

Cabinet

13 November 2014

One Organisational Plan Quarterly Progress Report April – September 2014











Recommendations

Cabinet are recommended to:

- a) Note the detailed progress on the delivery of the One Organisational Plan as at the end of September 2014 as set out in Appendix A
- b) Note the overall progress on the delivery of the One Organisational Plan as summarised in section 1 – 3 of the covering report.
- c) Approve the transfer of £9.796 million from 2014/15 budgets to Business Unit reserves to support the delivery of services in future years, as outlined in paragraph 3.2.1.
- d) Approve the use of £1.785 million of reserves to support plans for the delivery of services in 2014/15, as outlined in paragraph 3.2.2.
- e) Approve the revised capital payments totals and the revised financing of the 2014/15 capital programme as detailed in the table in paragraph 3.3.4.
- f) Request that Corporate Board report back on proposals for how the position for those Business Units in deficit can be resolved both in the current and future years as part of the Quarter 3 One Organisational Plan Progress Report.

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

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

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

2. Performance Commentary

2.1. Overall, we are forecasting that at the end of the September, we are within tolerance (Amber) to deliver all of the high level Outcomes as set out in the One Organisational Plan.

2.2. Only under the Outcome, “Warwickshire's communities are supported by excellent communications & transport infrastructure” are we reporting an overall Red status for the supporting theme “Our planning infrastructure delivers strategic solutions for partners and ourselves”.

2.3. Supporting the delivery of the One Organisation Plan Outcomes, are specific key business outcomes and key business measures that contribute to the successful delivery of the One Organisational Plan. These are being closely managed to ensure that any areas of concern are resolved and brought to Members attention as required as the year progresses.

2.4. Overall, of the Key Business Outcomes that support the delivery of the Outcomes in the plan, 48% of all the supporting key business outcomes are forecasting that they will achieve the targets set (Green).



2.5. In Quarter 1 we reported that there was one area that could potentially remain below target and this was the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer”. At the Mid Year point, this position has changed and themes under this category are all now forecasting to be delivered or are within tolerance.

2.6. The successful delivery of the One Organisational Plan, is dependent on the staff that work for WCC to deliver it, and whilst the overall delivery of the Plan remains on track, there are a number of specific workforce areas that are being looked at more closely to ensure that WCC has a fit for purpose workforce.

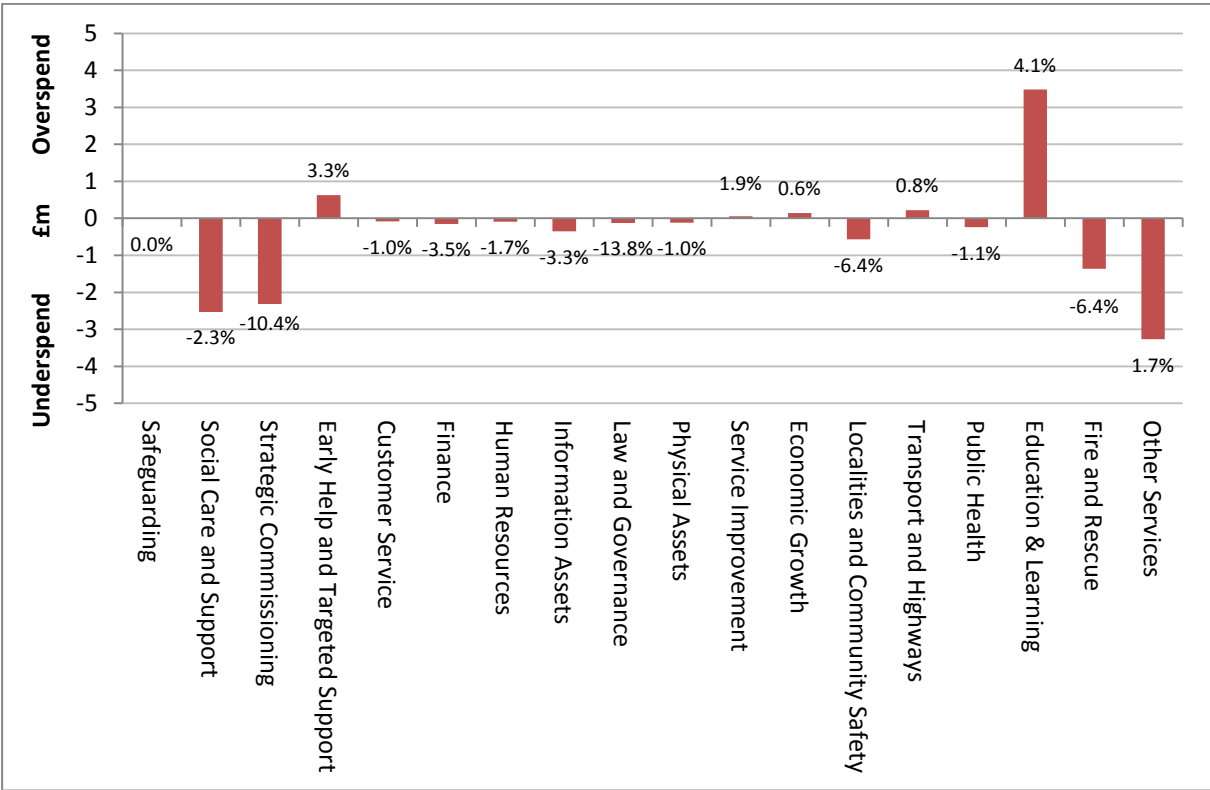
2.7. Since the beginning of the financial year there has been a reduction of 223 posts representing 4% of the workforce. However, what is becoming apparent is that of the remaining workforce, the age profile is relatively high. Efforts to increase the younger representation continues and positively, the apprenticeship programme now supports 41 Apprentices across the County Council.

2.8. At the mid year point, WCC continues to performance manage the number of significant risks to the organisation, and there is only one net red risk which is is “Safeguarding Children & Vulnerable Adults in our community and WCC inability to take action to avoid abuse, injury or death”. This risk has been set at a constant red risk level because of the nature of the risk.

3. Financial Commentary

3.1. Revenue Budget

- 3.1.1. The approved controllable revenue budget for 2014/15 is £227.987 million. Against this, at Quarter 2, an underspend of £6.704 million or -2.9% is forecast. This contrasts to the underspend position of £0.970 million, or -0.4% against a budget of £229.429 million at Quarter 1.
- 3.1.2. The agreed tolerance for underspends is 2% which means the forecast falls outside of this tolerance. Some Business Units are requesting to transfer a proportion their underspends to reserves, which if approved by members, will bring the overall underspend below the 2% tolerance.
- 3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the agreed tolerance. To supplement the assessment of financial performance against these tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process will be reported to Members as part of these quarterly reports.



- 3.1.4. At Quarter 2 five Business Units are forecasting that they will overspend and a further seven are forecasting underspends greater than the revised -2% tolerance agreed in the 2014-18 Plan. The main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those Business Units overspending and those underspending. The

size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised.

Overspends

- Early Help and Targeted Support – The forecast overspend of £0.624 million is as a result of continued slippage in the delivery of, and transition costs (consultation, notice and transition costs etc.) in relation to, delivery of both the IDS and Children Centres savings. These costs can only partially be covered by the Business Unit's contingency for demand-led pressures and the overall financial position is unlikely to be fully corrected by the end of 2014/15. The Business Unit has insufficient reserves to cover this overspend and therefore an alternative source of funding will need to be identified.
- Service Improvement – The forecast overspend of £0.057 million relates to additional spending on transformation projects and will, subject to Cabinet's approval, be funded from a drawdown from the Resources Group transformation reserve.
- Economic Growth – The forecast overspend of 0.139 million relates to an overspend on the Rural Growth Network Project. The grant money for this pilot project is held in reserves and any shortfall in funding will be drawn down at Quarter 3 when there should be more certainty about the expected spend for the year.
- Transport and Highways – The forecast overspend of £0.222 million relates to additional spending on Road Safety and Traffic Projects which will be covered, subject to Cabinet's approval, from a drawdown from the Speed Awareness Workshop reserve.
- Education and Learning – The forecast overspend of £3.478 million. In particular out-of-county placements is forecasting to overspend by £5.357 million and SEN transport by £0.681 million. These demand-led pressures can only partially be covered by the Business Unit's contingency for such eventualities. Both areas are undergoing fundamental services reviews at present but these are unlikely to deliver a turnaround sufficient to rectify the budget position in 2014/15 and SEN transport also has a large savings target from next year as well. Neither the Business Unit reserves nor the DSG reserve for County Council responsibilities for schools and pupils have sufficient funds to cover this overspend and therefore an alternative source of funding will need to be identified.

Underspends

- Social Care and Support – The underspend of £2.534 million is mainly due to delays in the implementation of the Care Act and will need to meet implementation costs in future years.
- Strategic Commissioning – The majority of the £2.317 million underspend is due to the funding set aside for the implementation of the new care system which is now not expected to be fully utilised in 2014/15. Instead the unused funding will be needed to complete the implementation in 2015/16 and, subject to Cabinet's approval, £1.685 million will be transferred to reserves to meet future year's expenditure to ensure the capacity is not lost.

- Localities and Community Safety – The forecast underspend of £0.567 million relates to Priority Families reward funding received from DCLG together with anticipated pressures on the Drug and Alcohol Action Team not materialising this financial year. Subject to Cabinet’s approval a number of this Business Unit’s forecast underspends will be transferred to reserves to support future pressures.
- Finance – The underspend of £0.148 million is mainly as a result of maintaining on-going vacancies that will contribute towards future savings targets. Subject to Cabinet approval it is proposed to transfer £0.095 million of this underspend to a Finance Training reserve in order to increase the proportion of finance staff who are professionally qualified and to offer training to other staff to help them meet their financial responsibilities.
- Information Assets – This underspend of £0.354 million is due to the re-phasing of spend on the BDUK project over future years which was agreed by Cabinet on 5 June 2014.
- Law and Governance – The £0.125 million underspend has arisen because of additional income generated from external customers.
- Fire and Rescue – The majority of the £1.364 million underspend relates to the Fire Control project. The Service made a decision to draw upon all of the grant reserves in 2014/15. However, it is likely the project will continue into 2015/16 and, subject to Cabinet’s approval, the underspend will be transferred to the specific reserve for this purpose.

3.1.5. Whilst overall the financial position of the authority remains healthy, when considering these forecasts alongside the progress reported in Appendix A on the delivery of savings, the authority is facing an increase in financial risk from children’s services, in particular the Education & Learning and Early Help & Targeted Support Business Units. These Business Units do not have sufficient reserves to cover the level of overspends being forecast or the delays in the delivery of savings by almost £3.8 million. There has been no material change to the financial position of these Business Units over the last quarter. Even with concerted management action it appears unlikely there will be a sufficient turnaround in the financial position to bring their balances back on an even keel. As a result Corporate Board are considering what action is needed to put these services on a sustainable financial footing in future years.

3.2. Reserves

3.2.1. In light of the revenue position reported above, Business Units are seeking Members’ approval to put £9.796 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

- £2.044 million to support the implementation of the Care Act in future years from Social Care and Support.
- £1.310 million to meet the implementation of the Care Information System in future years costs.
- £0.375 million to meet uncertainty around funding for the Care Act requirements in future years from Strategic Commissioning.

