

**Corporate Services
Overview and Scrutiny Committee**

10th July 2013

Organisational Health Report – End of Year 2012/13

Recommendation

That the Corporate Services Overview and Scrutiny Committee:

- 1) Consider the report; and
- 2) Consider how the report should be presented to the Committee in future.

1.0 Introduction

1.1 A copy of the quarterly Organisation Health Report – End of Year 2012/13 was considered and approved by Cabinet on 20th June 2013.

1.2 A full copy of report to Cabinet is attached to this report. Please note that only those appendices (to the Cabinet report) are attached that are relevant to the remit of this Committee, as follows:

- Customer Service (Appendix G)
- Finance (Appendix H)
- Human Resources (Appendix I)
- Information Assets (Appendix J)
- Law & Governance (Appendix K)
- Physical Assets (Appendix L)
- Service Improvement (Appendix M)
- Other Services (Appendix S)
- Performance Summary (Appendix T, Ambition 7)
- Going for Growth (Appendix U)

1.3 These are attached to the agenda as A3 colour copies.

Cabinet

20 June 2013

Year End 2012/13 Organisational Health Report: Finance, Performance & Risk (April 2012 – March 2013)

Recommendations

It is recommended that Cabinet:

- I. Review and comment on the 2012/13 performance against targets set. (Appendix T)
- II. Review and comment on the 2012/13 revenue outturn position, the year end performance against the 2012/13 savings plan, the revised capital payments totals detailed in Appendices A to S and the level of reserves held by the authority (Appendix V).
- III. Approve the carry forward of £12.706 million service savings to support plans for the delivery of services in 2013/14 as outlined in paragraph 6.3.
- IV. Approve the use of £8.151 million to repay borrowing in 2013/14 and hence reduce the authority's outstanding debt.
- V. Support the approach to the financing of the 2012/13 capital programme as detailed in paragraph 7.4.
- VI. Note the management of significant risks as outlined in Section 8.

1.0 Key Issues

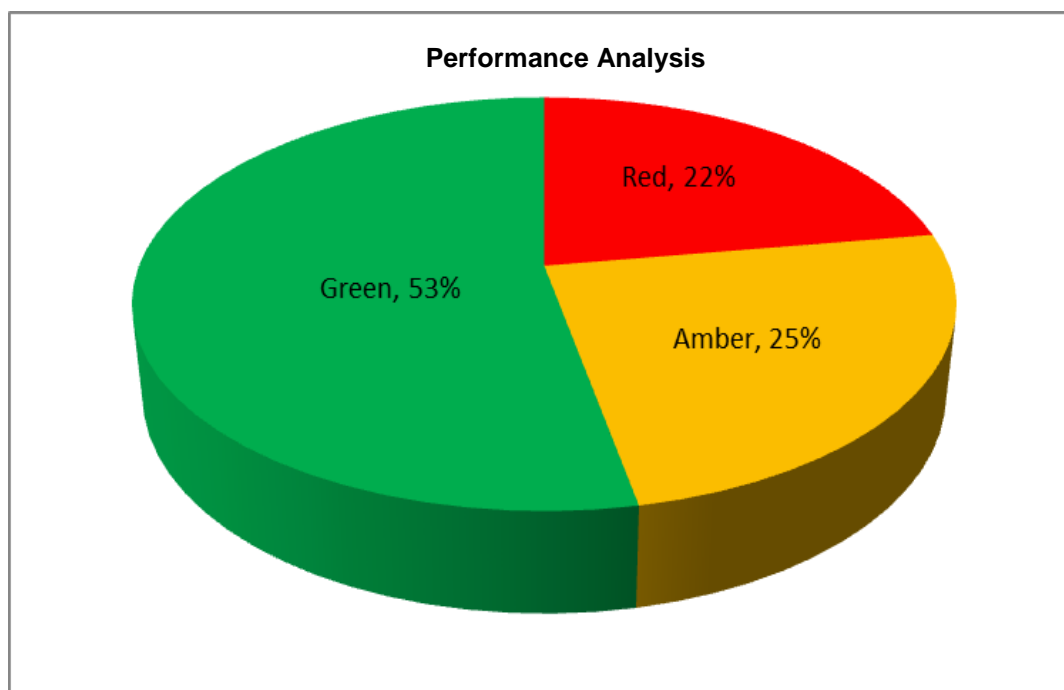
- 1.1 This report provides Members with a joint picture of how the organisation has performed in 2012/13 in terms of delivering our key performance measures, the financial management of our resources (including the capital programme and savings plans) and managing and responding to significant risks.
- 1.2 Overall the report presents a positive picture. We are on track to deliver the Aims and Ambitions as set out in the Corporate Business Plan. The majority of Business Units have met their 2012/13 savings targets. Where the delivery of savings is behind schedule, underspends and/or reserves are available to cover the shortfall on a temporary basis and actions are in place to ensure savings targets are met in 2013/14. The revenue outturn position for the authority (where we have direct control over the use and allocation of resources) is an

underspend of £17.196 million, reflecting a continued cautious approach towards spend from Business Units during a time when the level of future resources is so uncertain. This reflects a significant achievement in delivering challenging savings targets whilst maintaining high performance standards.

- 1.3 The financial outturn means the authority has maintained its prudent reserves position at the end of 2012/13. To continue the pace of change services are requesting to use £12.706 million to support their savings and transformation plans in 2013/14 as part of the medium term approach to the delivery of services and to use £8.151 million to repay borrowing and hence reduce the authority's outstanding debt. A review of all remaining reserves has been undertaken to make sure we are only holding reserves to cover identifiable financial risks. Until the extent of decisions needed to balance the Authority's budget over the life of the administration is known the advice from the Head of Finance is that the current level of general reserves should be maintained.
- 1.4 £16.823 million of the forecast capital spend at Quarter 3 has slipped into future years. This slippage has meant we have been able to avoid using any borrowing to finance capital spend in 2012/13, instead deferring the need to take out additional borrowing into future years.
- 1.5 Based on the information at the end of 2012/13 we remain on target to deliver the current Medium Term Financial Plan (MTFP) and Corporate Business Plan. However, the positive financial outturn position does not mean there is scope to divert focus away from the need for a new organisational plan. We are looking towards needing to identify permanent reductions in estimated costs of about £90 million over the next four years. A more detailed resource forecast and proposals for an approach for developing a 2014-18 organisational plan that is financially sustainable will be brought to Cabinet in July.

2.0 Performance – High Level Summary

- 2.1. The Year End (April – March) 2012/13 Performance Summary (Appendix T) provides Members with a summary of progress against the delivery of our Corporate Ambitions.
- 2.2. As at the end of March, we are able to report progress against 49 of the 58 measures. Of the 58 measures, four are not due to be reported against in 2012/13 and will feature in 2013/14 performance reports and for the remaining five measures the data is not currently available. Performance of these 49 measures is detailed in the graph below, with 53% meeting targets and a further 25% within agreed tolerance levels.



2.3. Year End 2012/13 Performance Highlights

The table below presents year end performance information for each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant Ambitions are provided within Section 3 of Appendix T.

	Red	Amber	Green	Subtotal	Not Yet Available	Not collected this year*	Grand Total
Ambition 1: Community & Customers	1	0	2	3	0	2	5
Ambition 2: Safety & Protection	3	2	8	13	0	0	13
Ambition 3: Care & Independence	2	3	6	11	0	2	13
Ambition 4: Enterprise, Transport & Tourism	1	2	3	6	1	1	8
Ambition 5: Environment & Housing	1	0	1	2	1	0	3
Ambition 6: Schools & Education	1	2	2	5	0	0	5
Ambition 7: Organisation	2	3	4	9	2	0	11
Total	11	12	26	49	4	5	58

* includes one indicator that is not targeted

2.4. 11 measures have missed the target set and they are:-

- Completion of BDUK Procurement Phase by March 2013
- Children who are both looked after and subject of a child protection plan

- % of people who use services who feel safe is in top quartile of comparator group
- Adult drug users exiting treatment successfully
- Admissions to Residential Care Homes per 1000 population
- The proportion of people who use services & carers who find it easy to find information about support
- Length of highway network where surface treatment was achieved
- The number of extra care units available for use by customers eligible for WCC Adult Social Care
- % of children in year 6 who are obese
- % net variation to budget
- Number of Service Reviews delivering a full business case to schedule

3.0 Going for Growth

- 3.1 The Year End (April – March) 2012/13 Going for Growth Summary (**Appendix U**) provides Members with a summary of progress against the delivery of our Going for Growth agenda.

4.0 Finance – High Level Summary

- 4.1 Table 1 provides a one page summary of the financial performance of each service compared to the approved budget. At the end of 2012/13 the revenue outturn position for the authority is an underspend of £22.489 million. £5.293 million of the underspend is a timing issue in respect of Government Grant received in 2012/13 for spending that will be incurred in 2013/14.
- 4.2 This means the outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £17.196 million. This includes an underspend across the Dedicated Schools Grant (DSG) that funds schools expenditure of £0.077 million. Any underspends by services form a contribution to reserves. This money is then available to support spending in future years and to fund the consequences of any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.
- 4.3 A service-by-service breakdown of the variations compared to the budget, including where this is funded from DSG, and the reasons for the variations is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

Table 1: Summary of 2012/13 Financial Performance as at 31/03/2013					
Col 1	Col 2	Col 3	Col 4	Col 5	
App.	Group/ Service	Revenue (Under)/ Over Spend £'000	Savings (Above)/ Below Target £'000	Capital Programme	
				2012/13 (Under)/ Over Spend £'000	Variation to total capital budget £'000
	People Group				
A	Safeguarding*	2,406	165	(22)	0
B	Social Care and Support	(1,940)	13	7	0
C	Business Manager*	0	41	(660)	0
D	Strategic Commissioning*	(1,765)	0	-	-
E	Early Intervention*	(1,195)	777	(77)	(4)
F	Learning and Achievement*	(1,477)	300	(4,520)	(4)
	Resources Group				
G	Customer Service	(491)	36	(290)	2
H	Finance	(1,487)	0	-	-
I	Human Resources & Organisation Development	(1,129)	0	-	-
J	Information Assets	(561)	0	300	369
K	Law and Governance	(223)	(2)	-	-
L	Physical Assets	(624)	0	(4,232)	429
M	Service Improvement and Change Management	(368)	0	-	-
	Communities Group				
N	Sustainable Communities	(2,706)	(184)	(2,845)	359
O	Localities and Community Safety	(1,512)	0	(26)	1
P	Transport and Highways	(790)	0	(4,189)	1,952
Q	Public Health	(166)	-	-	-
R	Fire and Rescue	(256)	0	(269)	214
S	Other Services*	(2,912)	-	-	-
	Total	(17,196)	1,146	(16,823)	3,318

Notes: There may be rounding differences

* indicates services where the revenue outturn is partly funded by DSG

Column 3 shows the total revenue underspend for each service after deducting government grants received in advance. The breakdown of the corresponding budget is given in Appendices A to S.

Column 4 shows the financial variation from the target savings set for 2012/13. This is included in Column 3 too, as part of the overall revenue budgetary performance of the service.

Column 5 shows the variation in capital payments in 2012/13 compared to the budget and changes to the total cost of schemes over the life of the programme (again further details are given in Appendices A to S),

- 4.4 The 2012/13 Budget included a savings target of £41.291 million for 2012/13 and savings of £40.145 million were delivered during the financial year. Overall, therefore, there is a £1.146 million underachievement in the delivery of the savings plan in 2012/13. Plans are already in place for those Business Units who are not meeting their savings targets to do so in 2013/14.
- 4.5 In the Quarter 3 capital programme approved by Cabinet in January, the approved estimated value of capital payments due in 2012/13 was £98.080 million. The actual total 2012/13 capital payment is £81.257 million. This £16.823 million reduction is primarily a result of the re-phasing of project spend from 2012/13 into later years. The key messages in relation to the capital budget and its financing are highlighted in Section 7.

5.0 Revenue Spending – 2012/13 Outturn

5.1 A number of budget adjustments have happened during the last quarter that have resulted in the total budget being £1.496 million lower than reported at Quarter 3. These changes are shown in Table 2 below in the 'Agreed Changes' column.

Table 2: 2012/13 Revenue Budget – Summary of Agreed and Projected Changes						
App.	Group/ Service	Budget after Q3 report £'000	Agreed Changes* £'000	Revised Budget £'000	Variation	
					£'000	%
	People Group					
A	Safeguarding	35,822	0	35,822	2,406	6.7
B	Social Care and Support	100,584	98	100,682	(1,940)	-1.9
C	Business Manager	16,590	(523)	16,067	0	0.0
D	Strategic Commissioning	16,967	(869)	16,098	(1,765)	-11.0
E	Early Intervention	17,010	(49)	16,961	(1,195)	-7.0
F	Learning and Achievement	68,150	1,464	69,614	(1,477)	-2.1
	Resources Group					
G	Customer Service	9,228	(3)	9,225	(491)	-5.3
H	Finance	6,705	(256)	6,449	(1,487)	-23.1
I	Human Resources & Organisational Development	5,787	0	5,787	(1,129)	-19.5
J	Information Assets	6,629	0	6,629	(561)	-8.5
K	Law and Governance	1,126	0	1,126	(223)	-19.8
L	Physical Assets	14,319	113	14,432	(624)	-4.3
M	Service Improvement and Change Management	2,516	1	2,517	(368)	-14.6
	Communities Group					
N	Sustainable Communities	23,599	(274)	23,325	(2,706)	-11.6
O	Localities and Community Safety	9,985	(126)	9,859	(1,512)	-15.3
P	Transport and Highways	28,223	214	28,437	(790)	-2.8
Q	Public Health	193	0	193	(166)	-86.0
R	Fire and Rescue	20,831	(992)	19,839	(256)	-1.3
S	Other Services	(45,660)	(294)	(45,954)	(2,912)	6.3
	Total	338,604	(1,496)	337,108	(17,196)	-5.1

Note:

There may be rounding differences

* The agreed changes have been approved by the Head of Finance in accordance with his approved delegations

5.2 When looking at the outturn position the most significant areas of variation are in relation to:

- ❖ **Safeguarding** – The overspend of £2.406 million was due to the increased number of child protection cases during 2012/13 as well as higher than anticipated payments to sessional staff who are required by the Courts Service to be present for child family meets.

- ❖ **Strategic Commissioning** – The underspend of £1.765 million was due to a combination of the early achievement of the 2013/14 savings target, a number of vacancies which were held and a reduction in both demand and costs of tuition in hospital schools.
- ❖ **Early Intervention** – The underspend of £1.195 million was due to a combination of the early achievement of the 2013/14 savings target and a contingency which was being held to cover any underachievement of savings within the former Children’s Directorate Business Units.
- ❖ **Finance** – The Finance Business Unit as a whole came in on budget after early repayment of some borrowing. The underspend of £1.487 million represents the Transformation Fund for the whole of the Resources Group which is held within the Finance Service. This Fund is used for one-off investments which will delivery savings and improvements across the whole authority.
- ❖ **Human Resources & Organisational Development** – Underspending of £0.752 million was mainly due to vacancies and delays in commissioning training during the year. A further £0.377 million of the underspend was due to the Apprenticeships Project, funded as part of the Going for Growth allocation, which was not fully in place until 1 April 2013.
- ❖ **Sustainable Communities** – The underspend relates to a number of services. There were delays in organising the projects funded from the Going for Growth allocations and reduced tonnages of waste going to landfill has also contributed to this underspend.

