24 months: (Cohort 5)
Pre-court	36.8%	26.7%	Reduction of 5%
First tier penalties	74.2%	65.9%	Reduction of 5%
Community penalties	80%	75%	Reduction of 5%
Custody	80%	75%	Reduction of 5%
Reduce the use of custody (secure remands): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	56%	50%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	4.7%	6.3%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	85%	100%	90%
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	88%	100%	90%
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	88%	93%	100%
Ensure that 100% of assessments for community disposals are completed at closure stage	93%	99%	100%
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	96%	100%	100%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100%
Ensure that 100% of assessments for custodial sentences are completed at closure stage	94%	100%	100%
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	89.6%	82%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment.	62%	50%	90%
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	93%	93.9%	100%
Support access to mental health service: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	100%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	100%	85%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	100%	100%

Theme and measure	2004/05 outturn	2005 Jan-Dec Outturn	2006/07 Target
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	89%	89%	100%
Provide effective restorative justice services:			
Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	96%	89%	75%
Ensure that 75% of victims are satisfied	96%	90%	75%
Support parenting interventions:			
Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	2.7%	14%	10%
Ensure that 75% of parents participating in a parenting intervention are satisfied	100%	99%	75%
Ensure equal treatment regardless of race (new target):			
Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
Ensure equal treatment regardless of race (old target):			
All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			NEW TARGET

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions			
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05-07 or 06-08			
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision			
Education, training and employment			
Substance misuse: 05-07 or 06-08			
Mental Health: 05-07 or 06-08			
Accommodation (n/a)			
Resettlement			
Parenting			

AGENDA MANAGEMENT SHEET

Name of Committee

The Cabinet

Date of Committee

27th June 2006

Report Title

Admissions to Stratford-upon-Avon Grammar Schools

Summary

This report summarises the outcome of consultation on proposed changes to the admission arrangements to the Stratford grammar schools.

For further information please contact:

Mark Gore
Head of Service –
Education Partnerships
and School Development
Tel: 01926 412887
markgore@warwickshire.gov.uk

Nick Williams
Assistant Head of
Service – Pupil and
Student Services
Tel: 01926 412956
nickwilliams@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]

No

Background papers

Consultation responses

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees

.....

Local Member(s)

Cllr Mike Perry – Stratford South
Cllr Richard Hyde – Stratford South

Other Elected Members

Cllr John Whitehouse – *“I support the recommendation”*
C&YP O&S Spokespersons for information:
Cllr Helen McCarthy – *“These two schools should be in the same position re admissions as other grammar schools in the county i.e. the top 75 (in these cases) should be offered places. I note the objections of High School heads, but*

schools are there for pupils – pupils are not there for schools.”

CLlr Richard Grant – *“supports the Adjudicator’s original decision”*

CLlr Jill Dill-Russell – no comments to make

- Cabinet Member Cllr John Burton
- Other Cabinet Members consulted Cllr Izzi Seccombe
- Chief Executive
- Legal Richard Freeth – comments incorporated in the report
- Finance David Clarke, Strategic Director of Resources
- Other Strategic Directors
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Admissions Forum 24.4.06

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

The Cabinet – 27th June 2006

Admissions to Stratford-upon-Avon Grammar Schools

**Report of the Strategic Director for Children,
Young People and Families**

Recommendations:

- (1) That the administrative changes to the selection process outlined in para. 3.1.1 of this report be agreed but that the changes proposed under 3.1.2, 3.1.3 and 3.1.4 not be pursued.
- (2) That admission arrangements to Stratford Girls' Grammar School remain as now with an 'automatic' qualifying score as set by the Adjudicator and a maximum of 22 further places offered as vacancies become available and that the governors of King Edward VI School are advised to in the same terms.

1. Background

- 1.1 Members will recall that a consultation process has been carried out to consider reviewing the arrangements for admissions to Stratford Girls' Grammar School and King Edward VI School.
- 1.2 Following the re-assessment of school capacities and a decision by the Adjudicator in 2003 the planned admission number for Stratford Girls' Grammar School and King Edward VI School was increased from 60 to 75. The Adjudicator's decision was binding for entry in 2004 and has been followed since by the Admission Authorities for the schools (Warwickshire County Council for Stratford Girls' Grammar School and the Governing Body for King Edward VI School respectively).
- 1.3 The Adjudicator determined that the admission number for both schools should be 75 and made changes to the way the places were to be allocated to seek to ensure that the standard for admission to the grammar schools did not fall below the standard in previous years. This means that the schools may not necessarily fill to 75 unless there are sufficient applicants of the requisite standard.