- £0.095 million unspent grant on the Warwickshire Local Welfare Scheme.
- £0.095 million to fund finance staff attaining professional qualifications which span more than one year and to offer training to other staff to help them meet their financial responsibilities.
- £0.565 million for spending on the BDUK Project from now until 2017/18.
- £0.190 million to support the implementation of the One Organisational plan over years 2, 3 and 4 for Service Improvement & Change Management.
- £0.025 million into Communities accommodation reserve to ensure premises continue to meet minimum standards.
- £0.088 million of DEFRA grant relating to our Sustainable Urban Drainage Approval Body role which will now be spent in future years.
- £0.200 million which had previously been brought forward from last year to fund Drug and Alcohol initiatives which will now take place next year.
- £0.139 million unspent reward funding from DCLG which will be used to support Priority Families Phase 2.
- £0.078 which had previously been brought forward from last year but will now be spent in later years to support the Family Intervention Project.
- £0.093 million to fund future secure remand costs which has demand volatility.
- £0.581 million for transition costs and service expansion of the Family Nurse Partnership in 2015/16.
- £0.680 million of Special Educational Needs and Disabilities grant to support spending on qualifying activities over the current medium term financial plan.
- £0.075 million to the Fire Pensions Reserve due to less early ill health retirements and injury awards than expected.
- £0.788 million for the Fire Control Project spending in future years.
- £0.400 million to support the delivery of the Fire and Rescue Service savings targets in future years.
- £1.530 million in anticipation of interest rates rising next year allowing any increase in the of cost of borrowing not to impact on the integrity of the 2014-18 Plan.
- £0.247 million to support County Council elections in 2017.
- £0.198 million to Resources Group reserves which is the saving from repaying debt last year.

3.2.2. Business Units are also seeking approval to drawdown £1.785 million from reserves to support the delivery of their plans in the current financial year:

- £0.300 million to replace the Wide Area Network.
- £0.839 million from the Speed Awareness Workshop reserve which partners have agreed to cap at £0.920 million. Half of this money is due to be paid to Warwickshire Police.
- £0.341 million to support Public Health spending in 2014/15.
- £0.305 million from the Resources Group Transformation Fund to aid improvements to corporate systems and support.

3.2.3. At 1 July 2014 the authority held reserves of £108.540 million. The proposed drawdown of reserves outlined above, combined with the effect of the forecast outturn would increase the level of reserves to £113.459 million. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.

3.2.4. However, as already mentioned above, one emerging area of concern is the level of the DSG reserve for the local authority's spending on DSG funded services. At the end of 2013/14 the reserve had £1.395 million in hand. The net forecast overspend on DSG funded services of £4.487 million is greater than can be accommodated from the reserve. If this is not resolved, making good the overall financial position of centrally managed DSG services will need to form part of members' deliberations on the 2015/16 budget as well as how to resolve the in-year financial position.

3.3. Capital Programme

3.3.1. The total forecasted level of capital payments is £100.416 million in 2014/15, with a further £113.009 million of payments over the medium term. In addition, the remaining Capital Growth fund allocation is £7.876 million for 2014/15 with a further £26.169 million over the medium term. Of this £34,045 million, £3.202 million was approved at Council on 28th October 2014 for allocation to the Bermuda Connectivity Project within Transport and Highways. This allocation will be reflected within the Quarter 3 report.

3.3.2. Managers forecasts indicate that £8.782 million of the spend planned for 2014/15 is now expected to slip into future years. This brings the total slippage in the year to date to £9.863 million. But overall the total spend across the programme remains on target.

3.3.3. The main reasons for the £8.782 million slippage compared to the approved budget are:

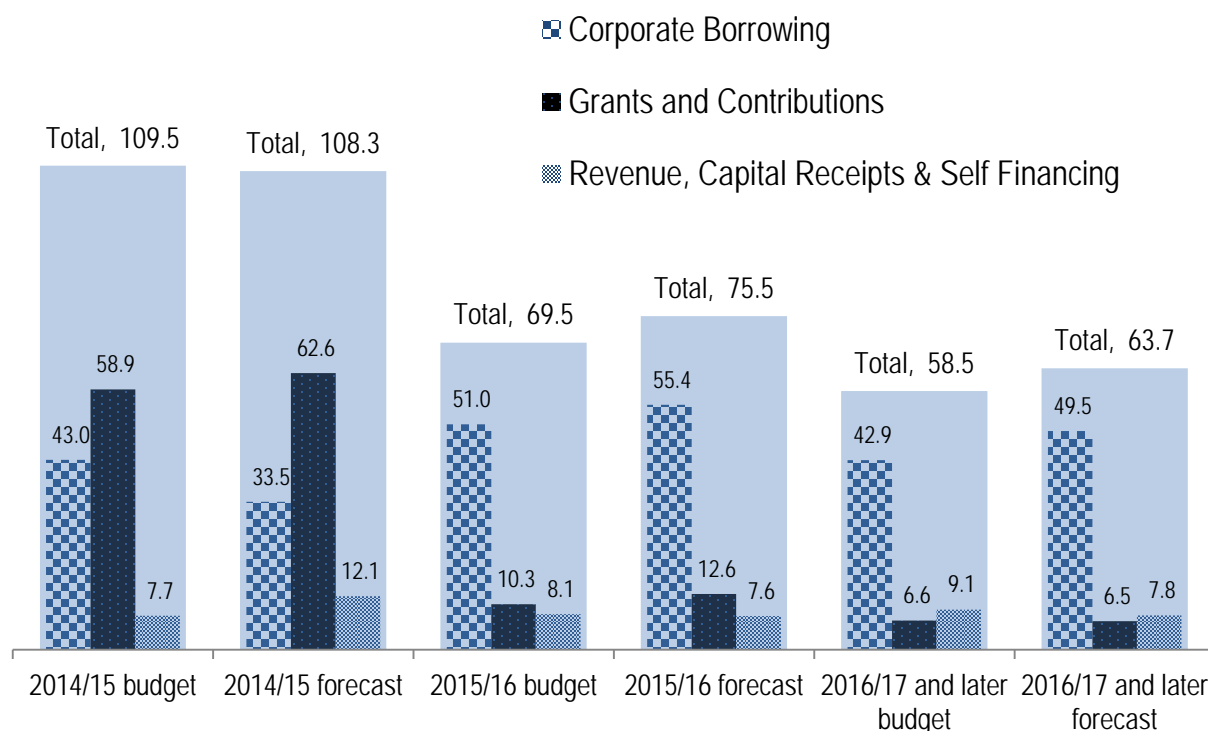
- Fire and Rescue – There has been slippage of £6.407 million from 2014/15 into future years on the Leamington Spa Fire and Rescue Centre project. The options for this project are still being considered and as at Quarter 2 it is considered unlikely that any expenditure will take place in 2014/15.
- Education and Learning – There has been slippage of £0.430 million from 2014/15 into future years across various school projects. For two basic need projects at Milverton and Welcombe Hills Schools, this has been due to problems meeting the terms of the grant following recent OfSTED reports. For the St Michaels School extension project, Sport England has made an objection to the proposed works resulting in the scheme being delayed until such time as the issue can be resolved.
- Physical Assets – There has been slippage of £0.259 million from 2014/15 into future years on the Renewable Energy Projects as some schemes originally hoped to commence in 2014/15 will not now progress until 2015/16. There has also been slippage of £0.250 million on the

Tysoe/Hopkins farm project. This is due to a delay in gaining building regulations approval.

- Transport – There has been slippage of £1.343 million from 2014/15 into future years across various transport projects. £0.586 million is due to a delay in the receipt of developer funding. £0.700 million is due to awaiting Member agreement on how to spend the allocation for safer routes to schools. The balance of £0.057 million is made up of minor changes across various schemes.

3.3.4. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below shows how the planned and forecast capital expenditure is to be financed. These figures include the remaining growth fund allocation of £34.045 million before the £3.202 million allocation approved by Council on 28th October 2014.

Estimated Financing to 2016/17 & Later Years (£m)



	2014/15 Budget	2014/15 Forecast	2015/16 Budget	2015/16 Forecast	2016/17 and later Budget	2016/17 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	109,549	108,292	69,504	75,453	58,496	63,725
Corporate Borrowing	42,980	33,543	51,042	55,363	42,873	49,504
Self Financed Borrowing	1,442	5,210	1,622	2,272	6,068	6,068
Grants and Contributions	58,892	62,629	10,300	12,551	6,555	6,497
Capital Receipts	3,556	3,395	6,144	4,896	3,000	1,656
Revenue Contribution	2,679	3,516	396	371	0	0

- 3.3.5. The overall level of borrowing remains within the envelope approved in February. Although the borrowing figures are above the £20 million limit this is due to slippage on schemes originally approved to take place in earlier years. Therefore there is no impact on the Medium Term Financial Plan.
- 3.3.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

4. Background Papers

- 4.1. The detailed background information supporting this report is available on the Council's website. Hard copies of the information have also been placed in the Group rooms.

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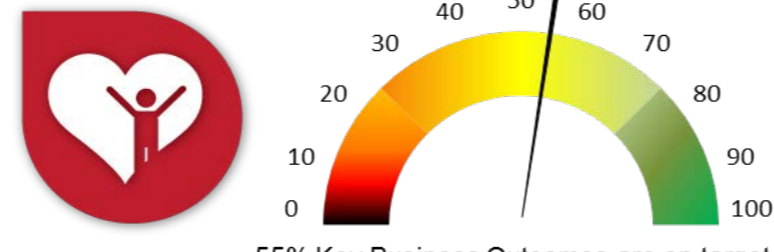
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One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes Mid Year April–Sept 2014



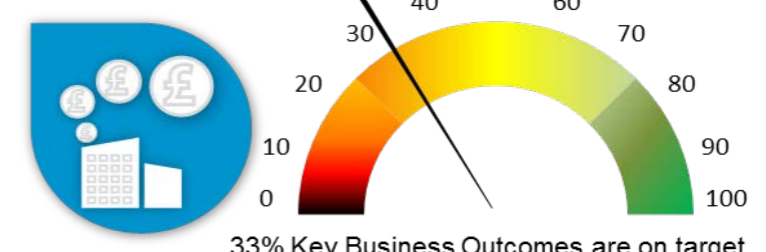
Our communities & individuals are safe from harm & are able to remain independent for longer

- Our vulnerable individuals are safe, protected from harm & independent for longer
- Our children live in safe and supportive families
- Our communities & individuals are encouraged to help themselves & feel safe & secure
- Our voluntary sector provide a strong offer of targeted support
- Our Councillors are strong community leaders (Information not yet available)



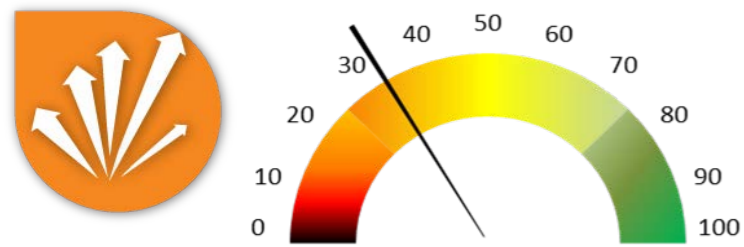
The health & well being of all in Warwickshire is protected

- Improved health & wellbeing for everyone
- Our residents have choice & exercise maximum control over their health & social care regardless of where they live
- Our residents are happy & have good levels of mental & physical health
- Young people understand the choice available to lead healthy lives
- Our residents enjoy an enhanced quality of life



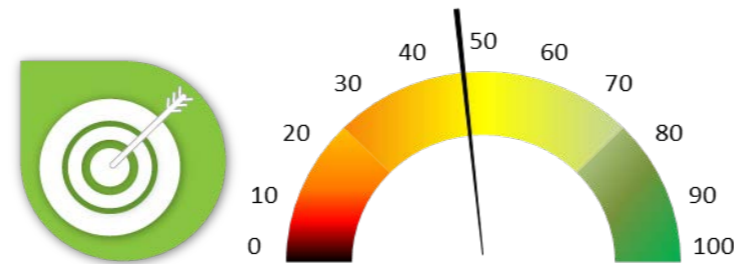
Our Economy is vibrant; residents have access to jobs, training & skills development

- Warwickshire is the business centre of choice for the region
- Our economy provides quality jobs and unlocks entrepreneurship
- Our young people are supported to meet their needs & aspirations
- Our residents learn throughout their lives, are skilled & ready for employment & fulfil their potential