6.0 Reserves

6.1 Warwickshire County Council holds financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need.

6.2 Level of Reserves as at 31 March 2013

Section 5 outlined the spending against budget for each Business Unit. Any under or over spend at the end of the year falls into either corporate or business unit reserves. At the start of 2012/13 the authority held reserves of £92.968 million. With the approved in-year use of reserves and the effect of outturn the level of reserves at the end of the year have increased to £114.061 million. Table 3 shows the level of reserves held by the authority as at 31 March 2013 and how this has changed from the start of the 2012/13 financial year.

Table 3: WCC Reserves				
Reserve	Opening Balance 01/04/2012 £'000	Approved In year changes £'000	Effect of Outturn* £'000	Balance As at 31/03/2013 £'000
Corporate Reserves				
General Reserves	15,750	1,380	1,813	18,943
Medium Term Contingency	0	13,315	-	13,315
Service Realignment Fund	8,241	256	-	8,497
Capital Fund	326	61	-	387
Insurance	7,969	0	16	7,985
Schools	22,650	(3,054)	77	19,673
Group Reserves				
People	0	0	0	0
Communities	100	(96)	0	4
Resources	2,971	(2,326)	0	645
Business Unit Reserves				
Safeguarding	2,578	(1,138)	(2,406)	(966)
Social Care and Support	9,420	996	1,940	12,356
Business Manager	1,300	0	0	1,300
Strategic Commissioning	1,112	(343)	1,765	2,534
Early Intervention	1,347	(1,222)	1,195	1,320
Learning and Achievement	1,381	(1,131)	1,477	1,727
Customer Service	170	(170)	491	491
Finance	93	(93)	1,487	1,487
Human Resources	144	(144)	1,129	1,129
Information Assets	1,100	(304)	561	1,357
Law and Governance	34	(34)	223	223
Physical Assets	817	(503)	624	938
Service Improvement and Change Mgmt	50	(50)	368	368
Sustainable Communities	3,474	(3,106)	5,116	5,484
Localities and Community Safety	2,304	(302)	1,916	3,918
Transport and Highways	3,241	(1,716)	790	2,315
Public Health	58	(58)	427	427
Fire	2,196	86	256	2,538
Other Services	4,141	(1,700)	3,225	5,666
Total Reserves *	92,968	(1,396)	22,489	114,061

Notes:

There may be rounding differences

* This figure includes the £5.293 million of grant income received in 2012/13 for projects to be delivered in 2013/14.

6.3 Use of Reserves to support 2013/14 activity

Table 3 shows the 'pure' impact of outturn upon the reserves held by the County Council. Business Units are requesting approval to use £12.706 million of these reserves to support services in 2013/14. These carry forward requests are listed in Table 4. The rationale behind these carry forward requests can be found in **Appendix V**.

Table 4: List of Carry Forward Requests	
	£'000
People Group	
Safeguarding	227
Social Care and Support Services	1,620
Business Manager	-
Strategic Commissioning	245
Early Intervention and Family Support	-
Learning and Achievement	907
Resources Group	
Customer Service	192
Finance	101
Human Resources & Organisational Development	516
Information Assets	341
Law and Governance	68
Physical Assets	80
Service Improvement and Change Management	13
Communities Group	
Sustainable Communities	3,951
Localities and Community Safety	935
Transport and Highways	998
Public Health	425
Fire and Rescue	1,775
Other Services	312
Total Carry Forwards	12,706

6.4 Use of Reserves to Repay Borrowing

All Groups are requesting approval to use some of their reserves to repay borrowing. The total amount is £8.151 million with £5.602 million coming from People Group, £0.842 million coming from the Resources Group and £1.707 from the Communities Group. Using reserves in this way will reduce the total debt outstanding in the authority.

6.5 Impact of the Reserves Review

Reserves are held at both Business Unit and Group level, reflecting which level is most appropriate for the risk being covered. All Groups have taken the opportunity at the end of the year to redistribute their reserves to help support the service needs and financial risks facing each of their Business Units.

The Fire and Rescue Service have reduced spending by £0.352 million in order to contribute towards the funding of the response to the Atherstone-on-Stour tragedy. The costs of this in 2012/13 were £0.461 million. This leaves an unfunded balance of £0.109 million which will be met from the Capacity Building Fund, as in previous years.

Assuming all carry forwards and use of reserves are approved and including the movements in reserves approved as part of the 2013/14 Budget set by Council in February 2013, the level of reserves held by the authority at the end of 2013/14 is estimated to be £95.602 million. Table 5 shows the breakdown of

this. The figures do not take into account any forecast of over/underspending in 2013/14.

Of these reserves £40.572 million are earmarked for specific purposes, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £55.030 million to support services and to provide cover for financial risks facing the authority.

Table 5: Forecast Reserves as at 31 March 2014							
Reserve	Balance 31/03/13 After outturn £'000	Change in Reserves After Outturn £'000	Carry Forwards £'000	Repay Borrowing £'000	2013/14 Budget £'000	Estimated Final Balance 31/03/14 £'000	Amount Ear- Marked £'000
Corporate Reserves							
General Reserves	18,943	-	-	-	(2,754)	16,189	0
Medium Term Contingency	13,315	-	-	-	-	13,315	0
Service Realignment Fund	8,497	-	-	-	214	8,711	8,711
Capital Fund	387	-	-	-	-	387	387
Insurance	7,985	-	-	-	-	7,985	7,985
Schools	19,673	-	-	-	-	19,673	19,673
Group Reserves							
People	0	-	-	-	-	0	0
Communities	4	-	-	-	-	4	0
Resources	645	2,948	-	(842)	-	2,751	0
Business Unit Reserves							
Safeguarding	(966)	1,693	(227)	-	-	500	0
Social Care and Support	12,356	(1,367)	(1,620)	(4,302)	5,312	10,379	0
Business Manager	1,300	-	-	(1,300)	-	0	0
Strategic Commissioning	2,534	427	(245)	-	-	2,716	0
Early Intervention	1,320	(1,070)	-	-	-	250	0
Learning and Achievement	1,727	317	(907)	-	-	1,137	0
Customer Service	491	(299)	(192)	-	-	0	0
Finance	1,487	(1,386)	(101)	-	-	0	0
Human Resources	1,129	(613)	(516)	-	-	0	0
Information Assets	1,357	(220)	(341)	-	-	796	625
Law and Governance	223	(155)	(68)	-	-	0	0
Physical Assets	938	80	(80)	-	-	938	403
Service Imp. & Change Mgmt	368	(355)	(13)	-	-	0	0
Sustainable Communities	5,484	(146)	(3,951)	(920)	(100)	367	0
Localities & Community Safety	3,918	(146)	(935)	(785)	(327)	1,725	500
Transport and Highways	2,315	292	(998)	-	-	1,609	1,416
Public Health	427	-	(425)	(2)	53	53	0
Fire	2,538	109	(1,775)	-	-	872	872
Other Services	5,666	(109)	(312)	-	-	5,245	0
Total Reserves	114,061	-	(12,706)	(8,151)	2,398	95,602	40,572

Note: There may be rounding differences

6.6 Earmarked Corporate Reserves

Of the £95.602 million reserves, £66.260 million are held at a corporate level, of which £36.756 million are earmarked for specific purposes. This includes £19.673 million of individual school reserves and other ring fenced DSG expenditure.

The Service Realignment Fund holds £8.711 million. This is used to help Business Units manage their employee costs when implementing their savings plans. During 2012/13 most Business Units have managed to meet these costs from within their own budget.

The Insurance Fund is the authority's contingency against any major insurance claims. The level of this fund is guided by advice from the Insurance Officer and currently holds £7.985 million. A full review of the appropriate level for the Insurance Fund will be undertaken over the summer to ensure it remains sufficient to cover known or expected liabilities.

The Capital Fund is a revenue reserve set up to support the capital programme. It helps meet expenses that are incurred when the authority generates capital receipts and smooth fluctuations in cash flow.

6.7 **General Reserves**

At the end of 2013/14 General Reserves are expected to be £16.189 million. All of this reserve, above the £15.700 million minimum specified by the Head of Finance in his risk assessment, is earmarked as the third year of the Going for Growth project funding. There is no funding available in General Reserves to support additional spending in 2013/14 or future years.

6.8 **Group Reserves**

Reserves held at the Group level total £2.755 million. Most of this reserve is held in the Resources Group and is earmarked to implement the transformation programme and money will be drawn down as projects are agreed.

6.9 **Business Unit Reserves**

Business Units are holding £26.587 million of reserves. £3.816 million of this is earmarked for specific purposes such as the Fire Pension Reserves. The remainder of the reserves are being used to help mitigate against fluctuating demand or sudden unexpected expenditure. Full details of these risks can be found in **Appendix V**. A number of the larger reserves are outlined below:

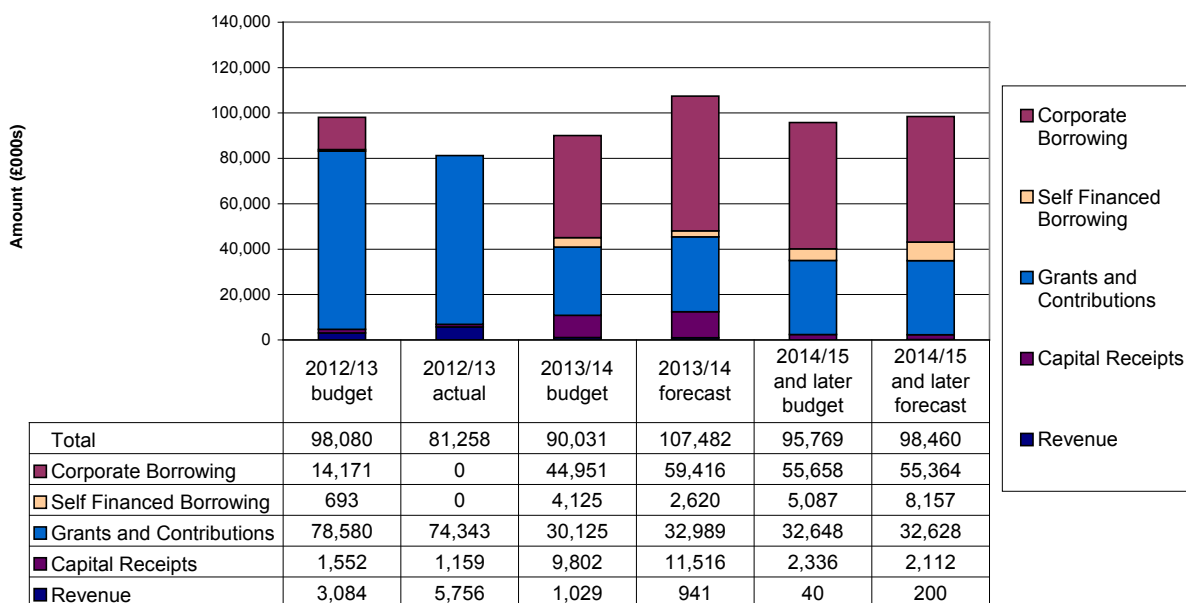
- ❖ **Social Care and Support services** - This reserve addresses general service risks recognising the scale, volatility and overall risk associated with adult social care services and the need to protect the wider council from the impact of these.
- ❖ **Strategic Commissioning** – Almost half the reserve is held to cover the general risk of overspends from year to year and to cover risks around the delivery of savings plans. The rest of the reserve is held for the specific purposes of investment in social care services that benefit health and a bidding fund for adult social care capital developments.
- ❖ **Transport and Highways** – These reserves are to fund the ongoing maintenance of the safety camera infrastructure including vandalism and provide enforcement on Community Concern sites and to meet ongoing maintenance costs of the Warwick Road site in Kenilworth, purchased to facilitate the Kenilworth Station scheme.
- ❖ **Localities and Community Safety** – These reserves are held for a number of reasons, including Drug and Alcohol Action Team, the Priority Families Initiative and the Family Intervention Project.

- ❖ **Other Services** - These are a number of cross service or centrally held reserves, for example, pay equalisation and elections.

7.0 Capital Programme

- 7.1 The capital budget provides for spending on assets which have a life of more than a year. Capital spending is defined by statute and includes;
- ❖ The acquisition of land, buildings, vehicles, equipment and computer software
 - ❖ The construction and improvement of buildings and roads
 - ❖ The provision of capital grants to enable third parties to acquire or improve assets.
- 7.2 In the Quarter 3 Budget Monitoring report the value of capital payments due in 2012/13 was £98.080 million with a further £123.807 million over the medium term. Since then, the total scheme cost on a number of projects has changed and new projects have been approved. As a result, the spending for 2012/13 is £81.257 million, with a total increase in payments in 2013/14 and later years of £51.830 million. Of this £51.830 million; £24.214 million relates to new allocations for projects approved by Council on the 5th February 2013 as part of the 2013/14 Budget Resolution, £24.295 million relates to the addition of the 2015/16 allocations for annually recurring maintenance programmes and £3.318 million relates to increases between Quarter 3 and Year End where additional funding for specific projects has been received.
- 7.3 Financial Standing Orders 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 appendices, with reasons for the variations provided.
- 7.4 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 and Table 6 show how the capital expenditure shown in Appendices A to S is to be financed.

Table 3 Estimated Financing to 2013/14 and later years



7.5 The most significant change is the slippage of £16.823 from 2012/13 into later years which has meant we have not had to incur any borrowing to finance the 2012/13 capital spend. This is only a short-term reduction in the planned level of borrowing, as it will be required to fund the slippage in the capital programme when it occurs in future years.

8.0 Corporate Risk – High Level Summary

- 8.1 The Council has in place a Corporate Risk Management Strategy which details a corporate approach to risk management including consistent measures for likelihood and impact. It is regularly reviewed to ensure it continues to meet good practice and remains relevant.
- 8.2 Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 8.3 The corporate strategic risk register details those risks that could have an effect on the successful achievement of our long term strategic ambitions/aims. These risks are reviewed and agreed twice a year by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 8.4 The table below lists the corporate strategic risks. The difference between gross and net risk levels indicates that actions are in place to manage these risks. Net red risks (R) are significant risks that need immediate management action, whilst net amber risks (A), although usually accepted, may need some additional mitigation.