- 1.4 Other local headteachers raised concerns with the Adjudicator and, in discussion with officers in relation to the current proposals, expressed great concern about any increase in admissions to the grammar schools and the potential effect on the ethos of their own schools of losing even a small number of more able pupils.
- 1.5 In reaching his decision the Adjudicator sought to balance those concerns with the principle that where schools have places they should be filled to meet parental preference, as long as there were sufficient pupils of the requisite standard.
- 1.6 In his decision, the Adjudicator sought to maintain the standard for admission to the grammar schools by fixing the 'automatic score' for entry by reference to the average score over the previous two years, and by similarly limiting the number of offers which could be made in the 'second round' (after initial refusals) to fill up any available places.
- 1.7 The effect of the decision is that:
- 75 places are offered at each of the two schools.
 - The test score for automatic qualification for places is set at a level no lower than the average automatic test scores in the verbal reasoning tests which automatically qualified pupils for admission in 2002 and 2003, i.e. 260.
 - There is a limit on the number of boys and girls scoring below the automatic standard who could be offered selective places. The Adjudicator used the average number in 2002 and 2003, which is 22, as a maximum number of places offered to boys and girls scoring below the automatic standard. The Adjudicator noted that this could mean that the two grammar schools do not fill to their admission number.
- 1.8 The system in place prior to the judgement of the Adjudicator fixed the automatic score for entry in order to fill all the available places, and offered more places than there were available in the certain knowledge that not all of them would be taken up as parents also applied for places in other areas and sometimes in the independent sector. Places were then offered at both schools from a waiting list of pupils agreed by a Committee of Reference until the admission number was reached. This system had the advantage of filling places earlier in the process, thus giving more parents and pupils an earlier decision and avoiding to a greater extent the situation of pupils being offered places in a high school and then subsequently being offered a place at a grammar school.

2. Current position

- 2.1 Places have been offered using the process set by the Adjudicator's decision for admissions in 2004 and 2005. The impact of this is set out below:

School	2004 Admissions	2005 Admissions
Stratford Girls' Grammar	71	70
King Edward VI	75	70

- 2.2 The governing bodies of both Stratford Girls' Grammar School and King Edward VI School have expressed their concern about the current position. They are concerned that holding vacancies impacts on their budget and their ability to plan and manage staffing and accommodation. The governors also feel that the current arrangements deprive some children of a grammar school place as the schools have vacancies which could be taken up.

3. Consultation

- 3.1 The governing bodies of the two grammar schools in Stratford requested that the admissions process for the schools be reviewed in light of two years' experience of following the arrangements put in place by the Schools Adjudicator. A meeting of the Council's Cabinet determined that consultation should take place with regard to proposed changes to admissions to Stratford Girls' Grammar School in September 2007. The governors of King Edward VI School carried out a similar process regarding admissions to that school. The proposed changes are as follows:

- 3.1.1 In order to reduce movement after offers have been made, to offer 75 places initially still following the advice of the Adjudicator in using the qualifying score set previously and limiting the number of those falling below the automatic standard to a maximum of 22 places.
- 3.1.2 To adjust the automatic score by one or two marks, as appropriate for the number of applicants, to maintain the standards of the grammar schools and reduce pressure on the non-selective schools while recognising the need not to minimise the adverse impact on them.
- 3.1.3 To increase the number of non-qualifiers from 22 as this was based on an overall admission number of 60. As the admission number is now 75, to increase this number to 27.
- 3.1.4 That the Authority writes to parents of 'near miss' candidates advising them of their child's performance in the 11+ test and of their right of appeal.

4. Responses to the consultation process

There were three responses to the consultation from three High schools in South Warwickshire. A summary of the responses is given below:

School	Comments
Kineton High	Objects to proposals. Considers that the Adjudicator's original decision should stand.
Henley High	Objects to the proposals. Feels that Adjudicator's decision was a fair attempt at a solution and should stand. Considers that sending letters to parents of 'borderline' candidates is unhelpful and may raise expectations.
Stratford High	Objects to the proposals. Feels that Adjudicator's initial decision was well judged and should stand. Considers that sending letters to parents of 'borderline' candidates is unhelpful and puts added pressure on the appeal process. Does not agree that the grammar schools should have their numbers 'safeguarded' when other schools do not have that opportunity.

5. Consideration by the Admissions Forum

The Admissions Forum (which consists of three elected Members and representatives of both headteachers and governors of schools) considered this matter. The Forum did not achieve consensus on the advice to be offered to the Cabinet although a number of members of the Forum took the view that there was no strong case for moving away from the approach taken by the Adjudicator. They supported, however, the changes to the process proposed in paragraph 3.1.1 above which could be implemented without reference to the Adjudicator and which makes the process he put in place easier to operate and reduces the period of uncertainty for parents and children and the schools.

6. The view of the governing bodies

6.1 King Edward VI School

As already noted the governing body of King Edward VI School are the admissions authority for the school. The governors are disappointed with the responses to the consultation exercise but will take no action prior to the matter being considered by the Cabinet.

6.2 Stratford Girls' Grammar School

The County Council is the admission authority for this school. Stratford Girls' Grammar School are similarly disappointed with the responses to the consultation exercise but do not wish to pursue objections with the Adjudicator.

7. Recommendation

- 7.1 In the light of the comments of the Admissions Forum and the objections from three of the High schools, the Cabinet may not at this stage wish for this matter to be referred again to the Adjudicator. It could be argued that there are no material changes to the situation in relation to admissions to the Grammar schools in Stratford since his ruling and therefore he is unlikely to agree the changes proposed. The Cabinet may wish, however, to agree the change set out in para. 3.1.1 and ask the governors of King Edward VI School to agree a similar approach.
- 7.2 It is recommended that only the change to the admission process set out in para. 3.1.1 be agreed and recommended to the governors of King Edward VI School.

MARION DAVIS
Strategic Director for Children,
Young People and Families

22 Northgate Street
Warwick

13th June 2006