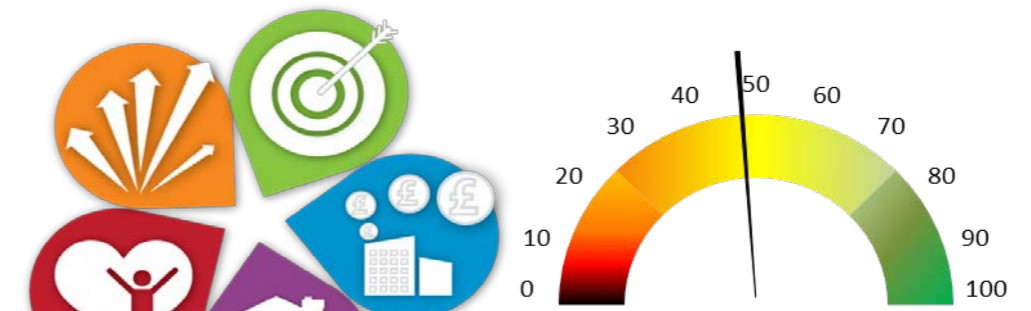
Warwickshire's communities are supported by excellent communications & transport infrastructure

- Our planning infrastructure delivers strategic solutions for partners & ourselves
- Our integrated sustainable transport networks are fit for the future & meet the needs of residents and businesses
- The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised



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

- The council's budget remains balanced & resources are managed effectively
- High quality needs based public services are deployed effectively & efficiently no matter how they are provided
- Customers access information through multiple channels and demand for council services is effectively managed
- Our staff are highly skilled and supported
- Risk & change is managed effectively



Overall, 48% Key Business Outcomes are on target

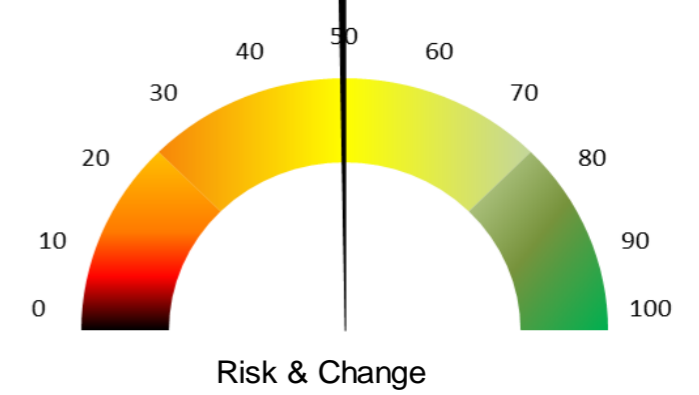
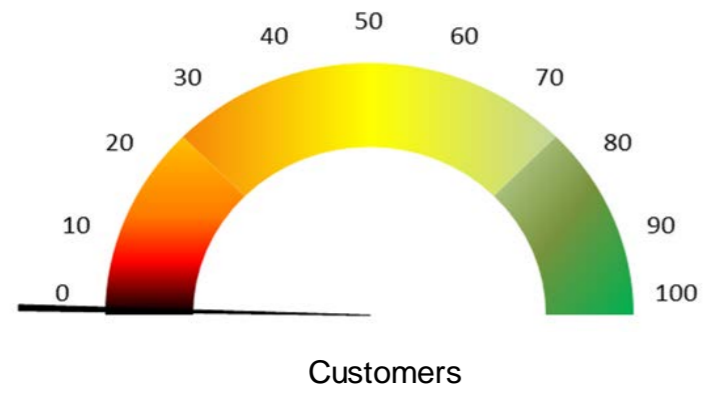
Delivery of the One Organisational Plan: Forecast at the Mid Year point for 2014/15

- Key**
- Outcomes are not on target and are outside the tolerance set
 - Outcomes whilst not on target are within the agreed tolerance set
 - Outcomes are being achieved
 - Year end forecast information not currently available and will be reported in year

Speedo Charts indicate the overall performance of all the key business outcomes that support the delivery of the OOP Outcomes. The further the dial is in the Green, the more key business outcomes are being delivered

One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes

Mid Year April – Sept 2014



Customers expectations are managed and they are satisfied with the services they receive

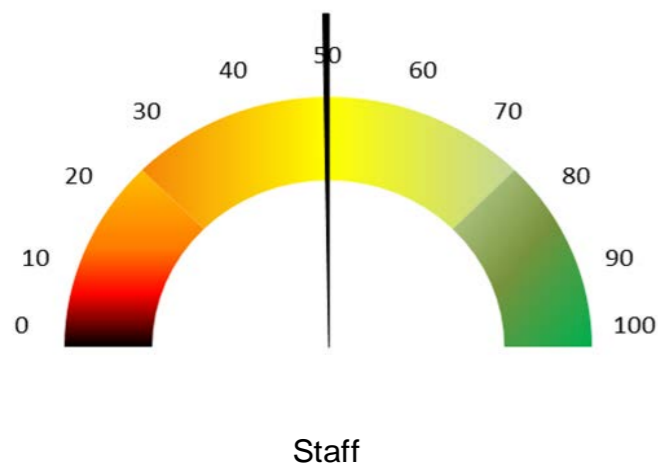
Services are delivered within the agreed budgets* excludes other services

The Council adopts a commissioning approach to service delivery

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

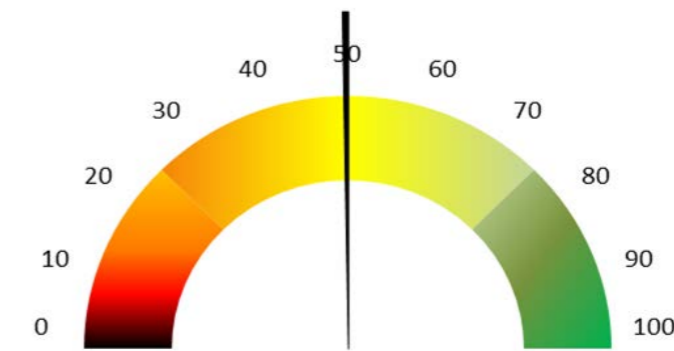
Savings are delivered to plan

The Council operates within the law



Staff are satisfied with the Council as an employer

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



Delivery of the One Organisational Health Outcomes: Forecast at the end of Mid Year for 2014/15

- Key**
- Outcomes are not on target and are outside the tolerance set
 - Outcomes are not on target but within the agreed tolerance set
 - Outcomes are being achieved
 - Year end forecast information not currently available and will be reported in year

Speedo Charts indicate the overall performance of all the key business outcomes that support the delivery of the OOP Outcomes. The further the dial is in the Green, the more key business outcomes are being delivered

One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014
Savings Plan Position by Business Unit

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Early Help & Targeted Support	1,017	422	929	The relatively minor shortfall in the delivery of savings is due to a number of small individual projects not yet commencing. The service has insufficient reserves to offset the shortfall, even on a temporary basis.	Yellow
Safeguarding	896	306	864	There is a shortfall in the level of savings planned from reducing the number of Looked After Children. This is almost fully offset by the restructure of the Leaving Care and Asylum Teams delivering more than planned, leaving a small shortfall.	Yellow
Social Care & Support	8,648	1,564	8,672	A shortfall in the delivery of savings from reablement is being more than offset by increased savings from increasing the range of reasonable cost services, for example, assistive technologies. There are a number of other minor variations which the Business Unit has sufficient reserves to manage.	Red
Strategic Commissioning	1,646	1,068	1,318	The shortfall in reducing the cost of adult transport provision will extend into next year with savings only deliverable over the medium term. The other major shortfall is caused by a double counting identified during implementation. Alternative savings are being developed and the service has sufficient reserves to manage in the short term.	Yellow
Total People Group	12,207	3,360	11,783	The Group shortfall equates to 4% of the expected savings. Across the Group there are sufficient reserves to manage any timing delays but concerns remain where there are shortfalls on projects where targets increase further in 2015/16. These areas will be subject to enhanced scrutiny from Corporate Board as part of the 2015/16 refresh.	Yellow
Economic Growth	725	819	819		Green
Education & Learning	281	1,206	1,281	Early delivery of savings from restructuring will provide some cover for the continued delays in the delivery of the 2011-13 savings in relation to reconfiguring services for vulnerable children (learning difficulties and disabilities).	Yellow
Localities & Communities	240	240	240		Yellow
Public Health	0	0	0		Grey
Transport	1,174	1,074	1,074	Still awaiting information to determine whether plans to reduce the amount paid out in highways claims have been successful. The service has sufficient reserves to cover any shortfall.	Yellow
Total Communities Group	2,420	3,339	3,414		Yellow

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Customer Service	420	420	420		Green
Finance	251	241	241	Restructuring completed later than planned which will result in a marginal shortfall in 2014/15. This will be covered by underspends elsewhere across the service.	Yellow
Human Resources & Organisational Development	296	152	296		Green
Information Assets	559	559	559		Yellow
Law & Governance	19	9	19		Green
Physical Assets	406	166	406		Green
Service Improvement & Change Management	247	247	247		Green
Total Resources Group	2,198	1,794	2,188		Yellow
Fire & Rescue	505	381	505		Green
Other Services	1,050	1,050	1,050		Grey
Total Whole Authority	18,380	9,924	18,940		Yellow

Key
If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
If savings are forecast to be less than fully delivered it is shown as Red.

One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014 Revenue Position by Business Unit

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance # £'000	Retained Reserves £'000	Financial Standing £'000
Early Help & Targeted Support	18,717	19,341	624	(305)	319
Safeguarding	39,004	38,987	(17)	0	(17)
Social Care & Support	111,124	108,590	(2,534)	(6,925)	(9,459)
Strategic Commissioning	22,266	19,949	(2,317)	(3,912)	(6,229)
Total People Group	191,111	186,867	(4,244)	(11,142)	(15,386)
Economic Growth	22,764	22,903	139	(4,015)	(3,876)
Education & Learning	84,155	87,633	3,478	0	3,478
Localities & Communities	8,799	8,232	(567)	(2,332)	(2,899)
Public Health	22,233	21,993	(240)	(1,746)	(1,986)
Transport	28,270	28,492	222	(2,393)	(2,171)
Total Communities Group	166,221	169,253	3,032	(10,486)	(7,454)

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance £'000	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,580	8,494	(86)	(663)	(749)
Finance	4,266	4,118	(148)	0	(148)
Human Resources & Organisational Development	5,290	5,201	(89)	(633)	(722)
Information Assets	10,871	10,517	(354)	(1,253)	(1,607)
Law & Governance	907	782	(125)	0	(125)
Physical Assets	11,527	11,412	(115)	(901)	(1,016)
Service Improvement and Change Management	2,967	3,024	57	0	57
Total Resources Group	44,408	43,548	(860)	(6,119)*	(6,979)
Fire & Rescue	21,158	19,794	(1,364)	(966)	(2,330)
Other Services	(194,911)	(198,179)	(3,268)	(3,361)	(6,629)
Total Whole Authority	227,987	221,283	(6,704)	(32,074)	(38,778)

Notes

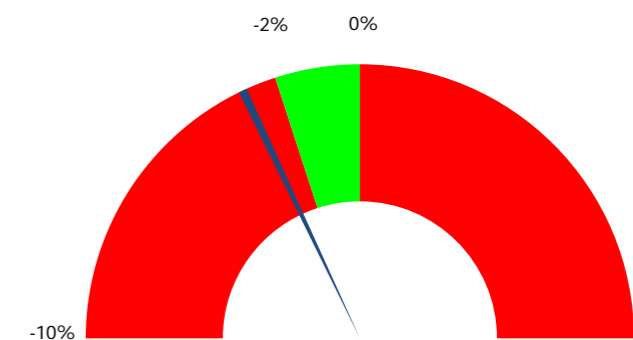
All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Red. All other underspends are shown as Green.