Risk Description	Gross Risk Level	Net Risk Level
Failure to effectively transform WCC to reflect the political and economic environment	12 (R)	8(A)
Failure to deliver the agreed savings targets and balance the Council's budget	9(A)	9(A)
Failure to maintain an efficient regulatory framework	12(R)	8(A)
Ineffective and unsuccessful partnerships across Warwickshire and sub-regionally	9(A)	6(A)
Consequences of the Atherstone-on-Stour fire on the organisation	16(R)	8(A)
Fail to meet the needs, demands and expectations of the community	9(A)	4(A)
Young people & vulnerable adults suffer injury or death where the local authority & its partners could have intervened to avoid it happening	16(R)	12(R)
Market Failure – Commercial or contractual failure of private or independent care providers leads to disruption to care provision and impact on service users and carers	16(R)	9(A)

8.5 Excluding one risk that has been escalated to the Strategic Risk Register, there are currently no other net red business unit risks.

Risk Description	Gross Risk Level	Net Risk Level
Young people & vulnerable adults suffer injury or death where the local authority & its partners could have intervened to avoid it happening <i>(also included on the Corporate Strategic Risk Register)</i>	16(R)	12(R)

Net red business unit risks are identified and assessed by Heads of Service as significant risks, which may have a serious financial, reputational and/or service delivery impact on the Council and the achievement of its objectives if not managed. The risks are reported on regularly and actively managed by risk owners named in the **Appendices A - S** who can be contacted for more information. The following paragraph details further information, which has been provided by the risk owner.

Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening.

There are on-going local pressures such as staff shortages, and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit have no influence over and it is not always

obvious what action could be taken until after the event. Furthermore, the service is vulnerable to media and public attention with serious cases reported widely at a national level. Controls are in place to reduce the level of risk to WCC including Safeguarding Board business plans, CYPF plan, partnership arrangements, and a robust multi-agency training plan. The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection. However, the risk of this type of event happening will always remain, regardless of any controls in place which are under constant review. This risk has been escalated to the Corporate Strategic Risk Register.

- 8.6 Since the last quarterly report, the following previously net red business unit risks have been reassessed as amber:

Children's Centres Tendering

Detailed data analysis has now been completed to identify localised commissioning priorities and project delivery timescales have been established as part of the Early Years Transformation Programme for the commissioning process to be undertaken. Financial modelling of options is currently being developed for Cabinet in September. As these steps have now been established the risk of failure to deliver the required savings and re-commission provision is reduced.

Unable to provide an effective finance service.

The finance service was under increasing pressure to work within the Authority in delivering the austerity savings within increasingly complexity funding streams, whilst implementing one of the highest proportions of budget reductions across the Authority. As a result, there was a real risk around the capacity to deliver the proper administration of the Authority's financial affairs. The Council Budget in February 2013 included additional resources for capacity and investment in Agresso (the Council's new financial system). This, together with changes to the structure and delivery of the service, has substantially mitigated the risk of insufficient financial governance and oversight.

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Customer Services - Kushal Birla

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Customer Contact and E-services	1,969		1,969	2,000	31	
Marketing & Communications	301		301	322	21	The Print Unit reported an overspend of £51,000 . The cause of this is being investigated to ensure any work undertaken is done on a full cost recovery basis.
One Front Door (Formerly One Stop Shops)	268		268	242	(26)	
Registration Services	104		104	(333)	(437)	Income generation through the Registration Service activity was greater than planned.
Other Customer Services	694		694	694	0	Planned underspend used for provision for Library Redundancies. It will now complete the last phase of the Library Transformation Programme.
Library & Information Services	5,572	(3)	5,569	5,503	(66)	Variation was due to the mobile library purchases estimates being much lower than actual, increased discounts on stock purchase and also due to delays in recruitment as a result of a restructure.
Customer Relations	320		320	306	(14)	
Net Service Spending	9,228	(3)	9,225	8,734	(491)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	170	(170)	491	491	Appendix U details the proposals for the use of the closing balance on reserves
Total	170	(170)	491	491	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	452	416	452	416	416	452	416	
CW-CL-01 and 12	Restructure Community Safety and Localities management and teams & Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	18	18	68	18	68	68	68	
CW-CC-02	Library Services reconfiguration	311	311	782	311	782	932	932	
CW-CC-03	Integrated Model for Communications	43	43	136	43	136	136	172	
	Total	824	788	1,438	788	1,402	1,588	1,588	
	Target		824		1,438	1,438		1,588	
	Remaining Shortfall/(Over Achievement)		36		650	36		0	

G Customer Service

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	62	235	204	0	501	62	(14)	453	0	501	(249)	0	No major One Front Door refurbishments have taken place during the year.
10624000	Libraries Radio Frequency Identification	720	97	37	0	854	720	50	85	0	855	(47)	1	
10627000	Improving The Customer Experience- Libraries	92	96	0	0	188	92	91	5	0	188	(5)	0	
10631000	Library Modernisation Linked To Best Value	0	150	150	0	300	0	221	79	0	300	71	0	Projects have been completed earlier than anticipated. The 2013-14 expenditure has been adjusted accordingly.
10645000	One-Stop Shops Expansion Programme 2009/10	0	0	150	120	270	0	0	150	120	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	50	1,000	1,950	3,000	0	0	1,000	2,000	3,000	(50)	0	
11077000	Capital Fund for Community Libraries	67	33	0	0	100	67	23	11	0	101	(10)	1	
	Historic schemes	37	0	0	0	37	37	0	0	0	37	0	0	
		978	661	1,541	2,070	5,250	978	371	1,783	2,120	5,252	(290)	2	

Performance Information April 2012 to March 2013

Customer Service - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M01000	% Satisfaction level with the quality of services received	67.9	61.89	62		62		
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	97	80	92		92		
M01009	% of clients who take up the 'Tell us once' service - births	47	0.46	0.46		0.46		• Baseline of 0.46% established for births
M01012	Number of visits to libraries	2079813	1673632	1721544		1721544		
M01013	Number of Virtual library visits (including use of subscription and online enquiry services, databases, and e-book downloads)	2909574	3055053	2628393		2628393		
M01030	No. of complaints responded to within agreed timescales - Corporate		95					• Measure tracks proportion of complaints resolved within agreed timescales. Still awaiting the data from the Champions to finalise corporate figure.
M01031	Benchmark social media Klout score		50	53		53		
M01095	% of clients who take up the 'tell us once' service - deaths		50	50		80.95		
M01096	No. of complaints responded to within agreed time scales - Adults		90	35		35		• Measure tracks proportion of complaints resolved within agreed timescales. The average completion time of 25 working days in adult social care.
M01097	No. of complaints responded to within agreed time scales - Children		60	58		58		• Measure tracks proportion of complaints resolved within agreed timescales. The average completion time of 21 working days in childrens social care.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Customer Services Business Unit Risk Register

Finance - John Betts

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/(Under) £'000	Reason for Variation and Management Action
Head of Service	300	(343)	(43)	732	775	The underspend relates solely to the Transformation Fund for the Resources Group as a whole. This is currently accounted for within the budget for Finance, but relates to one-off resources held on behalf of the whole Resources Group. It is designed for one off investments to deliver on-going savings and improvements for the organisation as a whole (see the reason for requests below). In terms of the Finance Service as a whole, it came in on budget after early repayment of some borrowing. Additional savings were held in the "Head of Service" line and the corresponding savings are reflected in the underspends in the various teams. Savings have largely been delivered as a result of not filling vacancies, restructuring the service and shifting the emphasis of the service onto higher risk financial areas and more "self service" financial management for managers.
Budget and Technical & Fire Finance Team	527	0	527	416	(111)	
Financial Accounting & Projects	616	0	616	200	(416)	
Financial Systems & Transformation	1,870	2	1,872	1,834	(38)	
Communities Finance Team	530	0	530	487	(43)	
People Finance Team	920	85	1,005	977	(28)	
Resources & Schools Finance Team	655	0	655	516	(139)	
Finance Savings Target	(229)	0	(229)	(229)	0	
Resources Transformation Fund	1,516	0	1,516	29	(1,487)	
Contribution to repay Business Unit's own capital debt						
Net Service Spending	6,705	(256)	6,449	4,962	(1,487)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	93	(93)	1,487	1,487	Appendix U details the proposals for the use of the closing balance on reserves
Total	93	(93)	1,487	1,487	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	340	340	340	340	340	340	340	
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	785	785	1,510	785	1,510	1,510	1,510	The savings target for both 2011/12 and 2012/13 have been delivered and staffing structures and processes are in place to deliver the savings target for 2013/14, following the additional resources distributed through the corporate budgeting process in February 2013. Longer term sustainability is dependent on one-off investment from the Resources Group Transformation Fund (highlighted above) to minimise the impact in 2013/14, alongside the introduction of a different way of delivering financial support to the organisation (also highlighted in the request for transfer of reserves highlighted above).
RE-FI-03	Reduction in financial support to both members and mana								
RE-FI-04	Shared financial services								
	Sub total	1,125	1,125	1,850	1,125	1,850	1,850	1,850	
	Target		1,125		1,850	1,850		1,850	
	Remaining Shortfall/(Over Achievement)		0		725	0		0	

Performance Information April 2012 to March 2013

Finance								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M02000	Net variation to budget							This report sets out the cumulative Authority's variation from budget.
M02001	Corporate revenue and capital spending plans (including MTFP) are produced and published by due date		Yes	Yes	★			• Detailed timetables were published, although late grant information from Department for Communities & Local Government was unhelpful.
M02004	Financial Accounting - Final Accounts (for previous financial year)	Yes	Yes	Yes	★	Yes	★	• External audit reported an unqualified opinion for 2011/12.
M02014	Treasury Management strategy produced that supports the MTFP			Yes		Yes		• Treasury Management Strategy approved by Council on 21 March 2013.
M02022	Deliver Finance Service within the set budget		Yes	Yes	★			• The service was delivered to budget (see comments above).
M02050	% of quarterly outturn forecasts produced by due date		100	100	★	100	★	• All reporting was on target.
M02051	% of group reporting targets met in accordance with agreed timetable		100	100	★	100	★	• Group reporting targets were all on track in accordance with agreed timetables.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Finance Business Unit Risk Register

Human Resources and Organisational Development - Sue Evans

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Advisory Services (including Health & Safety)	1,972	(377)	1,595	1,395	(200)	Healthy Workforce budget was £23,000 underspent to meet a savings target. Corporate Health and Safety was underspent by £56,000 whilst vacancies were held following a re-structure. HR advisory was underspent by £121,000 as £90,000 was held back in vacant posts to deliver the savings target and the posts have subsequently been deleted. A further £31,000 was underspent due to an unexpected vacancy which the service was unable to fill.
Equalities and Diversity	325	0	325	303	(22)	
Human Resources Service Centre	1,494	19	1,513	1,484	(29)	
Learning & Organisational Development	1,228	0	1,228	772	(456)	£210,000 Social Care Team - vacant posts and other changes during year (of this, £167,000 budget is held on behalf of People Group and will be reviewed). £190,000 L&D Levy - delay in funding being agreed meant there was insufficient time to organise courses once the level of funding was known. £56,000 Corporate Team - structural changes during year and delays in commissioning training.
Business Partners	508	0	508	469	(39)	
Human Resources Head of Service	259	358	617	235	(382)	Members approved the Apprenticeship Programme (£377,000) as part of the Going for Growth Strategy. Funding was released late in the year and it was not possible to fully utilise the funding. Spending is now planned for 2013/14.
Net Service Spending	5,787	0	5,787	4,658	(1,129)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	144	(144)	1,129	1,129	Appendix U details the proposals for the use of the closing balance on reserves
Total	144	(144)	1,129	1,129	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	304	304	304	304	304	304	304	
CW-CL-01	Reduction in management posts in the Interpretation and Translation Service	34	34	34	34	34	34	34	
CW-CL-12	Additional income generation in Equality and Diversity	0	0	15	0	15	15	15	
CW-WS-01	Learning & Development	79	79	79	79	79	79	79	
CW-WS-03	HR Advisory Service	30	30	100	30	100	100	100	
CW-WS-04	HR Business Partnership	0	0	18	0	18	18	18	
CW-WS-05	HR Transactions	51	51	51	51	51	51	51	
CW-WS-06	Management restructure in Workforce, Strategy and Development	2	2	82	2	82	82	82	
	Total	500	500	683	500	683	683	683	
	Target		500		683	683		683	
	Remaining Shortfall/(Over Achievement)		0		183	0		0	

I Human Resources

Performance Information April 2012 to March 2013

HR & OD - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M03000	% WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey		75.5	73		73		
M03004	% of staff identifying themselves as disabled as reflected in the statutory Workforce Equalities & Diversity report in 2011/12		3	2.57		2.57		• This is not a target it is for monitoring purposes only (info from BVPI16)(Q4 data taken as at 31/03/13)
M03007	% staff believe that they have a real opportunity to develop their skills (through Corporate Staff Survey)		70	54.2		54.2		
M03008	% staff agreeing that they have the opportunity for personal development and growth (whilst at work) in the County Council (through Corporate Staff Survey)		60	46.5		46.5		
M03021	% Overall satisfaction from customer survey (internal or external)		70	58		58		• Results from Manager Customer Survey Oct 12 added - Results applicable to 'standard' 7 questions only.
M03022	Investors in people standards maintained	Yes	Yes	Yes		Yes		
M03019	% of staff satisfied with the training & development that they receive in their current job			66.6		66.6		• No target set.
M03020	% staff who believe the County Council is an equal opportunities employer		90	85.1		85.1		• Target cannot now be reached as survey will not be repeated within timeframe

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Human Resources and Organisational Development Business Unit Risk Register

Information Assets - Tonino Ciuffini

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	120		120	134	14	
Members Support	98		98	90	(8)	
ICT General Unit Charge	(507)		(507)	(507)	0	
Strategy and Programme (In future to be called Information and Innovation)	1,483		1,483	1,420	(63)	
Corporate ICT Development	1,291		1,291	1,289	(2)	
R&D Infrastructure Projects	636		636	542	(94)	Primarily due to £80,000 underspend due to delays on some R&D related projects.
Customer and Supplier Services	229		229	189	(40)	
Production Services	1,018		1,018	793	(225)	Primary reason was a positive contract renegotiation in March 2013 that saved £150,000
System Centre	1,173		1,173	1,240	67	
Schools and Network Team	803		803	604	(199)	This operates as a traded service and saw a further welcome increase in the previously forecast underspend in Quarter 4
Information Management	285		285	274	(11)	
Net Service Spending	6,629	0	6,629	6,068	(561)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Information Assets - Equipment reserve	171	0		171	Appendix U details the proposals for the use of the closing balance on reserves
ICT - Unit Charge Equalisation Account	625	0		625	
Information Assets	304	(304)	561	561	
Total	1,100	(304)	561	1,357	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	433	433	433	433	433	433	433	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	(3)	0	10	0	10	10	10	
RE-IT-04	Stopping the ICT Training initiative	50	0	50	0	0	50	0	No longer going to be taken
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	150	250	150	250	250	250	While the savings have been taken from the budget, we are finalising how the last £100,000 is spread to balance overall budgets. Should be completed in Quarter 1 2013/14
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	400	275	550	275	550	550	550	
CW-CC-05	Transformation of Corporate Governance support	10	10	10	10	10	10	10	Complete plan delivered
New	Printing Savings	0	22	0	22	50	0	50	About to centralise the printer lease budget to complete the delivery of this saving.
		890	890	1,303	890	1,303	1,303	1,303	
	Target		890		1,303	1,303		1,303	
	Remaining Shortfall/(Over Achievement)		0		413	0		0	