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

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

If an element of a business units variance relates to DSG funded services this is excluded from the calculation of financial standing. This affects Strategic Commissioning (£27,000 of their underspend), and Education & Learning (£4,514,000 overspend, with a £1,036,000 underspend on core funded services).

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Customer Service	3,785	0	3,785	0	
Early Help & Targeted Support	1,176	0	1,176	0	
Economic Growth	1,818	(388)	1,436	(50)	The split between capital and revenue and the timing of the spending has changed since the original application for Rural Growth Network funding was made.
Finance	0	200	200	0	New Scheme for the procurement of a share in a local finance company
Fire & Rescue	14,218	(199)	14,019	(6,407)	Slippage relates to the new fire headquarters project. The project continues to progress in line with the development and release of Fire & Rescues 'Shaping the Future' proposals. With the agreement for years 1 and 2 the Service is now turning its attention to years 3 and 4. Officers are now considering the wider impacts on property in the fire estate and will develop plans to meet the requirement of the response model.
Information Assets	16,847	114	16,961	0	

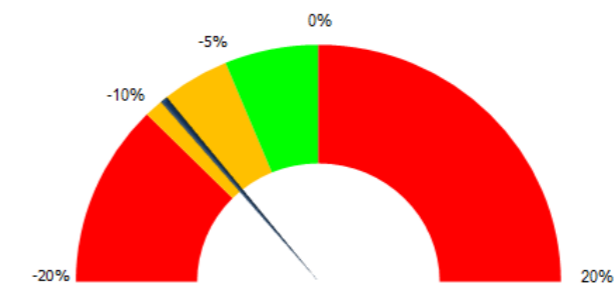
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Education & Learning	42,443	71	42,515	(430)	
Localities & Communities	689	100	789	0	
Physical Assets	45,878	4,575	50,453	(509)	
Safeguarding	253	0	253	(19)	A £10k repayment of grant from a foster carer was made because grant conditions had not been met. Fewer requests for adaptations to foster carer properties were received than expected.
Social Care & Support	72	(1)	71	(1)	
Strategic Commissioning	2,749	0	2,749	(24)	
Transport	71,624	7,391	79,015	(1,343)	

Key

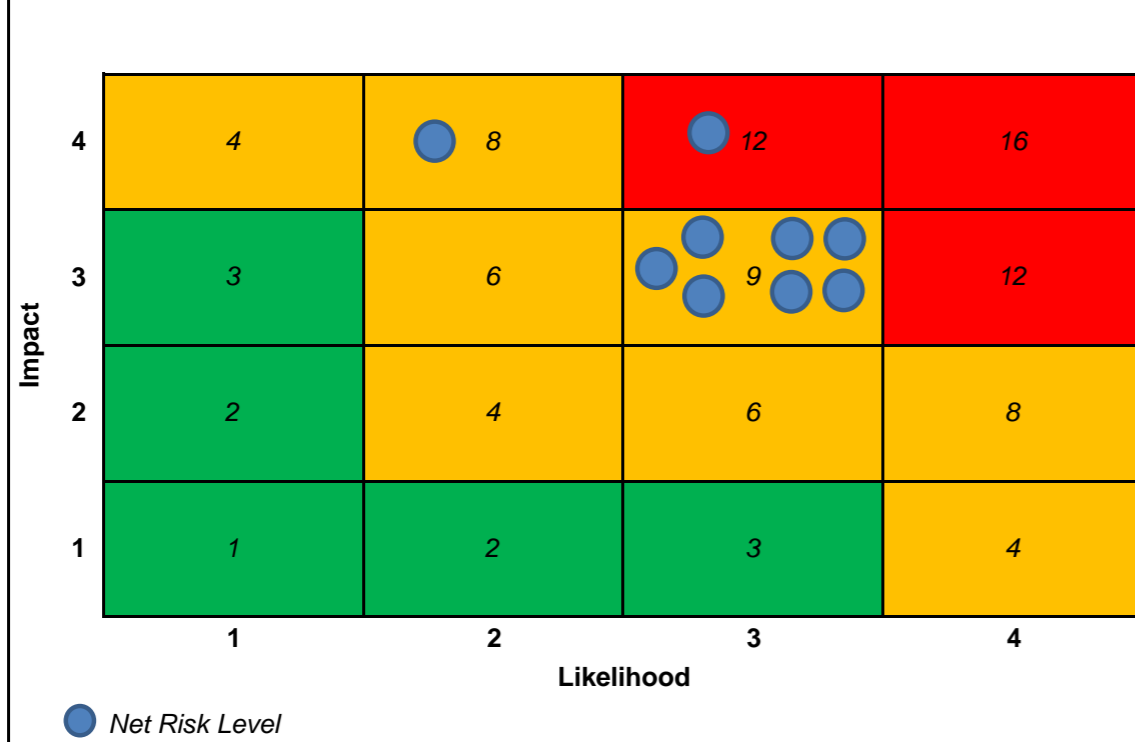
For all current and future years forecast are slippage from 2014/15 into future years the following tolerances have been used:

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

Slippage from 2014/15 into Future Years - Total



WCC Strategic Risks - Mid Year Performance Update 2014 - 15



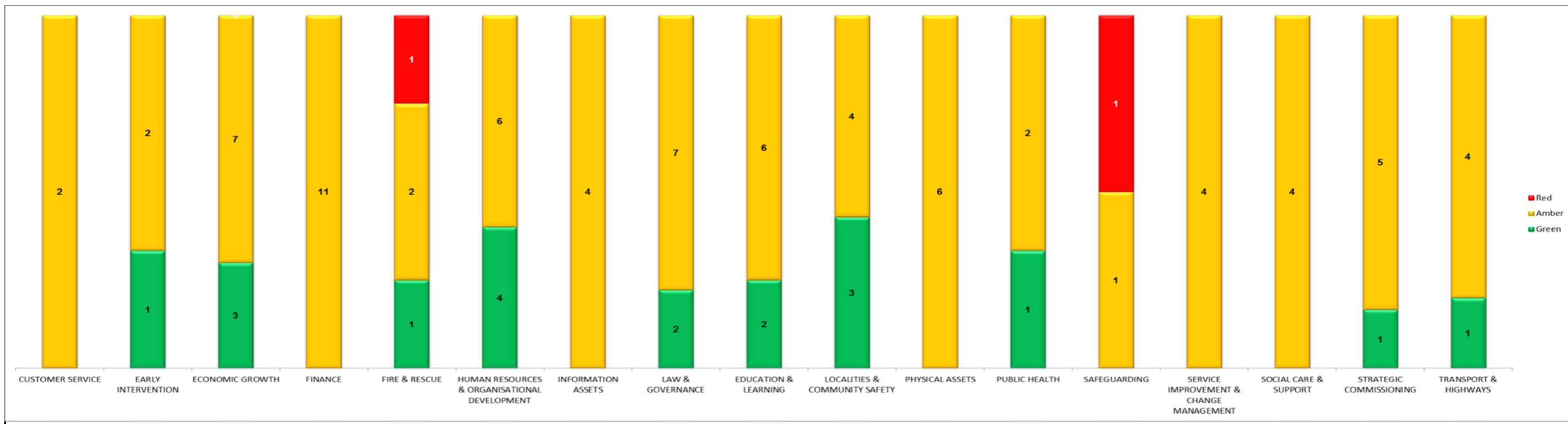
Net Amber Risks

- R001** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term
- R002** Continuing pressure on Adult Social Services Resources
- R004** Loss or corruption of personal or protected data held by the Council
- R005** C&W LEP & City Deal arrangements fail to achieve optimum funding levels and economic benefits
- R006** Future delivery of Warwickshire Fire & Rescue Service
- R007** Development of Business Continuity Plans and procedures
- R008** Inability to meet statutory requirements to drive improvement across all schools in the County
- R009** Inability to manage or influence the impact of HS2 on Warwickshire

Gross Risk	Net Risk Level
16 (R)	8 (A)
16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
9 (A)	9 (A)
16 (R)	9 (A)
16 (R)	12 (R)

Net Red Risk

- R003** Safeguarding Children & Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death



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

Safeguarding Children & Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death. Risk Owner: Sue Ingram (Interim Head of Safeguarding)

The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review. Continue to implement all recommendations arising from the Serious Case Review. (Escalated to Strategic Risk Register from the Business Unit Risk Register)

Industrial action by operational firefighters, service control staff or support staff. Risk Owner: Gary Phillips (Deputy Chief Fire Officer)

The latest strike action is scheduled to begin at 19.00 on Friday 31st October 2014 and end at 18.00 on Tuesday 4th November. This will cause significant problems for the Service before, during and after the 96 hour period. Management and project staff that are currently engaged with the delivery of strategic transformation work have to be redirected into planning for and supporting operational response. Impacts include attendance to life-risk emergencies only and longer response times.

Definitions taken from WCC Risk Management Strategy:

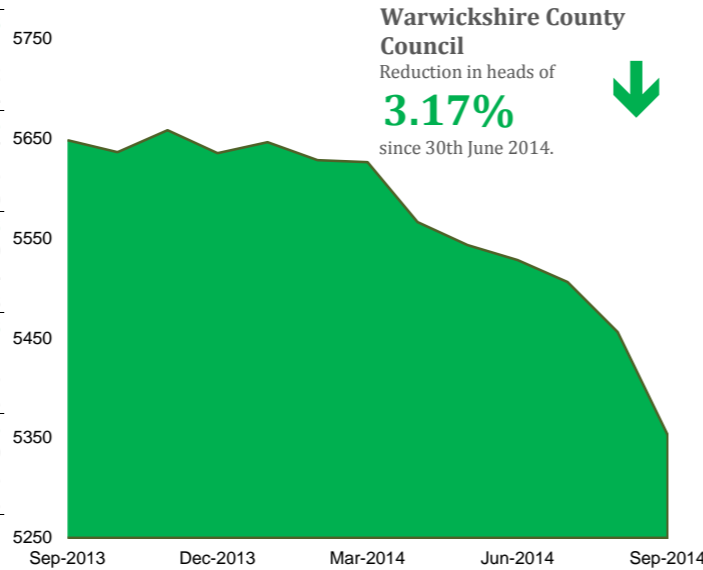
Gross Risk Level - Risk level on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst case scenario if the risk were to occur.

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



Number of employees

Date	Heads	Full Time Equivalents	Whole Time Equivalents	Posts
30th September 2013.	5648	4355.1	4286.2	5984
31st December 2013.	5635	4354.7	4286.5	5959
31st March 2014.	5626	4339.0	4269.4	5938
30th June 2014.	5528	4268.1	4199.3	5845
30th September 2014.	5353	4145.0	4077.5	5643

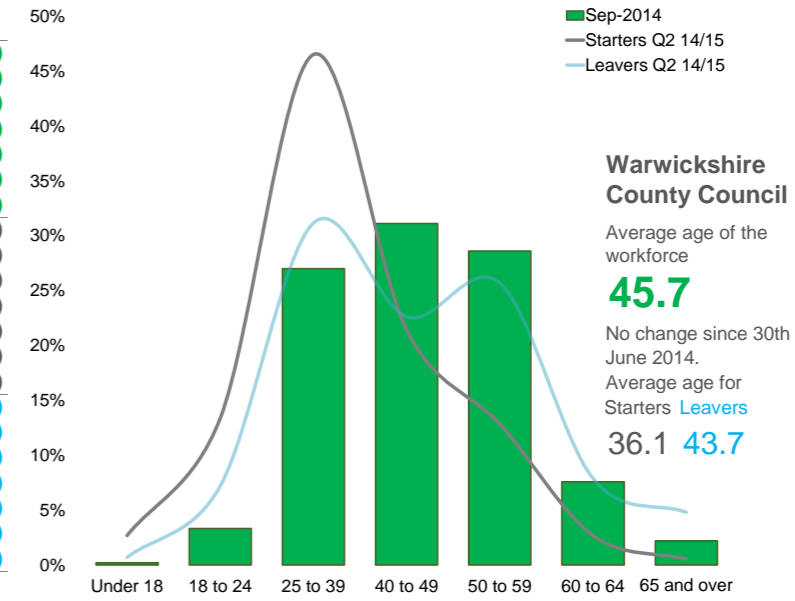


Age profile (heads)

Age Group	Count	Percentage
Under 18	11	0.2%
18 to 24	177	3.3%
25 to 39	1446	27.0%
40 to 49	1666	31.1%
50 to 59	1531	28.6%
60 to 64	405	7.6%
65 and over	117	2.2%

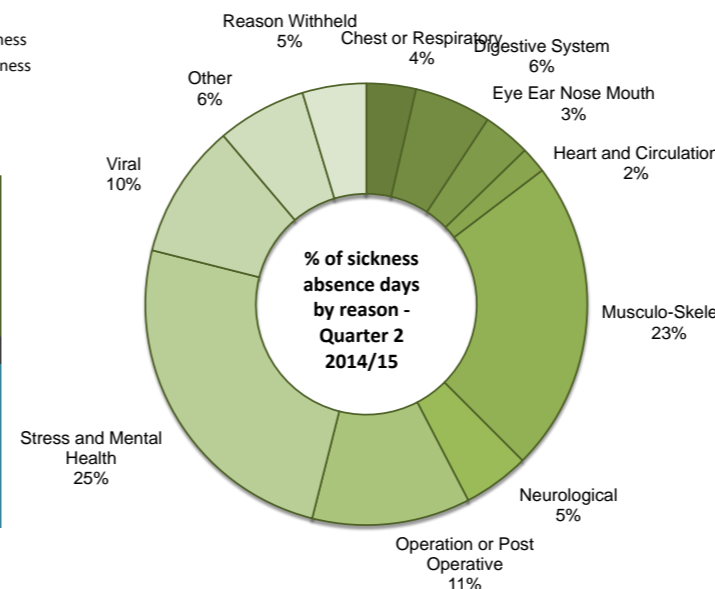
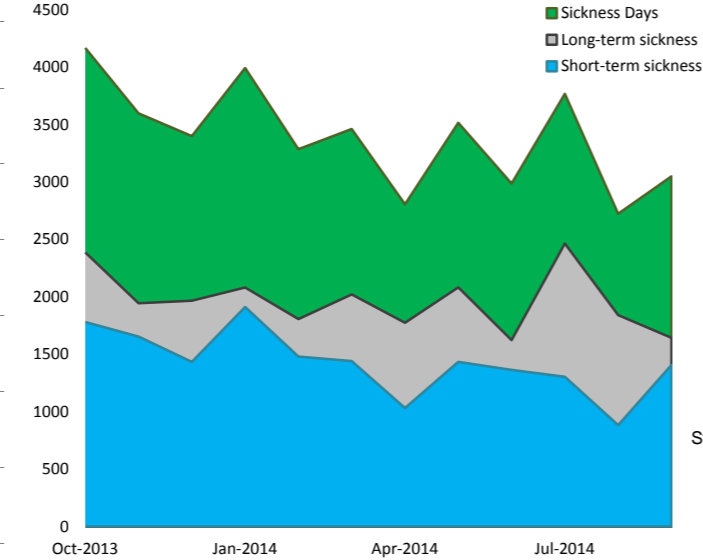
Age Group	Count	Percentage
Under 18	2	2.7%
18 to 24	24	13.4%
25 to 39	40	46.5%
40 to 49	13	21.4%
50 to 59	14	12.8%
60 to 64	2	2.7%
65 and over	1	0.5%

Age Group	Count	Percentage
Under 18	2	0.7%
18 to 24	24	7.2%
25 to 39	77	31.2%
40 to 49	54	22.6%
50 to 59	74	25.7%
60 to 64	19	7.9%
65 and over	13	4.8%



Sickness absence days

Period	Days lost through sickness of which short-term	Days lost through sickness of which long-term	Total
Quarter 2 2013/14	3,698.7 (37.6%)	6,125.3 (62.4%)	9,824.0
Quarter 3 2013/14	4,868.0 (43.6%)	6,297.5 (56.4%)	11,165.5
Quarter 4 2013/14	4,832.3 (45.0%)	5,908.5 (55.0%)	10,740.8
Quarter 1 2014/15	3,829.3 (41.1%)	5,479.3 (58.9%)	9,308.6
Quarter 2 2014/15	3,592.6 (37.7%)	5,948.1 (62.3%)	9,540.7
Rolling 12 months 30th September 2013 to 28th September	17,122.2 (42.0%)	23,633.4 (58.0%)	40,755.6
Financial year to date 28th September 2014	7,421.9 (39.4%)	11,427.4 (60.6%)	18,849.3



Warwickshire County Council Sickness headline statistics

12 months ending September 2014
9.47 days sickness per FTE
 which equates to **4.18%** of time lost due to sickness

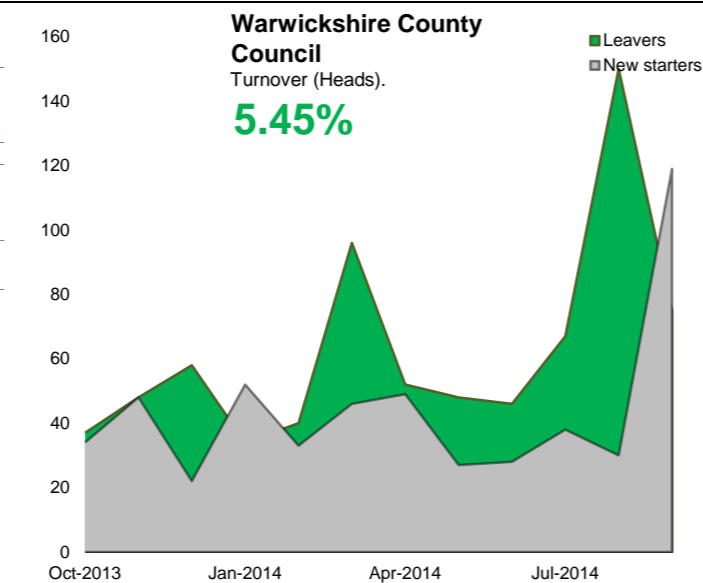
Financial year to date 2014/15
4.42
1.95%

Top 5 reasons for absence (days lost)

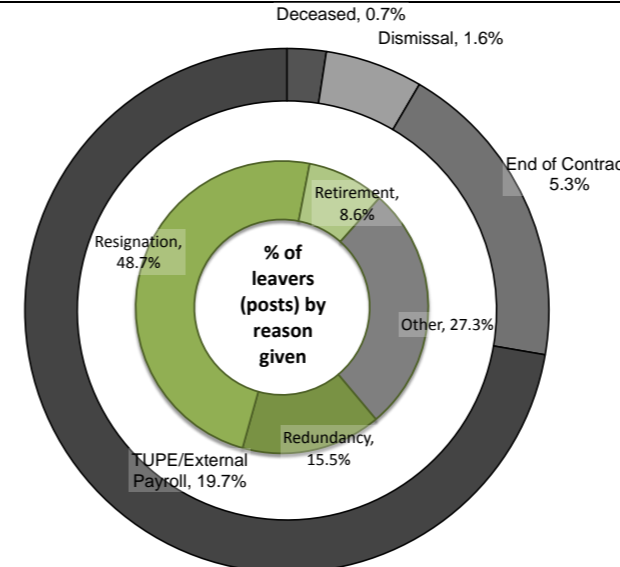
- Stress and Mental Health** 9,941.7 days (24.4%)
- Musculo-Skeletal** 7,399.2 days (18.2%)
- Operation or Post Operative** 4,369.4 days (10.7%)
- Viral** 5,397.3 days (13.2%)
- Other** 2,808.9 days (6.9%)

Turnover of workforce 1st July 2014 to 30th September 2014.

Category	Heads	Full Time Equivalents	Posts
New Starters	187	107.2	191.0
Leavers (% turnover)	292 (5.5%)	204.2 (4.9%)	304 (5.4%)



Reason	Count	Percentage
By mutual agreement	0	0.0%
Deceased	2	0.7%
Did not start	0	0.0%
Dismissal	5	1.6%
End of Contract	16	5.3%
Not Recorded	0	0.0%
Redundancy	47	15.5%
Resignation	148	48.7%
Retirement	26	8.6%
Sickness	0	0.0%
TUPE/External Payroll	60	19.7%
Unsuccessful probation	0	0.0%



Comments

Headcount continues to decline, Q2 saw a further reduction of 168 posts. Since the beginning of the financial year there has been a reduction of 223 posts which represents 4 % of the workforce.

Age profile remains high. Efforts to increase the younger representation continue with the Apprenticeship programme now supporting 41 Apprentices across the County Council.

Turnover is steady with the significant majority leaving WCC within 5 years of service. A review of the Exit Interview process has been undertaken and the new process will provide valuable information to better understand our lever profile.

Absence management remains a priority. The last financial year saw a reduction in absence of 1.14 days per fte

Safeguarding - Sue Ross (Interim Head of Service)
Strategic Director - Wendy Fabbro
Portfolio Holder - Councillor Stevens (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service	4,822	254	5,076	4,049	(1,027)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within the children's service.
Social Care Teams - North	13,495	487	13,982	15,369	1,387	Residential care is currently predicting a £375,000 overspend which is a reduction on the previous quarter of £296,000. This is due to activity changes of 1 additional placement and the securing of further funding from 3rd parties for 4 placements. There is also an overall overspend predicted against external Foster care of £897,000 and internal Foster care of £51,000. Numbers have see-sawed with internal Foster care seeing a decrease of 22 placements but external Foster care with an increase of 14. There is also a £209,000 predicted overspend on Special Allowances (Special Guardianship Orders, Adoption/ Residential orders). This is again not, in the main, due to number increases but is an on-going structural overspend which is being addressed throughout the year and the following years budget setting process.
Social Care Teams - East	5,087	97	5,184	5,388	204	
Social Care Teams - South	12,958	153	13,111	12,662	(449)	Residential Foster care is currently predicting a £65,000 underspend due to decrease in numbers (1) during the previous quarter. There is also an overall underspend predicted against both internal & External Foster care placements totalling £206,000 with internal numbers decreasing by 3 although external numbers have increased by 1. The underspend has also been achieved due to overall price reduction on the fostering framework. Similar to the North there is also a predicted overspend (£88,000) on Special Allowances (Special Guardianship Orders Adoption/ Residential orders). This is again not, in the main, due to number increases but is an on-going structural overspend.
County Wide Child Protection	1,651	0	1,651	1,541	(110)	
County Wide Child Protection - WES Traded Services	0	0	0	(22)	(22)	
Net Service Spending	38,013	991	39,004	38,987	(17)	
				Non DSG	(17)	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	17	17		
Total	0	0	17	17	0	