J Information Assets

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	71	0	129	0	200	71	0	129	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	580	0	0	0	580	580	(69)	69	0	580	(69)	0	
11238000	Infrastructure E Government 2012/13	0	0	0	0	0	0	361	0	0	361	361	361	Purchase of capital assets which have been funded by revenue contribution.
11239000	Purchase of Vehicle - PJ62 WTD	0	0	0	0	0	0	8	0	0	8	8	8	Purchase of a capital asset which has been funded from revenue.
	Historic schemes	297	0	0	0	297	297	0	0	0	297	0	0	
		948	0	129	0	1,077	948	300	198	0	1,446	300	369	

Performance Information April 2012 to March 2013

Information Assets - Member Level Report Card								
Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date	
M04004	% of support calls resolved at the point of contact	60	63	38.08		38.08		<ul style="list-style-type: none"> Continuing issue with the falling number of operational incidents that this measure relates to and the ability to attain the target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are reviewing the way we are measuring and the validity of that measurement in light of the changing profile of incidents logged and the ability to solve at first point. We have amended the syntax in the report that is run from our service management system as there was an error and we have re-run the report for the year and amended the qtr 1 figure. We will develop a more meaningful KPI relating to speed of resolution which reflects on all call types. It is impossible to meet targets this year but please note that Customer satisfaction is very good as measured by both the SOCITM Survey and our Support Call Response survey and is a better indicator of performance
M04006	% of support calls resolved with 8 Hours	75	80	72.32		72.32		<ul style="list-style-type: none"> As above the changing nature of the type of incidents logged and the reduction in operational incidents has impacted on our ability to meet this target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are looking at how we can make small improvements but an underlying issue is the fact that our recording system cannot take account of customers putting calls on hold or requesting visits at a later date. We will address this in next years KPIs
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	16	0		0		<ul style="list-style-type: none"> No incidents affecting all users
M04008	Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)	0	22	0		0		<ul style="list-style-type: none"> No incidents affecting >20% of users
M04013	Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question	5.42	5.5	5.3		5.3		<ul style="list-style-type: none"> This is the SOCITM result for 2012. This year has seen a small decline in the overall satisfaction score by our customers, however compared to the previous year and benchmarked against other Local Authorities of similar size we are still in the top third performing councils.
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94.6	96	94		94		<ul style="list-style-type: none"> It does look like we will miss this by just over 1% but this is still an excellent figure
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	22	0	0		0		
M04028	New arrangement agreed (July 2012) via ICT Strategy Review & Strategy Commissioning Work and implemented (March 2013)		Yes	Yes		Yes		<ul style="list-style-type: none"> Strategy has been approved by Cabinet. Have completed the three stages of Strategic Commissioning. Now working on implementation of all agreed changes. We also provided a progress report on implementation of the ICT Strategy to O&S Board in December 2012. New structures have been put in place and detailed stage activities are reported to Corporate Board
M04029	Formal promotion plan for staff, to increase awareness of Information Security and responsibilities, developed and implemented by May 2012		Yes	Yes		Yes		<ul style="list-style-type: none"> Approach approved at Information Systems Steering Group and underway. Poster campaigns are out. Also about to develop 60 second videos in line with Warwickshire News
M04030	Formal e-learning facility implemented for staff around Information Security awareness by September 2012		Yes					<ul style="list-style-type: none"> Options still being considered as part of wider Corporate e-learning approach. New estimated date June 2013, looking to utilise video approach.
M04031	Sign-off process for Information responsibility introduced by September 2012		Yes					<ul style="list-style-type: none"> Plan to implement in Quarter 2 2013. Revised document produced need to finalise and link to HRMS to record acknowledgement by staff.

J Information Assets

Information Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M04032	Information Strategy reviewed and refreshed by September 2012		Yes	No	▲			• Draft Strategy was presented to ICT Strategy Board on the 18th December 2012. Requested amendments have been made. Awaiting board sign off
M04033	WCC strategy developed in relation to PSN and formal agreement negotiated (regionally or sub-regionally) by September 2012		Yes	Yes	★	Yes	★	• It has been agreed that we will procure as part of a West Midlands PSN approach being led by Solihull. We will be in phase 1 with Solihull, West Midlands Police and possibly Worcestershire CC. Formal Boards now in place. Tender currently under way.
M04034	Tender documentation produced for the replacement of the Wide Area Network by March 2013		Yes	Yes	★	Yes	★	• Joint WM PSN Tender currently underway within West Midlands Partnership.
M04035	PSN based replacement of lines implemented from Warwick House, Wheat Street by December 2012			No	▲		▲	• Tender let and awarded. Detailed plan suggest June date for final links being installed is early June 2013. Will be ceasing circuits in line with Property Assets targets.
M04036	Contract awarded in implementation of Rural Broadband facilities via BDUK project by December 2012		Yes	No	▲	No	▲	• The team delivering the BDUK programme are as far advanced in the process as they can be having successfully achieved all requirements and BDUK dates thus far. The project has successfully completed the BDUK B1 assurance checkpoint with no conditions. We have run the tender in early 2013, and plan to award the contract in May 2013
M04037	Supplier Design signed off in implementation of Rural Broadband facilities via BDUK project by June 2013		Yes	No	▲	No	▲	• We are planning to award the contract in May 2013 in line with BDUK timescales.. We will then start on the design phase and would hope to be rolling out the infrastructure with Initial engineering work starting in 2nd quarter 2013/14, but completion now not expected until 2016/17.
M04038	CSC able to take payments within PCIDSS regime		Yes	Yes	★	Yes	★	• The payment service was launched on the 5th November as per the revised timescale. Network segmentation was achieved as planned. Network logging software has also been purchased. Full PCIDSS compliance is on target for June 2013. Handover to internal teams is in progress.
M04039	Full PCIDSS application submitted by March 2013		Yes	Yes	★	Yes	★	• Following launch of service now seeking service accreditation. Currently believe we can submit as level 2 in May. No service delivery issues as relates to accreditation.
M04040	Google Migration completed by December 2012		Yes	No	▲	No	▲	• Completed April 2013 only new elected members outstanding
M04041	Key technical and management resources provided to deliver WFRS replacement command and control system by March 2013		Yes	Yes	★	Yes	★	• The project is on track for an agreed go-live date for the new Control system of June 2013. ICT staff are supporting the technical workstreams of the programme, and working actively in the partnership with Northamptonshire (as well as additional technical partnerships with Royal Berkshire, Oxfordshire and Buckinghamshire).
M04042	New facilities implemented for schools' learning platform, including Autology, by September 2012		Yes	Yes	★	Yes	★	• Completed - Implemented August 2012
M04026	WCC Contribution to Rural Broadband Development: Approval of the Local Broadband Plan by BDUK							
M04027	WCC Contribution to Rural Broadband Development: Completion of BDUK Procurement Phase							
M03001	% staff who are flexible workers							• No formal measure of these in place

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Information Assets Business Unit Risk Register

Law and Governance - Greta Needham

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Governance and Members Services	639		639	511	(128)	The school governance underspend is due to changes to the historic staffing complement due to retirements during 2012/13. There are also currently vacancies in Democratic Services awaiting successful recruitment.
Legal Services	(425)		(425)	(453)	(28)	Internal income in Q4 was less than forecast in Q3, largely due to reduced demand by the People Group. However, increased demand from external customers has generated a surplus.
Insurance, Internal Audit and Risk Management	495		495	466	(29)	Staffing vacancies due to unsuccessful recruitment and changing demands from customers.
Legal Core	417		417	379	(38)	Limited Counsel's fees on legal challenges incurred in 2012/13. The potential for increasing legal challenge during the next phase of the Council's transformation agenda is likely to rectify the position in 2013/14.
Net Service Spending	1,126	0	1,126	903	(223)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	34	(34)	223	223	Appendix U details the proposals for the use of the closing balance on reserves
Total	34	(34)	223	223	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	255	255	255	255	255	255	255	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	74	76	131	76	131	131	131	We have over achieved this savings target by £2k due to savings made during 2011/12. The additional £55k savings will be achieved by 2013/14 .
CW-LG-03	Reduce core legal discretionary services	36	36	39	36	39	39	39	A comprehensive review of all Legal Services, including Core Legal, is already underway. This review will identify the actions to be taken to ensure that the core legal service is provided within budget which will in turn achieve £36k of the required savings in this financial year. The additional £3k savings will be achieved in 2013/14.
	Total	365	367	425	367	425	425	425	
	Target		365		425	425		425	
	Remaining Shortfall/(Over Achievement)		(2)		58	0		0	

K Law and Governance

Performance Information April 2012 to March 2013

Law & Governance - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M05000	The annual governance is accepted without qualification by the Council's external auditors		Yes	Yes	★	Yes	★	• Draft AGS reported to Council 25 September 2012 and subsequently signed by Leader and Chief Executive before the deadline.
M05017	% of total LBU income generated from external	21	15	22	★	22	★	
M05019	% reduction in the Council's Legal Bill		5	1.4	▲	1.4	▲	• Increased cost likely as a result of more safeguarding work and input to Atherstone fire. Reduced hourly rates from 1st August helped to bring back on track as will LSR improvements and People Gp review but full impact not expected until 2013/14.
M05071	% Delivery of all deliverables in Legal Services Review Project Plan by 31 March 2013		90	85	●	85	●	• Internal service review completed and new project plan now in place
M05072	Agreed workflow designs completed in Visualfiles by 31 May 2012		85	85	★	85	★	• This target relates to Priority 1 workflows which have been reviewed and added to. A dedicated resource was identified to take forward the YPLS workflows and these are now complete
M05074	% Maintained schools purchasing School Governor Development Services		85	81	●	81	●	• Law & Governance are part of a corporate initiative to market WES services to schools and increase buy-back.
M05075	Strategic Commissioning Review Report of School Governance complete by 31st March 2013		Yes	Yes	★	Yes	★	• Internal Service Review has been completed and submitted into the SCR process
M05077	CMIS Business Manager Module (report process and forward plan) implemented and operational by 31 May 2012		Yes	Yes	★	Yes	★	• In place and now going through improvement stages
M05078	Overview & Scrutiny Plan implemented		Yes	Yes	★	Yes	★	• First phase implemented

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Law and Governance Business Unit Risk Register

Physical Assets - Steve Smith

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	593	(179)	414	460	46	Consultancy charges
Construction Services	2,520	7	2,527	2,123	(404)	Underspend on Salix Grant, Savings from the Carbon Reduction Commitment, and surplus income on building maintenance
Facilities Management	10,692	(159)	10,533	9,579	(954)	Surplus income from the Catering Service
Estates & Smallholdings	110	0	110	203	93	Overspend on Surplus Property budget, and additional maintenance works
Asset Strategy	304	0	304	275	(29)	Staff turnover savings
Programme Management & Special Projects	100	444	544	521	(23)	Savings on the cost of one-off dilapidation works
Early Repayment of Self Borrowing Capital Finance	0	0	0	647	647	
Net Service Spending	14,319	113	14,432	13,808	(624)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Salix Energy Management Reserve	279	0	124	403	Appendix U details the proposals for the use of the closing balance on reserves
Catering Equalisation Account	375	(375)	302	302	
Glazing inspections & remedial H&S works for smallholdings	0	0	0	0	
Physical Assets	120	(120)	198	198	
Traded Services equipment	43	(8)		35	
Total	817	(503)	624	938	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14		2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	796	796	796	796	796	796	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	13	13	18	18	18	18	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,221	1,221	2,823	1,221	2,823	3,607	
	Total	2,030	2,030	3,637	2,035	3,637	4,421	
	Target		2,030		3,637	3,637	4,421	
	Remaining Shortfall/(Over Achievement)		0		1,602	0	0	

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10160000	Warwick, Shire Hall Refurbish/Redevelop Office Space	517	0	0	0	517	517	30	0	0	547	30	30	Part of the Shire Hall refurbishment project (code 11190000). Financed from 11041000.
10292000	Improving the customer experience in WCC buildings & DDA works 08/09	240	0	0	0	240	240	20	0	0	260	20	20	Final Retentions paid, over original creditor estimates. Financed from 11041000.
10342000	Warwick, Northgate House Conversion	1,749	95	0	0	1,844	1,749	0	0	0	1,749	(95)	(95)	
10971000	Aylesford Flood Alleviation Scheme Contribution	0	925	0	0	925	0	189	736	0	925	(736)	0	Delay in sale of this land has resulted in the payment being postponed. The payment will be triggered once the land has been sold. This is now due in 2013/14
10972000	Planning Consent For Europa Way	1	51	248	0	300	1	72	227	0	300	21	0	
11041000	Rationalisation Of The Council's Property	56	650	2,226	0	2,932	56	473	2,347	0	2,876	(177)	(56)	Expenditure on Project 1123000 (£199k)
11041003	Nuneaton Library	34	19	0	0	53	34	19	0	0	53	0	0	
11053000	Demolition Works - Sparrowdale Special School	206	18	0	0	224	206	3	0	0	209	(15)	(15)	
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,759	26	0	0	1,785	1,759	(27)	0	0	1,732	(53)	(53)	
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	550	27	0	0	577	550	6	0	0	556	(21)	(21)	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	88	33	0	0	121	88	5	0	0	93	(28)	(28)	
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	105	7,177	1,967	247	9,496	105	5,757	3,639	177	9,678	(1,420)	182	Additional costs relating to ICT equipment being funded for by Nuneaton Academy and DfE as part of the overall project.
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	0	170	0	0	170	0	18	62	0	80	(152)	(90)	A change in the scope of the project has caused a delay to the start, and reduction in overall cost, of the project.
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	0	750	0	750	(750)	0	A capital allocation was earmarked in 2012/13 for the refurbishment of Old Shire hall in conjunction with a successful tenderer. Unfortunately the tenderer withdrew their offer, alternative options are currently being explored.
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	0	784	1,116	0	1,900	0	1,260	1,117	0	2,377	476	477	Contribution from Planned Structural Maintenance (11033000) for £219,400 to complete refurbishments of Toilets and Heating to be included in the overall current refurbishment project. In addition to this a revenue contribution of £170,000 was necessary to meet the total increase of £389,400. Contribution from Energy Capital Budget (10400000) towards energy efficiency £37,200. Contribution from Facilities Management in 13/14 via a revenue contribution of £50,000 for planned devolved maintenance.
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	0	0	0	0	0	0	199	0	0	199	199	199	This scheme is part of the Property Rationalisation Programme (11041000) which has been split out as a stand alone scheme.
Structural Maintenance														
10474000	Major Structural Maintenance (Non Schools) Base Programme 2010/11	1,215	16	0	0	1,231	1,215	19	0	0	1,234	3	3	
10475000	Non-Schools Remedial Safe Water 2010/11	448	(17)	0	0	431	448	(19)	0	0	429	(2)	(2)	
10483000	Small Scale Reactive Property Maintenance - Base Programme 2010/11	415	(17)	0	0	398	415	(13)	0	0	402	4	4	
10493000	Non-Schools Maintenance Backlog 2010/11	715	(2)	0	0	713	715	(2)	0	0	713	0	0	
10499000	Structural Maintenance 2010/11 (Revenue Funded)	(13)	(4)	0	0	(17)	(13)	3	0	0	(10)	7	7	Final Accounts received from contractors for projects completed in 10/11 and not accrued for. Funded from current revenue allocation.
10502000	Fire Precautions - Base Programme 2010/11	40	(7)	0	0	33	40	(7)	0	0	33	0	0	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	314	84	0	0	398	314	142	0	0	456	58	58	Contribution from 11032000 and 11033000 as Projects added to previous years block header, all part of the 2012/13 Structural Maintenance Non Schools work programme
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,425	549	0	0	1,974	1,425	630	0	0	2,055	81	81	Funded from 11033000 as part of the Non Schools planned work programme, projects created in previous years block headers instead of this years.
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	166	(1)	0	0	165	166	(1)	0	0	165	0	0	
11030000	Schools Capital Asbestos And Safe Water Remedial Works 2011/12	1,237	143	0	0	1,380	1,237	(97)	0	0	1,140	(240)	(240)	Previous Creditor not met, New Projects created on current Years code 1103400, slippage used to cover actuals costs on current year work programme codes.
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,144	0	0	0	3,144	3,144	39	0	0	3,183	39	39	Projects booked to this code as part of the overall work programme for Schools 2012/13. Funding for this additional expenditure is from code 11034000
11031003	Exhall Ash Green Sch - Boiler Repl	147	(11)	0	0	136	147	(11)	0	0	136	0	0	
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2012/13	0	104	0	0	104	0	92	0	0	92	(12)	(12)	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	0	2,422	0	0	2,422	0	1,844	58	0	1,902	(578)	(520)	Movement of Budget to the following Projects:- PRP - Shire Hall Refurbishment Phase Two (11041000), to complete scheduled maintenance work on the Second floor of shire Hall as part of the overall refurbishment £219,400. Alcester Fire Station (11147000) £57,467 towards planned maintenance now completed as part of Fire & Rescue project. Some delays in current year projects have been created by changes to the sensitive property list as part of PRP (Property Rationalisation Programme). This has caused some projects to be cancelled / postponed late on in the financial year (e.g. Montague Road).
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	0	1,265	0	0	1,265	0	1,206	14	0	1,220	(59)	(45)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	0	5,540	0	0	5,540	0	5,669	95	0	5,764	129	224	Increase of £109,939 is additional works funded from Revenue Contributions as part of the Work Programme. All other funds are used to cover expenditure in other codes for work relating to 2012/13.
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	0	311	0	311	0	0	311	0	311	0	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	0	2,524	0	2,524	0	0	2,576	0	2,576	0	52	Carry forward Budget from 2012/13 work programme. Underspend due to large projects being cancelled late in the year due to amongst other things, Properties being placed and then moved off the sensitive properties list
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	0	5,569	0	5,569	0	0	5,733	0	5,733	0	164	Carry forward from underspends in Schools structural maintenance
11042000	Structural Maintenance 2011/12 - Revenue Funded	222	0	0	0	222	222	11	0	0	233	11	11	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	139	0	0	0	139	139	(10)	0	0	129	(10)	(10)	
11096000	Wark Barrack St Block - Roof Repl	185	12	0	0	197	185	10	0	0	195	(2)	(2)	
11107000	Wark Shire Hall - Asb Rem/Repl(Basemt)	114	201	0	0	315	114	227	0	0	341	26	26	Final Asbestos checks and works now complete, additional small works found and completed. Additional costs funded from project 11033000.
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	0	317	317	0	0	0	317	317	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	0	1,318	1,318	0	0	0	1,318	1,318	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	2,574	2,574	0	0	0	2,574	2,574	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	5,680	5,680	0	0	0	5,680	5,680	0	0	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	0	121	0	0	121	0	124	0	0	124	3	3	
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	0	0	0	0	0	0	74	25	0	99	74	99	Project should not be separated from Block Header, Schools Safe Water 11034000
11162000	Llandudno Marle Hall Oec - Boiler Repl	0	169	0	0	169	0	214	0	0	214	45	45	Additional cost on project due to 6 month delay as Welsh Gas fitting new mains. Extra costs also include a specialist chimney liner as standard would not fit, this was not included in original estimate.
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist	0	194	0	0	194	0	176	0	0	176	(18)	(18)	
11167000	Atherstone Queen Elizbth Sch - Flat Roof Repl	0	120	0	0	120	0	122	0	0	122	2	2	
11168000	Warwick Shire Hall and Courts - Boiler Replacement	0	363	0	0	363	0	346	36	0	382	(17)	19	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	0	250	0	0	250	0	154	0	0	154	(96)	(96)	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	0	323	323	0	0	0	323	323	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,344	1,344	0	0	0	1,344	1,344	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,626	2,626	0	0	0	2,626	2,626	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	5,794	5,794	0	0	0	5,794	5,794	0	0	
Facilities														
10581000	Day Services Modernisation Programme 2005/2006	0	0	0	0	0	0	9	0	0	9	9	9	
10592000	Small Scale Reactive / Minor Improvements County-Wide	0	180	238	0	418	0	46	372	0	418	(134)	0	Planned Maintenance not completed in year and now re-prioritised for future year.
Energy														
10400000	Climate Change 2009/10	163	20	162	100	445	163	17	128	100	408	(3)	(37)	
10410000	Climate Change 2007/08	229	193	5	0	427	229	47	83	0	359	(146)	(68)	Variance is made up of £39,000 corporate funding for Frank Whittle project being moved from block header 10400000 and £107,000 self financed borrowing approval moved to project 11159000.
10410002	Kingsbury Water Park - New Biomass Fuel Heating System	1	7	0	0	8	1	6	0	0	7	(1)	(1)	
11135000	Various Properties - Reducing Energy	0	0	500	1,750	2,250	0	0	500	1,750	2,250	0	0	
11136000	Various Properties - Renewable Energy	0	450	2,950	2,500	5,900	0	2	1,000	4,898	5,900	(448)	0	Projects are taking longer to identify and deliver than originally hoped due to the need to ensure projects are viable on a life-cycle costing basis and meet the criteria for self-financing capital. In addition, amendments made nationally to the Feed in Tariff (FIT) and Renewable Heat Incentive (RHI) funding rules have delayed progress. One project has been put on hold due to the property being reclassified as 'sensitive'.
11159000	Wark Salfisford Office Park - Pv Micro Genertn Syst							108	0		108	108	108	Project is funded from block header 10400000, corresponding budget has dropped to match.
Smallholdings														
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	307	6	0	0	313	307	4	0	0	311	(2)	(2)	
10466000	Smallholdings Maintenance 2011/12	0	0	0	0	0	0	(18)	0	0	(18)	(18)	(18)	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	0	292	0	0	292	0	264	28	0	292	(28)	0	
11138000	Smallholdings - Decent Homes Standard 2012	0	508	0	0	508	0	429	79	0	508	(79)	0	
11139000	Rural Services Capital Maintenance 2012/13	0	942	0	0	942	0	701	98	0	799	(241)	(143)	Projects cancelled late in the year and now to be completed in 13/14. Due to late planning permission or approval for larger projects.
11140000	Rural Services Capital Maintenance 2013/14	0	0	789	0	789	0	0	922	0	922	0	133	Carry forward unallocated expenditure to 13/14 from 12/13 block header 11139000. Projects cancelled late in the year and now to be completed in 13/14.
11141000	Rural Services Capital Maintenance 2014/15	0	0	0	805	805	0	0	0	805	805	0	0	
11158000	Ilmington Wharf Farm - Demolish/Rebuild Bungalow	0	0	0	0	0	0	4	2	0	6	4	6	This project is part of block header (11139000).
11228000	Rural Services Capital Maintenance 2015/16	0	0	0	821	821	0	0	0	821	821	0	0	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Historic Schemes														
	Historic schemes	3,034	0	0	0	3,034	3,034	0	0	0	3,034	0	0	
		18,952	24,817	19,897	26,199	89,865	18,952	20,585	22,230	28,527	90,294	(4,232)	429	

Performance Information April 2012 to March 2013

Physical Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M06000	% of our retained operational property portfolio having optimum utilisation	83	90	90	★	90	★	
M06019	Value of savings equating to a 30% (£4,376k) reduction in the cost of non-school property by 2013/14 (£k)		1221	1041.4	▲	1041.4	▲	• £179,629.6 under recovery, to be met from Physical Assets
M06022	Capital receipts target (£m)		5.75	1.22	▲	1.22	▲	• Delayed disposals subject to planning and deferred sale of WCC HEP's (£2.736M balance payment payable Jan 2018) and deferred disposal of 2-22 Northgate St. Warwick (£1.75M payable July 2013). Total deferred £2.91M which would have provided a total receipt of £4.134M
M06023	Delivering a viable solution for Old Shire Hall and Corporate Catering	Yes	Yes	Yes	★	Yes	★	• Project plan in place and currently running to schedule. Procurement completed resulting in a compliant bid which has now been withdrawn. New project being initiated to deliver an alternative solution.
M06024	Delivering a viable solution for Fire Headquarters replacement	Yes	Yes	Yes	★	Yes	★	• Outline Business Case complete and Capital Approved by Members 5th Feb 13 for Fin Years 13-14-15-16

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Physical Assets Business Unit Risk Register

Service Improvement and Change Management - Phil Evans

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	806	-	806	700	(106)	Higher than expected income levels in current year for Business Improvement project support, and part year impact of temporarily vacant posts.
Observatory	426	-	426	409	(17)	Net position following delays in planned expenditure offset by increased staffing costs due to temporary staffing arrangements.
Service Improvement and Change Management Admin	142	-	142	141	(1)	
Development and Support	733	-	733	525	(208)	Part year effect of vacant Development Officer and Administration Officer Posts, 2013/14 Savings target realised early, vacant posts due to secondments not backfilled, one-off payment for specific project work, and £72,000 Resources Development Fund previously earmarked for expenditure in 2012/13 not being incurred.
Corporate Programme Management Office	245	-	245	242	(3)	
Commercial Enterprise	164	1	165	132	(33)	Part year effect of vacant administrative post, lower than expected costs on substantive posts (including fixed period secondment to cover maternity).
Net Service Spending	2,516	1	2,517	2,149	(368)	

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	50	(50)	368	368	Appendix U details the proposals for the use of the closing balance on reserves
Total	50	(50)	368	368	

2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	213	213	213	213	213	213	213	
CW-CL-14	Reduction in support services	15	15	32	15	32	32	32	
PPU-02	Generating income through charging for consultation activities	35	35	65	35	65	65	65	Economic downturn and budget cuts amongst public sector partners has led to a significant decrease in the market for the consultation services. Where work exists it is on a "low-cost/no-cost" basis. Service will meet this target through other savings activities.
	Total	263	263	310	263	310	310	310	
	Target		263		310	310		310	
	Remaining Shortfall/(Over Achievement)		0		47	0		0	

M Service Improvement

Performance Information April 2012 to March 2013

SICM - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M07043	Going for Growth' is encapsulated into the Council's Planning Framework by February 2013		Yes	Yes		Yes		• For 2013/14, Going for Growth will be a key part of these arrangements and progress against the Going for Growth Measures will be reported alongside the Corporate Business Plan Measures.
M07044	Benefits Realisation: % of full business cases that have articulated measurable benefits		100	57		57		• Of 7 Business Cases presented to Corporate Board, it is the view of CPMO that of the Business Cases identified, measurable benefits have been articulated in 4/7 Business Cases. Further work is on-going to identify measurable benefits in the remaining cases.
M07045	Corporate Frameworks Review: New arrangements for each corporate Framework are implemented		Yes	Yes		Yes		• A Corporate Frameworks Programme Board has been established to oversee the review of 33 Corporate Frameworks. The reviews will deliver fit for purpose Corporate Frameworks to underpin the work of the Organisation. A prioritised schedule of review has been agreed and lead officers nominated. All reviews are proceeding to the timetable currently agreed with the Programme Board. The current status of the 33 reviews is: 13 completed, 13 progressing within agreed timescales, 7 to commence.
M07046	Corporate Enterprise post created		Yes	Yes		Yes		• Craig Cusack commenced in post
M07047	Progress against plan is achieved (Reconceptualise the Warwickshire Observatory and its governance arrangements)		Yes	No		No		• In SICM Business Plan 2013/14 for completion by September 2013.
M07041	% Increase in satisfaction with service provision (Transformation through Strategic Commissioning Programme)		5%	No data		No data		• There is a lag between the outcome of the review programme and being able to quantify increases in satisfaction, therefore no outturn actual is reported. CPMO are focusing on outcomes that meet customer need and are influencing service developments to improve access and CPMO are ensuring that customers are actively involved in the redesign of services., Whilst some Reviews have established their Business Cases, the full impact of those changes can't yet be fully measured. We will be working with HoS and RM to ensure that measures are put in place to monitor satisfaction with services following change and implementation of new models.
M07042	Number of Service Reviews delivering full business case to schedule		9	7		7		• The Strategic Commissioning Business Case and Business Management were originally included in the total. The no. of Business Cases that have been considered by Corporate Board have been counted, rather than the no. of Reviews. Some Reviews have multiple Business Cases, this was not known to be the case when the measure was originally set.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Service Improvement and Change Management Business Unit Risk Register

Other Services - Virginia Rennie

2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(38,303)	301	(38,002)	(40,265)	(2,263)	£2.218m of this underspend relates to the funding received from the health service on a one-off basis to fund investment in adult social care. The use of the resource requires agreement with the PCT. This was not reached in sufficient time for the investment to be undertaken in 2012/13. Instead the resources will need to be carried forward to future years.
2012/13 Council Tax Freeze Grant - one off	(5,859)		(5,859)	(5,859)	0	
DSG & YPLA Grants, including school reserves	(281,723)		(281,723)	(275,372)	6,351	During the year, as schools convert to Academy status, both the DSG income and associated school budget will be reduced. There are currently 8 schools that have converted to Academy status as at the end of December and this reflects the latest recoupment of Academy Schools funding.
Individual Schools Budget (ISB)	237,679		237,679	231,251	(6,428)	
Community Infrastructure Levy	301	(251)	50	0	(50)	The implementation of the Community Infrastructure Levy across Warwickshire will be on-going until 2014/15 at least. Therefore any underspend in the current year will be needed to support the project in future years.
Capacity Building Fund			615	0	(615)	£109,000 of this underspend has been set aside to meet the balance of costs in relation to the Atherstone-on-Stour incident that cannot be met from the Fire and Rescue Service own resources. The balance has been deliberately held back to support the delivery of the next savings plan.
	615					
Capital Financing	39,727	(344)	39,383	37,110	(2,273)	Whilst interest rates remain low, limiting the interest we are able to earn on our balances, this is more than offset by all of the £20 million additional borrowing planned in the MTFP not being used in 2011/12 and 2012/13.
Interest on Revenue Balances	(2,141)		(2,141)	(1,677)	464	
Strategic Management Team	1,184		1,184	1,140	(44)	
County Coroner	378		378	458	80	
Environment Agency (Flood Defence Levy)	210		210	209	(1)	
External Audit Fees	377		377	145	(232)	Based on a fixed scale of fees independently set by the Audit Commission and applied to our contract with Grant Thornton. The planned audit fee was significantly lower than the budget and the value of unplanned audit work is yet to be ascertained but will be charged in the new year and it is proposed to set aside this underspend to accommodate any unplanned work.
LPSA Performance Reward Grant	93		93	93	0	
County Council Elections	110		110	0	(110)	
Members Allowances and Expenses	1,016		1,016	964	(52)	This includes an underspend on travel and subsistence.
Single Status	0		0	(33)	(33)	
Insurance Fund	0		0	(16)	(16)	
Other Administrative Expenses & Income	394		394	372	(22)	
Reorganisation Pensions			53	253	200	Most of the overspend is due the creation of £183,000 provision to meet Warwickshire's share of the pension liability for the West Midlands councils organisation of which we were a member. Creating this provision avoids an annual charge having to be funded for up to 25 years.
	53					
Subscriptions	229		229	142	(87)	
Net Service Spending	(45,660)	(294)	(45,954)	(51,084)	(5,130)	