A Safeguarding

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	30	0	24	80	0	80	This project is being developed within existing resources. To date as no placements have been made there has been no quantifiable savings to highlight.
OOP/SG-B	Reducing the number of looked after children by using evidence based interventions as recommended by the Dartington Project.	420	0	285	835	0	418	The £835,000 savings target will not be fully delivered. Any shortfall will be met from the over recovery of legal costs which are shown against the forecast savings for years 2, 3 and 4 of Project (OOP/SG-C) Child Court Costs. It has been agreed with the Group Leadership Team a Safeguarding Programme will be set up on the register with five individual project lines, to enable greater transparency and control. The Programme Board met on 8th October 2014 to apportion the savings targets across the individual projects. Outline Business Cases are being developed, including options for achieving the additional savings required for Programme Board, Heads of Service and GLT to agree the best course of action.
OOP/SG-C	Recent legislative changes have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection. The processes that are necessary to support such cases are also to be reviewed.	200	100	200	300	100	550	Project is over recovering and forecasts have been revised to reflect this.
OOP/SG-D	Review and redesign the Sexually Inappropriate Behaviours Service.	6	6	6	6	6	6	Project delivered and now closed.
OOP/SG-E	Restructure of the Leaving Care and Asylum teams with a view to reducing posts.	90	111	210	90	111	300	The required savings have been made via the posts that have already been lost.
OOP/SG-F	Reduction in court ordered contact arrangements.	100	0	50	200	0	50	At this stage we are trying to identify how to capture the savings that we anticipate we will make. As this project is closely aligned to another project re reducing expenditure on the legal budget, we need to ensure that we are not double counting. We are undertaking an exercise to check this. We are also seeing an overall trajectory on expenditure on sessional work for contact, but at this stage we are not seeing a month on month decrease, making a forecast uncertain at this point.
OOP/SG-G	Renegotiate contractual arrangements for the Individual Personal Advisor Service for care leavers	50	50	50	50	50	50	Project delivered and now closed.
OOP/SG-H	Improved information and signposting and use of early intervention work to avoid the necessity for more complex social care assessment.	0	39	39	70	39	124	Savings from service efficiencies have generated £100k to meet costs for years 1 and 2 and achieve savings identified. The primary purpose of the restructure of North Children's Teams is to improve service delivery and consistency of team structure across Safeguarding. There will be some posts reduced in the North as part of the restructure and this will produce financial savings of £39k this financial year and £124 in subsequent years. The posts reduced will be one Ops Manager, one Practice Leader and one part time Team Administrator (with all of these posts already saved via natural turnover of staff).
OOP/SG-I	Review of all kinship care placements.	0	0	0	30	0	0	All existing arrangements where an additional needs payment has been paid have been reviewed. Proposals to revise the financial basis for payments and the process for completing the financial assessments have been developed and now require approval.
Total		896	306	864	1,661	306	1,578	
Target			896	896		1,661	1,661	
Remaining Shortfall/(Over Achievement)			590	32		1,355	83	

A Safeguarding

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11114000	Fostercare Adaptations 2012-13	48	3	0	0	51	48	3	0	0	51	0	0	
11115000	Fostercare Adaptations 2013-14	0	50	0	0	50	0	40	10	0	50	(10)	0	
11116000	Fostercare Adaptations 2014-15	0	9	41	0	50	0	0	50	0	50	(9)	0	
11294000	Fostercare Adaptations 2015-16	0	0	20	30	50	0	0	10	40	50	0	0	
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	0	0	50	50	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
		48	62	61	130	301	48	43	70	140	301	(19)	0	

Results for Key Business Performance Measures July 2014 to Sept 2014

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year-End Forecast	Status	Commentary Q2
Percentage of Looked After Children (LAC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for a least 2 years, or are placed for adoption	High is good	Quarterly	63%	65%	63%		This shows a small drop in placements stability that is most likely attributed to planned changes for YP, or placement disruption. Some children in care for less than this period have permanency placements secured also
Number of Looked After Children per 10,000 population	Low is good	Monthly	62	57	62		The summer months have seen an increase in Looked After Children (LAC), Each new LAC is considered at Children's Panel. Some increase due legal action arising from safeguarding concerns. Will need to monitor the impact of Child Sexual Exploitation cases post Rotherham.
Number of children who are subject of a CPP per 10,000 population	Low is good	Monthly	47	46	45		This reflects the increased focus upon reducing numbers in this area.
CiN rate per 10,000 CYP population (including CiC and CPP)	Low is good	Quarterly	338	360	360		This reflects the increased focus upon reducing numbers in this area.

Net Red Risks extracted from the Business Unit Risk Register

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Safeguarding	Children and Young people and vulnerable adults suffer injury or death	Sue Ross (Interim Head of Service)	12 (R)	The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review Continue to implement all recommendations arising from the Serious Case Review.

Strategic Commissioning - Chris Lewington
Strategic Director - Wendy Fabbro
Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,058	(75)	983	864	(119)	Holding additional resources and awaiting further guidance on the Care Act implications for commissioning and provider services. Additional resources are also required for the national conditions of the Better Care Fund and its preparation for full implementation from April 2015. There have also been delays in recruiting to commissioning posts due to national and local skills shortage.
All Age Disabilities	1,779	700	2,479	2,430	(49)	
Commissioning & Business Intelligence	740	75	815	709	(106)	This underspend relates to vacancies which are being actively recruited too.
Integrated Elderly Care	12,090	0	12,090	11,685	(405)	£374k is currently an underspend for Discharge to Assess in the south of the county. This is due in part to the underutilisation of the beds, however we anticipate that this will change over the winter period. Work is being undertaken to ensure that all projects related to D2A are fully spent by year end.
Market Management & Quality	718	0	718	728	10	
Children's Commissioning	549	0	549	513	(36)	
Service Development and Assurance	4,632	0	4,632	3,020	(1,612)	The major underspend here is due to the timing of the cost impacts of the systems review project to replace the care management system. Now that the system has been procured and detailed implementation plans have been drawn up, it is clear that a lot of the costs will be in the next financial year. The funds for this will be transferred back to reserves to be used next year. The rest of the under spend represents early delivery of staff restructure to achieve year two savings and difficulties recruiting project resource to support change.
Net Service Spending	21,566	700	22,266	19,949	(2,317)	
				Non DSG	(2,290)	
				DSG	(27)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	3,912	0	2,290	6,202	1,685	£1,310k - This is funding for the project to replace the care information systems. Now that the system has been procured there is greater clarity about the phasing of the project costs, a significant amount of which will be in 2015/16. £375k relates to funding drawn down for projects and to manage changes coming from amended reporting requirements. Due to the levels of uncertainty around the Care Act and the refocusing of some projects, some of this funding needs to be taken forward to next financial year.
Total	3,912	0	2,290	6,202	1,685	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/STC-A	Review of the necessary staffing levels to support the commissioning functions across the business unit with a view to reducing posts	79	79	79	79	79	79	Project delivered and now closed. Savings Delivered.
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	400	228	228	500	228	228	Year 1 and 2 savings will not be fully realised - projected at £228K. Financial modelling to be completed in 2014/15 but confidence in ability to meet savings long term in year 3 and 4.
OOP/STC-C	Reduced spend on centrally recharged services. This is based on the assumption that the Business Unit will have less staff and therefore lower central recharge cost for IT, telephones etc.	510	303	303	510	303	378	Year one savings achieved. Year 2 relies on a reduction in demand in line with anticipated forecasts. Quarter one reporting indicates this is achievable.
OOP/STC-D	Review of the staffing levels to provide the data intelligence functions across the business unit with a view to reducing posts	77	77	77	77	77	77	Project delivered and now closed. Savings Delivered.
OOP/STC-E	Changes to System Support Service achieved by a reduction in OLM (computer system) support contract costs and consultancy, a deletion of a vacant post and other staff reductions	95	77	77	154	77	195	Overall projected outturn from the saving line indicates an over recovery of the saving although the yearly outturn has been rephased across three years.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme and the deletion of a management post	200	425	425	400	425	566	The project is currently forecasting an over recovery during the projects lifespan due to the full year effect of the Business management decommissioning and under recovery of other BM saving lines leading to the rephasing of the saving proposals.
OOP/STC-G	Reductions to the Learning, Development and Training budget	250	0	250	373	0	373	Project on schedule to deliver for year 1 and 2.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	5	5	5	79	5	5	Year one savings achieved. Year two planned savings are now not expected to be delivered until year 3 of the savings program for two reasons: a double counting of IT budgets and the impact a reduction of Personal Assistant capacity will have on Heads of Service and their strategic leadership role.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	30	35	35	94	35	64	We are seeing an increase in demand for the current internal communication role that had been identified for deletion as part of the saving. Alternate savings are anticipated by reducing further the flexible marketing resource.
OOP/STC-J	Review, redesign and reduce a series of community based contracts	0	0	0	240	0	240	Savings targets predicated on re-design of community and voluntary sector contracts and alignment with health to deliver a joint commissioning model for Warwickshire.
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	0	(161)	(161)	1,230	(161)	1,230	There is a cost pressure for Year 1 which will be carried forward to year 2 and will form part of the savings programme. Current projections indicate that all savings will be achieved within the timelines - (April 2015 - March 2016)
	Total	1,646	1,068	1,318	3,736	1,068	3,434	
	Target		1,646	1,646		3,736	3,736	
	Remaining Shortfall/(Over Achievement)		579	329		2,669	302	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10030000	CYPF ICT Upgrade	157	18	0	0	175	157	0	0	0	157	(18)	(18)	Project closed, no further spend to come. Surplus funding of £18,306 to be returned to People Group Transformation Fund (Project Code 11021000 Adult Social Care Modernisation & Capacity 2012-13).
10614000	Care Homes Fire Regulations	397	0	0	0	397	397	0	0	0	397	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	0	942	0	942	0	0	965	0	965	0	23	£18,306 remaining funds from completed CYPF ICT Upgrade Project (10030000) vired here to support the Transformation Fund. Also, £4,844 forecasted underspend on Main Project 11317000 Dementia Friendly Environments has been vired here.
11310000	Client Information Systems Review	0	1,360	0	0	1,360	0	1,360	0	0	1,360	0	0	
11314000	Community Access for Disabled People	0	105	105	0	210	0	105	105	0	210	0	0	
11315000	Assistive Technology Smart Flat	0	13	6	0	19	0	13	6	0	19	0	0	
11316000	Complex Needs Service Building Adaptations and Equipment	0	101	0	0	101	0	101	0	0	101	0	0	
11317000	Dementia Friendly Environments Capital Funds	0	100	0	0	100	0	95	0	0	95	(5)	(5)	
		554	1,697	1,053	0	3,303	554	1,673	1,076	0	3,303	(23)	0	

Mid Year Performance Results for Key Business Performance Measures 2014/15

Key Business Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year- End Forecast	Status	Commentary Q2
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (All)	High is good	Quarterly	17.3%	17.3%	16.5%		There has been a transformation in the support that Coventry and Warwickshire Partnership Trust offer meaning that they are now focussing on customers with severe and enduring needs. These customers are less likely to be appropriate for paid employment resulting in a reduction in the indicator outturn. Despite the reduced outturn we are forecast to be in the top quartile of our comparator group.
Overall satisfaction of people who use services with their care and support ASCOF 3A	High is good	Annually	62.6%	64.0%	64.0%		This comes from the Adult Social Care Survey and will be available in Q4
Carer reported quality of life ASCOF 1D (BCF)	High is good	Annually	8.1	8.4	8.4		This comes from the Carers Survey and will be available in Q4
Proportion of people who are feeling supported to manage their condition (BCF)	High is good	Annually	66.2%	68.7%	N/A		Figure comes from GP survey, so no forecast exists as yet
Percentage of Children's Centres judged by Ofsted to be good or outstanding	High is good	Quarterly	87.5%	100%	86.9%		There has only been one inspection in quarter 2 (Rugby Rural) which received a judgement of "requires improvement" This has reduced the overall percentage of good or outstanding judgements. As stated in Q1 comments, future OFSTED inspections are likely to be group inspections as opposed to individual Centre inspections as the structure for Children's centre delivery in Warwickshire is changing to the group model from November 2014. It will be necessary at this time to revisit the targets to reflect the new group structure
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate)	High is good	Annually	87.9%	85.2%	85.2%		Annual measure, only available in Q4
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF	Low is good	Monthly	293.6	280	320		Latest DTOC data will not be available until 25th October which will provide a more detailed view of status. Initial improvement plan has been developed to improve the situation. Strategic Commissioning are developing a response to the market challenges to timely discharge, which will be incorporated subsequently.
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund	Low is good	Monthly	554.7	616.4	525		Slight increase from Q1. Increase has been seen in more complex frail 75+ presenting at A&E. This has resulted in more residential and nursing placements made.