S Other Services

2012/13 Reserves Position




Reserve	Opening Balance 01.04.12	Movement in year	Effect of outturn	Forecast closing balance	Reason for Request
	£'000	£'000	£'000	£'000	
General Reserves	15,750	1,380	1,813	18,943	
Medium Term Contingency	0	13,315	0	13,315	
Service Realignment Fund	8,241	256	0	8,497	
Capital Fund	326	0	0	326	
Quadrennial elections	202	0	110	312	
Capacity Building Fund (former Development/Modernisation Fund)	333	0	615	948	
PSA Virtual Bank underspend	93	(93)	0	0	Appendix U details the proposals for the use of the closing balance on reserves.
Equal Pay Back Pay Account	2,275	(620)	0	1,655	
NHS Grant	854	(854)	2,218	2,218	
Early Intervention Grant	20	(20)	0	0	
Schools Balances			77	77	
External Audit	0	0	232	232	
Insurance Fund	7,968	0	16	7,984	
Community Infrastructure Levy	0	251	50	301	
New Homes Bonus	364	(364)	0	0	
Total	36,426	13,251	5,130	54,807	

Corporate Business Plan: Performance Summary (April 2012 – March 2013)

1. Background

- 1.1. The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in January 2012.
- 1.2. Within this report, you will find information on our key performance indicators as set out in the Corporate Business Plan. This report should be read in conjunction with our financial and risk monitoring information.
- 1.3. At the heart of our CBP are 7 Ambitions:
 - Community & Customers
 - Safety & Protection
 - Care & Independence
 - Environment & Housing
 - Enterprise, Transport & Tourism
 - Schools & Education
 - Organisation
- 1.4. This Appendix provides a summary of progress for each of the ambitions, providing Members with a robust view of the progress that the Authority has made over this financial year in working towards delivering the Aims and Ambitions.

- 1.5. For 2012/13, progress against all measures and targets is presented against the use of Red / Amber / Green performance alerts as this aligns us with financial performance and risk.

Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits (10% tolerance of the target set*)
Red	Performance is significantly behind target and is below an acceptable pre-defined minimum (below the 10% tolerance*)
Direction of Travel arrows to show whether there have been any improvements, any changes or any falls in performance since April 2012.	
	Performance has improved relative to targets set
	Performance has remained static relative to targets set
	Performance has declined relative to targets set

****The 10% tolerance threshold is set automatically by Warwickshire Hub***

- 1.6. The performance information contained within this Appendix is based on data at the end of the financial year (April 2012 – March 2013). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub (the performance management system used to gather the indicator data). If you would like any more information on the Warwickshire Hub, please contact the Planning, Performance and Business Improvement Team on performance@warwickshire.gov.uk

2. Overall Performance Summary for Year End (April 2012 – March 2013)

	Qtr. 1	Mid-Year	Qtr. 3	Year End	Direction of Travel
Red	5 (13.5%)	3 (7.1%)	4 (9.3%)	11 (23%)	↓
Amber	5 (13.5%)	12 (28.6%)	13 (30.2%)	12 (24%)	↔
Green	27 (73%)	27 (64.3%)	26 (61.5%)	26 (53%)	↔
Subtotal	37	42	43	49	
Not Yet Available (NYA)	16	11	10	4	
Not collected this year/ not applicable	5	5	5	5	
Grand Total	58	58	58	58	

Overall, at the end of the year, we are able to report on 84% of performance measures (49 out of 58) within the Corporate Business Plan.


We are unable to report progress against 8 measures. This includes 4 measures where the data is not currently available and 4 measures that we are unable to report against until 2013/14.

Finally, 1 indicator is not targeted and therefore is for information only.

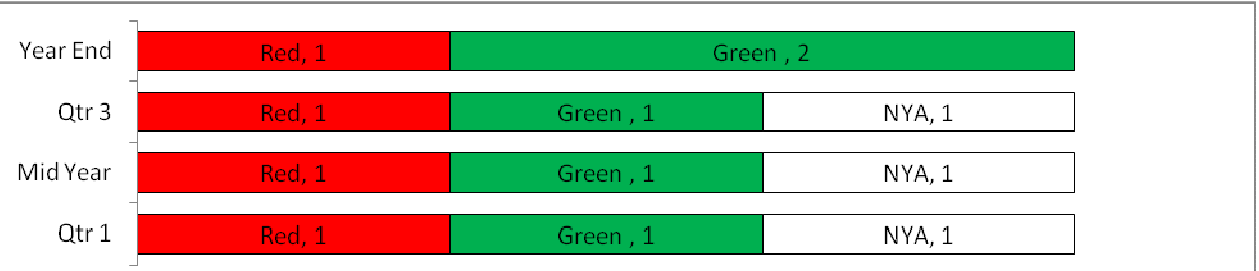
The table below presents year end performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
Red	1	3	2	1	1	1	2	11
Amber	0	2	3	2	0	2	3	12
Green	2	8	6	3	1	2	4	26
Subtotal	3	13	11	6	2	5	9	49
NYA	0	0	0	1	1	0	2	4
Not collected this year/ not applicable	2	0	2	1	0	0	0	5
Grand Total	5	13	13	8	3	5	11	58

3. Highlights by Ambition

1. Community & Customers	 Direction of Travel
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- Outcomes:**
- **Work with partners to enhance Community engagement so as to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police**
 - **Enable Communities to help themselves**
 - **Encourage volunteering across the County and**
 - **Improve resident satisfaction with services and their role in shaping services**


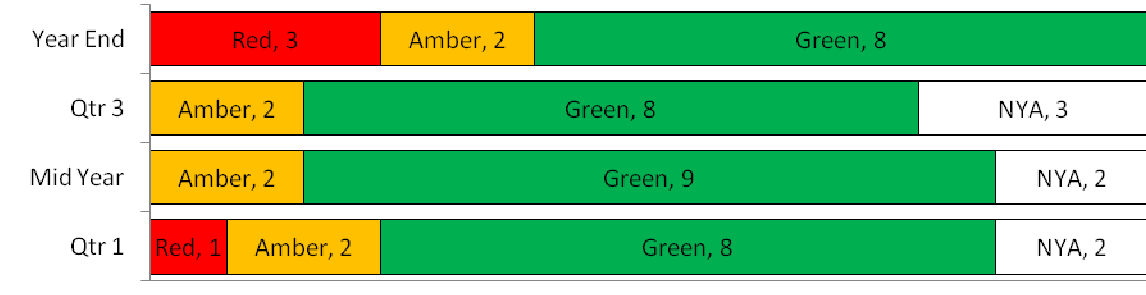
 <p>The chart displays performance metrics for four time periods. Each bar is composed of three segments: Red (left), Green (middle), and NYA (right). - Year End: Red, 1; Green, 2 - Qtr 3: Red, 1; Green, 1; NYA, 1 - Mid Year: Red, 1; Green, 1; NYA, 1 - Qtr 1: Red, 1; Green, 1; NYA, 1</p>	Data Notes
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	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of people who feel they can influence decision in their local area	33.9% (G)		Both of these measures are bi-annual measures and are due to be collected in 2013/14			
% satisfaction with local area as a place to live.	83.6% (A)					
% satisfaction level with the quality of services received	67.9%(G)	61.89%	This information will be reported in Qtr. 4 as part of the Annual Satisfaction Survey			62% (G)

Warwickshire's Contribution to Rural Broadband Development:-						
Approval of the Local Broadband Plan by BDUK	New Measures	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Completion of BDUK Procurement Phase by March 2013		Yes	No (R)	No (R)	No (R)	No (R)

Commentary and Key Actions Taken

Completion of BDUK Procurement Phase by March 2013
 The original date for the completion of the Procurement phase was March 2013 which was subsequently rescheduled to May 2013 in line with BDUK's National Procurement Plan. The procurement phase was completed as planned, with the contract being awarded on 23rd May.

2: Safety & Protection		 Direction of Travel				
Outcomes: <ul style="list-style-type: none"> Reduce further the number of people killed or seriously injured on Warwickshire's roads Proactively maintain the highways network to a safe standard, working with partners to do so Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions Focus on tackling high harm causers and re-offenders 		<ul style="list-style-type: none"> Work with Police to reduce levels of violent crime, especially domestic violence Reduce the damaging effects on families and communities caused by drugs misuse Work in partnership to reduce the significant consequences of the misuse of alcohol Work with partners to reduce instances of anti-social behaviour Reduce fire related deaths and injuries as well as reducing the economic cost of fire 				
		Data Notes 1. Benchmarking to determine the quartile outturn will not be available until July. Based on the top quartile value in 2011-2012 of 69%, this year's outturn of 61.4% may miss target.				
Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of people killed or seriously injured on our roads	313(A)	293	313 (A)	315 (A)	318 (A)	299 (A)
Number of children who are subject of a child protection plan (rate per 10,000 population)	New measures for 2012/13	47 per 10 K	50 (A)	50 (A)	50 (A)	49 (A)
Children who are both looked after and subject of a child protection plan		50	50 (G)	50 (G)	50 (G)	65 (R)
Alcohol related admissions for under 18s (rate/100,000)	63.9	62	58.32 (G)	58.32 (G)	58.32 (G)	58.32 (G)
Number of repeat safeguarding referrals	14.7%	13.2%	14% (R)	11% (G)	11% (G)	13 (G)
% of people who use services who feel safe is in top quartile of comparator group (see note 2)	68.7%	Remain in top quartile	NYA	NYA	NYA	No (R)
Incidents of serious acquisitive crime per 1,000	12.80(A)	Reduce 2011/12 actual	12.79 (G)	11.09 (G)	11.71 (G)	11.05 (G)
Adult drug users exiting treatment successfully	New measure for 2012/13	20%	NYA	NYA	NYA	15% (R)

Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
Incidents of all Anti-social behaviour	21,725 (G)	Reduce from 2011/12 baseline	18,694 (G)	19,956 (G)	20,061 (G)	20,164 (G)
Incidents of serious violent crime per 1,000	5.38 (G)	Reduce 2011/12 actual	4.54 (G)	4.62 (G)	4.65 (G)	4.77 (G)
No. fire related deaths which were preventable per 100,000 population	0 (G)	0	0 (G)	0(G)	0 (G)	0 (G)
No. of fire related injuries per 100,000 population	11 (G)	Year on Year Improvement	1 (G)	3 (G)	7 (G)	11 (G)
The economic cost of fire for Warwickshire	£13,940,394	Year on Year Improvement	£13,356,935 (G)	£10,650,000 (G)	£10,958,000 (G)	£11,324,256 (G)

Commentary and Key Actions Taken

Number of people killed or seriously injured on Warwickshire's roads

The number of road users killed or seriously injured in Warwickshire fell to 299 in 2012. This is the lowest figure ever recorded, a reduction of 14 from 313 in 2011. There were noticeable reductions in the number of deaths and serious injuries compared to 2011 amongst cyclists, car occupants, older road users and 16-24 year old drivers and passengers.

Reducing the instances and impact of crime

Recorded performance against our crime measures at the yearend point is very encouraging Serious Acquisitive Crime beat the target by 13%; Serious Violent Crime is ahead of target by 11% and Anti-Social Behaviour is 7% better than the declared target. Co-ordinated partnership activity around the county has contributed to these decreases. Partners discuss performance at a monthly conference call (chaired by WCC) to ensure any local increases in crime are tackled effectively at an early stage, and also share good practice around the county. A Police restructure designed to provide effective policing of the night-time economy has had a significant, positive impact on violent crime. All 4 Community Safety Partnerships in the county have detailed action plans in place to tackle their local priority crime types.

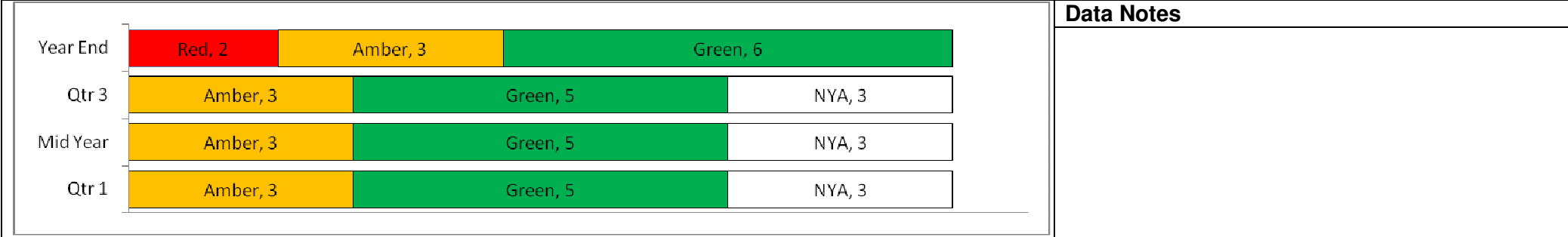
A new recommissioned service for adult drug users was initiated this year and the emphasis changed from an "in treatment" service to a "recovery based" programme. Following the initial transitional phase there are signs that this change has resulted in positive outcomes though the target for this year has not been achieved. Across the County performance is not uniform with some areas achieving better results than others and the challenge for this year is to monitor performance closely to bring all areas up to the same high standard by learning what works best.

Reducing fire related deaths and injuries

Across the County the number of fires continues to decline as does the associated economic cost of fire to the people who live and work in Warwickshire. Compared to 2011/12 the cost declined in excess of £2.6 million. Across this year there have not been any preventable fire related deaths and we are pleased to report that there have not been any deaths in the home since January 2011. Fire related injuries are at an all time low of only 11 and 9 of these were slight injuries only.