Early Help & Targeted Support - Hugh Disley
Strategic Director - Wendy Fabbro
Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Help & Targeted Support - Head of Service	688	1,548	2,236	1,625	(611)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within the children's service.
Early Help & Targeted Support - Head of Service - Non WES Traded	100	(124)	(24)	82	106	This includes the County Music Service and Outdoor Education Service - both subject to Project Boards.
Adult Well Being	5,321	(260)	5,061	5,250	189	This is the savings plan for reablement subject to a Project Board and reporting to the Adult Customer Board. The main reason is a slow down in referrals at a time when we expected expansion of the service.
Transition Support	1,006	0	1,006	1,024	18	
Family Support, Children's Centres & IDS	9,954	484	10,438	11,360	922	This relates to savings plan slippage & transition costs (consultation, notice, etc.) for the both the Integrated Disability Service and Children Centres savings plan. These costs have been regularly reported to the Transformation Board.
Net Service Spending	17,069	1,648	18,717	19,341	624	
				Non DSG	624	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of/ Transfer to Reserves £'000	Reason for Request
Savings	305		(624)	(319)		
Total	305	0	(624)	(319)	0	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Targeted Youth Support - Reduction in service	1,900	1,758	1,900	1,758	1,900	
	Voluntary and community sector to run outdoor education centres	60	27	60	27	60	
	Total	1,960	1,785	1,960	1,785	1,960	
	Target		1,960		1,960	1,960	
	Remaining Shortfall/(Over Achievement)		175		175	0	

E Early Help & Targeted Support

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/EH-A	Using the Common Assessment Framework (CAF) as a tool to ensure early intervention services are provided to prevent escalation into specialist services or step down from specialist services and increased use of the CAF by practitioners reducing the need for training	34	0	0	67	0	0	Budget remains Red as there is a fundamental issue with the savings being made against a climate where workload is increasing. Savings target forecast not to be met this year, as Head of Service has agreed a one off contribution to cover deficit. If budget reduction over remaining years continues then we will need to redesign service as appropriate and the service will not be fit for taking more cases from Social Care as part of their savings plan
OOP/EH-C	Proposed Savings is based on charging Academy Schools for the coordination of educational visits.	3	0	0	8	0	0	
OOP/EH-D	Duke of Edinburgh Award Scheme: More effective marketing of the scheme to schools as part of raising the participation age	26	0	26	26	0	26	
OOP/EH-E	Target Support Young People - Teenagers in Care Programme: Moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	25	0	(25)	75	0	(375)	With one off funding provided through Heads of Service to contribute towards the shortfall and increased income generation through Centres and to cover none priority projects the current forecast is £25,000 overspend for Yr1
OOP/EH-F	Identification of efficiency savings across the Business Unit (Heads of Service Management Overheads)	160	0	160	160	0	160	Project Completed.
OOP/EH-G	Additional savings from the current restructuring of the management of the Children's Centres	42	42	42	42	42	42	Project Completed.
OOP/EH-H	Family Information Service - consultation with the contact centre to transfer appropriate activity and greater use of electronic directory for signposting and information about the local offer.	100	100	100	200	100	125	Savings for 2014/15 have been achieved. Plans are in place to meet the required savings for 2015/16 and beyond. Head of Service has agreed a reduction in the cut for 2015/16.
OOP/EH-I	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	372	0	372	372	0	372	SIS is being amalgamated into the Complex Needs and is subject to being tendered out of the Local Authority.
OOP/EH-J	Family group conferencing - a reduction in the service, with consideration to be given to combining services within Early Intervention or in Communities as part of Priority Families Programme	0	25	25	50	25	25	In preparation for savings we have moved the FGC Family Support Worker to a vacancy in CAF Family support and not replaced in FGC.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	255	255	255	527	255	527	Savings to date = Year 1 savings target achieved
	Total	1,017	422	955	1,527	422	902	
	Target		1,017	1,017		1,527	1,527	
	Remaining Shortfall(Over Achievement)		595	62		1,105	625	

E Early Help & Targeted Support

2014/15 to 2017/18 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	1,176	0	0	1,176	0	1,176	0	0	1,176	0	0	
11163000	CAF - Trusted Assessments application	476	0	0	0	476	476	0	0	0	476	0	0	
		476	1,176	0	0	1,652	476	1,176	0	0	1,652	0	0	

Results for the Key Business Performance Measures 2014-15

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year-End Forecast	Status	Commentary Q2
Percentage of initial assessments for disabled children completed within 10 working days	High is good	Quarterly	63.7%	65.0%	50.0%		Progress is steady this quarter but will improve as the new teams settle and processes are embedded. Previously there were 3 teams which are now arranged as IDS Social Care North and IDS Social Care South.
Percentage of people living independently in their own homes at the completion of reablement	High is good	Quarterly	61%	76%	76%		Q2 figures are showing an increase to 65% from 2013/14 actuals of 61% which is positive. Still hoping with opening new referral pathways to increase the figure further.
Proportion of people who have had a previous reablement referral in the previous 12 months	Low is good	Quarterly	39%	39%	36%		Produced new forms to measure achieved outcomes. Q3 should show increase to year end forecast.
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing (FGC)	High is good	Quarterly	45%	60%	60%		Q2 was atypical in terms of referrals with a greater than average proportion from Common Assessment Framework (CAF) rather than social care. A number of families were also unwilling to engage in the process. It is expected that this will return to normal levels next quarter.
Percentage of Triple P participants with reduced parental laxness after completing the programme	High is good	Annually	78.8%	80%	80%		As this is an annual figure, there is nothing to provide for Qtr. 2. The year end forecast is based on historical trends
Percentage of Children's Centres judged by Ofsted to be good or outstanding	High is good	Quarterly	87.5%	100%	86.9%		There has only been one inspection in quarter 2 (Rugby Rural) which received a judgement of "requires improvement" This has reduced the overall percentage of good or outstanding judgements. As stated in Q1 comments, future OFSTED inspections are likely to be group inspections, as opposed to individual Centre inspections as the structure for Children's centre delivery in Warwickshire is changing to the group model from November 2014. It will be necessary at this time to revisit the targets to reflect the new group structure.
Number of CAFs initiated per 10,000 of the 0-17 child population	High is good	Quarterly	84.8	84.8	84.8		On track. Low figure over school summer holiday is typical. Cumulative figure to date is 29.8
Percentage of CAFs with positive impact that affects emotional well being	High is good	Quarterly	82.7%	80%	80%		Emotional well being is on track and supported well by Mental Health Interventions for School Children (MHISC).
Percentage of Looked After young people who are able to remain in their placement following intensive TS4YP intervention	High is good	Quarterly	N/A	80%	75%		Last quarter included a number of young people that needed to be moved from current residence thereby resulting in lower percentage - though high success against need). amended forecast to reflect this.
Percentage of young people who engage with TS4YP who are no longer NEET following intensive intervention	High is good	Quarterly	N/A	75%	75%		Never been measured before so 2013/14 baseline not applicable

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,005	145	1,150	1,125	(25)	
Head of Service - Education & Learning Service Support (Non-Teaching)	2,439	0	2,439	500	(1,939)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's service.
Head of Service - DSG	58	0	58	58	0	
Head of Service - Total	3,502	145	3,647	1,683	(1,964)	
School Organisation & Planning	9,445	(1,164)	8,281	8,835	554	This consists of a Non DSG over-spend on Mainstream Transport which is forecasting a £0.355m overspend due to increased numbers of pupils and greater than average school days. There is an officers' Transport group which is investigating the practices and policies which can be changed in order to bring costs down to within budget as well as to contribute to OOP savings in future years. The DSG budget for 3/4 year old Nursery Provision is forecasting a £0.3m over-spend due to additional pupil uptake while the newer provision for 2 year old provision is under-spending (£0.9m) as take up of the offer has not been as high as the DSG funding. Both of these variances from budget will be taken into account by the DSG officers group which, in collaboration with the School Forum, is reviewing the services funded by DSG.
School Organisation & Planning - WES Traded	0	0	0	(22)	(22)	
School Organisation & Planning - DSG	19,094	(579)	18,515	17,857	(658)	
School Organisation & Planning - Total	28,539	(1,743)	26,796	26,670	(126)	
Vulnerable Learners	8,978	667	9,645	9,655	10	SEN Transport is forecasting to overspend by £0.681m; this has reduced by approximately £0.1m since Q1, There are demand pressures on SEN Transport as a result of the increase in stated pupils in Warwickshire. A project board has been established to reduce overall transport costs across pupils' transport and to align transport services with the personalisation and supporting independence agendas. However this continued overspend is of great concern since additional council funding was obtained this year (£1.7m) but will be decreasing over next few years. This pressure is added to by a large OOP savings target from next year as well. A one off non earmarked grant of £1m was provided by the DfE for the introduction and implementation of the changes due to the SEND legislation. Although the grant is un-earmarked it is expected to be used over the full 3 year length of the implementation period. As a result it is planned to spend just £0.343m in 2014/15 and request that the remainder as at Q2 be transferred to a an earmarked reserve for SEND implementation over the next few years.
Vulnerable Learners - DSG	27,886	5,889	33,775	39,132	5,357	SEN Out of Authority Placements is forecasting to overspend by £4.779m, an increase of £0.664m since Q1. This pressure is well documented and the various initiatives to alleviate the issues are being put in place but most of these will not achieve savings in this financial year. The High Needs Placement Panel continues to review new cases and challenge the placing of Children Out of Authority. There is a £290,000 overspend predicted for mainstream top ups and a £236,000 forecast overspend on special school top ups which is consistent with the increase in stated pupils. This is one of the priority areas for the in-depth review of the DSG that is taking place and progress will be reported via the DSG Review Board.
Vulnerable Learners - WES Traded	0	0	0	(16)	(16)	
Vulnerable Learners - Total	36,864	6,556	43,420	48,771	5,351	
Learning & Performance	2,208	16	2,224	2,216	(8)	
Learning & Performance - DSG	6,980	(3,942)	3,038	2,909	(129)	
Learning & Performance - Total	9,188	(3,926)	5,262	5,125	(137)	
Adult Community Learning	(83)	0	(83)	(83)	0	
Schools related residual	3,853	(1,355)	2,498	2,908	410	This is the result of higher than anticipated school redundancies.
Schools related residual - DSG	2,710	(95)	2,615	2,559	(56)	
Schools related residual - Total	6,563	(1,450)	5,113	5,467	354	
Net Service Spending	84,573	(418)	84,155	87,633	3,478	
Non DSG	27,845	(1,691)	26,154	25,118	(1,036)	
DSG	56,728	1,273	58,001	62,515	4,514	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	1,036	1,036	680	This transfer to an earmarked SEND reserve acknowledges that the grant received was for the duration of the SEND implementation which is for the term of the current MTFP.
Total	0	0	1,036	1,036	680	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LA-A	Review of the School Planning Service with a view to reduction in staffing	75	75	75	75	75	75	Completed
OOP/LA-B	Review of the Schools Complaints Service with a view to reduction in staffing	75	75	75	75	75	75	Completed
OOP/LA-C	Education Psychology Service: This service delivers core funded and traded services. The proposal would see the trading target increased.	100	25	100	100	25	100	Completed
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	31	31	31	47	31	47	Completed
OOP/LA-D	Restructure the current Assessment, Statementing and Review Service in line with the greater flexibility offered by the new SEN funding formula in schools.	0	0	0	250	0	170	
OOP/LA-E	The provision of a team of teachers to support the education of looked after children in schools would cease. The LA would continue to have a Virtual Head Teacher for Looked After Children in line with statutory responsibilities.	0	0	0	275	0	0	Alternative savings plan submitted through Savings Plan Refresh Form. The alternative savings plan meets all of the savings target.
OOP/LA-F	Transfer responsibility to the early years sector to monitor and drive its own improvement, including a restructure of links with Health Visitors and the prioritisation of children for free childcare.	0	0	0	446	0	0	Alternative savings plan submitted through Savings Plan Refresh Form
OOP/LA-G	Reduction in Transport Budget. This significant proposed reduction in the transport budget (including special needs transport) will require a change in policy and full consultation to inform changes. Provision for school crossing patrols to be retained.	0	0	0	2,300	0	0	Separate report requested by Corporate Board. Consultation will be required on savings to be made.
OOP/LA-H	Review of general support budget in line with the changes in services across the Business Unit	0	1,000	1,000	0	1,000	1,000	Alternative savings plan submitted through Savings Plan Refresh Form introduces a £1m target bot from 2016/17.
Total		281	1,206	1,281	3,568	1,206	1,467	
Target			281	281		3,568	3,568	
Remaining Shortfall/(Over Achievement)			(925)	(1,000)		2,362	2,101	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10027000	Stratford Primary Places Alveston	1311	0	0	0	1,311	1,311	2	0	0	1,313	2	2	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	385	16	0	0	401	385	0	0	0	385	(16)	(16)	
10033000	Wellesbourne Library Phase 3 Children's Centre	498	12	0	0	510	498	12	0	0	510	0	0	
10044000	Warwick Newburgh Primary Extension	2,630	45	105	0	2,780	2,630	0	0	0	2,630	(45)	(150)	Budget increase transferred to separate project 11331000, Newburgh Primary School Play Area (see below).
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre	305	12	0	0	317	305	12	0	0	317	0	0	
10051000	Stratford Primary Places The Willows Extension	703	1	0	0	704	703	1	0	0	704	0	0	
10056000	Shipston Primary School Phase 3 Children's Centre	522	16	0	0	538	522	16	0	0	538	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	610	16	0	0	626	610	16	0	0	626	0	0	
10069000	Wolston Library Phase 3 Children's Centre	178	4	0	0	182	178	4	0	0	182	0	0	
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	611	39	0	0	650	611	39	0	0	650	0	0	
10225000	Rugby, Boughton Leigh (Ph. 2) Children's Centre	(36)	12	0	0	(24)	(36)	12	0	0	(24)	0	0	
10233000	Kingsbury Primary (Ph2) Children's Centre	(4)	4	0	0	0	(4)	4	0	0	0	0	0	
10238000	Rugby, Oakfield (Ph2) Children's Centre	(5)	5	0	0	0	(5)	5	0	0	0	0	0	
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	20	0	0	4,661	0	0	
10254000	Leek Wootton, St John's (Ph2) Children's Centre	(12)	12	0	0	0	(12)	12	0	0	0	0	0	
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	7	0	0	197	0	0	
10357000	Rugby Paddox Primary Amalgamation	1,772	79	0	0	1,850	1,772	79	0	0	1,850	0	0	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,902	173	0	0	10,075	9,902	173	0	0	10,075	0	0	
10513000	Education Capital - Earmarked Capital Receipts	0	0	550	0	550	0	0	550	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	31,934	3,260	0	0	35,194	31,934	3,260	0	0	35,194	0	0	
10970000	CYPF Capital Minor Projects	617	10	0	0	627	617	11	0	0	628	0	0	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	350	0	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places)	3,093	6	0	0	3,099	3,093	6	0	0	3,099	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	274	1	0	0	275	274	1	0	0	275	0	0	
11066000	St Michaels Primary Extension (Pupil Places)	559	2	0	0	561	559	2	0	0	561	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	2	0	0	379	377	2	0	0	379	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,745	14	0	0	1,760	1,745	14	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places)	682	31	0	0	713	682	31	0	0	713	0	0	
11071000	Shipston Primary Alterations (Pupil Places)	464	11	0	0	476	464	16	0	0	481	5	5	
11073000	All Saints Junior Extension (Pupil Places)	79	685	186	0	950	79	727	144	0	950	42	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	1	0	0	1,710	1,709	1	0	0	1,710	0	0	
11076000	Schools Access Initiative Block Header	402	573	0	0	975	402	593	0	0	995	20	20	
11102000	Newdigate Primary (Pupil Places)	878	25	0	0	903	878	25	0	0	903	0	0	
11103000	Long Lawford Primary (pupil places)	1,073	4	0	0	1,077	1,073	7	0	0	1,081	4	4	