3: Care & Independence	Direction of Travel
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- | | |
|--|---|
| Outcomes: <ul style="list-style-type: none"> Fulfil our duty of care to older and vulnerable people Ensure that all those eligible are offered an adult care personal budget Increase the scope of re-ablement services Working with partners to improve number of older people living independently in their own homes | <ul style="list-style-type: none"> Embrace the Public Health Service within our responsibilities to improve the health of the County's population The successful transfer of the Public Health Service to the Local Authority Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it. |
|--|---|



Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
The proportion of those using social care who have control over their daily life	73.7% (G)	75%	Annual Measures: Available Qtr. 4.			71.6% (A)
The proportion of people who use services & carers who find it easy to find information about support	77.4%(G)	79%	Annual Measures: Available Qtr. 4.			66.1% (R)
% of older people (65+) who are still at home after 91 days following discharge from hospital	4.1%(A)	4.3%	Annual Measures: Available Qtr. 4.			82.2 (G)
Delayed transfers of care between social care and health per 100,000 population	16.0(G)	13.0	14 (A)	14 (A)	14 (A)	13.1 (A)
Admissions to residential care homes per 1,000 population	595.5(A)	560	560 (G)	530 (G)	530 (G)	712.9 (R)
% of people using social care who receive self-directed support	45.2%	65%	60% (A)	60% (A)	60% (A)	70.7% (G)
% of customers not needing on-going social care 91 days after leaving Reablement	New measures for 2012/13	63%	65% (G)	59% (A)	59% (A)	62% (A)
% of Reablement customers where one or more agreed outcomes are fully met		80%	75%(A)	80%(G)	80%(G)	81% (G)
Successful establishment & operation of the Health & Wellbeing Board		Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Establishment of Local Healthwatch Function		Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Transfer of Public Health Function	Yes(G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
% Delivery of the County Council's new & continuing duties to improve public health	New measures for 2012/13	100%	Not applicable until 2013/14			
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so		100%				

Commentary and Key Actions Taken

Delayed transfers of care

The proportion of delayed transfers of care has reduced significantly this year from 17 to 13.3, narrowly missing the stretch target set. This is the result of proactive work undertaken with the hospital trusts to better identify and classify people who are delayed from leaving hospital and new joint processes between health and social care for more efficient discharge from hospital into rehabilitation or reablement. Warwickshire's reablement service has positive outturns with 81% achieving at least one of their outcomes and 62% of customers requiring no on going service, while this missed target it is accepted that the target was set too high as the service is now offered to a wider range of customer, the national standard for this indicator is 55%.

Proportion of customer who have control over their daily life

The proportion of customer who have control over their daily life has reduced having increased in 2011-12. The proportion of customers and carers who find it easy to find information is not comparable with previous years as it includes carers views for the first time, a like for like comparison would be 67.9%. Both of these indicators are taken from the annual customer and carer surveys which has seen lower than anticipated outturns, a local survey will be undertaken to help us identify the best way to make changes to improve customer experience.

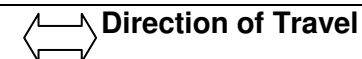
Admissions to residential care

The number of admissions to residential care has increased more than anticipated and further investigation is underway. Initial indications are that we have a changing picture of higher admission rate but lower number of people in residential care overall, suggesting the length of stay in residential care is reducing.

Integration of Public Health Function

The transition of Public Health into the Communities Group of Warwickshire County Council was successfully completed in April this year. Alongside the successful transition Local Health Function has been established as well as the Health and Wellbeing Board.

4: Enterprise, Transport & Tourism



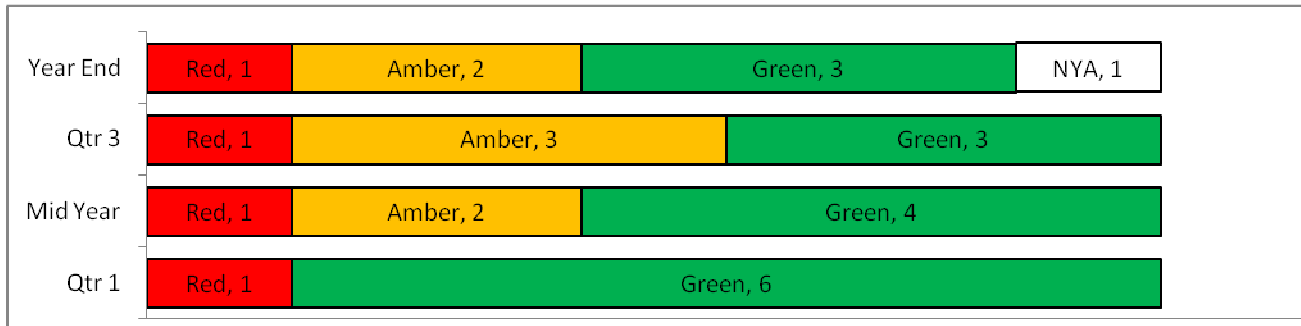
Outcomes:

- Support economic growth by improving Warwickshire's reputation as a good place to do business
- Improve transport options within Warwickshire
- Increase opportunities for people to improve their work related skills

- Make Warwickshire a place of destination for tourists and visitors and
- Work to reduce harm on Warwickshire's businesses caused by any future approval of High Speed 2.

Data Notes

This indicator is now measured in kilometres rather than miles. The target has been adjusted accordingly.



Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
The number of individuals undertaking Apprenticeships in the sub-region (LEP)	6,590(G)	5,800	6,370 (G)	6,370 (G)	8,340 (G)	8,490 (G)
The number of individuals undertaking Apprenticeships in Warwickshire		3,200	3,500 (G)	3,500 (G)	4,580 (G)	3,800 (G)
The number employed in key target growth sectors of the sub regional economy (LEP)	139,200(G)	143,000	143,000 (G)	140,410 (A)	140,410 (A)	140,410 (A)
The number employed in key target growth sectors of the Warwickshire economy	93,688	96,000	96,000 (G)	95,395 (A)	95,395 (A)	95,395 (A)
Businesses reporting skills shortages (LEP)	37.60%(A)	33%	33% (G)	33% (G)	36.2% (A)	NYA
WCC cost per passenger journey on WCC supported services	£0.82(G)	£0.78	£0.78 (G)	£0.78 (G)	£0.75 (G)	£0.76 (G)
Length of highway network where surface treatment was achieved (kms) (see data note)	246.85 kms (G)	249.9 kms	200.78 kms (R)	200.88 kms (R)	209.12 kms (R)	210.7 kms (R)
Length of highway network where maintenance is needed	757.8km		Condition Indicator, for information only Figures are not yet available.			

Commentary and Key Actions Taken

Apprenticeships

The year-end results are very positive for the number of people undertaking apprenticeships in both Warwickshire and the sub-region with both measures achieving the declared target. This is a result of sustained promotion of apprenticeships nationally and locally.

A thriving business community in Warwickshire

The economic climate remains challenging locally and nationally and although the year end targets have been missed for the number employed in key target growth sectors of both Warwickshires and the sub regional economy, considerable progress has been made. Comparing to last year there has been growth across both economies and it is encouraging that Warwickshire accounts for the majority of the growth where as Coventry has experienced a decline.

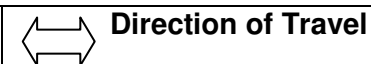
WCC cost per passenger journey on supported services

The cost per passenger journey on WCC supported services is expected to reduce by 6p or 7.3%, we are currently still awaiting final year end information from some operators. This reduction is as a result of a full year of changes being in force following previous budget reductions when the least cost effective services were cut from the schedule of services.

Highway Maintenance

The very poor weather during the summer season has prevented completion of the entire surface dressing programme for 2012/13. The work is normally completed during the first half of the year when ambient conditions are normally favourable. In summary, 210.7 kms out of the 249.9 kms planned (84.3%) were completed and the sites that were not attended to are to be included in the 2013/14 surface dressing programme.

5: Environment & Housing



Outcomes:

- Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well maintained
- Maintain our natural environment and relevant heritage for future generations
- Reduce Co2 emissions in the public sector and support the community to tackle climate change
- Support the provision of affordable homes and development of 'extra care' housing.

Data Notes

1. Year end actuals will not be available until August / September. Although expected to miss target, the year end forecast represents an 8% improvement on the previous year's actual

Year End	Red, 1	Green, 1	NYA, 1
Qtr 3	Red, 1	Amber, 1	NYA, 1
Mid Year	Amber, 1	Green, 1	NYA, 1
Qtr 1	Amber, 1	Green, 1	NYA, 1

Measures	2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
Residual household waste per household is minimised (See note 1)	531.25 (G)	485kg	494kg (A)	516.8kg (A)	488kg (A)	NYA
The % Co2 reductions delivered through Corporate Projects	To be confirmed	2.5%	NYA	NYA	NYA	32% (G)
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	119 (G)	163	163 (G)	173 (G)	119 (R)	119 (R)

Commentary and Key Actions Taken

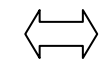
Household Waste

Although the year end actuals will not be available until late summer estimated figures are indicating that although there will be a year on year improvement of 8% the annual target will be missed by approximately 1%.

Extra Care Housing

Although the measure for extra care housing units is red the overall plane will still deliver a significant number of extra care units in the longer term

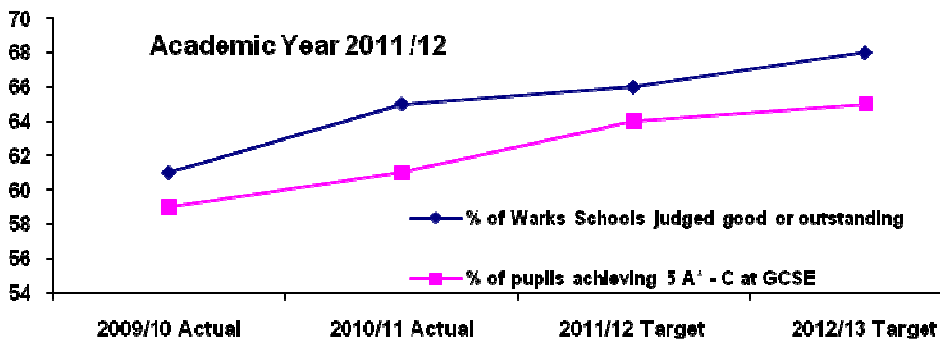
6: Schools & Education



Direction of Travel

Outcomes:

- Support schools and colleges to improve their performance and challenge poor performance and
- Raise the educational aspirations of children and young people and families



Commentary and Key Actions Taken:

Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year.

Measures (Academic Year September 2010 – August 2011)	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target
% of Warwickshire schools judged good or outstanding by Ofsted	61%	65% (G)	66%	66% (G)	68%
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59%	61% (A)	65%	64% (A)*	65%

Financial Year 2012/13

Year End	Red, 1	Amber, 1	Green, 1
Qtr 3	Green, 1	NYA, 2	
Mid Year	Green, 1	NYA, 2	
Qtr 1	Amber, 1	Green, 1	NYA, 1

Measures (Financial Year April 2012 – March 2013)	2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of 16-18 year olds who are not in education, employment or training	5.2%(G)	5.2%	4.5% (G)	5.2% (G)	5.2% (G)	3.6% (G)

(NEET)						
Prevalence of breast feeding at 6 – 8 weeks from birth	46.5%(G)	46.5%	45.5% (A)	NYA	NYA	44.02% (A)
% of children in year 6 who are obese	16.17%(G)	13%	NYA	NYA	NYA	17.38% (R)

Commentary and Key Actions Taken

% of children in year 6 who are obese

Family Weight management programmes are commissioned in Rugby, Nuneaton and north Warwickshire. Overweight and obese children and their families are invited to attend. This was a two year pilot and we have just had the results from Coventry University who have collated data from the programmes - 13% children moved into a healthy weight category and 98% families were happy with the service. (0 children and 70 adults attended these during 2012/13.

Families are signposted to other health improvement/lifestyle interventions in communities using the MECC approach

Family Change4Life Advisory service is commissioned - There are 7 advisor located in the 7 School Health teams across the county. They follow up families with overweight/obese primary school age children as identified through the NCMP and offer support and advice face to face or over the telephone. They also signpost families using the MECC approach to community interventions and send out and signpost to useful literature and links.

The Soil Association, Food For Life Partnership, is commissioned in 7 priority schools in Nuneaton and Bedworth where obesity prevalence is highest and where academic achievement is lower. The programme has a strong evidence base to support that academic achievement is increased by 13% with this programme and that Free School Meal uptake is increased. Evidence also shows that there is an increase in fruit and veg consumption in children, their families and communities around each school. In Warwickshire, the partnership works with County Caterers to support them to achieve a catering mark, it has been working with the Financial Inclusion Partnership to support the increase in uptake of school meals programme as well as signposting families to benefit checks. The Food For Life Partnership supports schools to achieve awards in healthy food policy, growing and cooking food and links with local farmers.

In order to support families to have the skills to cook and eat healthily before a child starts school, the family, Toddler and baby NOSH programme is delivered in each Children's Centre. The programme is currently being audited in order that the programme undertakes a full review and possible redesign in terms of how it's delivered because some Children's Centres are reporting that they do not have the capacity or resources or creche facilities to support the programme

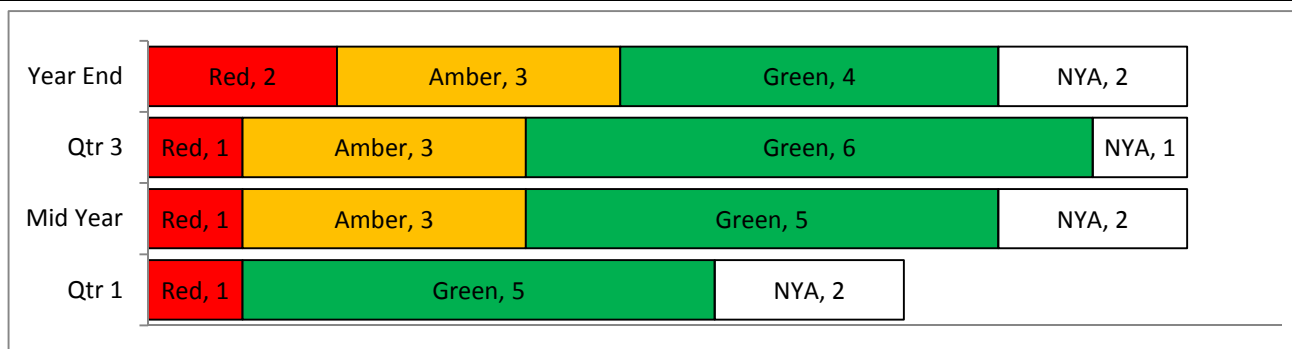
7: Organisation



Outcomes:

- Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision
- Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need

- Ensure WCC continues to be recognised as a good employer
- Focus and rationalise local council services through One Front Door project and property rationalisation and
- Ensure a light touch management structure that encourages innovations and acts with pace



Data Notes

1. There is a lag between the outcome of the review programme and being able to quantify increases in satisfaction, therefore no outturn actual is reported.
2. A mechanism for capturing data on the number of employees with flexible working agreements has been agreed and specified.

Measures	2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% Increase in satisfaction with service provision (See Note 1)	New Measures for 2012/13	5%	NYA	NYA	5% (G)	NYA
Number of Service Reviews delivering full business case to schedule		9	6 (R)	6 (R)	9 (G)	7 (R)
Complete the JSNA refresh to support commissioning decisions		Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire		Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
The annual governance is accepted without qualification by the Council's external auditors	Yes (G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Net variation to budget	-3.30%	+1/-1%	-0.6% (G)	-0.5% (G)	-1.7% (R)	NYA
% of our retained operational property portfolio having optimum utilisation	83% (G)	90%	90% (G)	90% (G)	90% (G)	90% (G)
% staff who are flexible workers (See note 2)		NYA	NYA	NYA	NYA	NYA
% satisfaction that the Council is a good employer	No survey undertaken	77%	Annual Measure	73.0% (A)	Annual Measure	
% of staff satisfied with the training & development they receive in their current job	New measure for 2012/13	70%		66.6% (A)		
% of staff who believe the County Council is an equal opportunities employer		88%		85.1% (A)		

Commentary and Key Actions Taken

Net variation to budget

The target for the variation to net budget of +/- 1% has not been met. On the positive side, there has not been an overall overspend, so additional cuts have not had to be implemented. However, there is a reasonable expectation from Members that spending voted for should be discharged to deliver expected outcomes. Elsewhere in this report there is more detail on the reason for spending variations, including the receipt of additional or early grants and the early delivery of planned savings. Monitoring will continue through quarterly reports to Cabinet and the next Medium Term Financial Plan will need to take into account any structural underspends as evidence of where resources can be reduced

Going for Growth Performance Reporting Year End 2012/13

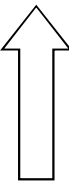

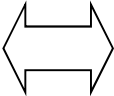
Background

In April 2012 Cabinet endorsed Going for Growth as the Council’s County Council’s principal ‘guiding document’ over the medium term; this approach was formally agreed by Council in May. As part of the agenda it was agreed that there would be a limited number of measures and targets to support Going for Growth. Each part of the organisation was asked to provide specific measures and targets which the Council could use to monitor performance against delivering the Going for Growth agenda. Six measures and associated targets were adopted by Cabinet in June 2012 with People Group being responsible for one and Communities responsible for five of the agreed measures.



This report summarises progress to date and direction of travel for each of the six measures at the year end reporting point.

Measure	Target	Progress to Date	DoT
<p>Number of individuals undertaking apprenticeships within the County:</p> <ul style="list-style-type: none"> With WCC (as internal employees) Outside WCC (with external employers) 	<ul style="list-style-type: none"> Adult apprenticeships 45 New apprenticeships 20 2600 residents of Warwickshire starting an Apprenticeship programme in the year (note: revised target to align with Corporate Plan) 	<p>Internally, there are currently 11 apprentices working within WCC departments:</p> <ul style="list-style-type: none"> 4 at County Fleet Maintenance 3 ICT 1 business admin - Trading Standards 1 business admin - Waste Management 2 arborists – Forestry <p>A further 3 are being recruited, 1 in Business Admin and 2 Country Rangers.</p> <p>It is reported that all the apprentices are performing well and are attending college.</p> <p>Further apprenticeships are planned for the forthcoming years.</p> <p>The Apprenticeship Hub project is progressing well. The Hub Manager post has been filled through an internal secondment, and while they will officially start on 1st April, they have already been providing support to the temporary officer working on the project to provide additional capacity. A website page has been established, along with a dedicated e-mail address and phone number. Marketing materials have been developed and will be ready for the planned launch in Apprenticeship Week. Discussions have been held with all key partners, who are all highly supportive of the scheme and applaud the aims and ambitions of our project.</p> <p>The final data for Apprenticeship Starts in Warwickshire for the 2011/12 Academic Year (August - July) was 4690 starts, up from 4100 in 2010/11 and 2470 in 2009/10, the significant jump in 2010/11 was due to the Government choosing Apprenticeships as the</p>	

Communities

		route for the majority of funded work based learning. The subsequent rise locally of 590 is due in part to increased marketing nationally of Apprenticeships but locally the LEP's 100 in 100 campaign and the work of the Councils Secondary Phase team in increasing the awareness of Apprenticeships in Schools will have significantly contributed.	
Delivering Phase 1 of NUCKLE which will connect people with job opportunities throughout the north-south corridor including Nuneaton, Bedworth, Coventry and later Kenilworth, Leamington and Warwick	<ul style="list-style-type: none"> Design and build tender accepted March 2013 	<ul style="list-style-type: none"> The procurement exercise for a 'Design and Build' contractor has started The Award of a Design and Build contractor for the project will be at financial close which is expected in late 2013. 	
Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin	<ul style="list-style-type: none"> Announcement of Transport Pinch point Funding in early Autumn 2013 Funding secured from Highways Agency "Pinch Point" fund September 2012. If unsuccessful continue to explore alternative funding streams during 2012/13. 	<ul style="list-style-type: none"> The original cost element was approximately £12 million. The Highways Agency (HA) element of the scheme was estimated at £6million and they have secured funding of £10 million through the Autumn Statement to be spent on the scheme. The HA are now controlling their element of the scheme to include slip roads, signalised junctions and an additional lane on the B4451 over the M40 bridge. The WCC borrowing of £3 million was approved by full Council on the 5th February. Total cost of the WCC element of the scheme is £6.3M. WCC are awaiting the outcome of a £3.3M Regional Growth Fund bid. In addition a Local Pinch Point Fund (LPPF) bid to the DfT was submitted in February. JLR are now master planning for site development, this is creating uncertainty regarding site access design. 	
Working closely with Coventry and developers to unlock thousands of jobs at the Coventry Gateway site near	<ul style="list-style-type: none"> Planning application submitted July 2012. Highways work start on site April 2013. If planning grants, 	The decision was deferred to January with a request for further information in April. The planning application is to be considered by the 12 June Planning Committee.	

Communities

Baginton	construction of first buildings April 2013.		
Deliver Superfast broadband as an aid to economic growth	<ul style="list-style-type: none"> To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband services of at least 2Mbps available to 100% of properties. 	<p>The project is currently running in line with the revised plan.</p> <ul style="list-style-type: none"> The Clarification phase with the bidders has been completed and work is now ongoing to evaluate the responses in partnership with BDUK. A capital spend profile will be developed once the contract has been finalised with the successful bidder. Work is continuing in the following areas to prepare for contract finalisation. Work is continuing in the Data Room creating the latest versions of mapping for the project, these have been published on the website. The latest newsletter has been issued with a push to drive up responses to the business and residents' surveys. We are pushing to get all the information in by mid-April and we have already had a good level of response. The information received will be fed into the Data Room in time for producing the final intervention maps as part of the State Aid application. 	
No of Looked After Children aged 16-19 involved in work based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).	90%	<p>Warwickshire gained the Care2Work Quality Mark Award in August 2012. This is a national project managed by Catch22's National Care Advisory Service (NCAS) which aims to improve employability outcomes for young people leaving care, by creating employability opportunities with national employers and sharing good practice between local authorities. The Quality Mark recognises those local authorities who demonstrate a commitment to improving employability and helping care leavers into the world of work. We are currently reviewing our plan, and are pleased that all actions plans are progressing well. The Care2Work plan will be reviewed each year and copies are available upon request.</p> <p>Our "Information Playing Cards" were launched in August 2012, and these have been provided to all looked after children over 13 years of age, and all care leavers up to 21. They were designed with care leavers to provide info via scanned bar codes to websites re improving employability, active citizenship and support to overcome obstacles to achievement. We are monitoring the usage of these cards and so have a new way to listen to what our young people are interested in, this means we can ensure that our staff are appropriately trained and able to meet their needs. We have held two county</p>	

		<p>workshops this year with a focus on improving employability for care leavers and comprehensive guidance has been developed for staff to support them to provide a high quality service.</p> <p>The leaving care service has developed a productive partnership with Nick Gower-Johnson's service. This has enabled 29 care leavers across the county to receive additional individual support to overcome their barriers to employability. This is funded through the DWP Priority Families initiative. We are now improving our links with JobCentre Plus to improve support to our care leavers across county. We are also developing links with our partners and commissioned services to promote volunteering and work placements. So we continue to complement our core work with new initiatives.</p> <p>The Tiffin Club has recently become a registered Charity and within the council there is great commitment to continue the Olympic legacy and raise funds to provide supplementary support for looked after children and care leavers. They continue to provide mentoring for LAC and care leavers, and are developing employability opportunities.</p> <p>We have almost completed the development of our database system to monitor the percentage of care leavers who have been in employment, training and education. In December 2012, the CSWP reported that 94% of looked after children in Warwickshire progressed into positive destinations. In April 2013, 82% of our care leavers who remained in contact with us continued to be in education, employment or training. We are monitoring this up to 21 years of age in the future.</p>	
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Appendix V - Use of Reserves - Resources Group

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
Customer Services	491	(299)						
General Customer Services			(192)		This funding is required to support some key initiatives across the Customer Services and Communications Business Unit including: Full roll out programme for the General Complaints procedure, following it's recent review (£22,000); to progress the Digital By Default programmes (£65,000); improvements to the Registrations service including on-line development, purchase of scanning software, and support to undertake scanning of historical records and certificates (£105,000).			These are key initiatives to support and improve further the customer framework and Registrations service for Warwickshire County Council. Long term benefits will not be realised if the funding is not agreed as well as putting pressure against the 2013/14 budget for known one-off expenditure that will be incurred.
Finance	1,487	(1,386)						
Finance Training			(101)		This funding will also allow the implementation of a finance training programme across the Authority to deal with the new Finance Service Offer to the Authority, involving both Finance Staff and Non Finance Staff. This requires external support. Benefits will be a more financially literate workforce.			The Agresso system is the key component for managers to effectively report and monitor their financial position. As the financial position reduces over the next few years, financial awareness and training will be critical to mitigate financial risk across the Authority.
Human Resources	1,129	(613)						
Training			(139)		This funding is required to support some key initiatives across the Human Resources and Organisation Development Business Unit, including: To deliver training initiatives across a number of areas including: of the newly formed corporate Health and Safety Team in "Train the Trainer refresher" and "Auditing Skill". Further training for 1) one module of CIPD for one employee, 2) conflict resolution skills and 3) delivery of HR skills training to the HR advisory service as identified in the Employee Relations business plan. (£13,000). Relaunch the AssessRite system and implement the Learning Pool e-learning and learning management system (£49,000); To run a series of workshops and training events to support the implementation of the Appraisal and Capability policies for teaching staff (£17,000); To provide additional support the HR Advisory Service to schools to develop the service thereby increasing buy back levels from Academies (£30,000); Additional resources required to support the People Group Transformation programme (£30,000).			Delivery of this training will ensure we have an appropriately skilled Health and Safety workforce to deliver the Health and Safety plan and meet employer and legislative obligations. All these elements will help to ensure HR Advisors offer more robust and seamless support to line managers. AssessRite is an essential tool to ensure the council meets its DSE obligations and plays a key role in preventing muscular skeletal injuries .
Apprenticeships			(377)		Member approved the Apprenticeships initiative as part of the Going For Growth strategy. Funding was released late in the year with expenditure planned during 2013/14.			
Information Assets	1,357	(220)						
IT Development			(341)		This funding is required to support some key initiatives across the Information Assets Business Unit, including: Deliver additional requirements associated with the Property Rationalisation Programme (£96,000); Google roll out, to take account of activities unavoidably delayed from failure of G-Cloud timelines via Google and Cabinet Office. This will cover the phase 2 Google Docs training (£120,000); to allow additional replacement of PCs as part of the technical refresh programme (£125,000).			
Equipment Reserve							171	Information Assets - Equipment reserve. This fund relates to provision allowed for Information Assets Business unit to procure equipment as required. This is funded through contributions from within the services to allow for future expenditure.
PC Unit charge							625	PC Unit Charge Equalisation Account. This provision funds the PC Unit replacement programme and is utilised in line with the contract . The fund will be drawn down as required within the programme.
Law and Governance	223	(155)						
Governor Services			(68)		This funding is required to support some key initiatives across the Law and Governance Business Unit, including: additional school improvement support for schools in a category of concern, particularly those identified through Ofsted as Requiring Improvement, Serious Weakness or Special Measures. Since the new Ofsted Framework September 2012 a number of schools have been inspected by Ofsted and have been required to undertake a Governance Review of Governing Body processes (£10,000); Further implementation of the full benefits of CMIS and associated training and development of officers and members and (£25,000); additional support to change initiatives as part of the transformation programme (£33,000).			

Appendix V - Use of Reserves - Resources Group (Continued)

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
Physical Assets	938	80						
Property Revaluation			(80)		Requirement to revalue all of the Council's property portfolio in 2113/14 for Capital Accounting Purposes (including smallholdings). Specific funding has not been approved for this work. It is proposed that consultancy staff are appointed to carry out this task to allow the existing teams to focus on core priorities: property disposals and achieving the Property Rationalisation Programme and property savings.			
Low Energy Initiatives					Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed. Funding will be drawn down from the reserve if required during 2013/14.		403	Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed.
Catering					The catering service to schools is based on a charge for a standard number of working days per school. This approach allows schools to have a consistent cost, which they can budget for as part of their financial planning. However, the number of working days that the service is delivered in schools changes each year because of various factors including: when the Easter Holidays fall, number of bank holidays etc. This impacts on the level of income that can be generated through the service and this equalisation account allows for annual differences between costs and income.		302	The schools catering services works on a three year cycle, in that all costs and expenditure match over this period. The equalisation account allows for these movements to be managed in a structured way and any movements out the reserve would impact directly on the Business Unit financial position and potentially reduce the opportunity to deliver other services.
Equipment Procurement							35	This fund relates to provision allowed for the Cleaning and Catering services to procure equipment as required. This is funded through contributions from within the services to allow for future expenditure.
Carbon Reduction Scheme							198	This relates to the reserve to fund Carbon Reduction Scheme Credits, the government initiative to apply a level to CO2 usage across the Warwickshire property portfolio.
Service Improvement	368	(355)						
WES Services Marketing			(13)		To develop a new WES website to effectively support the marketing strategy for WES Services. The current website does not meet business or customer needs and is hindering current ability to effectively market and generate new demand for WES Services. A newly designed and improved website will support the overall WES Strategy to improve customer retention.			
Resources Group Reserves	645	2,948						
Transformation Fund					The Resources Group continues to implement Information Management improvements for the Council. These initiatives will reduce the amount of paper entering the authority by rolling out eInvoicing and Scanning mail when it arrives. This programme is also reviewing key Business Systems and how information is both stored and used across the Authority. The result will see improved real time reporting for managers and members.		2,751	Initiatives have already been started with planned commitments over the coming year. Failure to retain this funding will result in abortive work that would impact on the Groups ability to significantly improve its information management processes and procedures, that will support and enhance information for managers across the Council and Members.
Repay Borrowing				(842)	This will be used to repay some of the Resources Group self financing debt, in particular early repayment of borrowing associated with the Financial System and some energy initiatives previously agreed, This approach will save the Council in the region of £200,000 in interest charges.			
General Savings								
Total Resources Group	6,638	0	(1,311)	(842)		0	4,485	