F Education & Learning

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11105000	Lillington Primary (Pupil Places)	843	982	0	0	1,825	843	982	0	0	1,825	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	3,731	18	0	0	3,749	3,731	18	0	0	3,749	0	0	
11108000	Oakfield Primary	2,844	16	0	0	2,860	2,844	20	0	0	2,864	4	4	
11173000	Wolston St Margarets extension (pupil places)	81	604	15	0	700	81	629	15	0	725	25	25	Roosting bats meant redesign of some elements of the scheme was necessary.
11174000	Kingsway Pri extension and reorg (pupil places)	602	419	0	0	1,021	602	419	0	0	1,021	0	0	
11175000	Newburgh Primary additional hall / studio space	465				465	465	10	0	0	475	10	10	
11177000	Schools Access Initiative 2012/13 block header	696	6	0	0	702	696	6	0	0	702	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	137	305	0	450	(305)	0	
11181000	Temporary classroom replacement	0	82	0	0	82	0	82	0	0	82	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	609	531	0	0	1,140	609	531	0	0	1,140	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	3	0	0	510	507	3	0	0	510	0	0	
11202000	Quinton Pri expansion (pupil places)	283	958	0	0	1,241	283	958	0	0	1,241	0	0	
11204000	Tysoe temporary classroom replacement	45	229	0	0	274	45	237	0	0	282	8	8	
11205000	Water Orton temporary classroom replacement	7	247	0	0	253	7	247	0	0	253	0	0	
11206000	Telford Infants temporary classroom replacement	262	26	0	0	288	262	26	0	0	288	0	0	
11207000	Telford Junior temporary classroom replacement	213	31	0	0	244	213	31	0	0	244	0	0	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0	
11210000	Exhall Cedars Inf temporary classroom replacement	272	18	0	0	290	272	18	0	0	290	0	0	
11211000	Coten End Primary expansion (pupil places)	601	2,169	115	0	2,884	601	2,169	115	0	2,884	0	0	
11247000	2 Year Old Offer - Capital Funding	246	440	0	0	686	246	440	0	0	686	0	0	
11249000	Bishopton School extension - targeted basic need	6	870	1,624	0	2,500	6	870	1,624	0	2,500	0	0	
11250000	Brooke School extension - targeted basic need	3	918	29	0	950	3	918	29	0	950	0	0	
11252000	Henry Hinde Infant School extension - targeted basic need	9	523	418	0	950	9	523	418	0	950	0	0	
11253000	Lapworth School extension - targeted basic need	8	332	310	0	650	8	332	310	0	650	0	0	
11255000	Paddox School extension - targeted basic need	7	1,028	1,345	0	2,380	7	1,028	1,345	0	2,380	0	0	
11256000	St Michael's CE School extension - targeted basic need	0	488	762	0	1,250	0	262	988	0	1,250	(226)	0	
11257000	Welcombe Hills School extension - targeted basic need	2	368	580	0	950	2	368	580	0	950	0	0	
11258000	New AED School - targeted basic need	8	2,742	3,750	0	6,500	8	2,742	3,750	0	6,500	0	0	
11260000	St Marys Southam Fire damage	4	196	0	0	200	4	196	0	0	200	0	0	
11261000	Shipston High extension (pupil places)	4	1,421	158	17	1,600	4	1,191	383	23	1,600	(230)	0	
11262000	Cawston Grange extension (pupil places)	4	1,246	1,250	0	2,500	4	1,813	684	0	2,500	567	0	
11263000	Long Lawford extension (pupil places)	3	494	478	0	975	3	494	478	0	975	0	0	
11264000	Henry Hinde Junior School extension (pupil places)	0	0	0	0	0	0	0	0	0	0	0	0	
11265000	Milby Primary extension (pupil places)	3	972	925	0	1,900	3	112	1,785	0	1,900	(860)	0	
11266000	St Benedict's extension (pupil places)	142	25	0	0	167	142	25	0	0	167	0	0	
11267000	2013-14 Schools Disability Access block header	0	100	466	0	566	0	468	109	0	576	368	10	
11268000	Queen Elizabeth - contribution to PSBP re extra pupil place	0	0	0	0	0	0	0	0	0	0	0	0	
11269000	Woodlands Special School (pupil places)	10	385	0	0	395	10	385	0	0	395	0	0	
11270000	Shipston Primary extension	1	89	0	0	90	1	89	0	0	90	0	0	

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		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11271000	Alcester St Nicholas Academy extension	6	314	0	0	320	6	314	0	0	320	0	0	
11313000	New primary provision at Aylesford school - TBN	0	620	2,130	0	2,750	0	620	2,130	0	2,750	0	0	
11319000	Eastlands Primary temporary classroom	0	30	70	0	100	0	40	30	30	100	10	0	
11320000	Shipston High temporary classroom	0	54	126	0	180	0	105	75	0	180	51	0	
11321000	Long Lawford Pri temporary classroom	0	54	126	0	180	0	105	75	0	180	51	0	
11322000	Whitnash primary basic need provision	0	195	455	0	650	0	195	455	0	650	0	0	
11323000	Boughton Leigh Jnr basic need provision	0	90	210	0	300	0	105	195	0	300	15	0	
11331000	Newburgh Primary School - New Play Area	0	0	0	0	0	0	143	8	0	150	143	150	New project approved 28th July 2014.
		82,354	26,242	16,184	17	124,797	82,354	25,883	16,579	53	124,868	(359)	71	

Key Business Performance Measures for 2014/15

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year End Forecast	Status	Commentary Q2
Percentage of EIS subscribing schools judged to be good or outstanding by Ofsted for Behaviour	High is good	Quarterly	82%	85%	83%		The data for this is collected in summer term and relates to the number of schools that are supported by EIS who receive good or better for behaviour from OFSTED. During the summer term only 16 schools that EIS support had an OFSTED inspection and 14 of these received good or better. The small number of schools meant that any change would result in a swing of 6% either way in the reported KPI with the result that it could not meet exactly the target on this occasion (i.e. if 13 schools received good the percentage would be 81%) Over the course of the year the increasing numbers will mean that each new inspection will represent a smaller variation on the KPI.
Percentage of 16 to 19 year olds who are not in education, employment or training (NEET)	Low is good	Annually	3.6%	3.0%	5.5%		NEET figures are the average of NEETs at the ends of November, December and January. Early indication of the figure is available from CSWP in February, official published figures are from the DfE available from the following May/June. Baseline refers to AY 12/13, Target refers to AY 13/14. Q2: Forecast is higher than the target (low is good) as the LA has set challenging targets in order to move towards RPA (Raising the Participation Age) of 100% participation by 2015. Budget savings and changes to the LA duties have all impacted on progress towards reducing NEETs.Q2 5.5% represents the average NEETs at the end of Nov 13, Dec 13 and Jan 14.
Closing the Gap - Attainment Key Stage 2 (Primary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving level 4 or above in reading, writing and maths	Low is good	Annually	23%	18%	18%		Provisional data normally becomes available in October from LA but is not finalised until January. Published data is available in the DfE Statistical First Release. Baseline refers to AY 12/13, Target refers to AY 13/14. Q2: Forecast currently reflects target, more accurate forecast can be made after early indications of summer examination results are received.
Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted	High is good	Quarterly	72%	75%	75%		Q2 data has been delayed being published by Ofsted, August 2014 figures will be available in December 2014. The latest figure remains at 75% for March 2014 as reported at Q1.
Closing the Gap - Attainment: Key Stage 4 (Secondary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving 5 or more A*-C grades including English & Maths	Low is good	Annually	32%	25%	25%		Provisional data normally becomes available in October from LA but is not finalised until January. Published data is available in the DfE Statistical First Release. Baseline refers to AY 12/13, Target refers to AY 13/14. Q2: Forecast currently reflects target, more accurate forecast can be made after early indications of summer examination results are received.